



Community & Children's Services Committee (For Information Agenda)

Date: THURSDAY, 19 JUNE 2025
Time: 2.00 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR WEST WING, GUILDHALL

Part 1 - Public Reports

4. ***PUBLIC OUTSTANDING ACTIONS**

Members are asked to note the outstanding actions report.

For Information
(Pages 3 - 4)

11. ***GOLDEN LANE LEISURE CENTRE MANAGEMENT OPTIONS**

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

For Information
(Pages 5 - 92)

12. ***SCHOOL ADMISSIONS UPDATE**

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

For Information
(Pages 93 - 100)

13. ***FAMILIES IN THE CITY UPDATE**

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

For Information
(Pages 101 - 112)

14. ***REVENUE OUTTURN 2024/25 – COMMUNITY AND CHILDREN'S SERVICES
COMMITTEE (CITY FUND)**

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

For Information

(Pages 113 - 122)

15. ***HOUSING REVENUE ACCOUNT - OUTTURN 2023/24**

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

For Information
(Pages 123 - 128)

16. ***DCCS DEPARTMENTAL RISK UPDATE**

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

For Information
(Pages 129 - 152)

Part 2 - Non-Public Reports

22. ***NON-PUBLIC OUTSTANDING ACTIONS**

Members are asked to note the outstanding actions report.

For Information
(Pages 153 - 156)

23. ***NON-PUBLIC APPENDIX**

Non-Public Appendix to be received in conjunction with item 10.

For Information
(Pages 157 - 158)

28. ***DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

For Information
(Pages 159 - 162)

29. ***YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**

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

For Information
(Pages 163 - 188)

30. ***SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND**

Report of the City Surveyor.

For Information
(Pages 189 - 218)

PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN’S SERVICES COMMITTEE (CCS) – June 2025 Update

No	Committee Date Raised	Initial Request and Pending Actions	Responsibility	Due Date	Progress Update
1	27/07/2023	Window Replacement A full report on the Golden Lane Estate, not just Crescent House, to understand the entire program's progress	Director of Housing	Ongoing	A high-level master programme for the entire Golden Lane Estate and an Activity Timeline have been produced by the project team. These form part of the Appendices for Complex Issues Reports, which have been drafted and will be presented at Corporate Projects Board in February and subsequently for CCS Committee in April. Status: Complete
Page 3	25/01/2024	City and Hackney Safeguarding Children Partnership (CHSCP) Annual report: The legislative change would be presented to members for decision. The chair requested a member briefing ahead of the committee meeting which takes decision in this matter.	Director of People	September 2025	The new legislative requirements regarding governance for the CHSCP have now been implemented. This will be reflected in the CHSCP Annual Report that will come to CCS in September.
3	01/05/2024	Stronger Communities Annual Report The next report would provide more information in terms and conditions of grant approvals. The Resource Allocation Sub Committee (RASC) received a report on CIL funding in other boroughs some years ago and the officer agreed that this work could be refreshed.	Head of Central Funding and Charity Management	September 2025	All grant programmes are going through Star Chamber and Member review between June and the end of July. All annual reports will be brought to September Committees.
5	11/12/2024	City of London Children’s Centre Services – Update Report A policy paper on affordable childcare would be brought to the January Committee meeting. The importance of effective communication with parents and stakeholders was emphasised, with suggestions for improving	Strategic Education and Skills Director	June 2025	The report is due to C&CS Committee in June 2025.

PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN’S SERVICES COMMITTEE (CCS) – June 2025 Update

		transparency and addressing concerns about service continuity. A need for a contingency plan B) in case the new arrangements could not fully replace the current services by September 2025.			
6	30/04/2025	Reopening of Basketball Court on Avondale Estate: A local vicar inquired about the plans for reopening the basketball court, which has been closed since the onset of the COVID-19 pandemic. If reopening the current court proves unfeasible, officers committed to identifying an alternative, equally accessible space for young people.	Director of Housing		We acknowledge that this is less than ideal. In looking into this we have found that there are issues with tree roots causing damage to the surface of the MUGA that must be addressed, a Tree Surgeon has been consulted. To get the space back into use before the summer holidays, we may have to cordon off the area directly around the tree root damage to allow safe access for young people.

City of London Corporation Committee Report

Committees: Sports Sounding Board – For Information/ Discussion Community and Children’s Services – For Information/ Discussion	Dated: 18/06/2025 19/06/2025
Subject: Golden Lane Leisure Centre Management Options	Public report: For Information/Discussion
This proposal: <ul style="list-style-type: none"> • Delivers Corporate Plan 2024–29 outcomes 	Diverse Engaged Communities Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain’s Department?	NA
Report of:	Judith Finlay, Executive Director of Community and Children’s Services
Report author:	Greg Knight, Head of Commissioning, Community and Children’s Services

Summary

The Golden Lane Leisure Centre (GLLC) management contract, held by Fusion Lifestyle, has been extended until 31 March 2026. It has a further option to extend until 31 December 2026. A new management contract is required upon expiry, following the refurbishment of GLLC.

The Management Options Report in Appendix One explores the financial and non-financial considerations of a range of options for the future management of GLLC. The report concludes that the continued outsourcing to a leisure operator is the most advantageous option. This is because it is the most financially beneficial, the simplest and quickest to implement, and offers beneficial risk transfer to the operator.

For these reasons, the Department will complete a competitive procurement and test the market to identify the most advantageous tender. This approach provides the opportunity for an in-house model to be developed and evaluated transparently

against bids received from the external provider market, if it is identified as a strategic priority.

Appendix Two provides a high-level overview of the options for providing the Sports Development Service. This report proposes a balanced delivery model: management of the GLLC contract will be delivered from the centre, and the City's Sport Team will lead on delivery across the Square Mile and community.

Recommendations

Members are asked to:

- Note the approach to outsource the management of GLLC to a leisure operator
- Note the proposed inclusion of the Sports Development Service as part of the management contract
- Note the contents of the Appendices.

Main Report

Background

1. The GLLC management contract is held by Fusion Lifestyle, a registered charity that provides public sector sports and leisure management. The current contract term has been extended until 31 March 2026. It has a further option to extend until 31 December 2026.
2. Upon expiry of the existing contract, GLLC is scheduled to undergo a significant refurbishment programme, funded by the Community Infrastructure Levy. The scope of the refurbishments includes repairs to the roof, the replacement of mechanical and electrical equipment, the decarbonisation of the site, internal refurbishments, external repairs and the resurfacing of the tennis courts.
3. Initial engagement has been completed, with five focus groups delivered and 440 survey responses received, of which 35 are from children and young people. Findings will be used to inform the opportunity report, refurbishment designs and the management contract service specification.
4. In addition to the management of GLLC, Fusion Lifestyle is currently commissioned to deliver a Sports Development Service. The service aims to provide a range of participation opportunities that target key groups such as children and young people – including those with special educational needs and disability (SEND) – but also disabled residents, and residents aged over 50 years, through delivery of the Young at Heart programme. Other initiatives include the London Youth Games, Mini Marathon, holiday programmes, and volunteering opportunities at the London Marathon. Activities take place at GLLC and in the wider community.

5. The Sports Development Service contract effectively funds the position of a Sports Development Manager, who is responsible for coordination of the programme.
6. In 2023, the Policy and Resources Committee agreed to a new Sport Strategy for the Square Mile which sets out a vision to make the City a global destination for sport by: investing in sport facilities; activating public spaces; celebrating the positive impact of sport; enticing high-quality sport events; and supporting community sport. Funding was allocated to support the delivery of the strategy in the first three years from the Policy Initiatives Fund. Since then, a Sport Strategy Officer has been appointed to lead on facility and event provision, while a Community Sport Officer was appointed to support community sport events and initiatives across the Square Mile. These two positions make up the Sport Team which is overseen by the Head of Sport. A Member Sport Sounding Board was created to oversee the progress of delivering on the objectives of the Sport Strategy, chaired by the Lead Member for Sport, a position appointed by the Policy and Resources Committee.

Current Position

7. A detailed Management Options Appraisal Report (Appendix One) has been completed by The Sports Consultancy. The report appraises the financial and non-financial considerations for a range of options for the future management of GLLC.
8. The financial forecasts provided within the Options Appraisal are based on the current facility mix. There may be scope for the facility mix to change as part of the refurbishments, which could impact the associated financial projections. Regardless, the principles underpinning the financial assessment remain consistent when options are compared against each other. The design options themselves, and associated revenue forecasts, will be presented to members of Community and Children's Services Committee for decision.

Options

9. The Management options for GLLC presented in Appendix One include:
 - Option A: Outsourcing to a leisure operator (retendering of the current management arrangement)
 - Option B: Outsourcing to a leisure operator under an Agency Model arrangement
 - Option C: In-house management
 - Option D: Establishing a local authority trading company (Teckal)
 - Option E: Establishing a new leisure trust
 - Option F: Asset transfer.
10. The options for delivering the Sports Development Service are set out in Appendix Two, which include:
 - Option A: Outsourced delivery as part of management contract

- Option B: In-house management.

Proposals

11. The options appraisal concludes that the continued outsourcing to a leisure operator (either through a traditional management contract or a management contract under the new Agency Model) is the most advantageous. This is because it is the most financially beneficial, the simplest and quickest to implement, and offers the greatest level of risk transfer. This is the recommended approach, with the preferred option to be finalised at procurement stage.
12. This approach provides the opportunity for an in-house model to be developed and evaluated transparently against bids received from the external provider market, if this is a strategic priority.
13. It is important that the newly refurbished GLLC should continue to play a significant role in delivering sports opportunities, as it is key to the purpose of the centre. Notable insight, gathered as part of the initial engagement (Appendix three), which supports this position, is summarised below:
 - When asked what activities people would like to see following the refurbishment of GLLC, sports featured prominently in participants' responses. Swimming and aquatic (22%), racket sports (19%), and combat and dance sports (11%) were the most popular options.
 - 'Limited or restrictive class offering' was the main reason (22%) cited as preventing people from doing more exercise.
 - It was suggested to introduce taster sessions and open days for non-users to experience the centre's offerings firsthand.
 - Expansion of the children's facilities, such as soft play and junior fitness, was suggested to attract families.
 - There is demand for both boys' and girls' football activities, including the establishment of a team.
 - Children and young people identified inclusive activities (including for those with SEND), group sessions, opportunities for shared experiences, and social connections as a priority.
 - Additional inclusive sports opportunities for children and young people such as trampolining, cycling, water polo and yoga were identified as a priority.
 - There is a demand for teen-specific opportunities at the centre.
14. It is proposed that the Sports Development Service should remain a requirement, to be delivered from GLLC. It is recommended that the City's Sport Team remain responsible for leading on the delivery across the Square Mile and within the community.

Key Data

15. There is no data related to this report.

Corporate & Strategic Implications

16. **Strategic implications** – The decision to refurbish GLLC is completed in the context of delivering several strategies, notably the City of London Corporation's Global City of Sport: A Sport Strategy for the Square Mile 2023–2030, Joint Local Health and Wellbeing Strategy 2024–2028, and Our Corporate Plan 2024–2029. The future management arrangements will help to deliver the Corporate Plan outcomes of Diverse Engaged Communities and Providing Excellent Services.
17. **Financial implications** – The revenue implications associated with the future management options of GLLC are presented within Appendix One.
18. **Resource implications** – The resource implications have been considered within the Options Appraisal. The future provision of the Sports Development Service, including the ways of working and designation of responsibilities, will be considered in full.
19. **Legal implications** – Legal implications are to be considered throughout all stages for the future management of GLLC.
20. **Risk implications** – Risks will be identified and managed through the GLLC Project Board.
21. **Equalities implications** – Equalities implications will be considered throughout the project, including through the completion of an Equality Impact Assessment.
22. **Climate implications** – Climate implications are being addressed through the representation of the Energy Team at the GLLC Refurbishment Project Board, to ensure consideration of the City's Climate Action Strategy. This will continue to be considered within the management contract and operation of GLLC.
23. **Security implications** – None.

Conclusion

24. This report sets out the rationale for the continued outsourcing of GLLC to a leisure operator. It provides the proposed approach to delivering the Sports Development Service and participation opportunities from GLLC and across the City.

Appendices

- Appendix One – Golden Lane Leisure Centre Management Options Appraisal Report

- Appendix Two – Golden Lane Leisure Centre Management Options Appraisal Sports Development
- Appendix Three – Golden Lane Leisure Centre Engagement Report

Background Papers

- Golden Lane Leisure Centre (GLLC) Refurbishment – Gateway 2 Report. Community and Children's Services Committee (19/06/2025)

Greg Knight

Head of Commissioning, Community and Children's Services

T: 07821301628

E: greg.knight@cityoflondon.gov.uk

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

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	Description	Advantages	Disadvantages
Outsourced delivery as part of management contract	<p>Under this option, the responsibility for sports development is passed to the operator who is responsible for the delivery of the service and employs the sports development staff.</p> <p>The Services Specification would typically include provision for the operator to work closely with the client team to develop the sport development targets and objectives on an annual basis through an annual sports development plan. Typically, where it is now included in management contracts, the focus is on broader health & wellbeing outcomes, rather than just sports development in isolation.</p> <p>The exact service an operator delivers can be tested through the competitive tendering process with a scored method statement response requiring them to articulate how they would work with the client to deliver against their objectives.</p>	<ul style="list-style-type: none"> • Ensure the integration of the leisure centre management with sports development • Benefits from wider sports development expertise an operator may offer • Provides cost certainty and protection for the service (cost of sports development service is factored into management fee arrangement with operator) • Day-to-day operational risks and responsibilities passed to the operator. 	<ul style="list-style-type: none"> • Although the operator would be required through the contract to collaborate with the City on sports development, inevitably the City would lose day-to-day control over the service and the programmes and activities delivered • Sports development potentially regarded as a lower priority by the operator as it does not deliver the commercial returns of other elements of the service • Unless carefully specified and managed, the sports development service may become more narrowly focussed around GLLC and wider opportunities beyond the boundaries of the facility may be missed.
In-house delivery	<p>Under this option, the client retains responsibility for delivering the sports development service and employs the staff related to the service.</p> <p>If the wider leisure facilities management is outsourced, it is typical for that contract to include provisions for the operator to support and collaborate with the client team to help them deliver sports development. This can include, for example, providing a certain number of programming hours in the facilities they manage for free or providing a certain amount of staff time for free.</p>	<ul style="list-style-type: none"> • The City retains direct, day-to-day control over the service and the programmes delivered • Greater opportunity for the service to link up with the other sports facilities managed directly by the City • Greater opportunity to engage and collaborate with related services with the City (e.g. health & wellbeing). 	<ul style="list-style-type: none"> • Less opportunity for the City to benefit from the wider sports development expertise an operator may be able to offer • All day-to-day risks and responsibilities for the service sit with the City • Sports development service more vulnerable to future budget constraints • Sport development service may end up less connected to activities at GLLC.

Case Study: London Borough of Barnet

The London Borough of Barnet appointed GLL to manage its five leisure centres on a ten-year contract starting in January 2018. As well as the facilities management role, there is a responsibility for GLL to deliver against the Council's sports, health and wellbeing objectives. Their offer included the following sports and health development proposals:

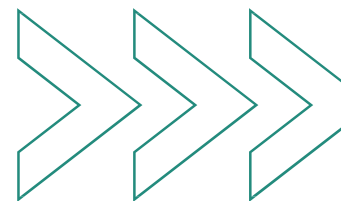
- Borough-wide Physical Activity Referral Scheme which creates a pathway for exercise referral, diabetes and falls prevention
- Delivery of specialist health programmes that include children's weight management, adult weight management and a cancer rehabilitation scheme
- Creation of 'health hubs' at each facility to deliver health checks and advice for residents
- GLL Community Programme that delivers activities in a variety of local settings through working with care homes, women's groups, social clubs, religious organisations and schools
- GLL Activate Healthy Lifestyle Schools Programme that engages with a targeted number of schools per annum linked to Change for Life Clubs.

Golden Lane Sport & Fitness Engagement Survey

2025

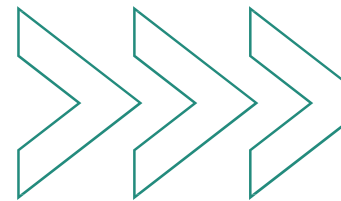


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6	Appendix 1 – Open Text Responses	P.30

1 Project Background



This research was conducted to understand the experiences and expectations of both users and non-users regarding the transformation of Golden Lane Sport & Fitness. It forms part of a feasibility study led by TA6 Alliance Leisure.

Active-Insight

As a leading authority in customer insight and market intelligence within the active leisure sector, Active-Insight is pleased to present this research report on behalf of Golden Lane Sport & Fitness.

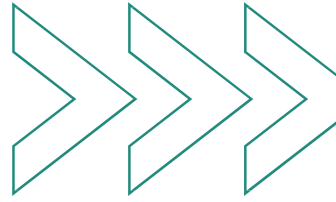
Research Methods

The data for this study was collected through an online survey, designed and promoted by the client. Conducted between January and March 2025, the survey followed a self-selection format and received 405 responses, with 45% of participants identifying as active users of Golden Lane Sport & Fitness.

Based on our experience, surveys of this nature tend to attract responses from residents with strong opinions on local services, particularly those who are already engaged in sports and leisure activities. Therefore, the findings should be interpreted within this context.

To maximize engagement, the survey was promoted via multiple channels, including the sport centre's social media platforms, targeting both existing users and the wider community.

2 Key Findings & Recommendations



1. Increase Engagement Among Infrequent Users

Key Finding: Nearly half of the respondents (45%) reported using Golden Lane Sport and Fitness. However, 30% use the centre less than once per month, highlighting an opportunity to encourage more frequent visits.

Recommendations:

- Introduce incentive programs (e.g., loyalty rewards, discounted memberships for frequent visits).
- Develop short, time-efficient workouts such as express fitness classes or lunchtime sessions.
- Implement targeted marketing campaigns for occasional users, offering promotions based on their visit patterns.

2. Improve Facility Quality to Address User Concerns

Key Finding: The quality of facilities was identified as the main barrier to doing more exercise, selected by 28% of users.

Recommendations:

- Prioritise upgrading fitness areas (gym, group exercise studios) and swimming facilities (main pool, adult lane swimming, sauna).
- Enhance changing and shower facilities to improve overall user experience.
- Improve lighting, ventilation and aesthetics to make the centre feel more modern and inviting.

Key Findings & Recommendations

3. Expand Fitness & Swimming Offerings to Match Demand

Key Finding: The most requested fitness facilities in the proposed redevelopment include a gym (19%), mind and body activities (15%) and water-based classes (13%). The most requested swimming facilities include a main swimming pool (25%), adult lane swimming (19%) and sauna (16%).

Recommendations:

- Expand yoga/Pilates and water-based fitness classes to match high demand.
- Introduce structured fitness programs for different demographics (Active Ageing, rehabilitation-focused fitness, high-intensity workouts).
- Increase adult lane swimming hours and swim lesson availability to accommodate demand.

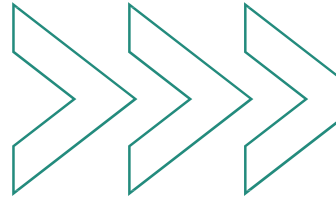
4. Develop a More Social & Community-Friendly Space

Key Finding: When ranked by preference, the most desired community and social inclusion facilities for the redevelopment were a café (1st place, 74%), meeting room space (2nd place, 63%) and flexible working spaces (3rd place, 65%).

Recommendations:

- Invest in a café and social hub, providing a welcoming space for members to relax and interact.
- Introduce Wi-Fi and flexible workspaces to attract professionals and remote workers.
- Host community events, workshops and wellness days to foster social engagement.

Key Findings & Recommendations



5. Encourage More Family and Youth Participation

Key Finding: When ranked by preference, the most preferred children's activities were soft play (1st place, 66%), sensory play (2nd place, 66%) and imagination play (3rd place, 67%). However, 74% of respondents ranked "These are not important to me" as their least preferred option, which may reflect respondents without children.

Recommendations:

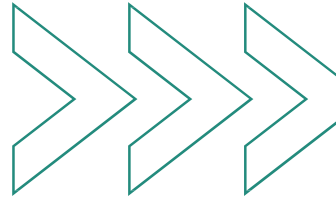
- Expand children's facilities such as soft play and junior fitness to attract families.
- Develop family-friendly fitness classes to help parents incorporate activity into their routines.
- Offer discounted family memberships or trial passes to encourage more family participation.

6. Attract Non-Users Through Improved Accessibility and Targeted Programs

Key Finding: The main barriers to exercise among non-users were lack of time (24%), quality of facilities (16%) and access to facilities (13%).

Recommendations:

- Market low-commitment, flexible memberships to appeal to those with time constraints.
- Introduce taster sessions and open days for non-users to experience the centre's offerings firsthand.
- Offer partnership discounts with local businesses, workplaces and schools to drive engagement.



7. Enhance Sporting Facilities Based on User Preferences

Key Finding: When ranked by preference, the top sports facilities respondents wanted in the redevelopment were tennis (1st place, 73%), badminton (2nd place, 67%) and padel tennis (3rd place, 66%). Football (4th place, 64%) and basketball (5th place, 68%) were also highly ranked.

Recommendations:

- Focus on multi-purpose courts to accommodate demand for tennis, badminton and padel tennis.
- Improve football and basketball facilities, ensuring adequate availability for casual and competitive play.

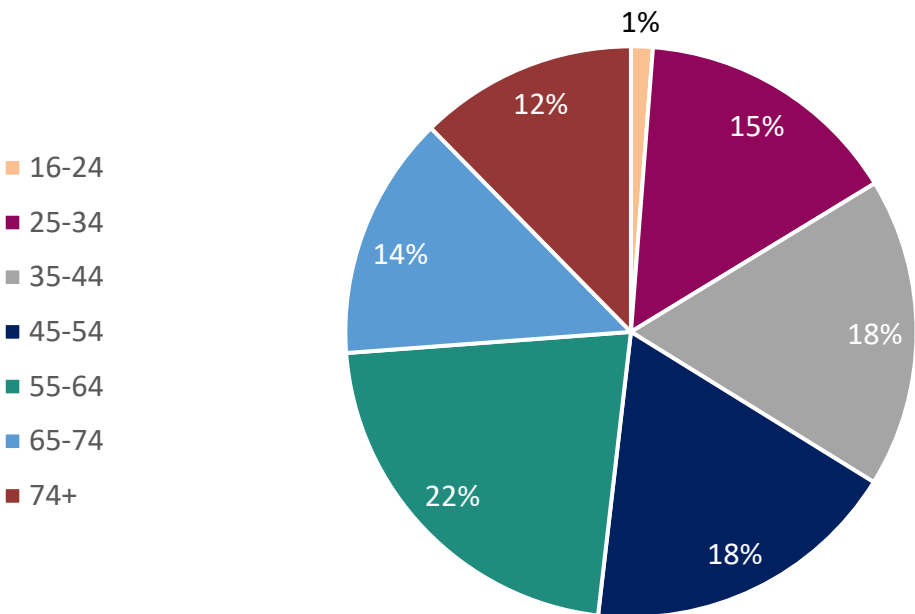
3 Survey Results



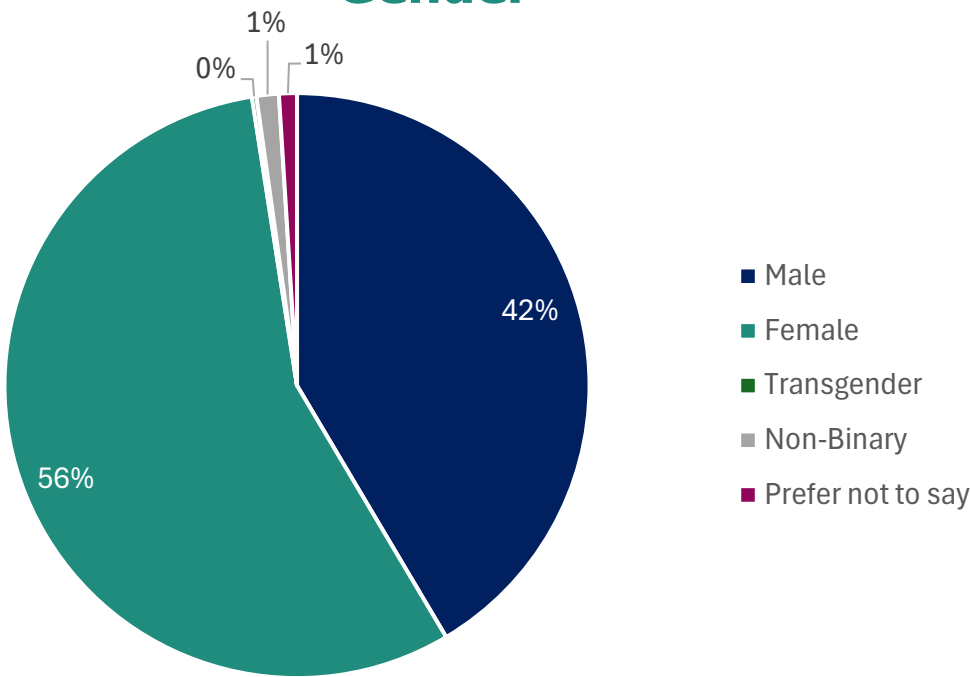
The Survey in Numbers

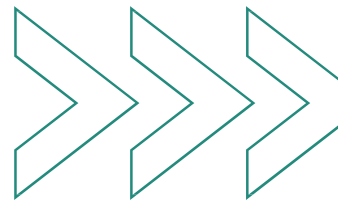
SAMPLE 405

Age

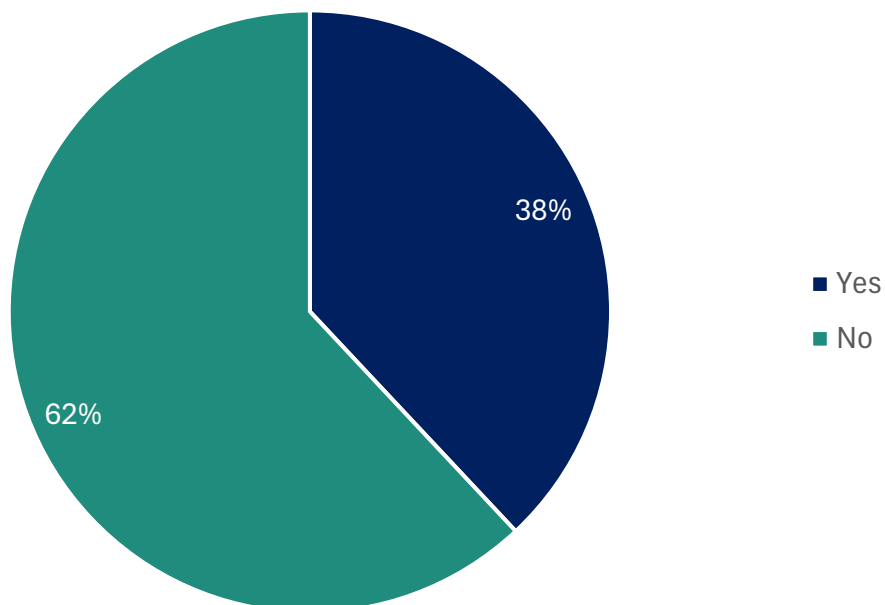


Gender

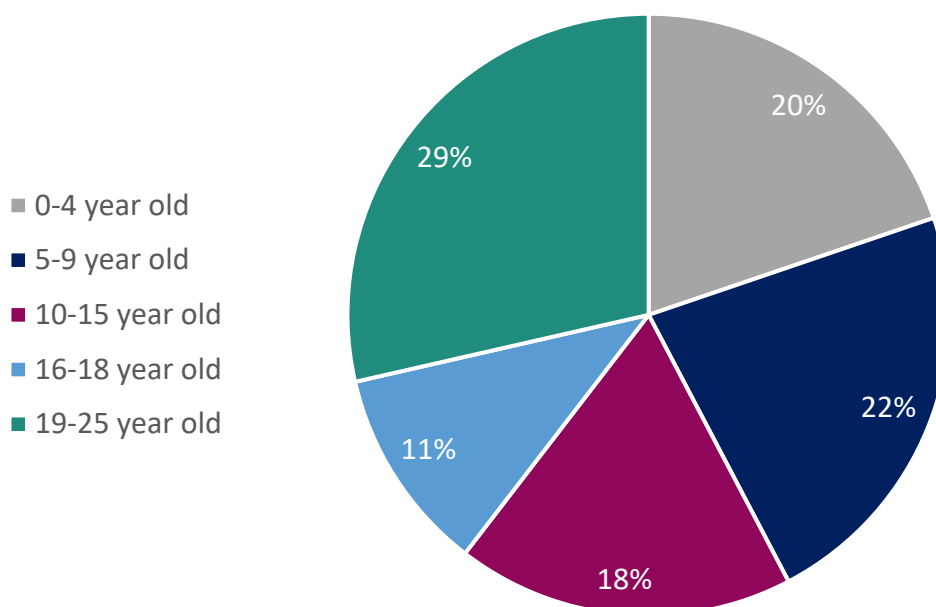


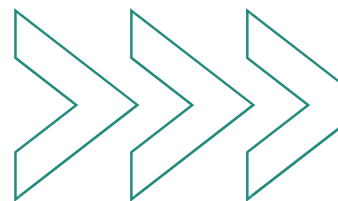


Do you have children?

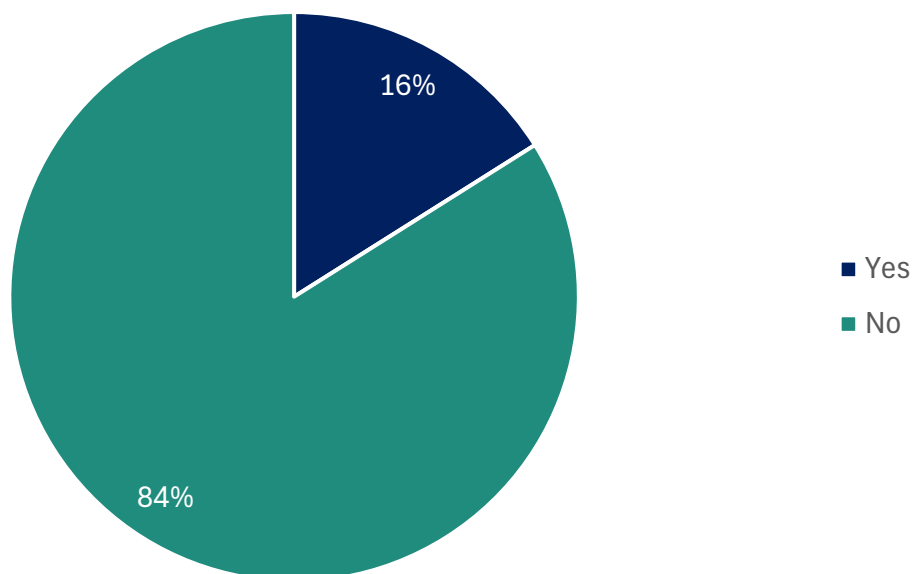


What age/s are they?

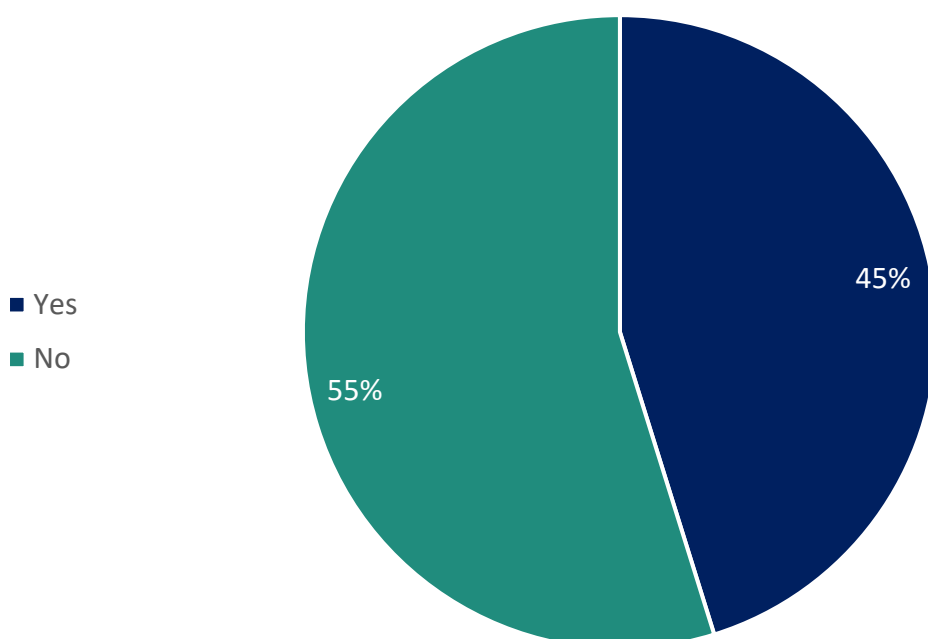




Are you a resident of Golden Lane?



Do you currently use Golden Lane Sport and Fitness Centre?

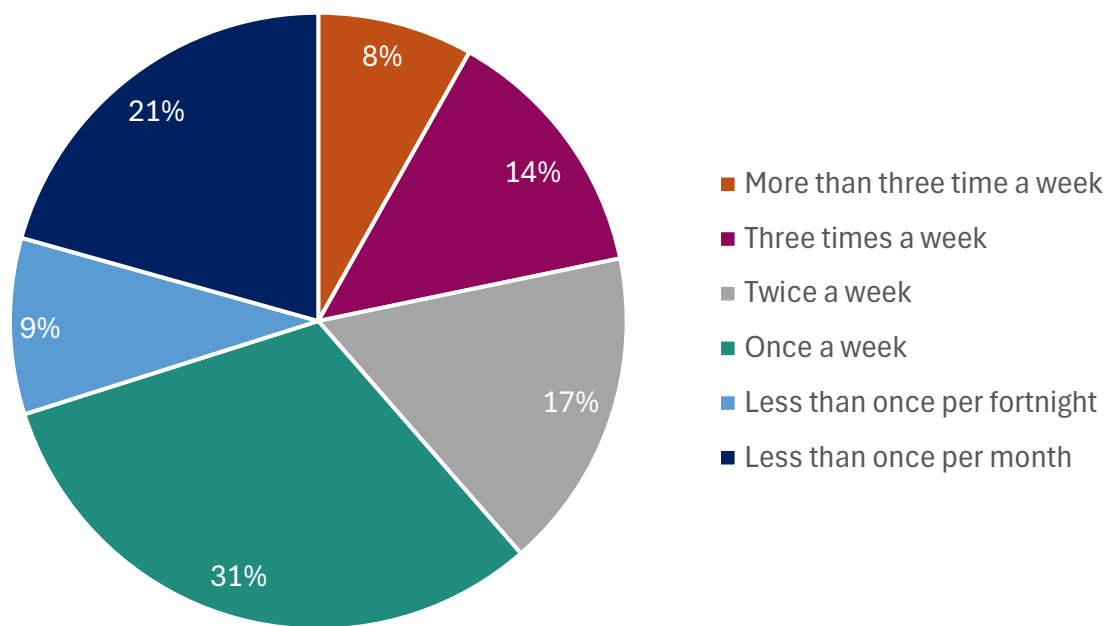


4 Question Breakdown – Users

Sample - 183

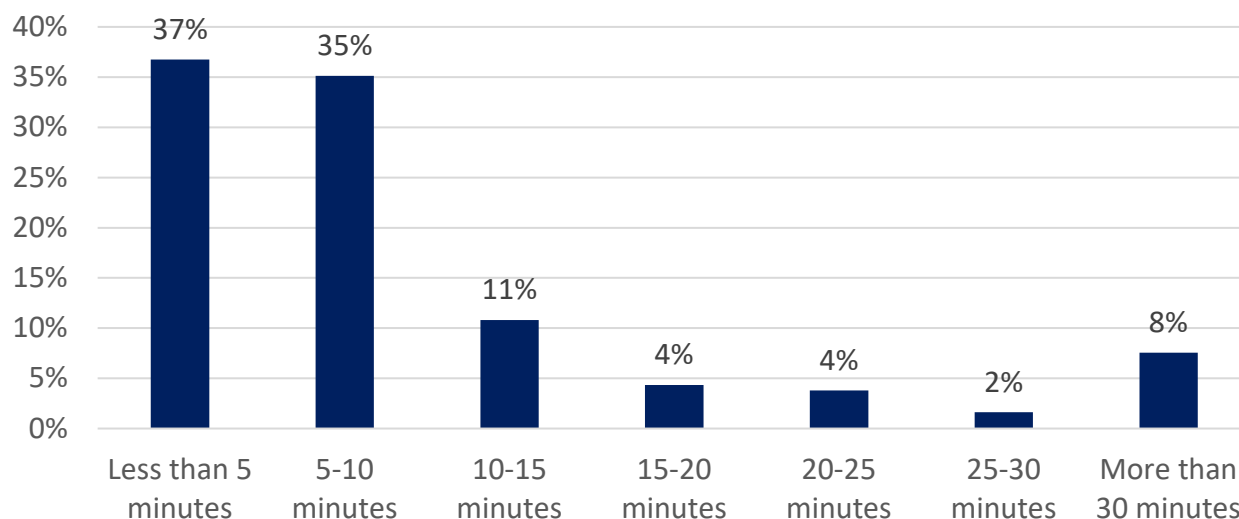
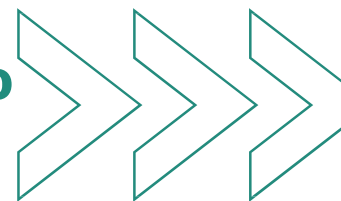


How often do you use Golden Lane Sport and Fitness?



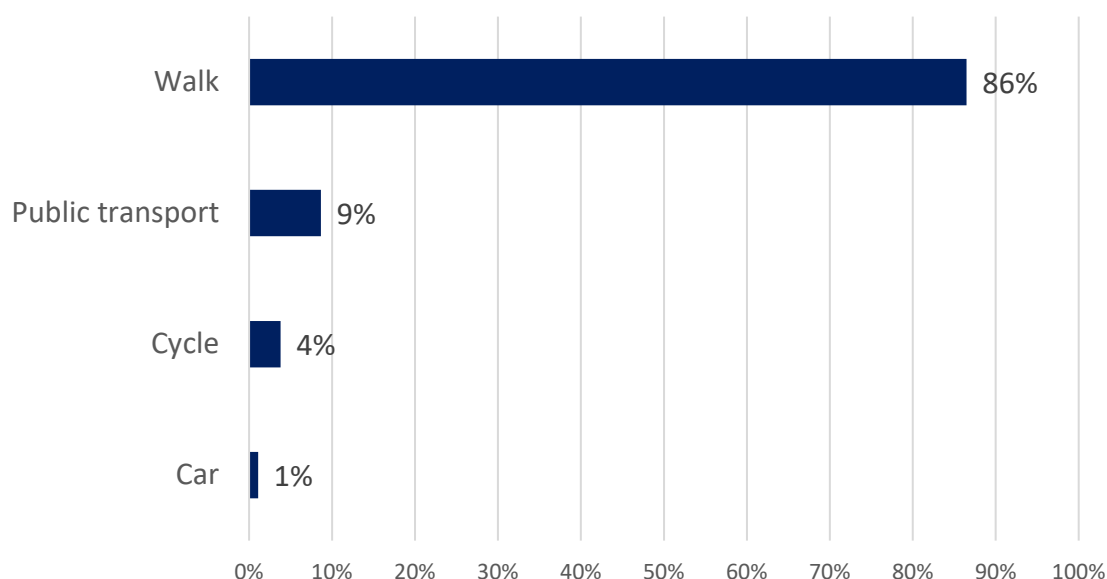
Nearly half of the respondents (45%) reported using Golden Lane Sports and Fitness. Among them usage varied with 32% visiting once a week, 17% twice a week and 14% three times a week. However, a significant proportion (30%) use the centre less than once per month, highlighting an opportunity to encourage more frequent visits.

How long does it typically take you to travel to Golden Lane Sport and Fitness?

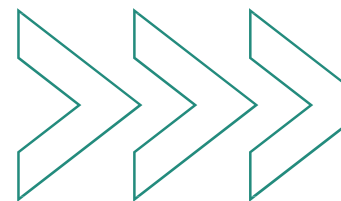


Most respondents (72%) reach Golden Lane Sport and Fitness in 10 minutes or less, while a smaller group (14%) travel 20 minutes or more.

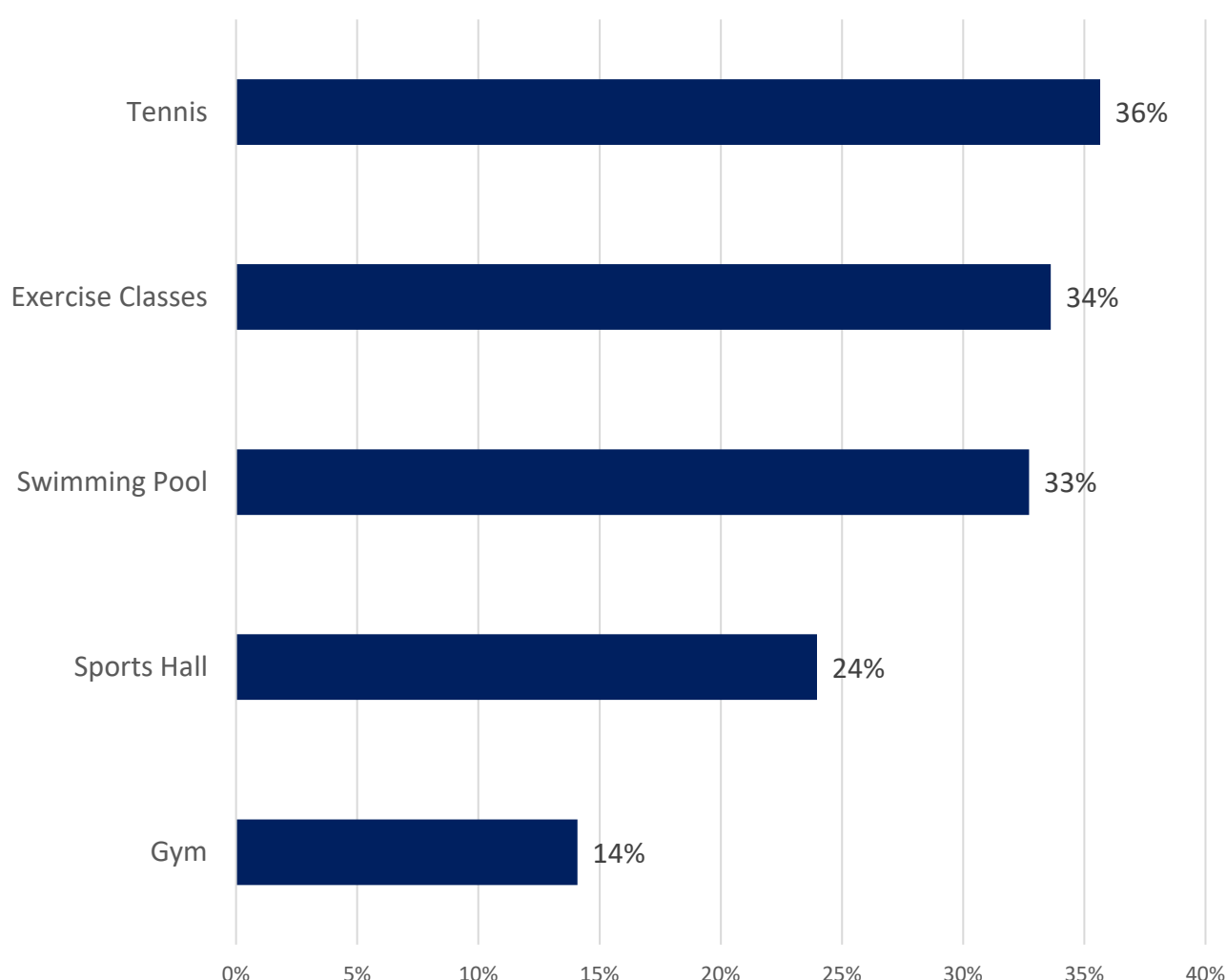
How do you normally travel to Golden Lane Sport and Fitness?



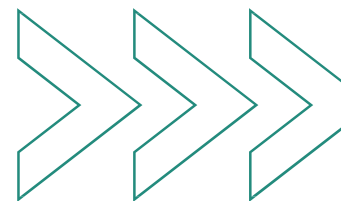
The vast majority of respondents (86%) walk to Golden Lane Sports and Fitness, with only a small proportion using other modes of transport, including public transport (9%), cycling (4%) and driving (1%). This highlights the centre's accessibility on foot for most users.



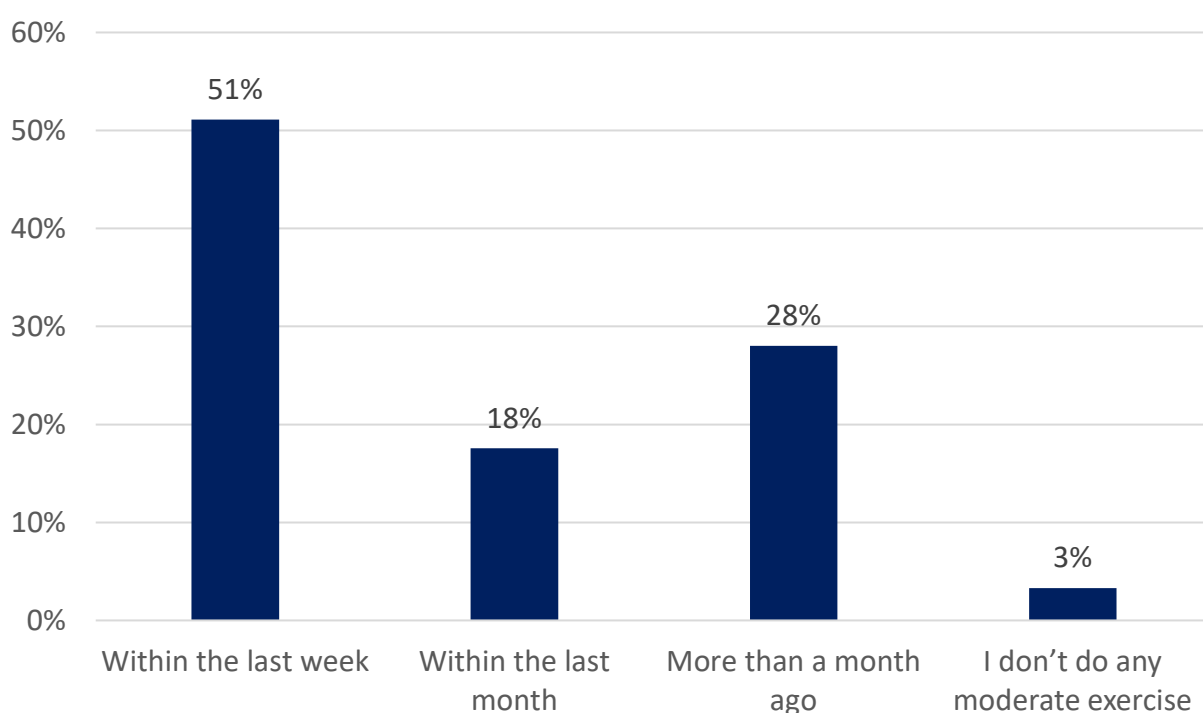
How would you rate each facility at Golden Lane Sport and Fitness?



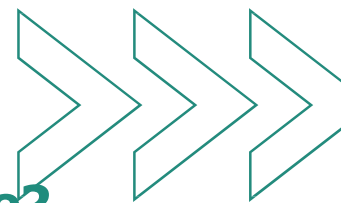
Tennis received the highest combined ratings, with 36% of respondents rating it as "Good" or "Very Good." Exercise classes also scored highly at 34%, while the gym had the lowest rating at 14%.



When was the last time you completed any type of moderate exercise/activity at Golden Lane Sport and Fitness?

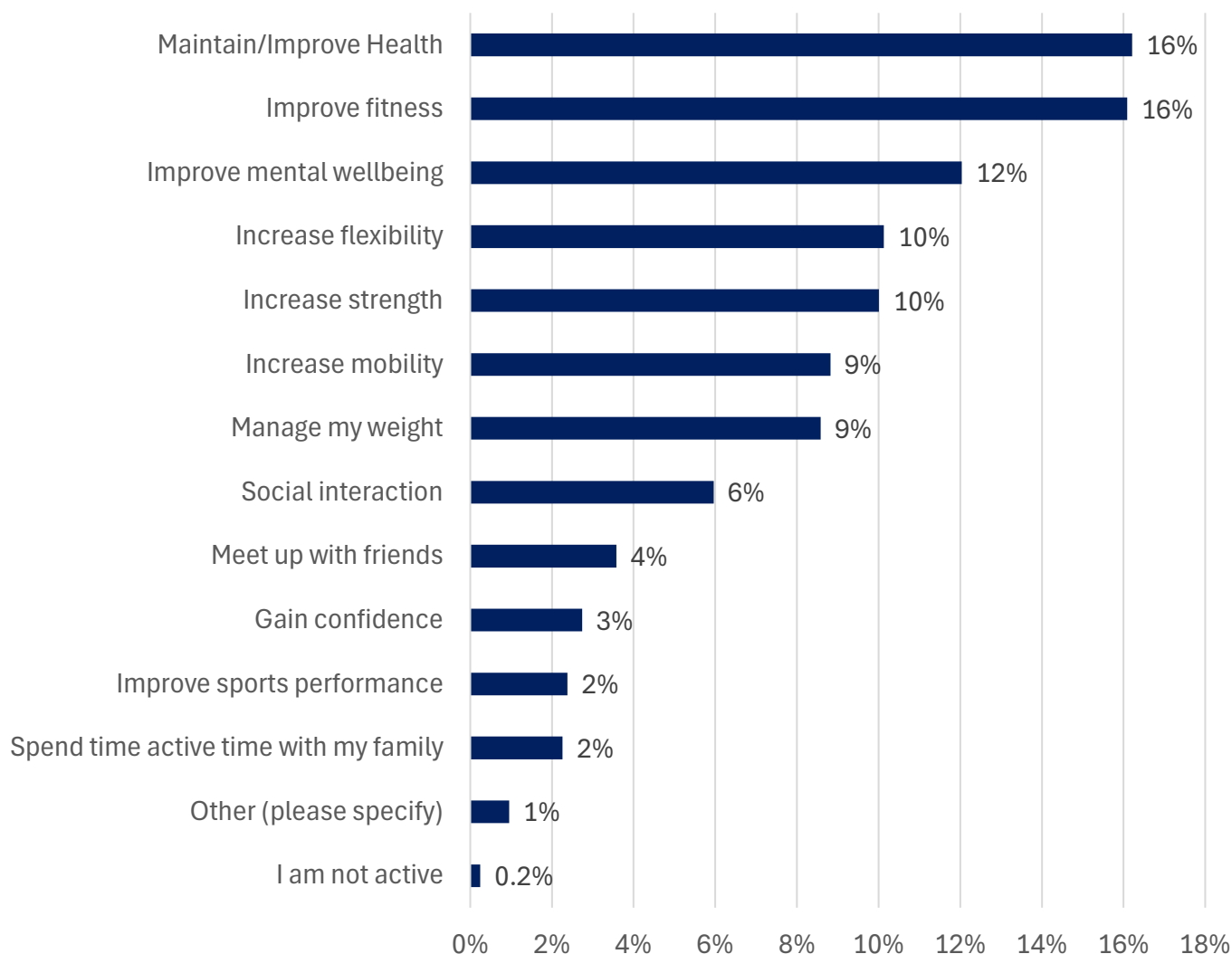


Just over half of users (51%) have exercised or participated in an activity at Golden Lane Sport and Fitness within the past week, while 18% did so within the last month and another 28% more than a month ago. Only 3% reported not engaging in moderate exercise, which may include parents of children attending swimming lessons or those using the centre for other non-exercise activities.

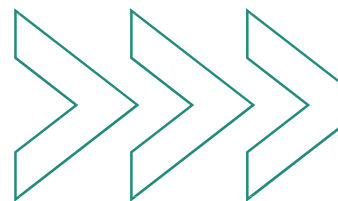


What are your reasons for being active?

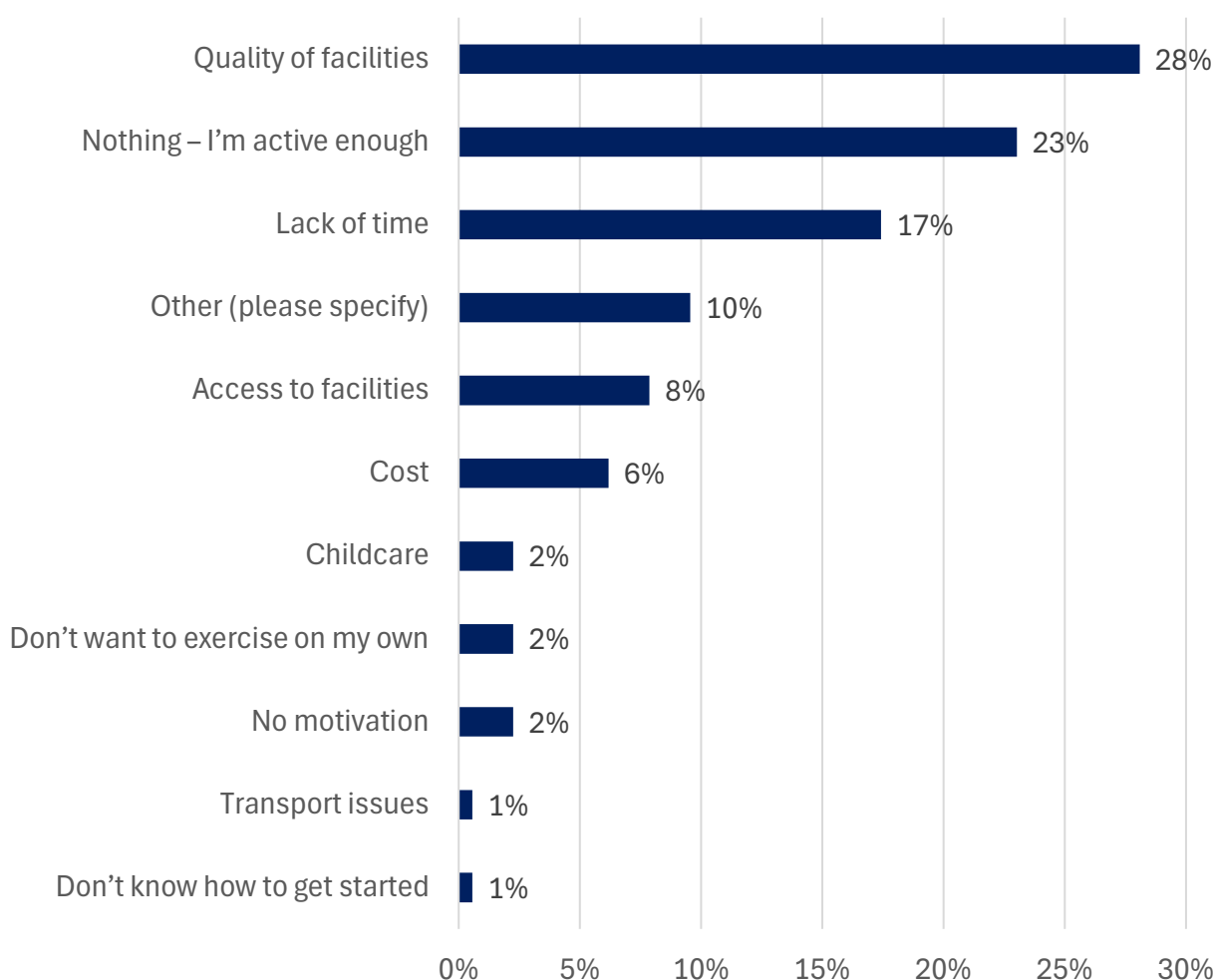
Participants were asked to select all that apply



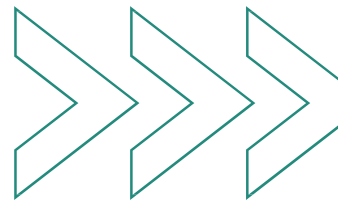
The primary reasons for being active are to improve overall fitness (16%) and maintain or improve health (16%). Mental wellbeing (12%) and increasing strength and flexibility (10%) also feature prominently as motivating factors. Social interaction and family time are less commonly cited reasons, with only 6% and 2% of respondents mentioning them respectively.



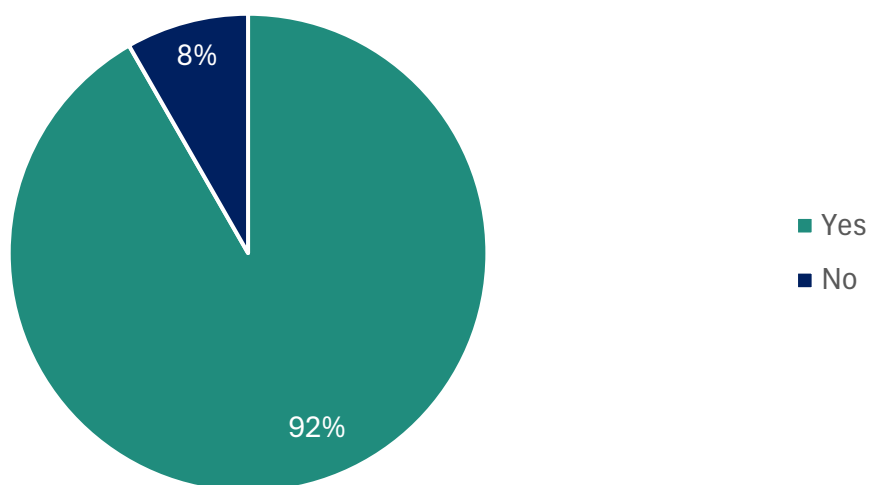
What's the main reason preventing you from doing more exercise than you currently do?



The main barrier to doing more exercise is the quality of the facilities, as selected by 28% of Golden Lane Sport and Fitness users. Other factors, such as lack of time (17%) and the perception of being active enough (23%) were also notable but less frequently mentioned.

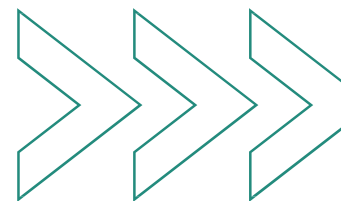


Would a redevelopment of Golden Lane Sports and Fitness encourage you to use the centre more often?

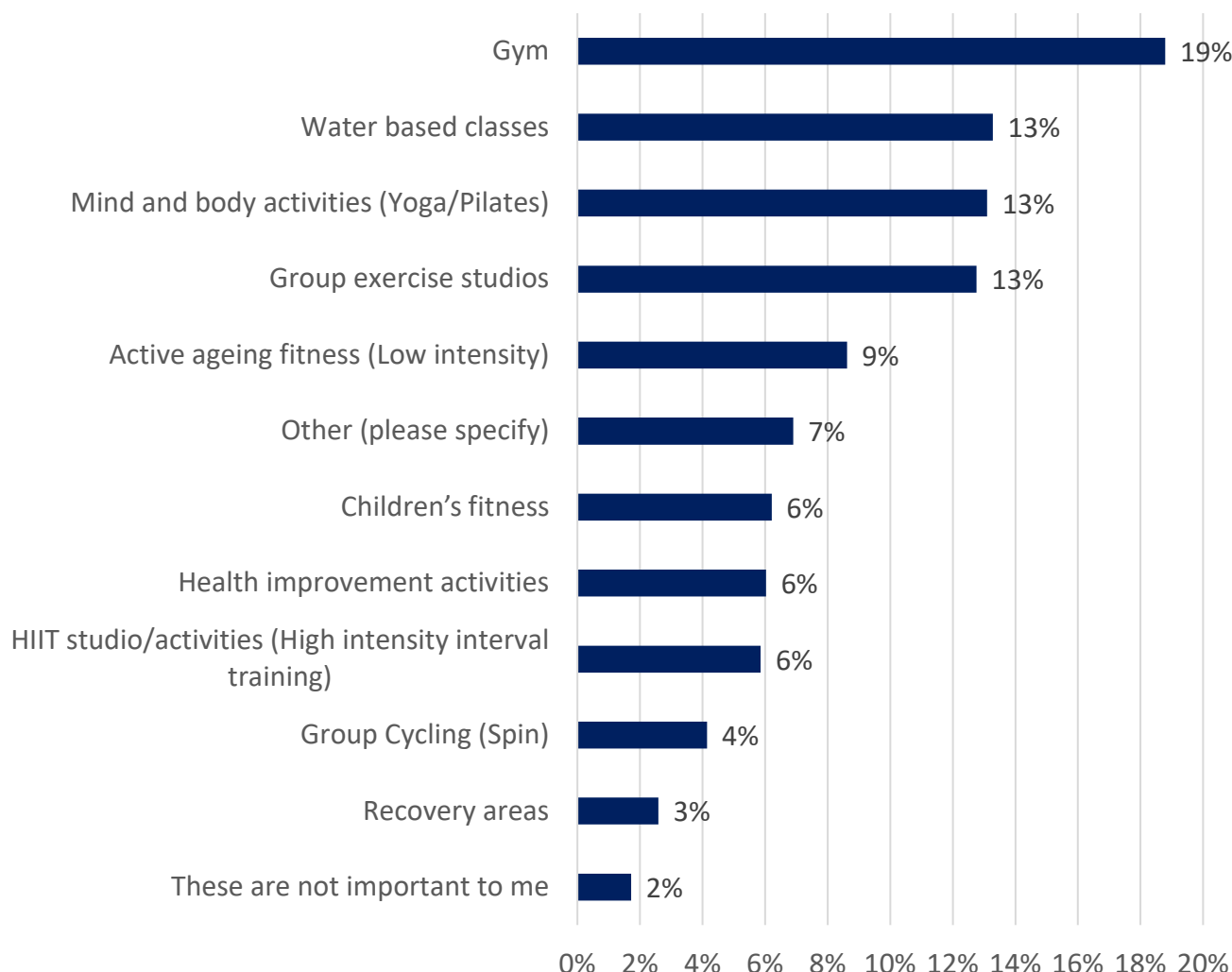


A significant majority of respondents (92%) indicated that a redevelopment of Golden Lane Sport and Fitness would encourage them to use the centre more often, while only 8% said it would not.

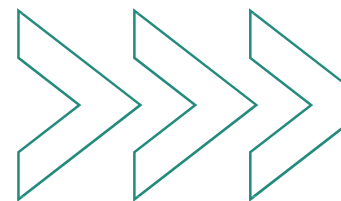
Which of the following fitness facilities/activities would you like to see in any proposed redevelopment of the centre ?



Participants were asked to select all that apply

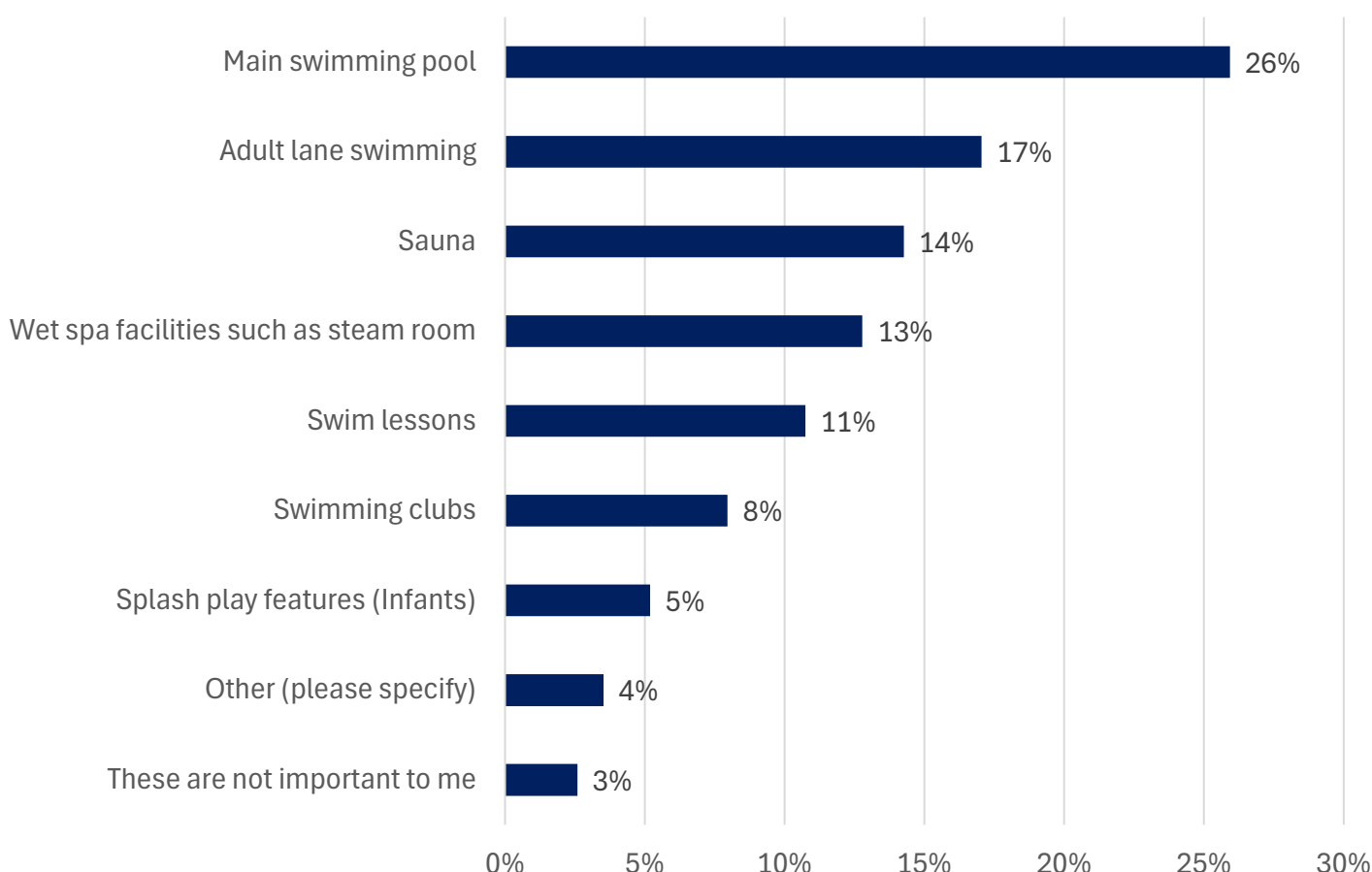


The most popular fitness facilities and activities that respondents would like to see in any proposed redevelopment of Golden Lane Sport and Fitness include a gym (19%), mind and body activities such as yoga and Pilates (13%), water-based classes (13%) and group exercise studios (13%). The least prioritised options were recovery areas (3%) and group cycling (4%).

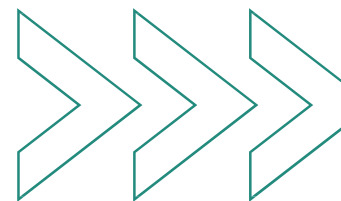


Which of the following swimming facilities/activities would you like to see in any proposed redevelopment of the centre ?

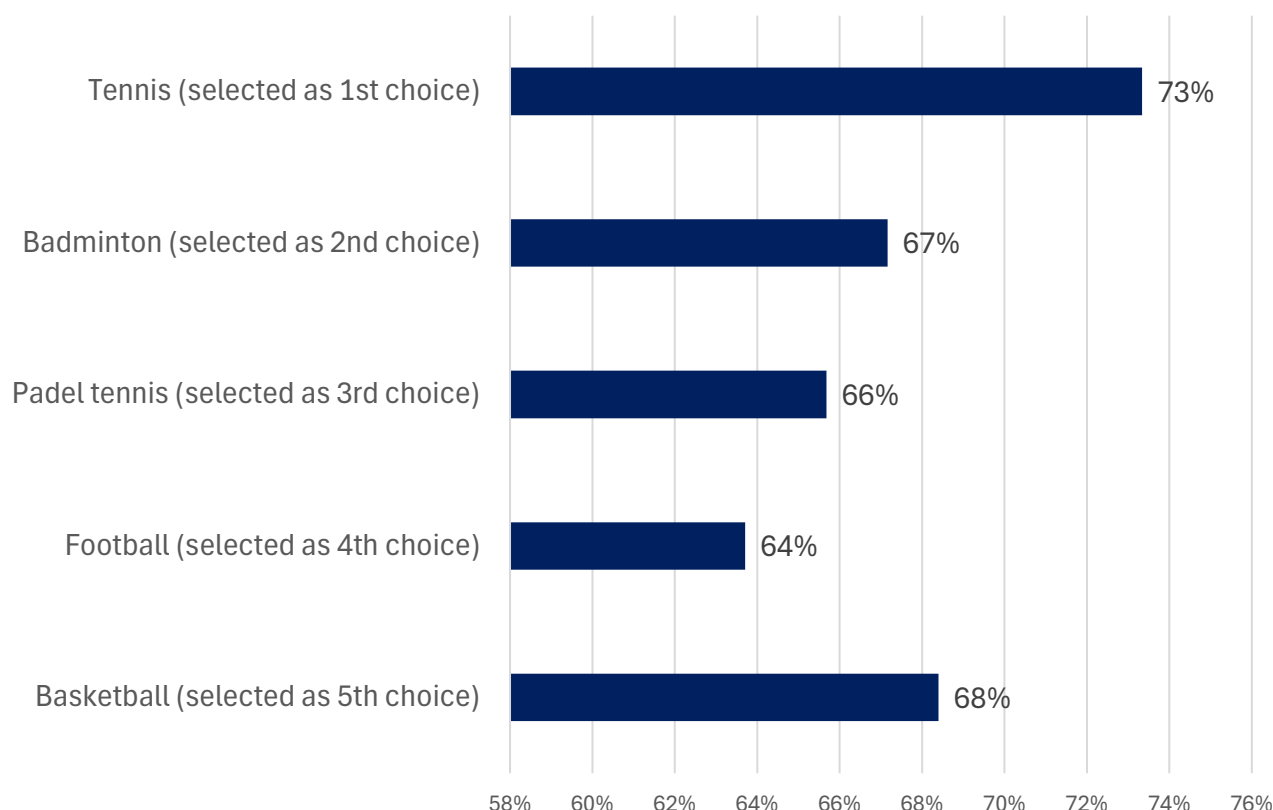
Participants were asked to select all that apply



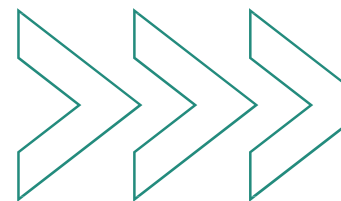
The most popular swimming facilities and activities respondents would like to see in any proposed redevelopment of Golden Lane Sport and Fitness are the main swimming pool (26%), adult lane swimming (17%) and sauna (14%). These features reflect a strong interest in maintaining core swimming options while also enhancing the overall wellness experience.



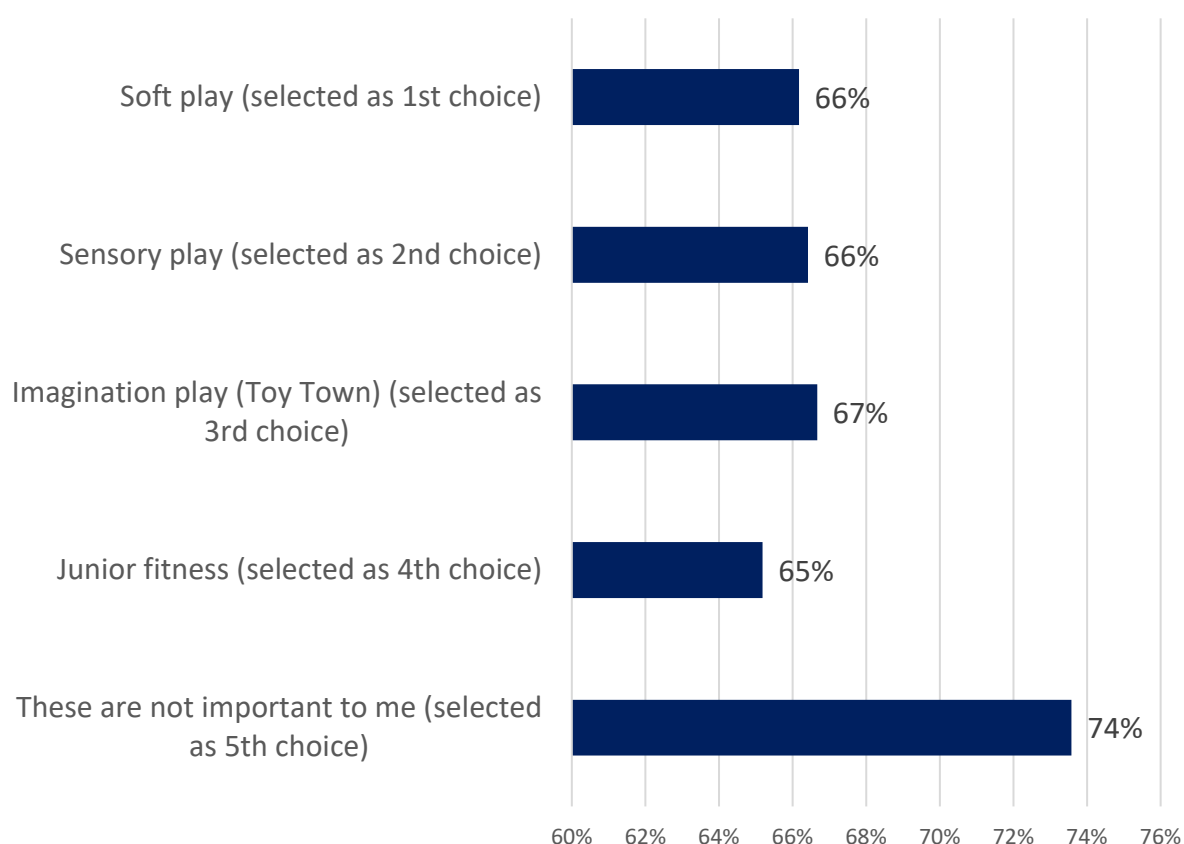
Top 5 ranked activities/sports facilities you would like to see in any proposed redevelopment of the centre



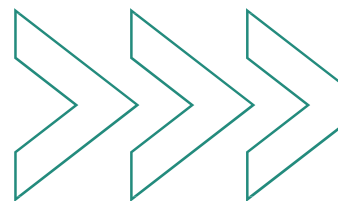
Ranked by preference, the most preferred activities for the proposed redevelopment of Golden Lane Sport and Fitness are tennis (1st place, 73%), badminton (2nd place, 67%) and padel tennis (3rd place, 66%). Football (4th place, 64%) and basketball (5th place, 68%) were also selected as important options.



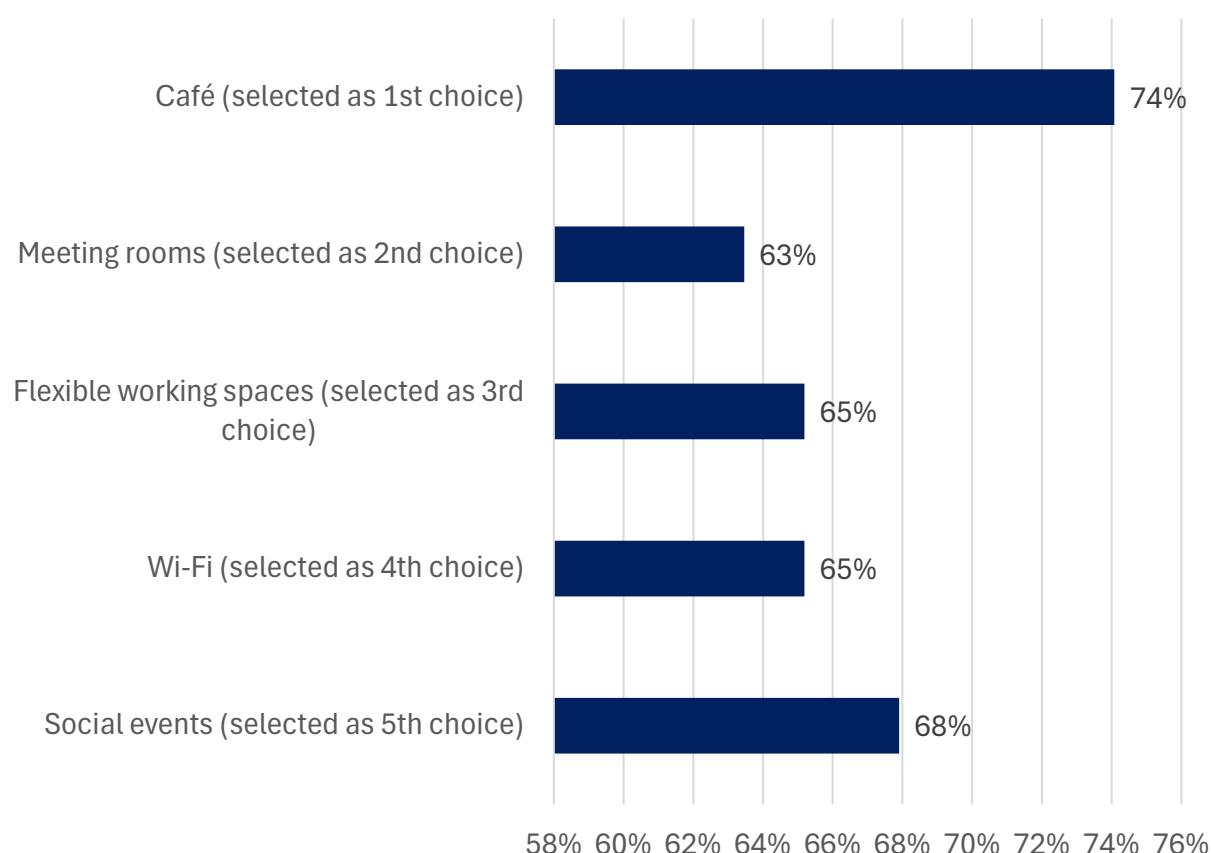
Top 5 ranked children's activities/sports facilities you would like to see in any proposed redevelopment of the centre



Ranked by preference, the most preferred children's activities for the proposed redevelopment of Golden Lane Sport and Fitness are soft play (1st place, 66%), sensory play (2nd place, 66%), imagination play (3rd place, 67%) and junior fitness (4th place, 65%). In 5th place is 'These are not important to me'. A significant portion of respondents (74%) selected this. This could perhaps be as the least preferable option from the ranking list or that children's activities were not important to them, possibly reflecting those without children.



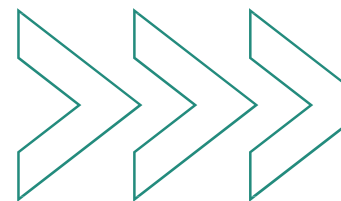
Top 5 ranked community/social inclusion activities/facilities you would like to see in any proposed redevelopment of the centre



Based on the responses received the most preferred community and social inclusion facilities for the proposed redevelopment of Golden Lane Sport and Fitness, ranked by preference, are a café (1st place, 74%), meeting room space (2nd place, 63%), flexible working spaces (3rd place, 65%). Wi-Fi (4th place, 65%) and social events (5th place, 68%) were also popular choices.

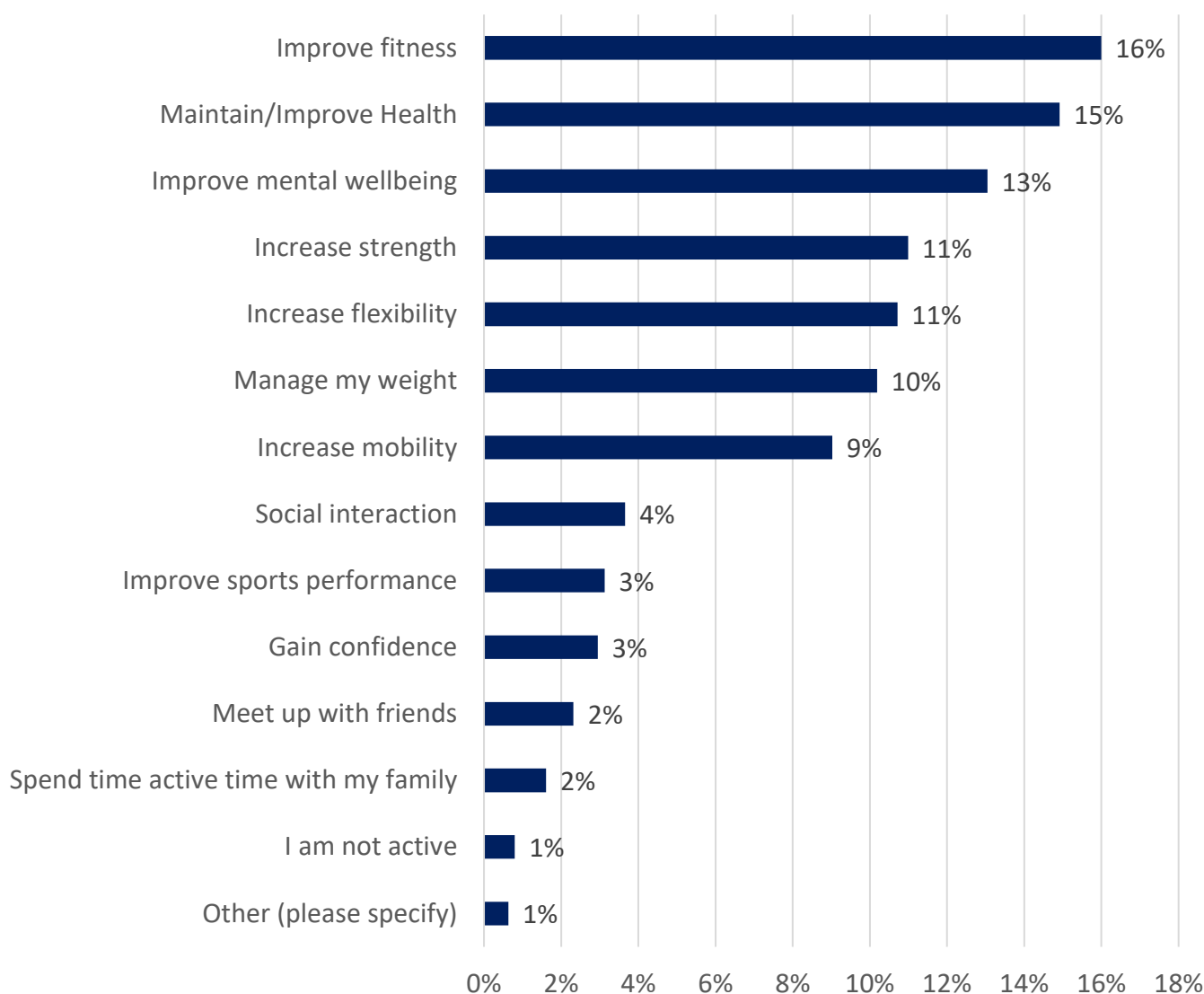
5 Question Breakdown – Non-Users

Sample - 222

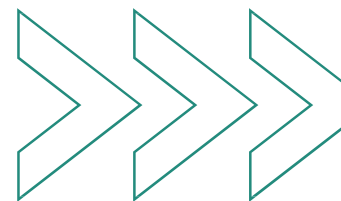


What are your reasons for being active?

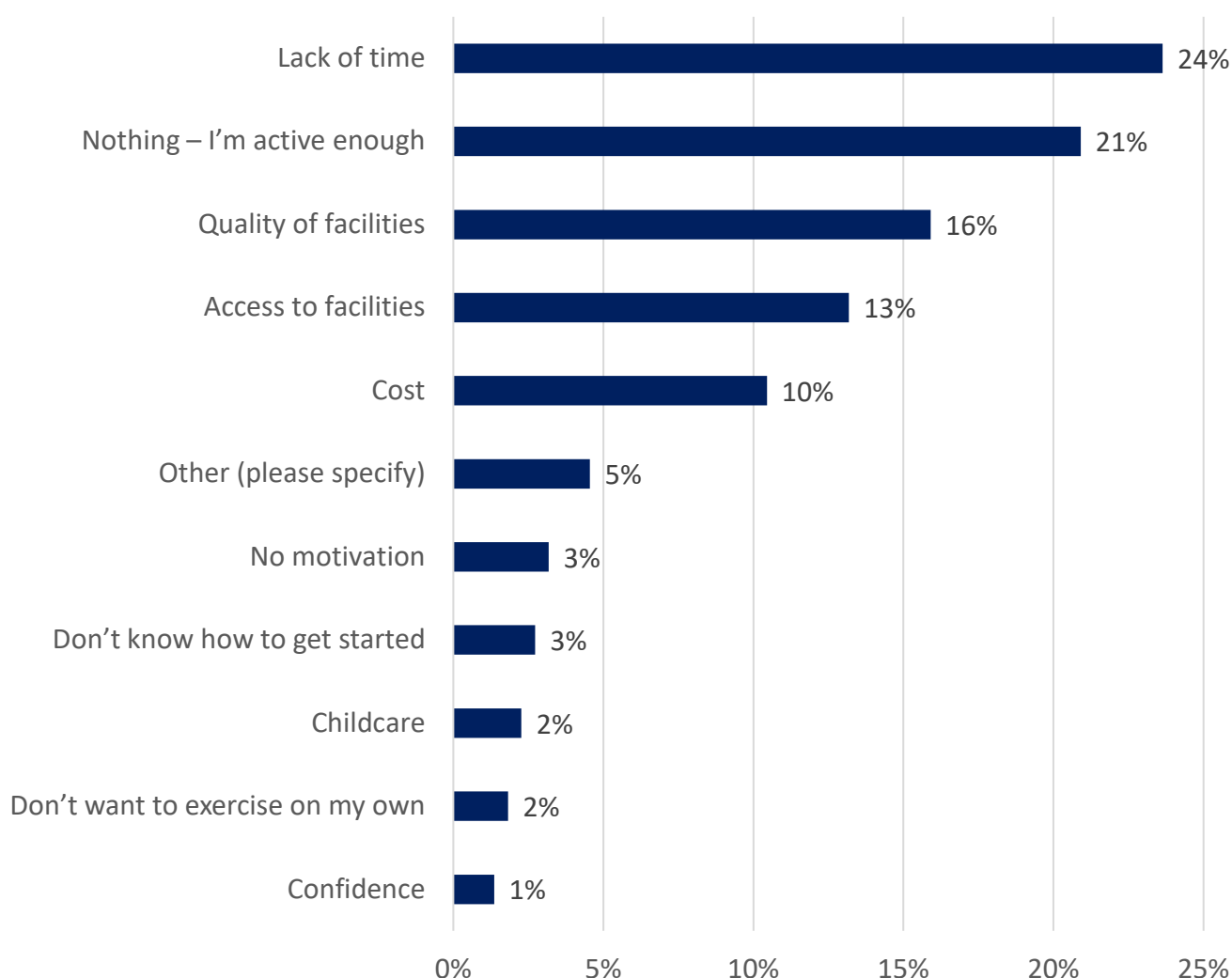
Participants were asked to select all that apply



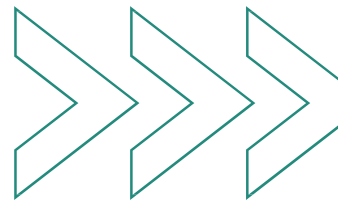
For non-users of Golden Lane Sport and Fitness, the most common reasons for being active are to improve fitness (16%), maintain or improve health (15%) and improve mental wellbeing (13%). These findings suggest that health-related motivations are a key driver for physical activity among non-users, highlighting potential areas for engagement.



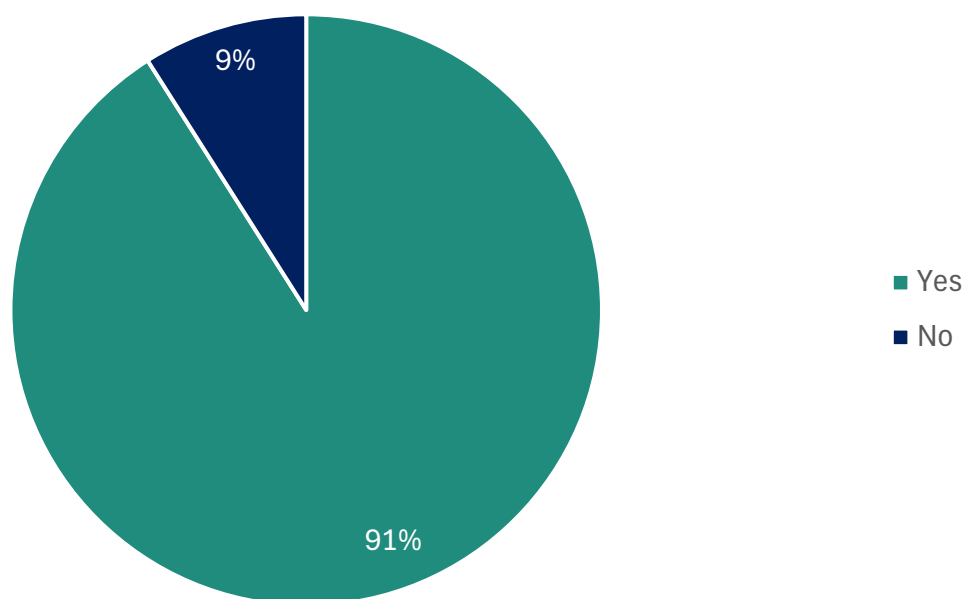
What's the main reason preventing you from doing more exercise than you currently do?



For non-users of Golden Lane Sport and Fitness, the main barrier to exercising more is a lack of time (24%). This is closely followed by concerns about the quality of facilities (16%) and access to facilities (13%). These findings highlight that time constraints, in addition to facility improvements, are key factors preventing non-users from increasing their physical activity.



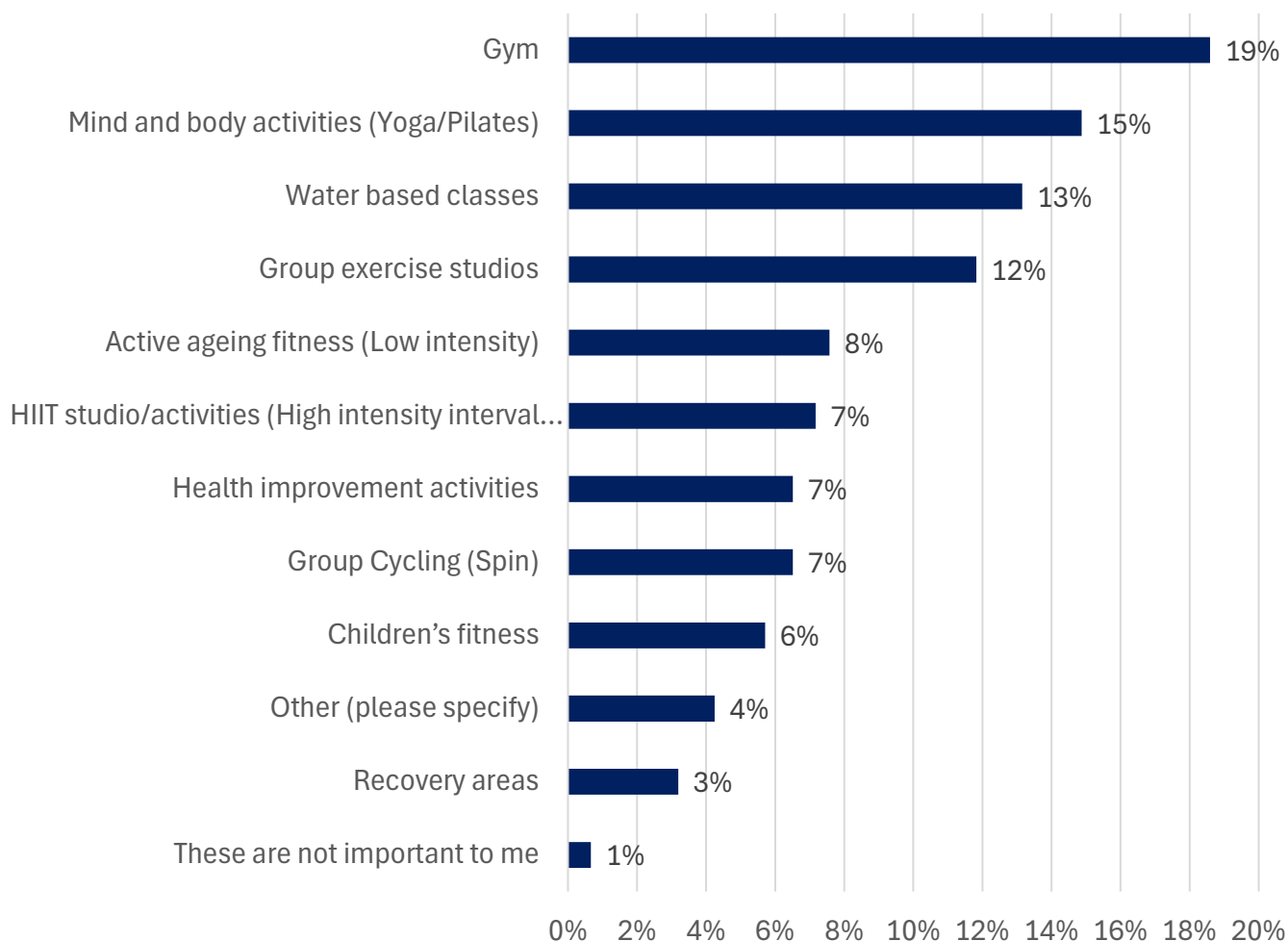
Would a redevelopment of Golden Lane Sports and Fitness encourage you to use the centre more often?



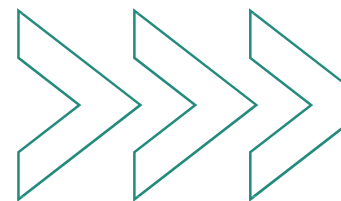
A significant majority of non-users (91%) indicated that a redevelopment of Golden Lane Sport & Fitness would encourage them to use the centre more, while only 9% said it would not.

Which of the following fitness facilities/activities would you like to see in any proposed redevelopment of the centre?

Participants were asked to select all that apply

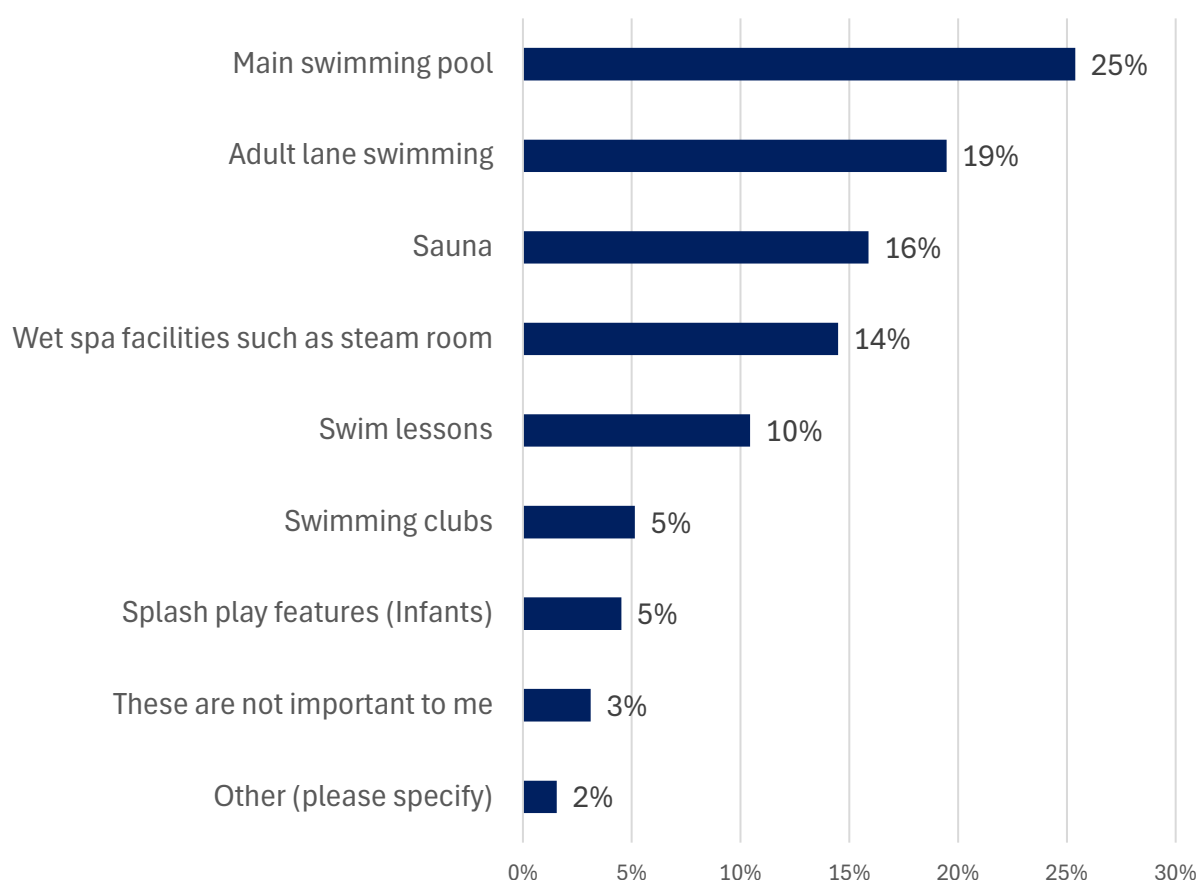


Based on overall responses, the most popular fitness facilities and activities non-users would like to see in a proposed redevelopment of Golden Lane Sport and Fitness Centre are a gym (19%), mind and body activities such as yoga and Pilates (15%) and water-based classes (13%). Additionally, 12% expressed interest in group exercise studios, indicating a demand for a range of diverse fitness options.

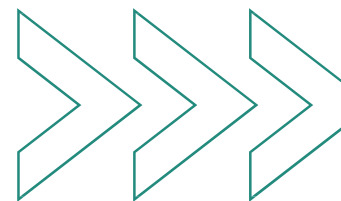


Which of the following swimming facilities/activities would you like to see in any proposed redevelopment of the centre?

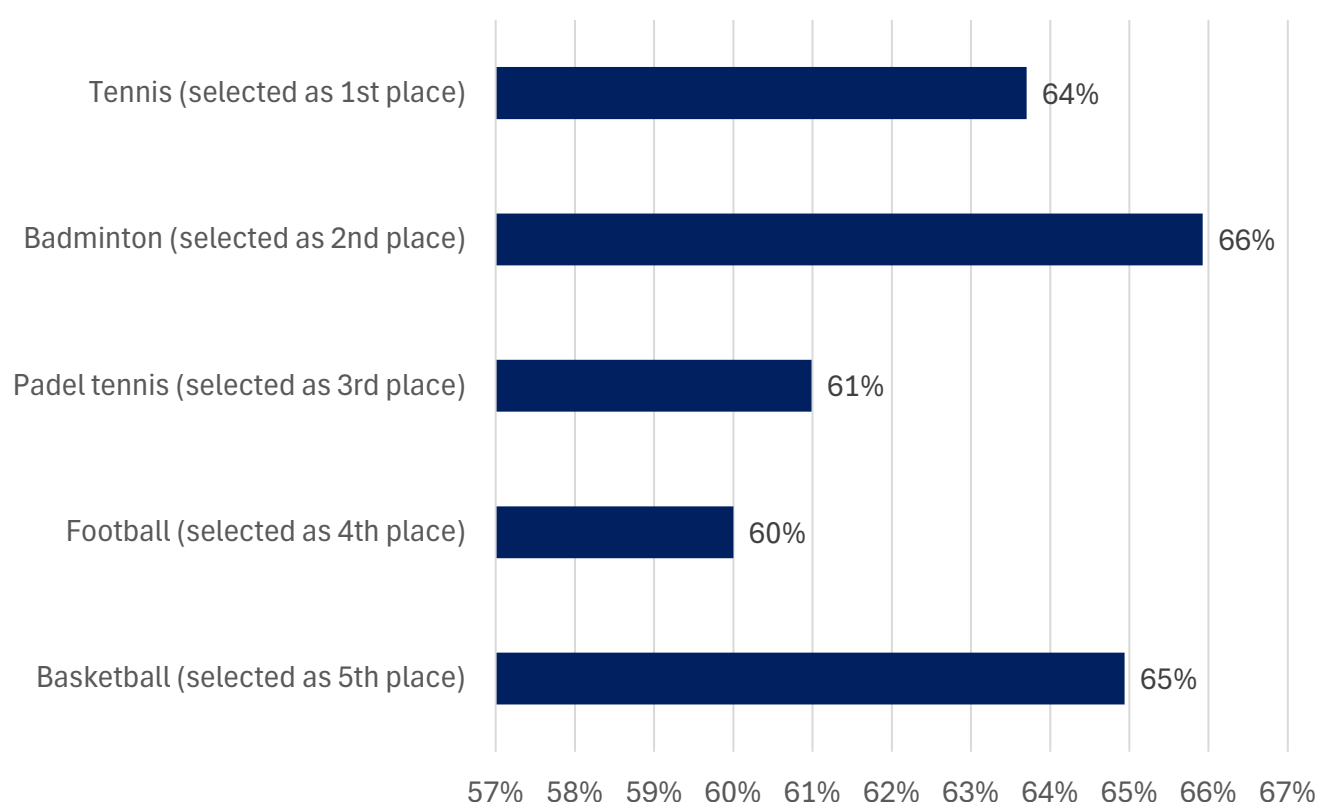
Participants were asked to select all that apply



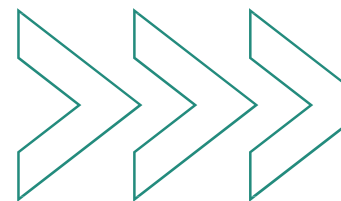
Based on overall responses, the most desired swimming facilities and activities in a proposed redevelopment of Golden Lane Sport and Fitness Centre are a main swimming pool (25%), adult lane swimming (19%) and a sauna (16%). Additionally, wet spa facilities such as steam rooms (14%) and swim lessons (10%) also received significant interest, highlighting a preference for both fitness and relaxation options in the redevelopment.



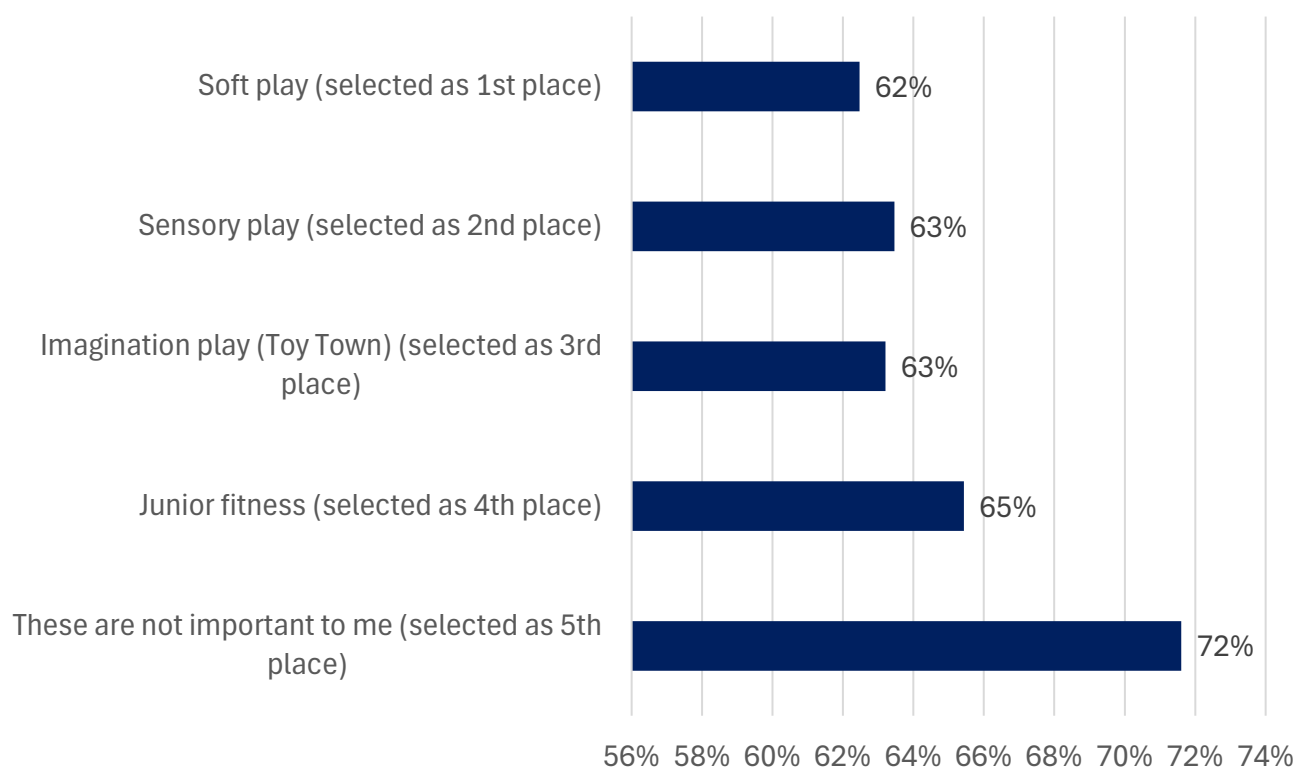
Top 5 ranked activities/sports facilities you would like to see in any proposed redevelopment of the centre



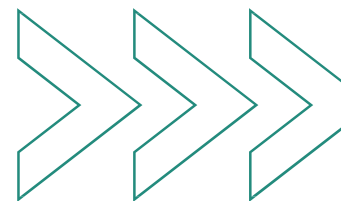
Ranked by preference, the most preferred activities for the proposed redevelopment of Golden Lane Sport and Fitness are tennis (1st place, 64%), badminton (2nd place, 66%) and padel tennis (3rd place, 61%). Football (4th place, 60%) and basketball (5th place, 65%) were also selected as important options.



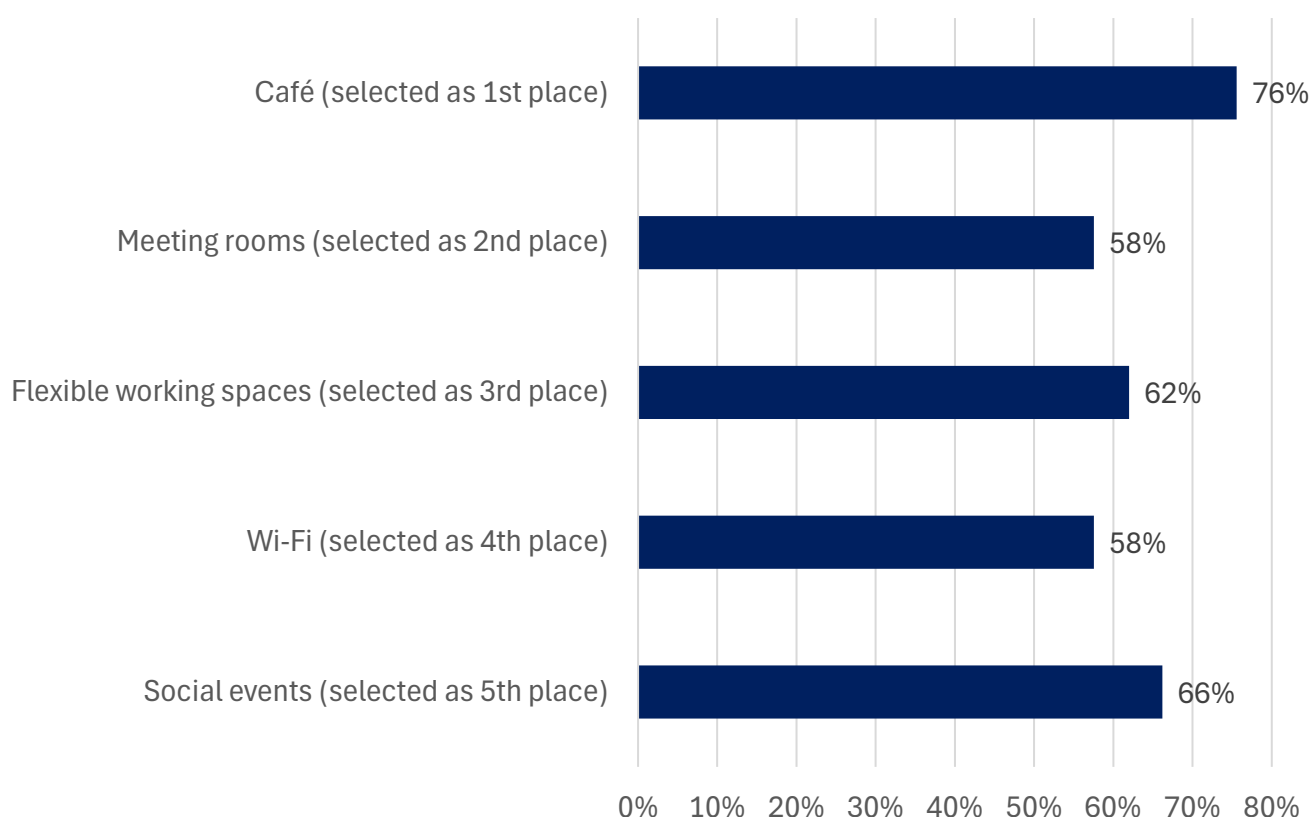
Top 5 ranked children's activities/sports facilities you would like to see in any proposed redevelopment of the centre



Ranked by preference, the most preferred children's activities for the proposed redevelopment of Golden Lane Sport and Fitness are soft play (1st place, 62%), sensory play (2nd place, 63%), imagination play (3rd place, 63%) and junior fitness (4th place, 65%). In 5th place is 'These are not important to me'. A significant portion of respondents (72%) selected this. This could perhaps be as the least preferable option from the ranking list or that children's activities were not important to them, possibly reflecting those without children.



Top 5 ranked community/social inclusion activities/facilities you would like to see in any proposed redevelopment of the centre



Based on the responses received, the most preferred community and social inclusion facilities for the proposed redevelopment of Golden Lane Sport and Fitness, ranked by preference, are a café (1st place, 76%), meeting room space (2nd place, 58%), flexible working spaces (3rd place, 62%). Wi-Fi (4th place, 58%) and social events (5th place, 66%) were also popular choices.

6 Appendix 1 - Open Responses

Does your child or children have special education needs or disability? 'Yes'



Top 3 Trends:

Autism – 41%

ADHD – 21%

Dyslexia – 16%

Open Responses

NON-USERS - Which of the following facilities/activities would you like to see in any proposed redevelopment of the centre?
(Other – please specify)



Top 5 Trends:

- Swimming & Aquatic Facilities (Pool, Sauna, Steam Room) – 22%
- Racket Sports (Tennis, Padel, Squash, Pickleball, Badminton, Racquetball) – 19%
- Strength & Fitness Facilities (Weightlifting, Squat Racks, Reformer Pilates, Olympic Lifting) – 14%
- Combat & Dance Sports (Boxing, Muay Thai, Martial Arts, Dance) – 11%
- Improved Facilities & Accessibility (Changing Facilities, Evening Classes, Management, Adaptive Activities) – 11%

Open Responses

USERS - What's the main reason preventing you from doing more exercise than you currently do?
(Other – please specify)



Top 3 Trends:

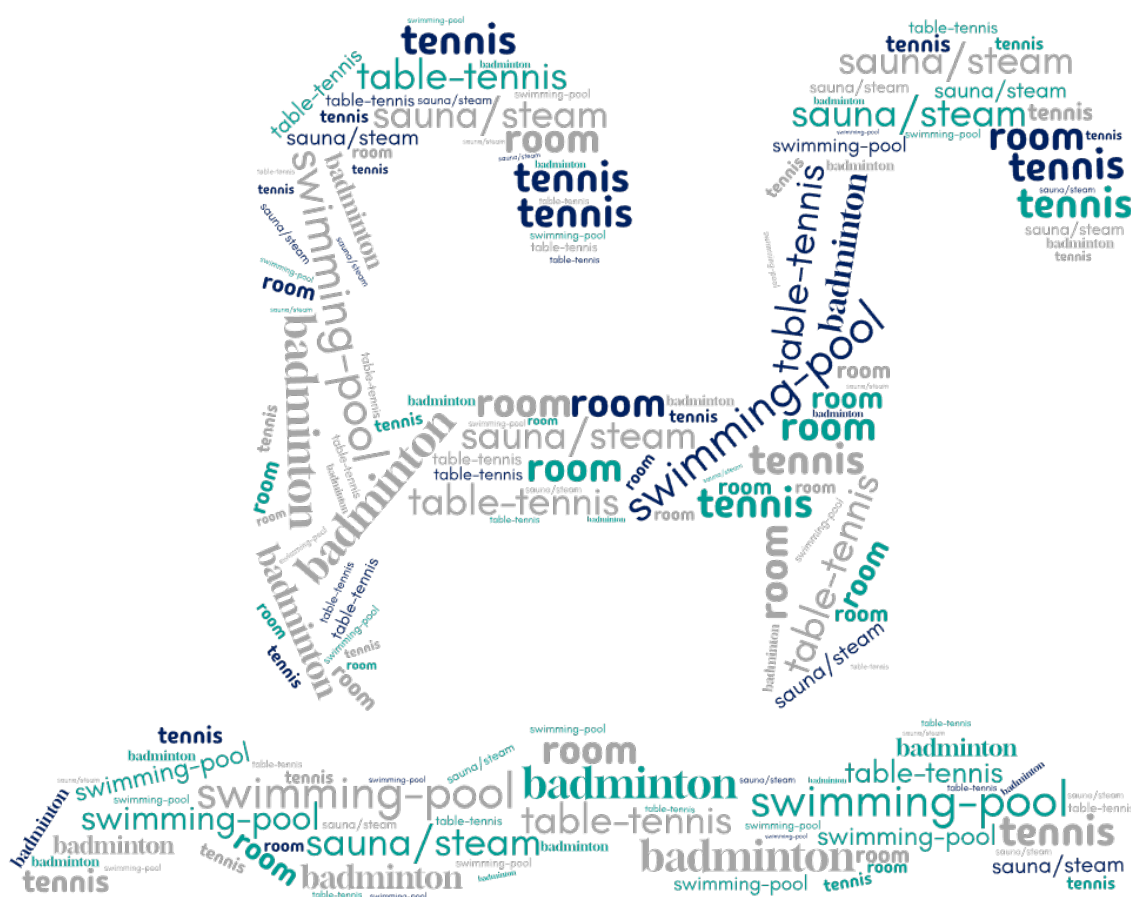
Limited or restrictive class offerings – 22%

Limited or inconvenient pool opening hours – 21%

Issues with privacy while swimming (e.g., windows, people taking photos) – 16%

Open Responses

USERS - Which of the following fitness facilities/activities would you like to see in any proposed redevelopment of the centre?
Other (please specify)



Top 5 Trends:

Swimming pool – 16%

Tennis – 12%

Sauna/steam room – 10%

Badminton – 9%

Table tennis – 8%

USERS - Which of the following swimming facilities/activities would you like to see in any proposed redevelopment of the centre? (Please select all that apply)



Aqua aerobics/classes – 21%

Consistently open pool – 17%

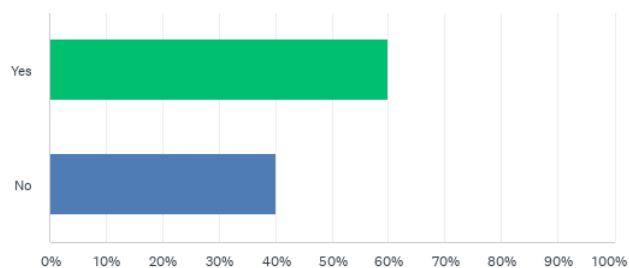
Swimming lessons for babies and toddlers – 14%

Golden Lane CYP Survey Data Analysis Summary

Current Usage

- **Majority respondents currently use the centre** — about **60%+** say 'Yes' to using Golden Lane Sport and Fitness Centre.

Q1 Do you currently use Golden Lane Sport and Fitness Centre?



Activities Taken Part In

Most popular activities at the centre:

- Swimming
- Gym
- Football

Other mentions:

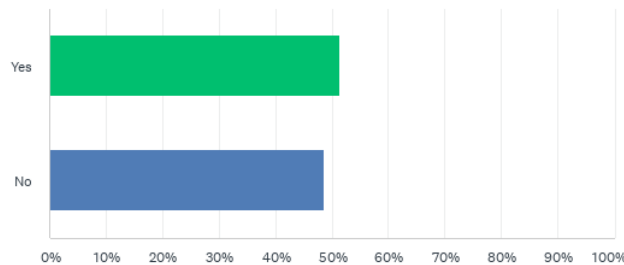
- Tennis
- Exercise classes
- Table tennis
- Trampolining
- Softball
- PS5 (likely as a youth club/social activity)

School/Community Club Involvement

A good proportion are part of school or community sports clubs, typically:

- Football clubs
- Anaconda Swim Club
- School PE teams
- Multi-sports or youth clubs
- Some niche mentions like **Chess Club, Juijitsu, Cross Country**

Q3 Are you part of any school / community sports or activity clubs?



Activities in Free Time

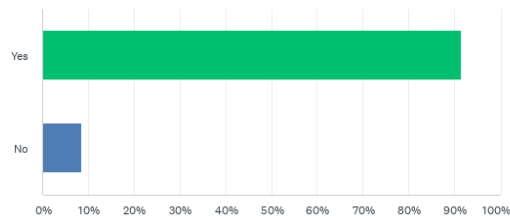
Most popular free-time activities:

- Football
- Swimming
- Gym
- Cycling
- Running
- Video games (PlayStation, PS5)
- Tennis and table tennis appear too, with mentions of hiking and rock climbing.

Importance of Being Active

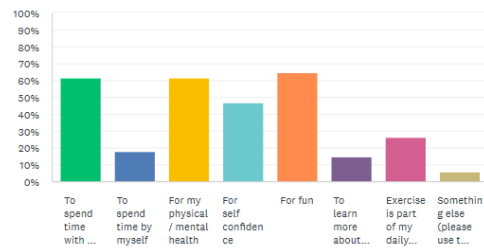
- **Overwhelming majority say being active is important** — almost every respondent answered **Yes**.

Q6 Is being physically active important to you?



If you answered yes to Question 7, please tell us why. Please tick all options that you agree with.

Answered: 34 Skipped: 1



ANSWER CHOICES	RESPONSES
▼ To spend time with my friends and family	61.76% 21
▼ To spend time by myself	17.65% 6
▼ For my physical / mental health	61.76% 21
▼ For self confidence	47.06% 16
▼ For fun	64.71% 22
▼ To learn more about exercise and health	14.71% 5
▼ Exercise is part of my daily routine?	26.47% 9
▼ Something else (please use the space below to tell us your answer)	Responses 5.88% 2
Total Respondents: 34	

Top reasons chosen (multiple selection allowed):

- To spend time with friends and family
- For physical and mental health
- For fun
- For self-confidence
- To learn more about exercise and health
- Because it's part of their daily routine (less common, but still notable)

Suggested Activities and Improvements

Recurring activity suggestions:

- More football (including for girls and boys, mixed, city team)
- Sauna, steam room, jacuzzi, spa facilities (this came up very frequently!)
- Better gym equipment and refurbished changing rooms
- Trampolining
- Yoga classes
- Cycling lessons for beginners
- Water polo
- Dance/drama for kids
- Tennis for kids

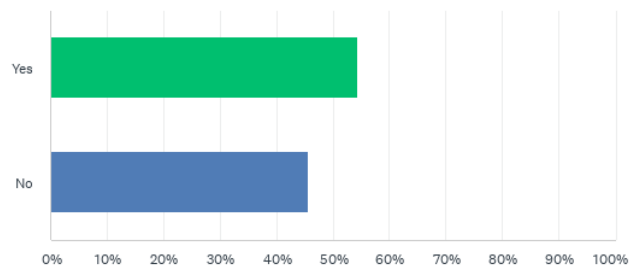
Qualitative comments

- Multiple respondents commented that the gym equipment is old, dusty, and needs replacing.
- Several mentioned lack of spa/wellness facilities as a dealbreaker — comparing to Nuffield Health.
- Some felt the reception area could be improved for comfort.
- One respondent made a point that estate priorities should be considered before refurbishing the sports centre.

Guided Sessions

- **Most respondents said they would benefit from guided sessions** teaching how to exercise safely and in a fun way.
- A few were unsure, but positive about the idea.

Q9 Do you feel like you would benefit from guided sessions, that teach you how to exercise and be active in a safe and fun way?



Additional Comments

Common feedback highlights:

- Desire for more teen-friendly sports sessions.
- Better gym environment.
- Strong demand for sauna/steam/jacuzzi facilities.
- Suggestions for football-specific improvements (dedicated pitches, goals, mixed gender teams).
- Some feedback urging to prioritise other local estate needs first.

Summary of Key Themes

The Golden Lane Children and Young People Survey highlights several important trends and priorities among respondents regarding physical activity and leisure provision in the area. The following overarching themes have been identified:

High Demand for Football Activities

Football emerged as the most consistently popular activity, both within the centre and in free time. There is a strong appetite for increased football provision, including more frequent sessions, dedicated facilities (such as goalposts on the tennis courts), and opportunities for both boys and girls. Several respondents expressed interest in forming a city-wide football team and ensuring equal access for all young people.

Significant Engagement with Swimming

Swimming is one of the most widely accessed activities at Golden Lane Sport and Fitness Centre. Many respondents participate in lessons, family sessions, or local swim clubs such as Anaconda. It is also a preferred free-time activity, indicating that aquatic provision is highly valued within the community.

Facilities and Environment Influence Participation

The condition and quality of facilities have a noticeable impact on young people's willingness to engage with the centre. Multiple respondents raised concerns about outdated and poorly maintained gym equipment, uncomfortable changing areas, and the overall need for refurbishment. The absence of wellness amenities such as a sauna, steam room, and jacuzzi was a recurring theme, with several participants stating this as a deciding factor for membership.

Social Value of Physical Activity

Spending time with friends and family was consistently the most selected reason for being physically active. This underscores the importance of social connections in motivating young people to engage in sport and exercise. Group sessions, inclusive activities, and opportunities for shared experiences should therefore be prioritised.

Appetite for Guided, Accessible Activities

Most respondents expressed interest in guided sessions that teach how to exercise safely, effectively, and enjoyably. There is clear demand for beginner-friendly, inclusive programmes that build confidence and knowledge around physical activity.

Requests for New Activities and Programme Expansion

Participants suggested several additional activities they would like to see offered at the centre, including trampolining, cycling lessons, water polo, yoga classes, and more teen-specific opportunities. There were also calls for dedicated activities for both girls and boys, as well as creative and performance-based options such as dance and drama.

City of London Corporation Committee Report

Committees: Community and Children's Services Committee	Dated: 19/06/2025
Subject: School Admissions Update	Public report: For Information <u>Appendix A is Non-Public</u>
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Providing Excellent Services: Supporting people to live healthy, independent lives and achieve their ambitions is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	The Dedicated Schools Grant
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Judith Finlay, Executive Director of Community and Children's Services
Report author:	Kirstie Hilton, Head of Education and Early Years Service

Summary

The purpose of this report is to inform Members of the allocation of primary and secondary school places for City of London resident pupils for the academic year 2025/26.

The City of London Corporation has complied with the statutory duty to co-ordinate school applications as part of the cross-borough, Pan-London Admissions Scheme process. All children whose parents applied on time for a school place for entry in September 2025 received a place on National Offer Day.

Recommendations

Members are asked to:

- Note the report.

Main Report

Background

1. The City of London Corporation has a statutory duty to ensure that sufficient school places are available within the area for every child of school age whose parents wish them to attend school. There is only one maintained primary school in the area – The Aldgate School. City of London residents also apply for school places at schools in neighbouring boroughs.
2. The School Admissions Code (the Code) has been issued under Section 84 of the School Standards and Framework Act 1998. The Code came into effect on 19 December 2014 and was last updated in 2022.
3. The Code applies to admissions for all maintained schools in England and it sets out how school applications are processed. It is the responsibility of admission authorities to ensure that admissions arrangements are compliant with this Code. Where a school is the admission authority, this responsibility falls to the governing body or Academy Trust for that school.
4. Regulations 26 to 32 and Schedule 2 of the School Admissions Regulations 2012 require local authorities to co-ordinate school applications at standard transition points (children moving into Reception and Year 7) and ensure that cross-borough processes are compatible with each other. The City of London Corporation is part of the Pan-London Admissions Scheme process, where all 33 London local authorities and Surrey County Council have reciprocal admissions arrangements.
5. The governing body is the admission authority for The Aldgate School. This means that the governors set the admissions policy for the school and make the decisions about which pupils are allocated places and admitted to the school. The school is a one-form of entry school, with pupil admission places set in each year group.

Current Position

Primary School Places

6. The deadline for applications for a primary school place for entry in September 2025 was 15 January 2025. Offers for school places were confirmed on 16 April 2025.
7. When parents make their application for a primary school place, they can apply to a maximum of six schools in order of preference. They only receive one offer based on their order of preference and the highest preference offer that can be allocated. Table A1 (in Appendix A) illustrates the primary school place offers for City of London pupils offered on 16 April 2025.
8. The City of London Corporation received 18 applications by the closing date for primary school places. All primary school pupils were allocated places in April 2025.

Key Data

9. The paragraphs below show the key data related to this report.

Summary of Primary School Offers (2025)

- 89% (16 children) received their 1st preference offer.
- 11% (2 children) received their 2nd preference offer.

Table 1: Year-on-year primary school application comparative analysis			
Year (April offer day)	Total applications	1st preference offers	2nd preference offers
2025	18	89% (16 apps)	11% (2 apps)
2024	26	81% (21 apps)	19% (5 apps)
2023	24	96% (23 apps)	4% (1 app)
2022	34	94% (32 apps)	6% (2 apps)
2021	28	89% (25 apps)	11% (3 apps)

10. Similar to other local authorities in London, the City of London Corporation has witnessed a downward trend in the number of Reception school applications over the past five years. The spike in applications in 2022 resulted from processing applications for our Afghan children who were with us during the 2021/22 academic year. Based on NHS GP registration and City births data, it is expected that the number of applications may not decline further.
11. City of London Primary Academy Islington (COLPAI) has become popular with City families and is a suitable alternative to The Aldgate School in the north

west of the City of London. (see Table 2). Both schools are rated ‘outstanding’ by Ofsted, and both are part of the City of London family of schools.

Table 2: Offers at The Aldgate School and COLPAI		
Year	Offers at The Aldgate School	Offers at COLPAI
2017	6	6
2018	10	8
2019	6	9
2020	11	12
2021	10	14
2022	14	9
2023	9	10
2024	6	10
2025	6	5

12. In 2025, The Aldgate School was oversubscribed. The school received 95 applications, with 48 first preferences. The governing body met in February 2025 to process all applications and allocate places at the school for entry in September 2025 in line with their oversubscription criteria. Even with a concern about falling pupil numbers in parts of London, it is pleasing to see that The Aldgate School remains a popular preference (see Table 3). The number of applications has exceeded 2019/20 figures, which demonstrates The Aldgate School’s resilience and reputation, especially since receiving an outstanding Ofsted inspection outcome in 2024.

Table 3: Applications over 5 years at The Aldgate School		
Year	Total applications	First preferences
2024/25	95	48
2023/24	66	30
2022/23	77	39
2021/22	81	42
2020/21	83	38
2019/20	93	45

13. Unlike other schools in the area, The Aldgate School seems to be handling the challenge of declining pupil numbers well, having successfully filled all its places for September 2025 entry. Some other schools in Tower Hamlets and Hackney, close to the City of London’s border, are either closing or merging, and those that remain open are finding it a challenge to fill a whole Reception class. The Education and Early Years Service monitors the situation closely and supports The Aldgate School to help address these challenges, including possibly revising its oversubscription criteria. Discussion and advice on marketing the school has been undertaken this term.

14. At COLPAI, the total number of applications has not decreased as much over time, but they are seeing a decline in the number of first preferences (see Table 4).

Table 4: Applications over 5 years at COLPAI		
Year	Total applications	First preferences
2024/25	153	50
2023/24	149	64
2022/23	183	89
2021/22	157	60
2020/21	171	69

Secondary School Places

15. The deadline for applications for a secondary school place for entry in September 2025 was 31 October 2025. Offers for secondary school places were confirmed on 4 March 2025.
16. When parents make their application for a secondary school place, they can apply to a maximum of six schools and mark them in order of preference. They receive only one offer, which is based on their order of preference and is the highest preference offer that can be allocated. Table A2 (in Appendix A) illustrates the secondary school place offers for City of London pupils on 1 March 2025.
17. By the closing date of 31 October 2024, 32 applications were received for secondary school places. On 1 March 2025:
- 66% (21 pupils) received their 1st preference offer
 - 19% (6 pupils) received an offer for another preference
 - 16% (5 pupils) received an allocated offer (a school not listed in their preferences).

Table 5: Year-on-year secondary school application comparative analysis				
Year	Total applications	1st preference offers	Other preference offers	Allocated offers
2025	32	66%	19%	16% (5 pupils)
2024	18	78%	17%	5% (1 pupil)
2023	32	81%	16%	3% (1 pupil)

18. There is a growing trend of families whose children attend independent schools applying to high-performing maintained schools. If they are unsuccessful in securing a place, they often return to independent schools.

19. Of the five children allocated school places, four will be attending independent schools, all of whom are already enrolled in the independent sector. One child received an offer from their first-choice school during another round of offers. This represents a positive outcome not captured in the initial offer day statistics.
20. The number of applications from families with children in independent schools has remained relatively stable, indicating that the upcoming VAT changes have not yet influenced an increase in applications.

City resident children

21. In line with General Data Protection Regulation (GDPR), the Education Team maintains school tracker data under the statutory duty section 436A of the Education Act 1996 to "...make arrangements to establish the identities of children in their area who are not registered pupils at school and are not receiving suitable education otherwise".
22. As of 31 May 2025, the team identified 330 City of London resident children of statutory school age on the roll of 69 different schools. Information gathered from this census includes children receiving special educational needs (SEN) support and children whose attendance is below 90%.
23. At the start of each academic year, the City of London Corporation commissions Islington local authority to carry out a 'no-show' report to identify pupils who were expected to attend but have not arrived at the school they had confirmed with us. This process helps to quickly flag potential children known as children missing education (CME) and allows for early intervention to ensure their safety and re-engagement with education. Currently we have no known CME in the City, meaning those not enrolled at a school or Electively Home Educated.

Managing Falling Pupil Numbers in London

24. London is facing significant decreases in demand for school places, as the birth rate has dropped, and other local factors such as a demographic shift. Most London boroughs are expected to see a decline in Reception pupil numbers from 2023/24 to 2027/28. Over these four years, there is a forecast drop in demand of, on average, 4.4% at Reception across London. This masks some larger decreases, including seven boroughs in London that are forecasting a demand decrease of more than 10%. At the secondary school level, forecast demand is also falling. The number of pupils in Year 7 across London is expected to decline from 2023/24 to 2027/28. There is a forecast drop in demand of 4.3% for Year 7 places, on average, across London.¹
25. The fall in demand reflects the decline in the birth rate since 2012, and changes in migration patterns in London. *Managing Falling School Rolls in London* analyses boroughs' four-year demand forecasts, the current

¹ London Councils, [Managing Falling School Rolls in London](#), January 2024.

challenges facing schools and local authorities about planning school places, and recommendations for what London councils, and the government can do to support the school system through this challenging period. An example of mitigation opportunities is the repurposing of mainstream school capacity to special education resource.

26. Conversely, as the City of London has one maintained primary school in the local area, a shortfall of places is a potential concern. Currently, The Aldgate School remains a very popular school and is oversubscribed, however, the Education and Early Years Team is monitoring application data very carefully. The demand for secondary places has also not had any impact on City of London pupils to date. The choice of secondary schools is largely within neighbouring boroughs. Three City-sponsored schools continue to offer priority places to City resident children.

Corporate & Strategic Implications

27. **Strategic implications** – Corporate outcome: Providing Excellent Services – Supporting people to live healthy, independent lives, and achieve their ambitions, is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, and quality housing, and combatting homelessness.
28. **Financial implications** – There is a cost associated with the School Admissions Service and access to the Pan-London Admissions Scheme.
29. **Resource implications** – There is an Admissions and Attendance Manager who oversees the operational admissions function within the local authority. The School Admissions Services is a commissioned service, which is currently being delivered by Islington Borough Council.
30. **Legal implications** – There is a statutory duty to ensure that the City of London Corporation co-ordinates all school applications at standard transition points.
31. **Risk implications** – The City of London has sufficient school places for primary-aged children. There has been a reduction in school places across London in recent years, but this has not been an issue for City of London resident families. Children continue to apply to a wide range of schools, primarily in neighbouring areas, but also further afield.
32. **Equalities implications** – All children have the right to a school place. If a child is not offered a school place, then our service will allocate a place at a school within a reasonable distance.
33. **Climate implications** – n/a
34. **Security implications** – n/a

Conclusion

35. The City of London has complied with the statutory duty to co-ordinate school applications as part of the cross-borough, Pan-London Admissions Scheme process. All children and young people who applied for a school place for entry in September 2025 have been offered school places, and therefore the City of London has fulfilled its statutory duty.

Appendices

- Appendix A – Preference Data for City Children – **Non-Public**

Kirstie Hilton

Head of Education and Early Years Service

T: 020 7332 3274

E: kirstie.hilton@cityoflondon.gov.uk

City of London Corporation Committee Report

Committees: Community and Children's Services – For information Safeguarding and SEND Sub-Committee – For information	Dated: 19/06/2025 01/07/2025
Subject: Families in the City update	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Diverse engaged communities Providing excellent services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Judith Finlay, Executive Director of Community and Children's Services
Report author:	Rachel Talmage – Head of Children's Social Care and Early Help – Families in the City Programme Lead Hannah Dobbin – Families in the City Programme Manager

Summary

This report introduces the Families in the City programme and provides Members with an update on progress. Families in the City is the Department for Community and Children's Services (DCCS) and partners' response to national government reform and changes in delivery of our services for 0–5-year-olds in the City of London. The programme will run in its current form until December 2025.

Since March 2025, a dedicated Families in the City team has been created, and the necessary infrastructure and governance to support the programme has been established. In addition, Equality Impact Assessments (EIAs) have been started and workstream leads are making progress on their action plans.

Recommendations

- Note the report.

Main Report

Background

1. National Government reforms are driving transformational change in service delivery for children, young people and families. The Department for Education's (DfE's) Families First Partnership programme sets out expectations for local authorities to create an integrated system to 'support more children to stay safely with their families, and see better outcomes'. It requires local authorities to review and design a system that merges Tiers 2 and 3.
2. The current Children's Social Care and Early Help services are managed within the People Directorate and delivered by a team of social workers and Early Help practitioners. Services for children and families in the City of London are delivered across four levels of need: universal needs (Tier 1); additional needs (Tier 2); complex needs (Tier 3); and acute needs (Tier 4). These services cater to children and young people from 0–18 years and up to 25 years for care leavers and those with special educational needs and disabilities (SEND).
3. There is also a national policy drive towards family hubs which are expected to deliver services for children and young people aged 0–19 and to 25 for young people with SEND. We use the term 'family hub' to reflect national and local terminology. Services delivered as part of the family hub will need to align with the Families First model.
4. Some local areas received funding from the DfE to make the change to family hubs. The City of London Corporation (City Corporation) was not one of those to receive funding.
5. Nationally there is a drive to deliver Start for Life services. The DfE considers these services to support families with 0–2-year-olds, however, in the City of London, these refer to services for 0–5-year-olds and their families.
6. Locally, the Community and Children's Services (CCS) Committee has been informed and made decisions on the review and development of children's services in the City of London. Previous CCS Committee papers are noted in the background papers section at the end of this paper.
7. Members decided that the City of London's children's services that are part of the Start for Life programme and currently managed by The Aldgate School, will come in-house to the DCCS from 1 September 2025.
8. In March 2025, the DCCS established a new work programme called Families in the City. This aims to establish a comprehensive, multi-agency service offer that meets the needs of all children and young people aged 0–25 years in the City of

London. This is a unique opportunity to redesign and transform services shaped by the voices of City of London children, young people and their families.

9. Families in the City does not cover the consultation and development of a 0–2 childcare policy for the City of London. This is being led by the Education and Early Years Team and a separate paper has been submitted to CCS Committee (19 June 2025).

Current Position

10. A Families in the City programme team has been set up including the Assistant Director People as Programme Sponsor, the Head of Children's Social Care and Early Help as the Programme Lead, and a dedicated Programme Manager.

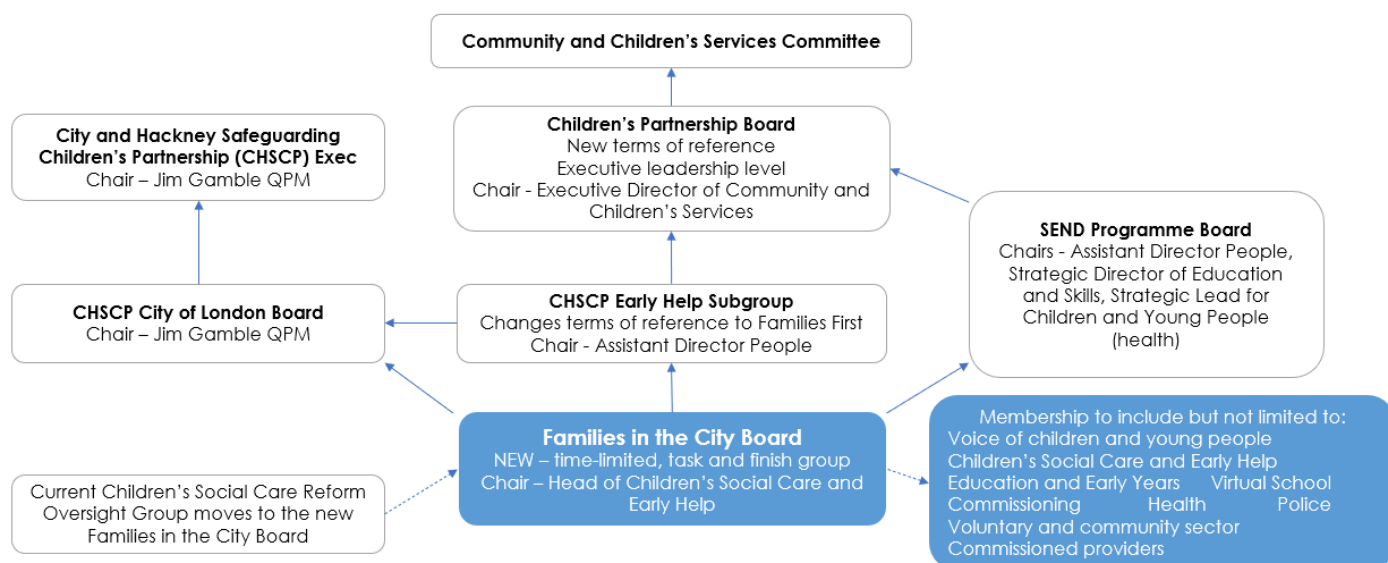
11. Three connected workstreams have been identified, each with their own workstream lead:

- Families First Partnership redesign – to respond to the DfE's reforms
- Start for Life development – to continue to develop our offer for 0–5s and their families and bring it into the extended 0–25-year-olds offer
- family hub development – to respond to DfE's drive to establish a centralised location for a range of services for families with children aged 0–25

12. Cross-cutting themes include:

- resident involvement
- equity, equalities, diversity and inclusion
- commissioning and partnerships
- performance and data systems
- HR
- finance.

13. The governance structure around Families in the City has been created (see figure below). A new Families in the City Board is driving the programme within the context of existing City of London governance arrangements. The chart below sets out these arrangements.



14. In terms of workstream progress, the Families First Partnership redesigned workstream is in the insight gathering and learning phase. The workstream lead has attended several DfE webinars and has an overview of the most up-to-date DfE guidance.
15. There is complexity in applying national guidance to our unique City of London context, so exploring this with partners will continue over the coming months. The DfE recognises that there is already continuity in support for families across Tiers 2 and 3, and conversations will continue with the DfE to ensure that the City of London is meeting national requirements, building on our existing arrangements.
16. The Start for Life workstream continues to bring the oversight and management of services for 0–5s and their families into the DCCS. No services will be lost as part of this process but changes to delivery, such as location, may be seen in some services. The focus throughout has and will remain on providing high-quality services to support improved outcomes for families with young children.
17. National government reform is shifting support for families into a family hub model. Family hubs aim to provide a central access point for support and services for children and young people from conception to age 19, or up to 25 for young people with SEND, and their families. The family hubs bring together services from local authorities and partners including Health and Public Health.
18. Family hubs look different across local authorities. They can be a physical building or a virtual access point. A family hub could be co-located with other services or provide service at delivery sites (sometimes described as ‘spokes’ of the hub).
19. As part of Families in the City, the family hub development workstream is underway. The family hub in the City of London will develop over the coming months so the planning and delivery has been split into phases.

20. Phase one of the family hub development is due to finish on 1 September 2025 to align with Start for Life services being overseen by the DCCS. This process is underway with a clear, structured plan being implemented.
21. From 1 September, a virtual access point for the family hub will be provided via the Families Information Service website. Information is currently being gathered on what support and services are available for families and how they can access them – for example, the referral mechanism - to inform the website content. Options for a temporary physical presence to support the virtual information offer are being explored.
22. Services will be delivered in person at various sites across the City of London. Partners, including Health and Public Health, are working together to explore what this will look like, and to ensure that residents still have access to the support and services they need.
23. The family hub provides an opportunity to strengthen relationships with the voluntary and community sector. Positive conversations are underway with the Shoreditch Trust. The Trust's We Connect in the City programme of co-designed and co-delivered creative and wellbeing activities – integrated with its broader programme of health and wellbeing support and signposting for City of London adults and young families – will take place at the Aldgate Centre. The programme is funded by a Community Infrastructure Levy Neighbourhood Fund grant over two years, with local commissions and additional grant funding. Opportunities for joining up are being explored to avoid duplication and ensure a co-ordinated offer for families.
24. A long-term vision for a family hub building, which some families have told us they would like to see, requires further consideration and analysis to determine need and viability. Exploration and thinking around this are in the very initial stages and will continue into phase two of the developments after September 2025.
25. Full EIAs are being developed for the Families First Partnership and family hub development workstreams. The Start for Life workstream will be integrated into the family hub development EIA. These will remain as a live documents to be considered at Families in the City Board meetings and at other appropriate involvement opportunities.
26. The voices of children, young people, parents and carers are central to Families in the City. Existing insight and feedback are being collated and will inform developments. To provide a co-ordinated approach to involvement specifically for Families in the City, a Family Design Lab will be launched.
27. The design lab is due to launch on 2 June 2025. Young people, parents and carers who live in the City of London or access services for 0–25-year-olds and their families will be invited to join the design lab and give consent to be contacted about involvement opportunities as they emerge throughout the duration of the programme.

28. The design lab aims to bring the point of engagement forward in the development process so that, as the programme moves at pace, ideas can be tested with an engaged group of young people, parents and carers. A project brief and summary plan for the design lab is provided in Appendix 1. This is a live document so captures progress at the time of writing.

29. Involvement opportunities will also be explored for families who are not members of the design lab to ensure that wider engagement is offered and feedback and ideas are captured.

Options

30. There are no options for the CCS Committee to consider.

Proposals

31. There are no proposals for the CCS Committee to consider.

Key Data

32. There is no key data for the CCS Committee to consider.

Corporate & Strategic Implications

- **Strategic implications** – Families in the City aligns with objectives within the Corporate Plan 2024–2029 to deliver excellent services and a diverse, engaged community. It will align with the vision of the Children and Young People’s Plan. The Early Help Strategy is due to be revised in 2026, this will be done taking Families in the City developments into account.
- **Financial implications** – Families in the City is using a DfE grant to fund the Programme Manager until December 2025. There is no additional funding available for the programme at this point. Financial implications will remain monitored, and additional funding will need to be sought if necessary.
- **Resource implications** – these are still being assessed.
- **Legal implications** – developments will need to ensure that the City Corporation continues to deliver all statutory functions and requirements.
- **Risk implications** – a risk and issues log has been set up for the programme and will be reviewed at Families in the City Board meetings.
- **Equalities implications** – EIAs are being developed and will remain as live documents for the duration of the programme.
- **Climate implications** – none.
- **Security implications** – none.

Conclusion

33. Families in the City provides the City of London with an opportunity to transform services for children, young people and families. It builds on our outstanding children's services (as rated by Ofsted inspection September 2024) and delivery that already exists. Work will continue at pace to drive forward change in the City of London. The voices of children, young people and their families will remain central to developments through a range of involvement activities. Partners are on board and will continue to work together with the shared aim of delivering the best possible services and support for families.

Appendices

- Appendix 1 – Family Design Lab project brief and summary plan.

Background Papers

- 5 May 2023 – public paper asking Members to note that an independent City of London Children's Centre Services Review would take place
- 13 December 2023 – non-public paper on the City of London Children's Centre Services and Family Hub Development
- 11 March 2024 – non-public paper on the City of London Children's Centre Services Review
- 11 November 2024 - non-public paper providing an update on the City of London Children's Centre Services.

Rachel Talmage

Head of Children's Social Care and Early Help
and Families in the City Programme Lead

T: 020 3834 7622

E: rachel.talmage@cityoflondon.gov.uk

Hannah Dobbin

Families in the City Programme Manager

T: 020 3834 7622

E: hannah.dobbin@cityoflondon.gov.uk

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Appendix 1

Family Design Lab project brief and summary plan

May-December 2025

Context

National government reforms are driving transformational change in service delivery for children, young people and families, namely the Families First Partnership Programme and the move to family hubs. The 'Families in the City' programme is the City of London Corporation's (City Corporation) response to these reforms which also incorporates the shift from children's centre services to start for life provision in the City of London.

We want the voices of children, young people and families to be central from the beginning of Families in the City. We also want to work closely with colleagues and professional partners to inform developments. We are launching a Family Design Lab to deliver a co-ordinated approach to this involvement activity

Family Design Lab

Aim: provide a co-ordinated range of involvement activities to ensure the voices of children, young people, parents, carers and professionals are central to informing developments as part of the Families in the City programme.

Objectives:

- launch the design lab in June 2025 through a range of accessible communications
- base the design lab on the Family Information Service website (other web presences or comms to link to this base page)
- run the design lab in the first instance until December 2025 aligned with the delivery timeline of the Families in the City programme
- at least 15 parents or carers join the design lab
- use the lab to deliver a range of involvement activities that enable children, young people, parents, carers and professionals have their voice heard and that their views inform developments within the Families in the City programme
- adhere to data protection legislation and policies
- implement the DCCS reward and recognition for involvement policy (incoming)
- evaluate the design lab and take learnings into future DCCS involvement activities

Stakeholders

Stakeholders include but are not limited to:

- children and young people (including those with special educational needs and disabilities [SEND]), parents and carers in the City of London.
 - Start for Life Children's Voice Group - to merge into the Lab
- City Youth Forum
- Society Links
- Prospect
- City Parent Carer Forum (CPCF)
- Families in the City professional stakeholders

Communications will go out through:

- FIS website
- FIS social media
- City Corporation website
- City Corporation social media tbc
- Resident newsletters
- Stakeholders listed above
- Posters in our three libraries, Golden Lane and Portsoken community centres and Neaman GP practice

We will discuss options to reach young people with colleagues:

- CPCF
- SEND team for children and young people with EHCPs
- participation team for Prospects, Children in Care Council and City Youth Forum
- commissioned youth provider – Society Links

Budget

The Lab will require City Corporation DCCS staff time to set it up and run the activities within it.

The incoming DCCS reward and recognition for involvement policy will be followed for activity with City of London residents and service users under the design lab banner.

The policy sets out levels of activity and levels of reward so some budget will be required if level 3 activities are carried out. The cost of vouchers will be factored in when planning the activities.

The use of a mobile phone to communicate with parents and carers who are members of the design lab will be considered. This will incur a financial cost.

Risk log

Risk	Mitigation
Communications about the design lab cause confusion and anxiety around the changes.	Start with a Families in the City page which explains our evolving programme of work and how the design lab fits in with it. Narrative to include agreed key messages to be checked by Programme Lead.
No residents sign-up to the design lab.	Ensure comms around the design lab is disseminated through all appropriate resident comms channels, including use of Corporate comms. Assess take-up after one week and do another comms push if necessary.
Residents would like financial rewards for their time.	The design lab will follow the incoming DCCS reward and recognition for involvement policy which recognises financial reward for co-production level activity.

Summary action plan

Deadline	Action	Lead	Completed?
13 May	Draft all web and promotional content	HD	Yes
16 May	Edit/proof all text for accessibility and target audience	JK	Yes
21 May	Sign-off text and comms	ID/RT	
23 May	Ensure compliant with data protection protocols and policies	HD	
27 May	Comms to partners and Members to prep them for the launch	HD	
29 May	Set up FIS webpages and get sign-off	PR	
29 May	Agree schedule for FIS social media content	PR	
2 June	Families in the City page goes live	PR	
2 June	Share comms through: FIS website Start for Life group CPCF Residents and Healthwatch newsletters Community centres and libraries	PR ID HD HD HD	
w/c 2 June	Check sign-ups to Lab and reply	HD	
2 June onwards	Plan and deliver range of involvement opportunities through the design lab		

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Committee(s)	Dated:
Community and Children's Services – For Information	19 June 2025
Subject: Revenue Outturn 2024/25 – Community and Children's Services Committee (City Fund)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,8,9,12
Report of: Executive Director of Community and Children's Services and the Chamberlain	For Information
Report author: Beatrix Jako, Chamberlain's Department	

Summary

This report compares the 2024/25 revenue outturn for the non-Housing Revenue Account (HRA) services overseen by your Committee with the final agreed budget for the year. The Director of Community and Children's Services local risk budget was overspent by £202,000, while the total overspend across all risk areas, including recharges, amounted to £650,000. A summary of these figures is presented in the table below.

Summary Comparison of 2024/25 Revenue Outturn with Final Agreed Budget – Community & Children's Services Committee			
	Final Agreed Budget £000	Revenue Outturn £000	Variations (Increase) / Reduction £000
Local Risk	(14,727)	(14,929)	(202)
Central Risk	(1,202)	(1,621)	(419)
Surveyors R&M	(61)	(46)	15
Total all Risks	(15,990)	(16,596)	(606)
Recharges	(3,006)	(3,050)	(44)
Overall Totals	(18,996)	(19,646)	(650)

- (i) The local risk overspend of £202,000 was mainly attributable to increased pressures within Children's Social Care (see paragraph 5).
- (ii) The central risk overspend was primarily due to a £693,000 overspend on benefits administration, partially offset by additional backdated interest income received by Commissioning (see paragraphs 7 & 8 for further details).

Recommendation

It is recommended that this revenue outturn report for 2024/25 is noted.

Main Report

Revenue Outturn for 2024/25

- Actual net expenditure for your Committee's services during 2024/25 totalled £19.646m. A summary comparison with the final agreed budget for the year of £18.996m is tabulated below. In the tables, figures in brackets indicate expenditure or adverse variance. Only significant variances (generally those larger than £100,000) have been commented on in the following paragraphs.

	Final Agreed Budget £000	Revenue Outturn £000	Variations to Final Agreed Budget (Increase) / Reduction £000	Paragraph
Local Risk				
Supervision & Management	(1,691)	(1,736)	(45)	
Partnerships & Commissioned Services	(1,154)	(1,098)	56	
Education and Skills	(1,378)	(1,367)	11	
People's Services	(9,775)	(9,965)	(190)	5
Housing Services	(729)	(763)	(34)	
Total Local Risk	(14,727)	(14,929)	(202)	
Central Risk	(1,202)	(1,621)	(419)	7,8
Surveyors R&M	(61)	(46)	15	
Recharges	(3,006)	(3,050)	(44)	11
Overall Totals	(18,996)	(19,646)	(650)	

- A reconciliation of original local risk budget to the final agreed local risk budget is provided in Appendix A.
- Revenue account reserves levels at start and end of 2024/25 are provided in Appendix B.
- The 2024/25 final approved central risk budget includes a £80,000 adjustment relating to the Operational Property Review along with additional resources of

£13,000 to cover cost of living staff pay rises effective from July 2024, a budget uplift of £3,000 to cover backdated agency pay (HAYS), and other minor adjustment totalling £7,000.

Reasons for significant variations

5. There was a net overspend of £190,000 in People's Services within Children's Social Care, primarily due to increased pressures in several key areas. These included family support costs, residential accommodation, legal fees, adoption expenses, and additional costs associated with two new short break clients.
6. In general, it should be noted that both the social care and asylum budgets are very volatile and a small change in client numbers could have a major effect on the outturn.
7. An additional £126,000 in backdated interest was received by Commissioning, following a rent review related to Half Moon Court.
8. There was a £693,000 adverse variance within Benefit Administration central risk budget. This is largely attributable to a shortfall between housing benefits awarded for temporary accommodations and what the Department for Work and Pensions paid. Some of the accommodations are over their limit and shortage of temporary accommodation at reasonable prices led to the increasing shortfall in this area.
9. The Homes for Ukraine Scheme continued during the year. The costs involved with these programmes have been fully met from government grants and have had no impact on the Directors overall net outturn.
10. It should be noted that during the year, we reported to your Committee that the City received higher-than-anticipated grant income from the Home Office in relation to the Afghan Resettlement Scheme, relating to prior periods. The initial grant accrual had been prudently estimated on the basis of recovering only direct costs. However, the final settlement totalling £1.9 million was on a more favourable basis, resulting in additional income. This surplus income was subsequently transferred to reserves at year-end.
11. The table below shows a breakdown of the Capital and Support Services budgets and expenditure.

	Final Agreed Budget £000	Revenue Outturn £000	Variation (Increase)/ Decrease £000
CAPITAL & SUPPORT SERVICES			
Capital Charges	(556)	(558)	(2)
Support Services, including Chamberlains, Comptrollers* & Town Clerks	(1,613)	(1,613)	-
Surveyors Employee Recharges	(2)	(2)	-
IS Recharges	(598)	(598)	-
Guildhall Admin Buildings	(227)	(227)	-
Insurances, including premises & liability	(66)	(84)	(18)
Other recharges	24	-	(24)
Corporate & Democratic Core	32	32	0
TOTAL CAPITAL & SUPPORT SERVICES	(3,006)	(3,050)	(44)

*The Comptrollers and City Solicitors department continue to recharge departments for any external legal fees that they have incurred.

Recharges have a corresponding contra entry in their own accounts. Consequently, these charges have no overall impact on net expenditure for the Corporation as a whole.

Local Risk Budget Carry Forward to 2025/26

13. Chief Officers can request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward provided the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resources Allocation Sub Committee.
14. There were no carry forward requests submitted by the Director of Community and Children's Services' which relate to this committee.

Corporate & Strategic Implications

Financial implications: None

Resource implications: None

Legal implications: None
Risk implications: None
Equalities implications: None
Climate implications: None
Security implications: None

Appendices

- Appendix A – A reconciliation of 2024/25 original local risk budget to the final agreed local risk budget 2024/25
- Appendix B – Revenue account reserves levels at start and end of 2024/25

Caroline Al-Beyerty
Chamberlain & CFO

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

Contact Officers:

Community & Children's Services: Simon Cribbens, Assistant Director of
Partnerships and Commissioning

T: 0207 332 1638

E: simon.cribbens@cityoflondon.gov.uk

Chamberlains: Mark Jarvis, Head of Finance

T: 0207 332 1221

E: mark.jarvis@cityoflondon.gov.uk

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Appendix A

	£'000
Original Local Risk Budget 2024/25	(14,130)
Centrally funded July 2024 pay award	(75)
Centrally funded apprentices	(48)
Virement to libraries	45
Centrally funded budget uplift to cover backdated agency pay (HAYS)	(31)
Allocation from contingency regarding additional social care pressures	(470)
Other Minor adjustments	(18)
Final Agreed Local Risk Budget 2024/25	(14,727)

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Appendix B

Reserves balances as at 31 March 2025

	Opening balance as at 1 April 2024 £000	Closing balance as at 31 March 2025 £000
1.Public Health Grant	98	168
2.The Aldgate School reserves	157	107
3. CWDC integrated workforce grant	33	7
4. Improved Better Care Fund (iBCF)	281	127
5. Dedicated School Grant (DSG)	638	251
6. DCCS Reserves	-	1,846

1. The public health grant is paid to local authorities from the Department for Health and Social Care (DHSC) budget. It is used to provide vital preventative services that help to support health. This includes smoking cessation, drug and alcohol services, children's health services and sexual health services, as well as broader public health support across local authorities and the NHS.
2. The Aldgate school is a voluntary aided school and the only maintained school in the City of London. Reserve fund represents an accumulation of funds set aside by the school for future purposes.
3. The CWDC (Children's Workforce Development Council) integrated workforce grant was launched with the primary aim of supporting integrated children's workforce training and development and the move towards more flexible career pathways as well as the development of a more robust leadership and management development approach across integrated services.
4. The iBCF (Improved Better Care Fund) is passed to local authorities with social care responsibilities for the purposes of meeting adult social care needs, reducing pressures on the NHS, supporting more people to be discharged from hospital when they are ready and ensuring that the social care provider market is supported.
5. The Dedicated Schools Grant (DSG) is a ring-fenced grant allocated to the authority by the Government to support a range of education related services.
6. This reserve reflects higher-than-anticipated income received from the Home Office in relation to the Afghan Resettlement Scheme. The funds relate to prior periods and were received on a more favourable settlement basis than initially

accrued. The reserve is held to support ongoing and future commitments within the Department of Community and Children's Services.

Committee(s): Community and Children's Services	Dated: 19 June 2025
Subject: Housing Revenue Account - Outturn 2023/24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,12.
Does this proposal require extra revenue and/or capital spending?	N
Report of: Executive Director of Community and Children's Services and the Chamberlain	For Information
Report author: Goshe Munir, Senior Accountant, Chamberlain's Department	

Summary

- This report compares the outturn for the Housing Revenue Account (HRA) in 2024/25 with the final agreed budget for the year.
 - The total net revenue deficit for the year was £0.275m, £0.189m higher than the final agreed budgeted of £0.086m, mainly as a result of higher than expected interest costs. This was partly offset by higher service charge income than budgeted. As a result, Revenue Reserves ended the year with a balance of £0.034m.
 - The Major Repairs Reserve ended the year with a £0.591m balance, £0.847m higher than budgeted, due to slippage on major works projects and higher than expected receipt of capital grants.

Table A - Summary Comparison of 2024/25 Outturn with Final Agreed Budget			
	Final Agreed Budget	Outturn	Variation Underspend / (Overspend)
	£000	£000	£000
HRA Revenue (see Table B)			
Expenditure	(15,478)	(15,818)	(340)
Income	17,703	18,089	386
Interest	(250)	(484)	(234)
Transfer to MRR	(2,061)	(2,062)	(1)
Deficit in year	(86)	(275)	(189)
Opening Reserves	309	309	0
Closing Reserves	<u>223</u>	<u>34</u>	<u>(189)</u>
Major Repairs Reserve (see Table C)			
Opening reserve	(256)	(0)	256
Net Capital exp in year	(2,231)	(1,471)	760
Transfer from Revenue	<u>2,231</u>	<u>2,062</u>	<u>(169)</u>
Closing Reserves	<u>(256)</u>	<u>591</u>	<u>847</u>

Recommendation(s)

2. It is recommended that this outturn report for 2024/25 is noted.

Main Report

Housing Revenue Account

3. The HRA is ringfenced by legislation which means that the account is financially self-supporting. Although the “Capital” Account is not ringfenced by law, the respective financial positions of the HRA and the City Fund has meant that capital expenditure is financed without placing a burden on the use of City Fund resources. All HRA related capital expenditure continues to be funded from the HRA, including the Major Repairs Reserve and certain capital receipts from sales of HRA assets, with homeowners making their appropriate contributions. In practice, therefore, the capital account is also ringfenced.

HRA Revenue Outturn for 2024/25

4. The HRA revenue outturn has a net deficit of £0.275m, £0.189m higher than the expected surplus in the budget, for the reasons set out in detail in Table B below.

Table B

Table B	Original Budget 2024/25 £000	Final Agreed Budget 2024/25 £000	Revenue Outturn 2024/25 £000	Variation (Underspend) / Overspend 2024/25 £000	Paragraph Number
<u>Expenditure</u>					
Repairs, Maintenance & Improvements					
Breakdown and Emergency Repairs	(2,913)	(3,222)	(3,942)	(720)	5
Contract Servicing	(746)	(746)	(827)	(81)	
Cyclical and Minor Improvements	(608)	(640)	(233)	407	6
Supplementary Revenue	(150)	(235)	(61)	174	7
Technical Services and City Surveyor's Costs	(1,515)	(2,044)	(2,343)	(299)	8
Total Repairs, Maintenance & Improvements	(5,932)	(6,887)	(7,406)	(519)	
Supervision and Management	(5,632)	(5,102)	(4,779)	323	9
Specialised Support Services					
Central Heating	(667)	(667)	(721)	(54)	
Estate Lighting	(596)	(596)	(502)	94	
Caretaking and Cleaning	(1,746)	(1,705)	(1,950)	(245)	10
Community Facilities	(155)	(148)	(156)	(8)	
Welfare Services	(50)	(49)	(3)	46	
Garden Maintenance	(266)	(324)	(301)	23	
Total Expenditure	(15,044)	(15,478)	(15,818)	(340)	
<u>Income</u>					
Rent					
Dwellings	13,385	13,046	12,774	(272)	11
Car Parking	540	426	348	(78)	
Baggage Stores	127	128	128	(0)	
Commercial	1,554	1,467	1,461	(6)	
Community Facilities	118	123	175	52	
Service Charges	1,967	2,503	3,158	655	12
Other	10	10	45	35	
Total Income	17,701	17,703	18,089	386	
Loan Charges – Interest	(135)	(250)	(484)	(234)	13
Interest Receivable	33	0	0	0	
Net Operating Income	2,555	1,975	1,787	(188)	
Loan Charges – Principal	(180)	0	0	0	
Transfer to Major Repairs Reserve	(2,231)	(2,061)	(2,062)	(1)	
	144	(86)	(275)	(189)	
Opening Reserves	226	309	309	0	
Closing Reserves	370	223	34	(189)	

5. Breakdown and Emergency Repairs costs were overspent by £720k. The increased expenditure was driven by increased demand for breakdown and emergency repairs and additional contractual costs associated with the Wates R&M contract.
6. Cyclical and Minor Improvements underspend by £407K due to the agreed capitalisation of Decent Homes boiler and heating replacement costs associated with the major works programmes delivery.
7. Supplementary Revenue Projects underspent by £174k due to projects coming in under budget and some slippage in planned works – a detailed breakdown by project is provided in Annex A.
8. The overspend of £299k in Technical Services and City Surveyor costs is due to the allocation of time spent on working on HRA related projects being higher than anticipated and is a reflection of higher repairs and capitalised project costs generally.
9. Supervision and Management costs had an underspend of £323k mainly due to the reduction in management fees by £97k and reduction in staffing costs due to vacancies by £226k.
10. Caretaking and Cleaning had an overspend of £245k which was mainly related to increased cost in cleaning & domestic services.
11. Dwellings rental income had an adverse variance of £272k, mainly due to lower than budgeted income from Black Raven Court due to delays in the occupation of the new units.
12. The Service Charge has a favourable variance by £655k compared to the latest budget profiled, this is mainly due to the balancing recovery of higher than expected repairs expenditure in the year and additional reimbursements from long lessees charged for major works.
13. Loan Interest charges adverse variance of £234k is based on the higher than anticipated HRA cash balance overdraft during the year.
14. Comparison of the 2024/25 Major Repairs Reserves Outturn with Final Budget as set out in Table C below.

Table C

Table C	Original Budget	Final Agreed Budget	Revenue Outturn	Variation (Underspend) Final Agreed Budget	Notes
	£000	£000	£000	£000	
HRA Reserves					
Major Repairs Reserve					
Balance Brought Forward	256	0	0	0	Table B Annex A
Transfer from HRA	(2,231)	(2,062)	(2,062)	0	
Capital Expenditure	66,129	64,521	46,792	(17,729)	
Section 106 funding	(18,261)	(55,086)	(39,752)	15,334	
Capital Receipts applied	(14,623)	(2,952)	(3,450)	(498)	
Community Infrastructure Levy	(500)	(500)	(500)	0	
GLA and City Cash Grants	(6,555)	0	(209)	(209)	
Reimbursements from Homeowners	(7,568)	(1,804)	(1,296)	508	
Fire Safety Grant	0	0	0	0	
Climate Action Strategy	0	0	(114)	(114)	
City Fund Loan	(16,391)	(2,117)	0	2,117	
Major Repairs Reserve					
Balance Carried Forward	256	0	(591)	(591)	

Appendices

- Annex A - CAPITAL PROJECTS

Caroline Al-Beyerty
Chamberlain

Judith Finlay
Director of Community & Children's Services

Contact officers:

Peta Caine
Assistant Director Housing – Community and Children's Services
T: 020 7332 3015E: Peta.Caine@cityoflondon.gov.uk

Goshe Munir
Senior Accountant – Chamberlains
T: 020 7332-1571E: Goshe.Munir@Cityoflondon.gov.uk

Mark Jarvis
Head of Finance – Chamberlains
T: 020 7332-1223E: Mark.Jarvis@Cityoflondon.gov.uk

Core Project	Project Number	Type	Budget 24/25	Actuals 24/25	Variance (Slippage)	Comments on main variations
L5-Avondale Square Play & Ball Games Areas Refurbishment	29100160	Capital	5,535	0	(5,535)	Project complete, retention
L5-Dron House - Fire Door Replacement	29100169	Capital	37,000	2,528	(34,472)	Project complete, retention
L5-Dron House Windows Replacement	29100105	Capital	0	51	51	Project complete, in closedown
L5-Fire Door Replacement - Avondale	29100167	Capital	1,641,444	724,137	(917,307)	Project delivery in progress, completion delayed due to over-running sprinkler project
L5-Fire Door Replacement - Holloway	29100166	Capital	34,636	0	(34,636)	Project complete, retention
L5-Fire Door Replacement - York Way	29100165	Capital	10,364	0	(10,364)	Project complete, retention
L5-Fire Safety Doors - Great Arthur House	29100113	Capital	84,963	28,780	(56,183)	Project delayed for rescoping and integration within wider works programme
L5-Great Arthur House Window Cladding	29100010	Capital	10,835	(114,166)	(125,001)	Project complete
L5-Harman Close Decent Homes	29100111	Capital	12,892	0	(12,892)	Project complete
L5-Installation of Sprinklers - Avondale Square Estate	29100159	Capital	554,304	241,874	(312,430)	Project delivery in progress
L5-Installation of Sprinklers - Great Arthur House	29100157	Capital	3,288	3,301	13	Project delayed for rescoping and integration within wider works programme
L5-Installation of Sprinklers - Petticoat Tower	29100158	Capital	958,818	777,181	(181,637)	Project delivery in progress
L5-Isleden House Additional Housing	29100079	Capital	214,919	93,272	(121,647)	Project complete
L5-Middlesex Street Estate - Replacement of Heating & Hot Water	29100130	Capital	1,068,108	1,035,557	(32,551)	Project delivery in progress
L5-Petticoat Tower - Fire Door Replacement	29100172	Capital	238,643	10,587	(228,056)	Project delivery in progress, completion delayed due to over-running sprinkler project
L5-Richard Cloudesley Housing	29100078	Capital	551	3,857	3,306	Project delivery in progress
L5-Richard Cloudesley Housing	29100098	Capital	52,536	(812,583)	(865,119)	Project delivery in progress
L5-Southwark Estate Concrete Testing & Repair	29800144	Capital	30,000	0	(30,000)	Project delayed for rescoping and integration within wider works programme
L5-Sumner Buildings - Fire Door Replacement	29100170	Capital	13,000	10,424	(2,576)	Project complete, retention
L5-Sydenham Hill - Provision of Social Housing	29100067	Capital	20,975,289	23,756,807	2,781,518	Project delay due to asbestos removal and building regulation change
L5-Tenants Electrical Services Testing & Smoke Detector Installation - Phase 5	29100150	Capital	200,271	29,119	(171,152)	Project delivery in progress, completion delayed due to access issues to properties
L5-William Blake Door Entry System	29100089	Capital	0	0	0	Project complete
L5-William Blake Estate - Fire Door Replacement	29100171	Capital	30,327	37,860	7,533	Project delivery in progress
L5-York Way Estate - Replacement of Heating & Hot Water	29100129	Capital	1,068	1,197	129	Project complete
L5-York Way Estate Provision of Social Housing	29100141	Capital	33,965,203	16,386,332	(17,578,871)	The Completion Date for the project has been adjusted due Extension of Time Awards to the contractor.
L5-Sydenham Hill Windows Replacement	29100106	Capital	74,021	46,565	(27,456)	Project complete, retention
L5-Windsor House Windows Replacement	29100108	Capital	538,329	482,280	(56,049)	Project complete, retention
L5-Holloway Estate Windows Replacement	29100103	Capital	194,713	(217,289)	(412,002)	Project complete, retention
L5-Southwark Estate Windows Replacement	29100104	Capital	2,880,117	2,278,802	(601,315)	Project now complete, completion slightly delayed in 25/26, retention sums held
L5-William Blake Windows Replacement	29100107	Capital	67,500	0	(67,500)	Design work now progressing following delayed procurement to update scope of works
L5-Fire Door Replacements - Various Estates	29100101	Capital	84,891	58,591	(26,300)	Project delivery in progress
L5-Golden Lane Windows Replacement	29100102	Capital	31,370	87,069	55,699	Project delayed for rescoping and integration within wider works programme
L5-Golden Lane Windows Replacement	29100173	Capital	146,370	107,749	(38,621)	Project delayed for rescoping and integration within wider works programme
L5-Golden Lane Windows Replacement	29100174	Capital	324,240	598,787	274,547	Project delayed for rescoping and integration within wider works programme
L5-York Way Estate - Corridor & Lift Lobby Refurbishment	29100175	Capital	35,000	10,349	(24,651)	Design work progressing
L5-Decent Homes Works 2024-26	29100182	Capital	0	475,992	475,992	New budget approved during 24/25 , Project delivery in progress
L5-Isleden House Heating System Improvements	29100183	Capital	0	223,070	223,070	New budget approved during 24/25 , Project delivery in progress
L5-Richard Cloudesley Housing	29100178	Capital	0	139,391	139,391	Project delivery in progress
L5-36 Proctor House Avondale Square	29100180	Capital	0	285,000	285,000	Section 106 / Buy Back
Total			64,520,545	46,792,473	(17,728,072)	
Core Project	oject Num	Type	Budget 24/25	Actuals 24/25	Variance	Comments on main variations
L5-George Elliston & Eric Wilkins Houses Refurbishment	29800156	SRP	93,057	24,487	(68,570)	Design work progressing but behind schedule
L5-Renewal of Flat Roof Coverings - Various Blocks	29800151	SRP	7,500	0	(7,500)	Design work progressing, will be integrated into other projects
L5-Sumner Buildings Proposals	29800115	SRP	62,500	0	(62,500)	Design work progressing
L5-Isleden House Heating System	29800176	SRP	71,200	36,200	(35,000)	Project delivery in progress
L5-Southwark Estate Concrete Testing & Repair	29800144	SRP		35	35	Project delayed for rescoping and integration within wider works programme
L5-Tenants & Landlord Electrical Services	29800120	SRP	0	(1)	(1)	Design work progressing
Total			234,257	60,722	(173,535)	

City of London Corporation Committee Report

Committees: Community & Children's Services – for information	Dated: 02/06/2025
Subject: DCCS Departmental Risk Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> provides business enabling functions 	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of Judith Finlay Executive Director Community & Children's Services	
Report author: Liane Coopey Business Support Manager (Housing)	

Summary

This report provides Members with detail of the Department's current risk register and the actions taken in mitigation to reduce those risks.

The Department's approach to risk management was subject to an internal audit in September 24 which made recommendations to strengthen the departmental application of the City's Risk Management Framework. An improvement plan to address the recommendations has been agreed and will be led by the Department's Leadership Team.

Recommendation(s)

Members are asked to:

- Note the departmental Risk Register
- Note the actions taken by the Department to further strengthen the response and mitigation to risk

Main Report

Background

1. The Department maintains a Risk Register as part of a comprehensive risk management process, through which risks are systematically identified, evaluated, and either controlled or accepted.
2. The City Corporation's approach to effective risk management aims to:
 - **Enhance performance** by increasing certainty (gaining as much insight as possible into our activities),
 - **Reduce surprises** (as a result of thorough understanding),
 - **Improve service delivery** (by being aware of significant uncertainties), and
 - **Prevent reputational damage** and maintain public confidence.
3. The effectiveness of this approach is continuously supported and assessed through a rolling programme of departmental risk management audit reviews. The primary objective of each audit is to evaluate the departmental application of the City's Risk Management Framework.

Current Position

4. A detailed register of departmental risks is provided in Appendix 1. This register includes the description, rating, and target rating for each risk, along with the associated actions.
 - Currently, there are sixteen risks listed on the departmental Risk Register.
 - One new risk, **Children's Centre Data**, has been added in the last quarter.
 - One risk, **Commissioning**, has been closed in the last quarter and is now managed locally within the service.
 - Additionally, at the request of Members, **Safeguarding Risks** have been divided between children and adults for clearer oversight.

5. An Internal Audit report, into DCCS Risk management, published on 24 September 2024, concluded that:

Overall, limited assurance is provided regarding the areas within the audit scope, particularly the departmental application of the City's Risk Management Framework, the maintenance and management of risk registers, and the adequacy of reporting to Members to facilitate effective risk management oversight.

6. The report made the following recommendations:

- **Review roles and responsibilities** within the department concerning risk management administration and the determination of risks for inclusion in the risk register to ensure appropriateness and that assigned staff are well-positioned to fulfil these roles.
- **Formulate actions** to ensure departmental adherence to risk management reporting requirements as outlined in the corporate policy.
- **Develop actions** to address the detailed Internal Audit findings related to risk management and the associated root causes.

7. As part of the improvement to respond to the audit the department has developed a local Risk Protocol to strengthen local practice. It establishes clear roles, responsibilities, and escalation routes for managing risks at departmental, service, and project levels. The protocol ensures regular review, appropriate escalation, and clear ownership of risks; particularly among Assistant Directors, SMTs, and the DLT. It also supports accurate, timely updates to the risk register, especially in preparation for audits and committee reporting, by setting expectations for updates, deadlines, and evidence gathering. The protocol was authored and formally approved by the DLT (Appendix 1)
8. To further strengthen the department's approach and skillset, risk training for managers, is being delivered by Zurich (The City of London's insurance provider) on 27 June 2025. The session is designed to build knowledge and skills and promote consistency in how risks are identified, assessed, and managed the department.

Corporate & Strategic Implications

Strategic implications

9. Effective risk management is vital to the delivery of the Corporate Plan 2024-2029 outcome of the provision of excellent services.

Financial implications

10. None.

Resource implications

11. None.

Legal implications

12. None.

Risk implications

13. As set out in the report and its appendices.

Equalities implications

14. None.

Climate implications

15. None.

Security implications

16. None.

Conclusion








































17. The Department has continued to identify, evaluate, and manage risks through the maintenance of a comprehensive Risk Register. The internal audit highlighted areas for improvement, particularly in the application of the City's Risk Management Framework and the sufficiency of reporting to Members. The Department has continued with its improvement plan to address these recommendations, which will be overseen by the Departmental Leadership Team.

Appendices

- Appendix 1 – Risk Register Summary
- Appendix 2 – Local Risk Protocol

Liane Coopey
Business Support Manager (Housing)

Appendix 1: Risk Summary 2025- 2026

Risk Code	Title	Current Risk Rating	Risk Score	Actions Assessment	Risk Approach	Target Date	Risk Trend
DCCS HS 007	Blake Tower – Barbican Estate	R 	16		Reduce	30/06/2026	
DCCS HS 003	Lone working	A 	12		Reduce	31/12/2025	
DCCS HS 008	Delivery of Repairs & Maintenance services to Housing Residents	A 	12		Reduce	31/3/2026	
DCCS HS 009	Statutory Compliance Requirements	A 	12		Reduce	31/3/2026	
DCCS PE 001	Children and families safeguarding	A 	8		Reduce	31/3/2026	
DCCS PE 002	Adult Social Care Safeguarding	A 	8		Reduce	31/3/2026	
DCCS 001	Departmental emergency response	A 	8		Reduce	31/3/2026	
DCCS HS 002	Failure to carry out and review effective fire risk assessments for residential accommodation and commercial premises	A 	8		Reduce	31/12/2025	
DCCS HS 005	Major works programme	R 	16		Reduce	31/12/2025	
DCCS HS 006	Failure to deliver new homes programme	A 	8		Reduce	31/3/2026	
DCCS ED 005	Children's Centre Data	A 	6		Reduce	31/08/2025	
DCCS ED 003	Falling school rolls	A 	6		Reduce	31/3/2026	
DCCS HS 004	Housing finance changes	A 	6		Reduce	30/06/2025	

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1

Department of Community and Children's Services (DCCS) Risk Management Protocol

Document Owner: Rumina Sultana Business Support Manager	
Version: 1.0	Last amendment: 27/05/2025
Effective date: 03/06/2025	Next review date: 27/05/2026

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Purpose

The Risk Management Protocol details the operational arrangements for managing risk within the Department of Community and Children's Services (DCCS). By adhering to the processes outlined in this document, we ensure that risks are identified, analysed, and managed promptly, thereby facilitating effective decision-making.

NB: The Risk Management Protocol should be read in conjunction with the corporate Risk Management Policy [Risk Management at the City of London Corporation](#)

Scope

This protocol supports the City of London's Risk Management Strategy, endorsed by the Audit and Risk Management Committee in May 2024, and the Risk Management Policy (version Dec 2024), adopted by the City Corporation across all its functions, including as a charity trustee. It applies the risk management principles and approach set out in the Corporate Policy and Strategy to the management of risk within the Department of Community and Children's Services (DCCS).

The protocol serves as a communication tool to ensure that all those involved in risk management within the Department of Community and Children's Services (DCCS) are aware of:

- The purpose of using a formal risk management approach.
- The risk roles and responsibilities within the risk management process.
- The risk management process being adopted.
- The tool used to record the risks/controls and report on them.
- How the risk management process will be managed and monitored.

This protocol will be reviewed annually by the DCCS Business Support Managers and updated as appropriate.

Further information can be found by looking at the Risk Management page on the intranet or by contacting the Corporate Strategy and Performance Team.

[Risk Management at the City of London Corporation](#)

Levels of Risk

To ensure that risk is managed appropriately, the Department of Community and Children's Services (DCCS) categorises risks into three levels:

- **Corporate:** These risks, if they occur, would have a significant impact on the City Corporation as a whole or a substantial part of it, affecting the successful delivery of its corporate outcomes and its ability to exercise its functions.
- **Departmental:** These risks would seriously inhibit the achievement of the department's aims and objectives. Unlike corporate risks, departmental risks typically only impact DCCS.
- **Service:** These risks usually concern the failure to achieve service objectives. They are related to maintaining an appropriate level of business service for existing and new service users. Due to the size and diverse nature of DCCS, service risks are grouped by division, with some Divisional Assistant Directors also holding a set of 'Cross-Divisional' risks.
- **Individual Projects:** Any identified risks related to individual projects are recorded in the local risk register, which is managed by Team Managers and Heads of Services.

By categorising risks in this manner, DCCS ensures that each risk is managed at the appropriate level, facilitating effective risk management and mitigation.

The structure of DCCS risks is provided at Appendix A.

Local risk register can be found in Annex and further reading

Governance and reporting

Figure 1 (below) illustrates the City of London's arrangements for risk governance and reporting. In summary:

- Members are responsible for monitoring the risk management process. Corporate risks, red departmental risks and key service risks are reported regularly to relevant Grand/Service Committees for this purpose. (Appendix B contains a list of Committees to which the DCCS reports, and the agreed frequency and format of reporting).
- Accountability for risk management lies with City of London Officers.
- The Executive Leadership Board (ELB) is responsible for overseeing corporate risks and red departmental risks. ELB acts on the advice of the Chief Officer Risk Management Group (CORMG) which reviews these risks in more detail.
- The Risk Management Forum consists of risk coordinators from each department. The Business Support Managers represent DCCS at this Forum.



Figure 1: Risk management Officer and Member governance

Roles and responsibilities

Corporate Risk Manager

The responsibilities of the Corporate Risk Manager include:

- Providing guidance on the application of the risk management process to the Community and Children's Department.
- Acting as the high-level system administrator for the Ideagen risk management system.
- Updating the organisation's Risk Management Policy and Strategy which is approved by the ELB and endorsed by A&RMC.
- Reporting regularly to the A&RMC.
- Liaising with departmental risk co-ordinators.
- Providing training and guidance.

Chief Officer

- Ensures the department has appropriate risk management processes and controls.
- Takes overall responsibility for the Departmental Risk Register, with individual risks owned by the most appropriate DLT member or Head of Service.
- Champions effective risk management and manages service-level risks within their division.
- Conducts quarterly reviews to identify, review, and update cross-divisional risks, either during regular management meetings or specific risk-focused sessions.
- Prepares to answer questions from Members when risk registers are reported to Committees or delegates this responsibility to Assistant Directors.
- Owns one or more Departmental Risks, ensuring regular review and updates.
- As a member of ELB and CORMG, regularly reports on corporate and red departmental risks and recommends risks for escalation or de-escalation to the Corporate Risk Register.

Departmental Leadership Team (DLT)

Discusses departmental risks and risk management processes quarterly to:

- Ensure adherence to the Corporate Risk Management Strategy and the DCCS Risk Management Protocol.
- Review and assess departmental risks, risk descriptions, risk scores, and the effectiveness of mitigating actions.
- Agree on risks for addition to or removal from the Departmental Risk Register.
- Consider risks for potential escalation to or de-escalation from the Corporate Risk Register.

Assistant Directors (AD)/ Senior management Team (SMT)

- Manages risks within their service area in line with the Corporate Risk Management Policy and Strategy.

- Ensures staff have appropriate understanding and training on risk management.
- Highlights risks for escalation from Service Risk Registers to the Departmental Risk Register, for DLT agreement.
- Periodically confirms with their management team that risks are being captured appropriately across the division.
- Informs the Chief Officer of risks suitable for escalation.
- When delegated by the Chief Officer, prepares to answer questions from Members when risk registers are reported to Committees.

Risk owners

Risk owners generally will be Head of Services or Assistant directors. In the case of a specific project accompanied by its own risk register, it may be administered as a capsule initiative, with distinct risk owners formally designated. For cross divisional risks, more than one risk owner may be identified, representing their department.

- Risk owners are required to review and update their risks and associated mitigation actions at least every six weeks to quarterly. This process should be informed by consultations with relevant lead or professional colleagues and must remain responsive to changes in the risk environment, ensuring a dynamic and agile approach to risk management.
- Updating the Ideagen Risk Management System: Each time a risk is reviewed, the risk owner must update the Ideagen Risk Management system by requesting the Business Support Managers to do so on their behalf.
- Regular Review: Risks should be regularly reviewed, and associated actions should reflect current internal and external circumstances.
- Escalation and Deactivation: Risk owners should suggest risks for escalation to the Departmental or Corporate level as necessary. They should also discuss any new risks, actions, or those suitable for deactivation with their manager as soon as possible.

N.B. Chief Officers are the overarching owners of any strategic level risk, such as corporate risks, within their business areas and have overarching accountability for the management of all their risks.

Business Support Manager (Departmental Risk Coordinator)

Support the DLT: Assist the Departmental Leadership Team (DLT) in fulfilling their responsibilities under the Corporate Risk Management Policy and Strategy.

Provide Risk Management Advice: Offer guidance and support to managers and risk owners across the department.

Capture and Record Changes: Ensure that any changes to departmental risks identified by the DLT are captured, properly recorded, and actions are assigned to the appropriate owner.

Maintain the Risk Register: Manage the departmental risk register on the Ideagen Risk Management system, ensuring all necessary actions are documented and tracked for effective risk management.

Prepare and Present Reports: Prepare and present regular Risk Management Update reports to Community & Children's Services Committees HMA SC (Housing Management & Almshouses Sub Committee). Ensure that risk owners have reviewed and updated their risks every quarter, and that risk registers are accurate and current.

Represent the Department: Act as the department's representative at the Corporate Risk Management Forum and provide feedback to the DLT as appropriate.

Organise Training: Arrange training and provide guidance for departmental staff on risk management.

Maintain the Risk Management Protocol: Ensure that the department's Risk Management Protocol continues to support the Corporate Risk Management Policy and Strategy.

Head of services:

- **Reporting Unresolved/ New Risks:** Any unresolved/ New risks escalated by staff and managers should be reported and logged during senior management team meetings.
- **Addressing Risks in Meetings:** During these meetings, the risks must either be resolved, mitigating circumstances identified, or further escalated to Assistant Directors and the Business Support Manager.

All Officers:

- **Understanding Risk:** Staff should understand how risk management helps the City Corporation achieve its objectives at multiple levels and in their day-to-day activities.
- **Identifying Risks:** Staff should identify potential risks and blockers and bring them to the attention of their managers.
- **Team Discussions:** Risk discussions should be part of team meeting agendas to find solutions. If unresolved, risks should be escalated by the Head of Service.
- **Implementing Actions:** Staff may be responsible for implementing actions or mitigations.
- **Attending Training:** Staff should attend training programs as directed by line managers. Attendance may be specified in personal plans.
- **Familiarising with Procedures:** Staff are required to familiarise themselves with all risk assessments, safe systems of work, and related standard operating procedures.

More information can be found on the City of London Corporation intranet site for a beginners guide: [Risk Management Policy 2024 FinalVersion\(1\)](#)

Risk management process

1. Risk Management Framework

follows a structured five-step cycle: Using the following steps, we can ensure our risks are correctly identified, agreed, drafted and managed using the risk registers:



Clarify objectives → Identify → Assess → Address → Monitor & Review

Risks are recorded in the Ideagen system for consistency, reporting, and decision-making.

Keeping risk registers up to date is essential for oversight and audit readiness.

2. Identifying and Managing Risks

Risks are identified through:

Departmental leadership reviews (DLT)

Senior and team meetings

Business planning and policy reviews

Emerging events (e.g. legislation changes, severe weather)

Risks are assessed using standard criteria for likelihood and impact.

Mitigation actions are developed to reduce risk severity and are regularly reviewed.

3. Escalation and Oversight

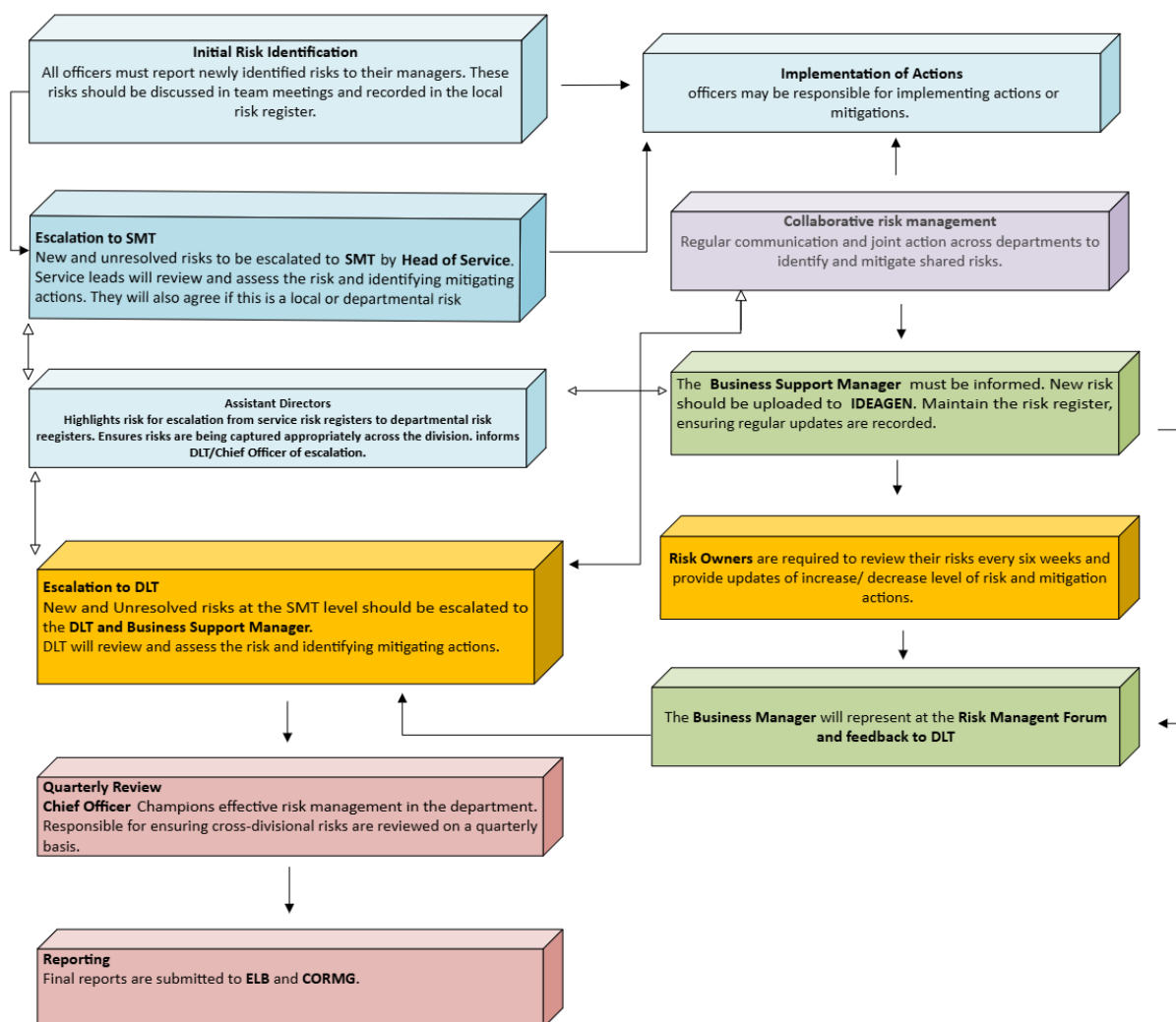
Escalation occurs when risks are unmanageable, remain high, or affect multiple areas.

De-escalation applies when risks are reduced or manageable at a lower level.

Corporate risks are reviewed by CORMG, recommended to ELB, and endorsed by A&RMC.

Ideagen generates standard and custom reports to support governance and risk tracking.

DCCS Risk management process



Timing of risk management activities

Risk owners are required to review their risks quarterly, providing updates on any changes in risk level and progress on mitigation actions.

Activity	Frequency
Risk owners review and update risks and mitigating actions	At least quarterly
All staff raise any risks identified to team meetings.	Regular team meetings.
Assistant Directors review Service level risks with their Senior Management Team.	Team meetings as a recurring agenda item – at least quarterly
DLT review the departmental register, and consider escalation / de-escalation of risks	Quarterly
Risks escalated up to CORMG and ELB	As and when it arises
Risk reports to Service Committees	As set out in Appendix B

Appendices

Appendix A: DCCS risk structure

Appendix B: Committee reporting arrangements

Appendix C: City of London Risk Assessment Matrix

Department of Community and Children's Services: Business risk structure

+ Corporate Risks

+ Departmental Risks

+ Service Level Risks

+ Peoples Directorate

- + Adult Social Care
- + Children's Social Care and Early Help
- + Homelessness Prevention and Rough Sleeping
- + Safeguarding and Quality Assurance
- + Virtual Schools

+ Education & Skills

- + Education & Early Years
- + Education & Strategy
- + Adult Skills & Education Service

+ Commissioning and Partnerships

- + Commissioning and Partnerships
- + Strategy and Performance
- + Community Safety Team
- + Pan London Commissioning
- + Business Support

+ Public Health

- + Children and Young people and health protection
- + Mental health, substance use and Complex Needs
- + Prevention, inequalities and risk factors
- + academic partnerships, business Healthy, Health intelligence, sexual health
- + Population Health
- + Public Health, Business Management

+ Barbican Estate

- + Barbican Estate Revenue Team
- + Barbican Estate

+ Barbican and Community Libraries

- + Barbican Library
- + Artizan Library and Community Centre
- + Shoe Lane Library

+ Housing

- + Housing Management /Golden Lane Leasure Centre
- + Business Support Housing & Barbican
- + Repairs and Maintenance
- + Major Works
- + New Developments & Special Projects

Arrangements for reporting risk to Committees

- The Corporate Risk Management Policy states that all Corporate and Departmental risks should be reported to the relevant Committee each quarter, however due to the frequency of Committee meetings, and specific agreement of the Committee, risk is reported to some Committees less often.

Committee	Frequency	Content
Community and Children's Services	Varies (every other month) – On hold after January due to elections until June.	All the risk registers to be presented at: 19 June C&CS 17 September C&CS 1 December C&CS
Housing Management and Almshouse Sub Committee	Every 3 months	Housing risks will be included as an appendix in every committee meeting.
Audit and Risk Management Committee	5-6 times a year	High- level, Cooperate Risk with references to departmental top red risks are discussed.
Education Board	Every 3 months	Education director to discuss this in DLT before this is taken to Education board.

City of London Corporation Risk Matrix

Scoring a risk involves evaluating two main factors: likelihood and impact.

- **Likelihood:** Assess the reasonable likelihood of the risk occurring in the current situation. This likelihood is assigned a numerical score on a scale from 1 (rare), 2 (unlikely), 3 (possible), and 4 (likely).
- **Impact:** Evaluate the potential impact if the risk occurs. This is rated on a scale from 1 (minor), 2 (serious), 4 (major), and 8 (extreme). The impact score is scaled higher than likelihood because it often results in worse outcomes, prioritizing high-impact risks for management.

The total risk score is calculated by multiplying the likelihood score by the impact score. This score helps prioritise risks for treatment, informing resource allocation and decision-making. We assess the risk score at three different points:

- **Inherent/Original:** The risk score on the day the risk is identified, before any controls or actions are taken.
- **Current:** The level of risk at the time of review, considering the actions in place to manage it.
- **Target:** The score where the risk is considered acceptable according to our risk appetite, reflecting the desired state once mitigating actions are implemented and the risk is successfully managed.

(A) Likelihood criteria:

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10-year period	Likely to occur within a 10-year period	Likely to occur once within a one-year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people. Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g., mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

Likelihood	Impact				
	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

Annex: Further Reading

Links below to resources that can aid further understanding (February 2024) Internal

We have outlined the importance of thinking about risks outside of departmental silos. These internal points of contact and/or policies can help set risk thinking in a wider context:

- City of London Corporation Heads of Profession: [Risk Management at the City of London Corporation](#)
- Health, Safety and Wellbeing Team – [SafetyNet \(Corporate Health & Safety\)](#)
- Internal Audit colleagues - [Meet the Team](#)
- Member Services for Governance Arrangements - [Committee and Member Information](#)

Local risk register template



Local Risk
Register.xlsx

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