Public Document Pack

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

Date: **WEDNESDAY, 17 SEPTEMBER 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)

9. ***FAMILIES IN THE CITY UPDATE**

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

For Discussion
(Pages 5 - 16)

10. ***COMMUNITY AND CHILDREN'S SERVICES (NON-HOUSING) REVENUE OUTTURN FORECAST AS AT QUARTER 1 2025-26**

Joint report of the Executive Director of Community and Children's Services and the Chamberlain.

For Information
(Pages 17 - 22)

11. ***BARBICAN AND COMMUNITY LIBRARIES BUILDING PROJECTS UPDATE**

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

For Information
(Pages 23 - 34)

12. ***RISK REGISTER**

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

For Information
(Pages 35 - 42)

Part 2 - Non-Public Reports

18. ***NON-PUBLIC OUTSTANDING ACTIONS**

Members are asked to note the outstanding actions report.

For Information
(Pages 43 - 48)

22. ***FINANCE UPDATE AND DRAFT ACCOUNTS FOR CITY OF LONDON COMBINED RELIEF OF POVERTY (CHARITY REGISTRATION NUMBER 1073660)**

Report of the City Bridge Foundation Director (representing the Chamberlain).

For Information
(Pages 49 - 72)

23. ***REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 73 - 76)

PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS) – September 2025 Update

No	Committee Date Raised	Initial Request and Pending Actions	Responsibility	Due Date	Progress Update
1	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	October/ November 2025	The new legislative requirements regarding governance for the CHSCP have now been implemented. This will be reflected in the CHSCP Annual Report will be taken to Safeguarding Sub Committee in October and be brought for information to November C&CS Committee.
2	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	November 2025	All grant programmes are going through Star Chamber and Member review between June and the end of July. Analysis is being conducted on the Stronger Community Funding over the last five years and will be combined with the Stronger Communities Fund 'Annual Report'. This will be brought to Novembers C&CS Committee.
3	19/06/2025	**Corporation Childcare Policy and Family Service Arrangements:** Refer the remainder of the policy back to Officers to thoroughly reflect the requests from this committee as to alternatives - (for example meeting the broad policy objectives set out by a differential pricing model in affordable childcare at the Aldgate School) Seek the presentation at a future meeting of this committee of alternatives in the childcare policy which allow members to vote transparently on the future	Strategic Education and Skills Director	June 2026	Corporation Childcare Policy and Family Service Arrangements: Policy approved by Members on 19/06/25. City subsidy of 0-2 childcare extended to The Aldgate School until 31/08/27. Meetings to discuss sustainable financial framework and impact of DfE extended childcare offer from 01/09/25 in place between Head Teacher and Education Director. Update on progress to DCCS committee in June 2026.

		support for, or withdrawal of funding for affordable childcare to the Aldgate School.			
4	19/06/2025	**Golden Lane Leisure Centre Management Options:** The Committee endorsed the proposed approach to outsourcing the management of the centre, including the option for a hybrid or internal bid to be evaluated alongside external tenders.	Director of Commissioning and Partnerships	September	A report will be presented at Septembers C&CS Committee.

City of London Corporation Committee Report

Committees: Community and Children's Services – *For discussion* Safeguarding and SEND Sub-Committee – *For information*	**Dated:** 17/09/2025 13/10/2025
Subject: Families in the City update	**Public report:** For Discussion
This proposal: • **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 provides Members with an update on the Families in the City programme. Families in the City is the Department of Community and Children's Services (DCCS) and partners' response to national government reform around family help and Best Start Family Hubs for children and young people aged 0-19 years or up to 25 years for young people with special educational needs and disabilities (SEND). The programme will run in its current form until the end of March 2026.

Progress since the last update at the CCS Committee on 19 June includes delivery of Phase 1 of the development of the City of London Best Start Family Hub, which includes changes to services for 0-5-year-olds. A Department for Education (DfE) Development Grant is expected in October 2025, which focuses on the early years within the Best Start Family Hub.

Developments in the Families First Partnership workstream include workforce analysis to assess readiness for potential reform changes, and the review of related threshold and referral documents. Multi-agency working groups have been set up to focus on particular areas of the reforms. The approach to engaging residents and professionals across the Families in the City programme continues to evolve.

Recommendations

Members are asked to:

- Note the report.

Main Report

Background

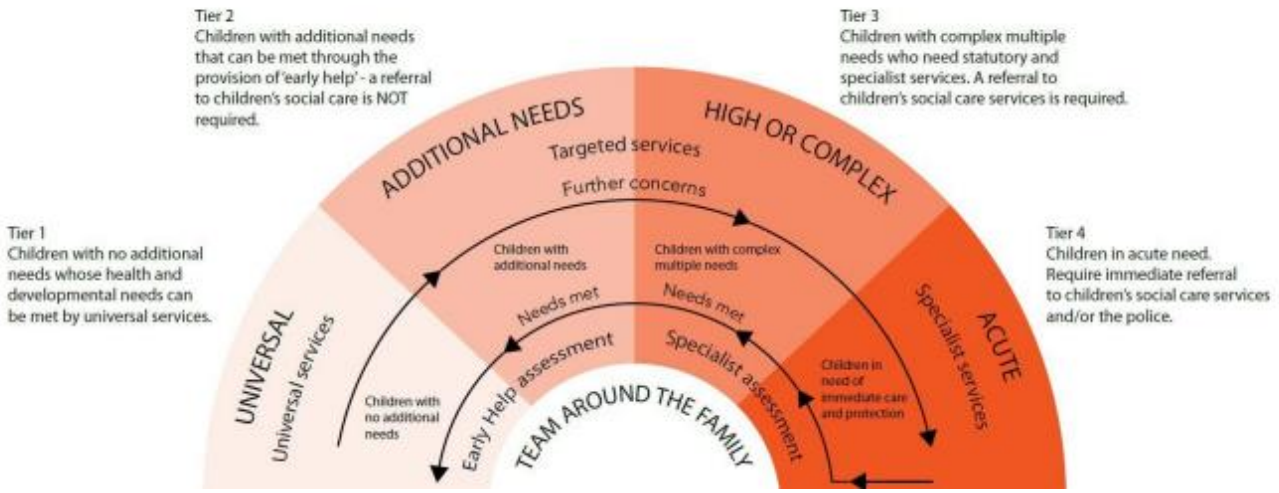
1. National government reforms are driving transformational change in service delivery for children, young people and families. In July 2025, the DfE published its 'Giving every child the best start in life' strategy which outlines how the Government will improve child development and ensure that all children have the chance to achieve and thrive. This aligns with the Government's 10 Year Health Plan for England.

2. The strategy builds on previous national reform around family hubs and includes an action to develop a network of what this government is calling Best Start Family Hubs. Best Start Family Hubs focus on improving family services and support for young people aged 0-19, or 25 for young people with SEND, and aims to bring together professionals, including those from health and education, and "be open to all but based in areas where families need them most". Best Start Family Hubs will also have a Children and Family Services professional specifically trained in working to support parents of children with additional needs. There will be a national Best Start in Life campaign in autumn.

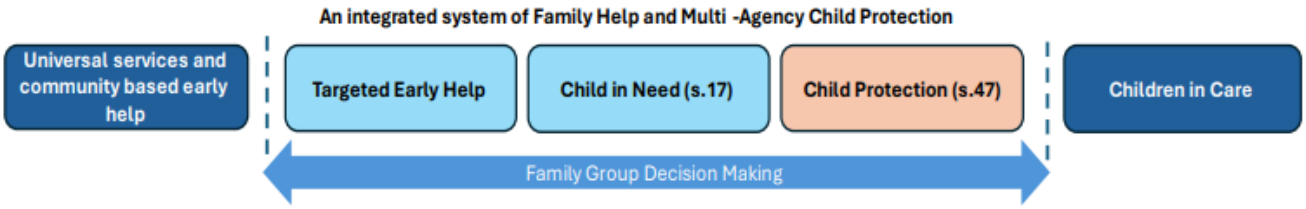
3. Prior to this new strategy and the Best Start Family Hubs initiative, some local areas received funding from the DfE to develop Family Hubs. The City of London Corporation (City Corporation) was not one of those to receive funding.

4. The DfE's Families First Partnership (FFP) programme requires local authorities to create an integrated system to "support more children to stay safely with their families and see better outcomes". This involves the review and design of a Family Help system that merges Early Help and Children in Need systems.

5. The current continuum of need reflects four tier levels:



6. DfE sets out its vision for a reformed system as an integrated system, shown in the graphic below:



7. The reforms are an opportunity to build on our outstanding Children's Social Care and Early Help services. A focus on the best possible outcomes for children and families will be retained throughout the implementation of the Families in the City programme.

Current Position

8. The City Corporation continues to consider and develop our response to the national reform programme within the unique context of the City of London. A phased approach is being taken around the development of a City of London Best Start Family Hub to reflect the local context and continued publication of DfE guidance which is driving change at pace.

9. Phase 1 of the City of London Best Start Family Hub was implemented on 1 September 2025, to include:

   - a virtual information and advice offer on our Family Information Service website. There are dedicated Best Start Family Hub webpages providing information on activities and services for children, young people and their families

- a pilot in-person support offer to help families navigate the Best Start Family Hub offer which is available from the Guildhall every Monday during September to December 2025. A telephone translator offer is available if needed to support families
- services continue to be delivered in-person at various sites – including our libraries and community centres - across the City of London.

10. The Best Start Family Hub brings services under one banner for 0-19 or 25 with SEND and their families. This includes information on and signposting to a range of support including those directly provided by the City Corporation's Children's Social Care and Early Help and Education and Early Years services, as well as commissioned providers, health and public health services. DfE requires a set of services to be included within a Best Start Family Hub including but not limited to:

    - health visiting
    - midwifery services
    - breastfeeding support
    - early language development and Home Learning Environment
    - nutrition and weight management for 5-19-year-olds
    - oral health improvement
    - mental health services and support
    - parenting support
    - universal early help support
    - targeted family support
    - SEND services and activities, including the SEND Local Offer
    - youth services

11. Relationships continue to be developed with the voluntary and community sector to ensure that the Best Start Family Hub promotes a wide range of activities and support for families in the City of London. This includes the Shoreditch Trust's We Connect in the City programme which provides a range of support for families at the Aldgate Centre every Friday.

12. Residents and professionals have been informed of developments through various channels including:

    - information cascaded to professionals through Families in the City Board members – including representation from health, public health, education and libraries
    - content on the Family Information Service website, which includes a translation function, and via social media channels
    - content in City Corporation resident newsletters and partner communications – including Healthwatch City of London and the City Parent Carer Forum
    - information shared directly with families in contact with our Education and Early Years, and Children's Social Care and Early Help services

13. The City Corporation website has been updated so families can find information about the Best Start Family Hub via the 'children and families' page. A link is provided to direct families to the Best Start Family Hub webpages.

14. The main practical change to services that will be experienced by families from 1 September is the relocation of services for 0-5-year-olds from The Aldgate School to other community settings in the City of London. The Education and Early Years service has worked closely with The Aldgate School to ensure that staff are aware of the changes and able to redirect families. Professionals who deliver services for 0-5s, including the health visitor and infant feeding lead, have communicated the change of venues to families who access their services.

15. A poster about the changes was produced and emailed or directly delivered to community and early years settings across the City of London including The Aldgate School, libraries, estate offices and nurseries. The poster has also been shared on all Family Information Service social media channels. A timetable of activities continues to be published on the Best Start Family Hub website, as well as printed and distributed at sites across the City of London, so families can check where and when services are running. The poster and timetable are provided in Appendix 1.

16. The DfE is due to publish guidance on Best Start Family Hubs branding so additional marketing assets will be produced when this has been received. Appropriately branded posters and leaflets promoting the Best Start Family Hub will be translated into Arabic, Bengali, Spanish, Ukrainian and Russian, and distributed at community settings across the City of London, as well as directly to families by professionals.

17. Phase 2 of the Best Start Family Hub development will be driven by national guidance and funding. The City Corporation has submitted a declaration of intent to receive a DfE Development Grant for newly-funded local authorities in October 2025. This covers October 2025 to March 2026 and is a non-ring fenced Section 31 Grant for revenue funding only (no capital). The Grant Determination Letter and single payment is expected in October 2025, subject to HM Treasury approval. The Development Grant has three key objectives to:

    - identify at least one Best Start Family Hub site by January 2026 from which to deliver parenting and home learning environment interventions
    - prepare to deliver parenting and home learning environment programmes from April 2026
    - develop ambitious Best Start in Life plans

18. Partners from the Education and Early Years, Children's Social Care and Early Help, and Public Health services are developing an implementation plan for the Development Grant and thinking about sustainability post March 2026.

19. Phase 2 of the development of the Best Start Family Hub will also include and reflect:

    - review and development of the online offer
    - review of the Monday in-person navigation support offer pilot from the Guildhall in December 2025
    - changes to commissioned services, such as youth services

- insight from an officer-led community space analysis (linked to the Health and Wellbeing Board) to identify potential opportunities around physical location/s for the Best Start Family Hub. However, this is set against the expectation that there will be no additional DfE capital funding
- involvement activity with young people and families through the Family Design Lab and existing groups
- further DfE guidance
- alignment with FFP reform

20. The FFP development workstream continues to develop in response to national government reform. A top-line timeline has been agreed at the Families in the City Board:

- Year 1 – March 2025 to March 2026
    - Assess readiness for reform including workforce analysis and data/performance reporting.
    - Update thresholds documents and multi-agency referral form.
    - Run FFP co-design working groups for professionals including on: Family Help, Multi-agency Child Protection Teams and Family Group Decision Making.
    - Involvement of families through the Family Design Lab.
    - Options paper to the Families in the City Board by the end of 2025.
- Year 2 – April 2026 to March 2027
    - Phased approach to implementation, including changes to practice and workforce.
    - Implementation would need to involve appropriate HR, communications and marketing activities.
    - Evaluation of implemented reforms.
- Year 3 – April 2027 to March 2028
    - Full implementation.

21. The City Corporation has been compliant with DfE reporting requirements including the submission of a delivery plan in June 2025 and a DfE stakeholder meeting in July 2025. Consideration is being given to potential DfE data and performance monitoring changes but there will be further DfE guidance on this in November 2025.

22. Family engagement continues to be a focus for Families in the City. Existing insight and feedback have been collated to inform developments. A Family Design Lab was set up in June 2025 to provide a co-ordinated approach to involvement specifically for Families in the City. 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.

23. Young people, parents and carers who live in the City of London or access services for 0–25-year-olds and their families are invited to join the design lab and give consent to be contacted about involvement opportunities as they emerge throughout the programme. The design lab has been promoted in City of London community settings, City Corporation and partner newsletters and via the

Family Information Service social media channels. The design lab was also promoted at the Artizan Library community event in August.

24. Twelve adults have joined the design lab. There was low attendance at the initial welcome sessions for this group. New sessions will be planned and the use of WhatsApp will continue to be trialled as this is a method that residents have supported in other engagement activity.

25. Children and families have been involved in the design of a dragon image which features on the Best Start Family Hub webpage. Children at a creative session at Shoe Lane Library coloured in dragons and families attending the Artizan Library community event voted on their favourite colour palette.

26. We will continue to promote the design lab. As Families in the City continues, more focused areas for engagement will emerge from the reform implementation. This should enable us to offer more topic-based sessions. We can also explore targeted sessions with existing groups, such as the City Parent Carer Forum. We will seek to maximise opportunities around existing community events and groups to reach and engage residents across the City of London.

27. 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.

28. Families in the City continues to report to elected Members through the CCS and Safeguarding and SEND Sub-Committees. Content has also been shared in the Director of Community and Children's Services' Members update.

Options

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

Proposals

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

Key Data

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

Corporate & Strategic Implications

32. The following strategic implications are relevant to this report.

- **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, and this will take into account Families in the City developments.

- **Financial implications –** Families in the City is using a DfE grant to fund the Programme Manager until the end of March 2026. The DfE Development Grant will focus on required deliverables from October 2025 to March 2026. 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 –** Equality Impact Assessments 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 is progressing at pace, driven by national government reform. Partnership working remains crucial to implementation and the Families in the City Board will continue to facilitate already strong joined-up working. The Families in the City Board reports into the Children's Partnership Board which is chaired by the Executive Director of Community and Children's Services and brings together senior leaders, including those from the City of London Police, Health and Public Health, to retain strategic oversight of the programme delivery plan and risk and issues log. How we involve children, young people and their families will remain under review to ensure that we provide accessible engagement opportunities to inform developments.

Appendices

- Appendix 1 – poster and timetable.

Background Papers

- 19 June 2025 - public paper updating Members on Families in the City.
- 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.

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Appendix 1 - Poster and timetable

The poster below has been promoted on Family Information Service social media and emailed or directly delivered to:

- The Aldgate School
- Artizan library and Middlesex Street estate office
- Barbican library
- Shoe Lane library
- Golden Lane community centre
- Smithfield Nursery
- Hatching Dragons nursery
- City Child Nursery
- Barbican Playgroup
- Newpark Childcare Centre
- Barbican Estate office

This timetable is available on the Best Start Family Hub website and at sites across the City of London.

City of London Services and Family Hub/Start for Life Activities September to December 2025

City of London Family Information Service

Education and Early Years Service, Department of Community and Children's Services 020 7332 1002 | EEYService@cityoflondon.gov.uk
Follow us on X, Facebook and Instagram @SquareMileFamilies
For the latest information about services, activities and events, visit: https://www.fis.cityoflondon.gov.uk/

Venue Colour Key:
- Artizan Street Library, 1 Artizan Street E1 7AF, T: 020 7332 3810, E: artizanst@cityoflondon.gov.uk
- Smithfield House Children's Nursery, 14 West Smithfield EC1A 9HY, T: 020 7236 1000, E: office@smithfieldchildcare.co.uk
- Shoe Lane Library, 1 Little New Street EC4A 3JR, T: 020 7583 7178, E: shoelane@cityoflondon.gov.uk
- Barbican Library, Barbican Centre EC2Y 8DS, T: 020 7638 9447, E: barbican@cityoflondon.gov.uk
- Golden Lane Leisure Centre, Fann Street EC1Y 0SH, T: 020 7250 1464, E: SCD-CoL@fusion-lifestyle.com
- Guildhall Art Gallery, Guildhall Yard, EC2V 5AE, T: 020 7332 3700, E: tonyadams@cityoflondon.gov.uk
- Guildhall West Wing, 71 Basinghall Street EC2V 7HH, T: 0207 606 3753/0207 332 1231, E: coll.education@cityoflondon.gov.uk

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Baby Clinic - Appointment Only With City Health Visitor (020 7683 4151) Last Monday of the month 1 - 3 pm	**Stay & Play** Ages 0 - 5 9 - 11 am	**Breast & Infant Feeding Group** 1st Wednesday of the month 11 am - 1 pm	**Rhyme Time** Ages 0 - 5 10 – 10.30 am	**Stay & Play** Ages 0 - 5 AM or PM session 9 - 11 am or 1 - 3.15 pm	**Rhyme Time** 0 - 5 years old 10.45 - 11.15 am
Pick and Play Puzzles Ages 0 - 11 3 - 6.30 pm	**Stay & Play** Ages 0 - 5 1 - 3.15 pm	**Calm Colouring** All welcome 3.30 - 5 pm	**Stay & Play** Ages 0 - 5 10.30 - 11.30 am	**Rhyme Time** 0 - 5 years old 10.45 - 11.15 am	**Saturday Monster Art Club** All welcome 2 - 3.30 pm
Care To Dance From 13th Oct, 2025 Ages 6 - 11, 6 - 7 pm E: debby.rigby@cityoflondon.gov.uk	**Rhyme Time** Ages 0 - 5 10.30 - 11.30 am	**Rhythm & Wiggles** Ages 0 - 5 10 - 10.30 am	**Messy Play for under 5s** Ages 0 - 5 Last Thursday of the month 10.30 - 11.30 am	**Friday Monster Art Club** All welcome 4 - 5 pm	**Family Activities** Stories, arts and craft sessions Ages 3 - 13 2nd Saturday of month 11 am - 4 pm
Baby Massage From 6th Oct, 2025 1.15 - 2.15 pm To book call Sinead 020 7236 1000	**Pick and Play Puzzles** All welcome Ages 0 - 9 2 - 6 pm	**Stay and Play** Ages 0 - 5 1.30 pm - 2.30 pm	**Games Club** All welcome 5.30 - 7 pm	**SEND Activity Programme** Football (Ages 7 - 14) 4.30 - 5.30 pm Gym (Ages 15 - 21) 5.30 - 6.30 pm E: SCD-CoL@fusion-lifestyle.com	
Calm Colouring All welcome Ages 5+ 3 - 5 pm	**IT Help Drop-in** All welcome 5.30 - 7pm	**Rhyme Time** Ages 0 - 5 10.30 - 11.30 am	**Professional Development and Employability:** **First Steps Into Computing** (Enrolment required) 1.30 - 4.30 pm	**Adult Skills & Education:** **Functional Skills Level 2 English** (Enrolment required) 9.30 am - 3.30 pm	
Rhyme Time Ages 0 - 5 10.45 - 11.15 am	**SEND Activity Programme** Ages 5 - 18 Swimming - small group & 1-2-1 E: SCD-CoL@fusion-lifestyle.com	**Breast & Infant Feeding Group** 3rd Wednesday of the month 10 am - 12 pm	**Bumps And Babies** 3rd Thursday of the month Ages Pre-birth - 5 10 - 11.30 am		
Story Time Ages 3+ 4 - 4.30 pm	**Adult Skills & Education:** **English - ESOL entry 1** (Enrolment required) 10 am - 1 pm	**Toy Time** Ages 0 - 5 12 - 2 pm	**Zumba Classes for girls** Ages Under 16 (booking essential) 5 - 6 pm E: sports@cityoflondon.gov.uk		
SEND Activity Programme Ages 5 - 18 Swimming - small group & 1-2-1 E: SCD-CoL@fusion-lifestyle.com	**Adult Skills & Education:** **English - ESOL entry 2** (Enrolment required) 2 - 4.30 pm	**City Sports** Football Ages 8 - 18 3 - 6 pm	**Zumba Classes for women** Ages 16+ (booking essential) 6 - 7 pm E: sports@cityoflondon.gov.uk		

Toynbee City Advice Surgeries are on local estates. For more information please go to: https://www.toynbeehall.org.uk/whats-on/

Speech and Language Therapy
Concerned about your child's speech or language development call 020 7683 4262 - places booked by appointment only. Catch Clinic, Thomas Fairchild Children's Centre, Cropley Street, N1 7HT

DISCLAIMER: Please note that times and locations of sessions may change due to unforeseen circumstances. The City of London Corporation and providers cannot accept responsibility for such changes.

City of London Corporation Committee Report

Committee: Community and Children's Services	**Dated:** 17/09/2025
Subject: Community and Children's Services (Non-Housing) Revenue Outturn Forecast as at Quarter 1, 2025/26	**Public report:** For Information
This proposal: • **provides statutory duties**	This report includes information on the City of London Corporation's statutory Community and Children services function
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, Director of Community and Children's Services, and Caroline Al-Beyerty, Chamberlain & Chief Financial Officer
Report author:	Mark Jarvis, Head of Finance, and Beatrix Jako, Finance Business Partner, Chamberlain's Department

Summary

This report sets out the Quarter 1 estimated outturn for the Community and Children's Services Committee budget (excluding the ring-fenced Housing Revenue Account (HRA)) for the 2025/26 financial year.

The total local risk projected overspend for the full year is currently £197,000, mainly due to Older People's Nursing Care and Adult Social Care costs, while other areas showing minor variances (see paragraphs 1, 2 and 3).

The total central risk budget is forecast to overspend by £754,000, largely driven by Asylum Seekers and Housing Benefit Administration overspends. Other areas remain close to budget (see paragraphs 4 and 5).

Recommendation

Members are asked to:

- Note the Q1 projected outturn report for 2025/26.

Main Report

Quarter 1 Projected Outturn

Table A summarises the Department of Community and Children's Services (DCCS) budget. Table B gives the detailed forecast by service area.

Table A – Summary of DCCS Budget and Projected Outturn (excluding the ring-fenced HRA Budget) 2025/26			
	2025/26 Budget £000	**Forecast Outturn £000**	**Variation Underspend / (Overspend) £000**
Net local risk expenditure	(12,261)	(12,458)	(197)
Net central risk expenditure	(4,099)	(4,853)	(754)
DCCS Local and Central Risk Net expenditure	**(16,360)**	**(17,311)**	**(951)**

Table B – Forecast by service area	2025/26 Budget £000	Forecast Outturn £000	Variation Underspend / (Overspend) £000	Paragraph
LOCAL RISK				
Supervision and Management	**(1,692)**	**(1,687)**	**5**	
Housing Services				
Other Housing Service	27	27	-	
Supporting People	(550)	(550)	-	
Service Strategy	(5)	(5)	-	
Total Housing	**(528)**	**(528)**	**-**	
People Services				
Older People	(1,886)	(1,994)	(108)	3
Adult Social Care	(3,037)	(3,114)	(77)	4
Occupational Therapy	(424)	(406)	18	
Housing Benefit	104	104	-	
Children's Social Care	(2,031)	(2,031)	-	5
Total People Services	**(7,274)**	**(7,441)**	**(167)**	
Education and Skills				
Early Years and Childcare	(657)	(657)	-	
Other Schools Related Activity	(429)	(429)	-	
Adult Community Learning	(150)	(128)	22	
Total Education and Skills	**(1,236)**	**(1,214)**	**22**	
Partnerships				
Commissioning incl. recreation	(948)	(975)	(27)	
Public Health	28	28	-	
Youth Service	(187)	(217)	(30)	
Community Safety Team	(424)	(424)	-	
Total Partnerships	**(1,531)**	**(1,588)**	**(57)**	
TOTAL LOCAL RISK CITY FUND	**(12,261)**	**(12,458)**	**(197)**	

	2025/26 Budget £000	Forecast Outturn £000	Variation Underspend / (Overspend) £000	Paragraph
CENTRAL RISK				
Commissioning incl. recreation	140	125	(15)	
Homelessness and Rough Sleeping	(2,588)	(2,588)	-	
Early Years and Childcare	(775)	(731)	44	
Other School Related Activity	819	775	(44)	
Asylum Seekers	(1,658)	(1,764)	(106)	6
Delegated Budget	30	30	-	
Other Housing Services	-	-	-	
Housing Benefit	(67)	(700)	(633)	7
Total Central Risk	**(4,099)**	**(4,853)**	**(754)**	
TOTAL LOCAL RISK & CENTRAL RISK CITY FUND	**(16,360)**	**(17,311)**	**(951)**	

1. The Older People local risk budget is currently projecting an overspend of £108,000, primarily attributable to a nursing care package for a single client that was not accounted for in the original budget. The estimated full-year cost of this package is approximately £190,000.

2. The £77,000 overspend in the Adult Social Care local risk budget reflects a combination of rising costs from client care packages and additional expenditure on temporary staff to support service delivery.

3. Overall, the outturn for Children's Social Care is on budget. Fluctuations, especially those related to new clients, will be closely monitored throughout the year.

4. The Asylum Seekers central risk budget is currently forecast to overspend by £106,000. However, this position may improve contingent on the successful relocation of two to three care leavers to council accommodation within the current financial year.

5. Housing Benefit Administration central risk budget is projecting an estimated overspend of £633,000. This is largely attributable to a shortfall between housing benefits awarded for temporary accommodations and payments made by the Department for Work and Pensions. Some of the accommodations are over their limit and the shortage of temporary accommodation at reasonable prices led to the increased shortfall in this area.

6. The Homes for Ukraine Scheme continues during the year. The costs involved with this programme are fully met from government grants and has no impact on the Directors' overall net forecast outturn.

7. In general, it should be noted that both the social care and asylum budgets are very volatile and a small change in client numbers has a major effect on the eventual full year outturn.

Appendices

- None

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City of London Corporation Committee Report

Committee(s): Culture, Heritage and Libraries Committee Community and Children's Services Committee	**Dated:** 7/7/2025 17/09/2025
Subject: Barbican and Community Libraries Building Projects Update	**Public report:** For Information
This proposal: • Delivers Corporate Plan 2024-29 outcomes: - Diverse Engaged Communities - Dynamic Economic Growth - Vibrant Thriving Destination • 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 of Community and Children's Services
Report author:	Rachel Levy- Head of Barbican and Community Libraries

Summary

This report is an update on the current Barbican and Community Libraries building projects: Barbican Community Meeting Room (The Bostock Room), Barbican Library Refresh and Shoe Lane Library temporary move and redevelopment.

There have been delays to the Barbican Library projects due to financial and staff resourcing, but the support of the Barbican Renewal Team has enabled both projects to progress.

Work on the Bostock Room is due to start in August this year and is expected to be completed by October/November. The new, simplified, design is dependent on changes to the area at the front of the library, so out of hours access will not be

available until the refurbishment in this section is completed. This is expected to be by summer 2026.

Allies and Morrison have collaborated with the library service team to redesign the layout of all sections of Barbican Library, in order to improve study space and increase the flexibility. This design is expected to be completed in July 2025 and will then require listed building review and consent. It is anticipated that the refurbishment work will be completed by December 2026.

The Section 106 agreement for the redevelopment of Hill House has been signed off by the City of London Corporation's planning team and Landsec, and work has begun to adapt units at One New Change to the specification for the temporary library. Shoe Lane Library will be moving to One New Change in November 2025 and is expected to reopen there by January 2026.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

Barbican Library Community Meeting Room (The Bostock Room)

1. In 2023, The Barbican Association and the Department of Community and Children's Services were awarded £449,550 from the Community Infrastructure Levy Neighbourhood Fund to construct a community meeting room in Barbican Library. This room will be available to hire, substantially increasing library service income. Local community groups will be able to pay a lower hire charge, resulting in an increase in community activities for residents in the area. The library service will also use the room to enhance its programme of events and activities for library users, as well as for study/reading space when the room is not hired out.

2. Construction was anticipated to begin in Autumn 2023. However, although listed building consent was given for the original design of the space to include a newly constructed access corridor and doors for out of hours use, this ultimately proved untenable within the project budget. Construction was therefore postponed whilst alternative solutions were sought.

Barbican Library Refresh Project

3. Barbican and Community Libraries were awarded £775,812 of Community Infrastructure Levy (CIL) funding to make modernising improvements to Barbican Library.

4. The aim of the improvements is to create a space that is more flexible, more welcoming and works better for customers and staff. This will be done through reducing the redundant areas of staff desk space and redesigning the layout of the main library, children's library and music library.

5. The project was approved by Culture, Heritage and Libraries, Policy and Resources and Resource Allocation Sub in September 2023. Staff resource issues caused delays to the start of the project. The support of the Barbican Renewal Team has enabled the project to go ahead now.

Shoe Lane Library Temporary Move and Redevelopment

6. Shoe Lane Library is located in the basement of Hill House, an office building owned and managed by the property developer Landsec. Planning permission to redevelop Hill House was granted in 2024, with specific requirements regarding the library stipulated in the Section 106 agreement. These are:

   - The library shall be provided at the temporary library location (One New Change) until such time as the permanent library within Hill House has been completed to the City's satisfaction and is available for occupation. This must be within five years of moving to the temporary library.
   - A draft permanent library inventory and specification will be appended to the Section 106 agreement, which will be revised until 6 months prior to completion of the new space.
   - Landsec will construct, fit out and furnish the new library at the Hill House site in accordance with the approved inventory and specification at its own cost to the reasonable satisfaction of the Planning and Development Director Environment and Director of Community and Children's Services. This library will be of high specification and will anticipate the needs of current and future library users.
   - Following completion of the fitting out works, Landsec will facilitate the relocation of the temporary library to the Hill House site. Costs for this relocation will be covered by Landsec.
   - Landsec cannot occupy the development until the library is completed to the City's satisfaction and is available to move into.

7. Additionally, to maximise social benefit from the redevelopment for the local community, the planning team negotiated the following additions to the current library provision:

   - A Changing Places toilet which provides sanitary facilities for people with multiple and complex disabilities who have one or two assistants with them.

- An Apprentice Hub/Affordable Workspace for small and medium-sized enterprises (c.5,200 sq. ft) in the space adjacent to the library mezzanine. The City of London Corporation will have the option to manage this space to provide a potential income stream for the library service.

- Access to the rooftop community space for library and other community events. This includes fortnightly access for the Dragon Café in the City, four weekends (Friday-Sunday) a year for library events and the option to apply for weekend use for an additional 22 weeks per year for library or community related activities.

Current Position

Barbican Library Community Meeting Room (The Bostock Room)

8. Through collaboration with Allies and Morrison, the Barbican Renewal architects who are supporting the Barbican Library Refresh Project, it has been possible to simplify the design of the community meeting room. This new design does not require an additional out of hours door and corridor to be constructed in the library entrance. Instead, a mesh security curtain will be installed, allowing access to the front of the library (see appendix 1) through the existing front doors without access to the rest of the library.

9. Other simplifications have also been made to the AV and sound-proofing specifications. Funds are being held in reserve to ensure these can be enhanced if issues arise. The modifications to the design have resulted in the price for construction of the room being considerably reduced and is now within budget.

10. The change to the design will result in out of hours access only being available once the area at the front of the library has been refurbished. This is anticipated to be completed by summer 2026.

11. Skyes and Son Ltd have been awarded the contract for the works and are expected on site in August 2025, subject to the manufacture of specialist materials required to meet listed building conditions which may take up to 12 weeks to supply.

12. It is estimated to be a 10-week programme, with completion expected in late October/early November. Following completion, an official opening of the room would be anticipated to be in early 2026.

13. The Barbican and Community Libraries team are currently scoping pricing for the room hire, benchmarking against other local and equivalent rooms for hire.

Barbican Library Refresh Project

14. Barbican and Community Libraries are collaborating with the Barbican Renewal team to ensure that the project fits with the redesign of the Centre as a whole. An architect and a designer from Allies and Morrison have been assigned to the

project, and they are collaborating with the library team to develop the redesign drawings.

15. The design is expected to be finalised in July 2025 and then will require planning review for listed building compliance. The tender process for supply of the furniture will begin in autumn 2025.

16. The Barbican Renewal Team have offered to supply project management- (with cost from within the project resource)- and are reporting the project on CORA, the Corporation's new project and programmes management system.

17. It is anticipated that the refurbishment work will begin in spring 2026, with completion by December 2026. There will be a phased approach to the work to ensure that there is minimal disruption to library users and that at least some parts of the library can remain open throughout the majority of the project.

Shoe Lane Library Temporary Move and Redevelopment

18. The section 106 agreement was completed by the planning team and Landsec at the end of March 2025. The terms that affect the library are as listed above.

19. Through the Section 106 agreement process, the Planning Team secured a meeting room space for the new library at Hill House. This is an addition to the original footprint and will be on the same lease terms as the library.

20. The specification and design for the temporary library has been agreed with Landsec (appendix 2). This includes two new hireable meetings rooms, to increase library income.

21. Landsec are currently fitting out the units in One New Change according to the specification. It has been agreed that the move will take place in November 2025, although the exact timeline for the move has yet to be finalised. It is anticipated that the library will be closed for 4-6 weeks. It is expected that library will reopen in early January 2026, given that the move will coincide with the Christmas period.

22. The full terms of One New Change are still be finalised, although they are expected to mirror the existing library terms, as previously agreed with Landsec.

23. Work on the specification for the new library at Hill House will continue once Shoe Lane Library has been relocated to One New Change.

Proposals

24. Members are asked to note the contents of this report.

Key Data

25.

- £449,550 awarded from CILNF for Barbican Library community meeting room. Completion expected October/November 2025
- £775,812 awarded CIL for Barbican Library refurbishment. Completion expected December 2026.
- Shoe Lane Library will move to One New Change in November 2025.

Corporate and Strategic Implications

Strategic implications

26. These projects align to the following Corporate Plan 2024-–2029 outcomes:

Diverse Engaged Communities – providing space for more community activities

Dynamic Economic Growth – increasing library income

Vibrant Thriving Destination – designing spaces with greater appeal for a wide variety of users and building in flexibility for increased cultural use.

Financial implications- none

Resource implications- none

Legal implications- none

Risk implications- none

Equalities implications – An equalities impact assessment will be carried out on the move of Shoe Lane Library to One New Change and any necessary mitigations put in place.

Climate implications- none

Security implications- none

Conclusion

27. Although financial and staffing constraints have affected the timeline for the two projects in Barbican Library, the support of the Barbican Renewal Team has enabled them both to move forward over the last 6 months. The Barbican Library Community Meeting Room is on track for completion by late autumn 2025 and the Barbican Library Refresh Project is expected to be completed by December 2026.

28. Following the completion of the Section 106 agreement, Landsec have worked with the library team to finalise the specification for the temporary library at One New Change. Work has begun to convert the units at One New Change to the

library requirements. Shoe Lane Library will move there in November 2025 and is expected to reopen in January 2026.

29. The hire of meeting rooms at Barbican Library and Shoe Lane Library will increase the income for the library service. The rates for hire of these spaces are currently being scoped by the Barbican and Community Libraries team, benchmarking to local, equivalent, provision.

Appendices

- Appendix 1 – Community Meeting Room Drawings
- Appendix 2- Shoe Lane Library @ One New Change Drawing

Background Papers

- Barbican and Community Libraries Update September 2024
- Barbican Refresh Project
- Shoe Lane Library Hill House Redevelopment Terms
- Shoe Lane Library Hill House Relocation
- Barbican Library Community Space

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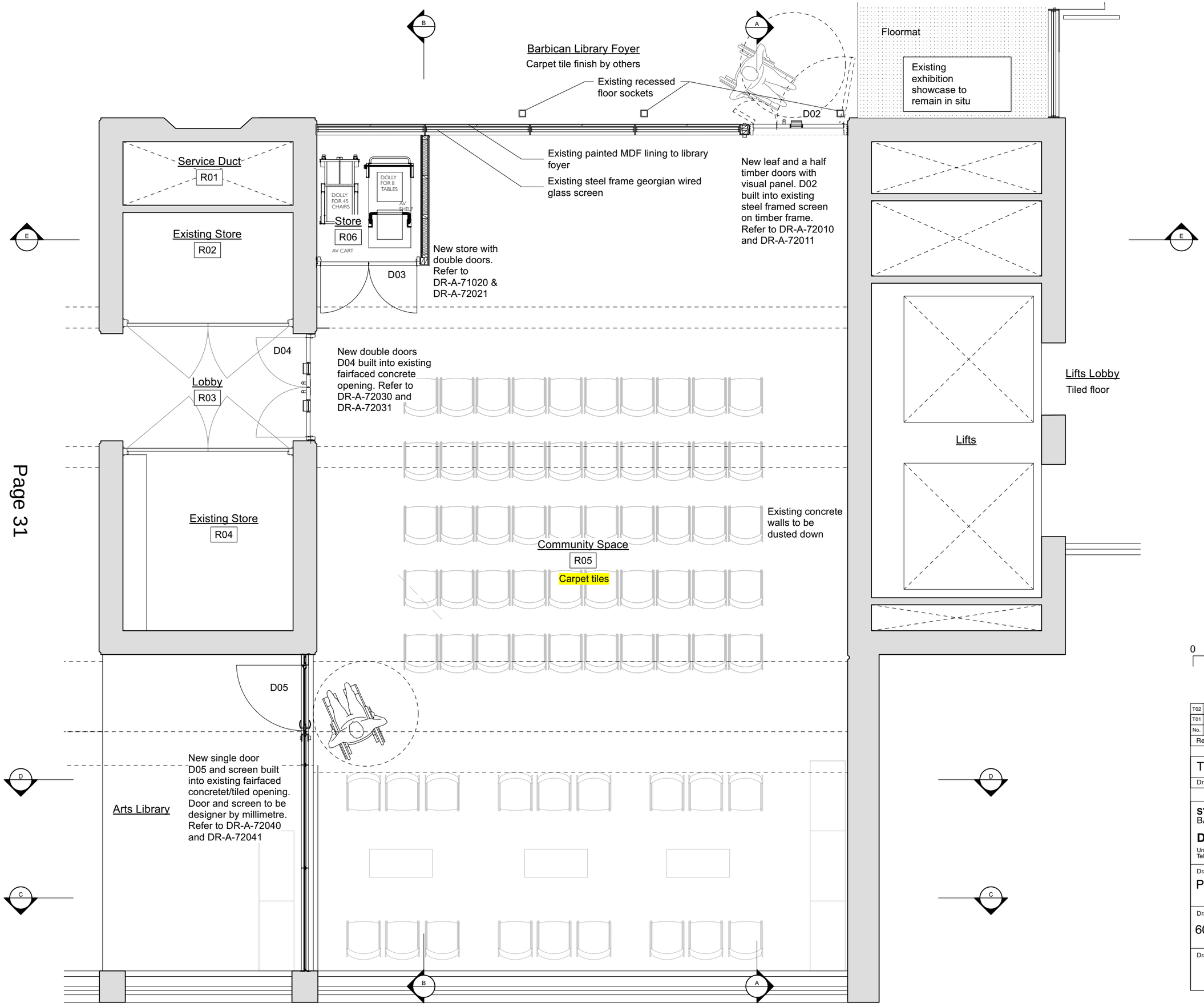


No.	Date	By	Comments
T02	05.06.25	MM	Draft Issue
T01	01.04.25	MM	Draft Issue

Revisions

TENDER DRAFT

Drawing Status

SYKES&SONS
BARBICAN LIBRARY COMMUNITY CENTRE

Dannatt, Johnson Architects
Unit 1 The Wireworks, 77 Great Suffolk Street, London SE1 0BU
Telephone (020) 7357 7100 Fax (020) 7357 7200

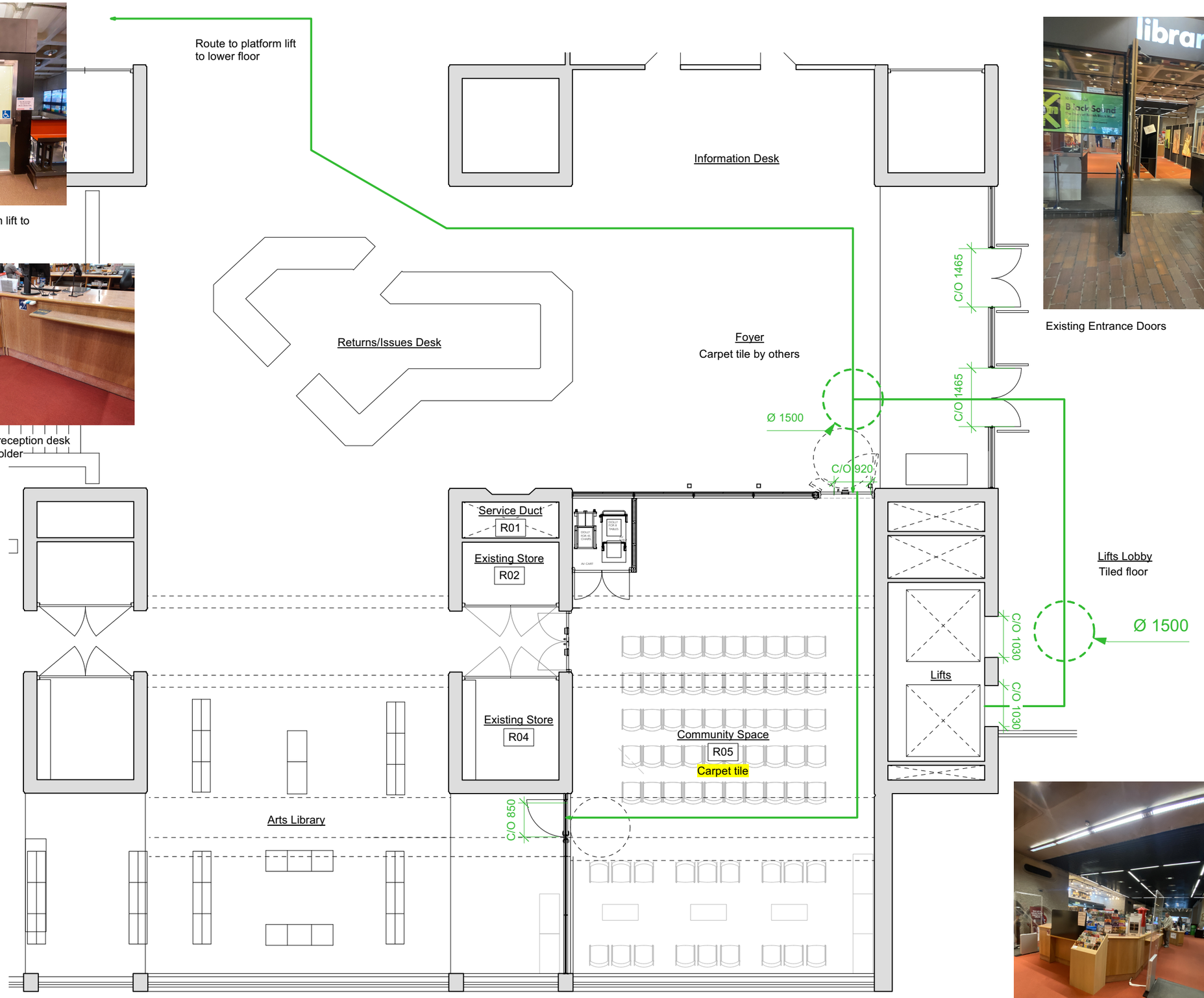
Drawing Title
Proposed Plan

Drawing Number
602r-DJA-DR-A-11001

Drawn	Checked	Scale	Date	Revision
MM	SP	1:50 @A3	March 2025	T02

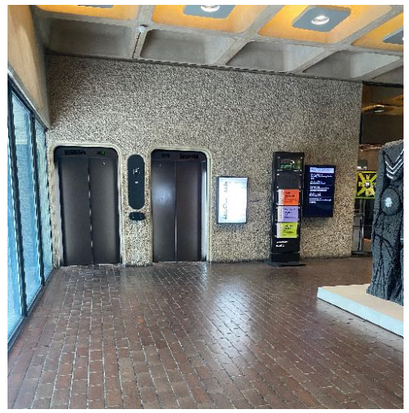
Existing platform lift to lower level

DDA compliant reception desk & Walking Aid holder



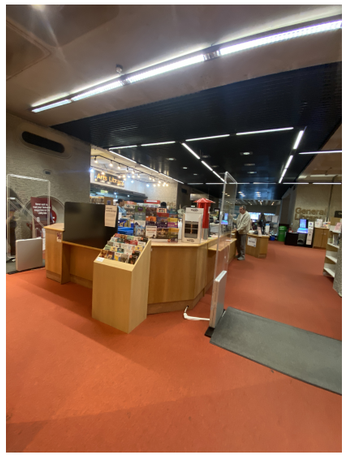
Existing Entrance Doors

Foyer



Lifts Lobby

Route from lift to community space is level



Existing Returns desk

GA Plan
Scale: 1:100

No.	Date	By	Comments
-	-	-	-
T01	05.06.25	MM	Draft Issue

Revisions

TENDER DRAFT

Drawing Status

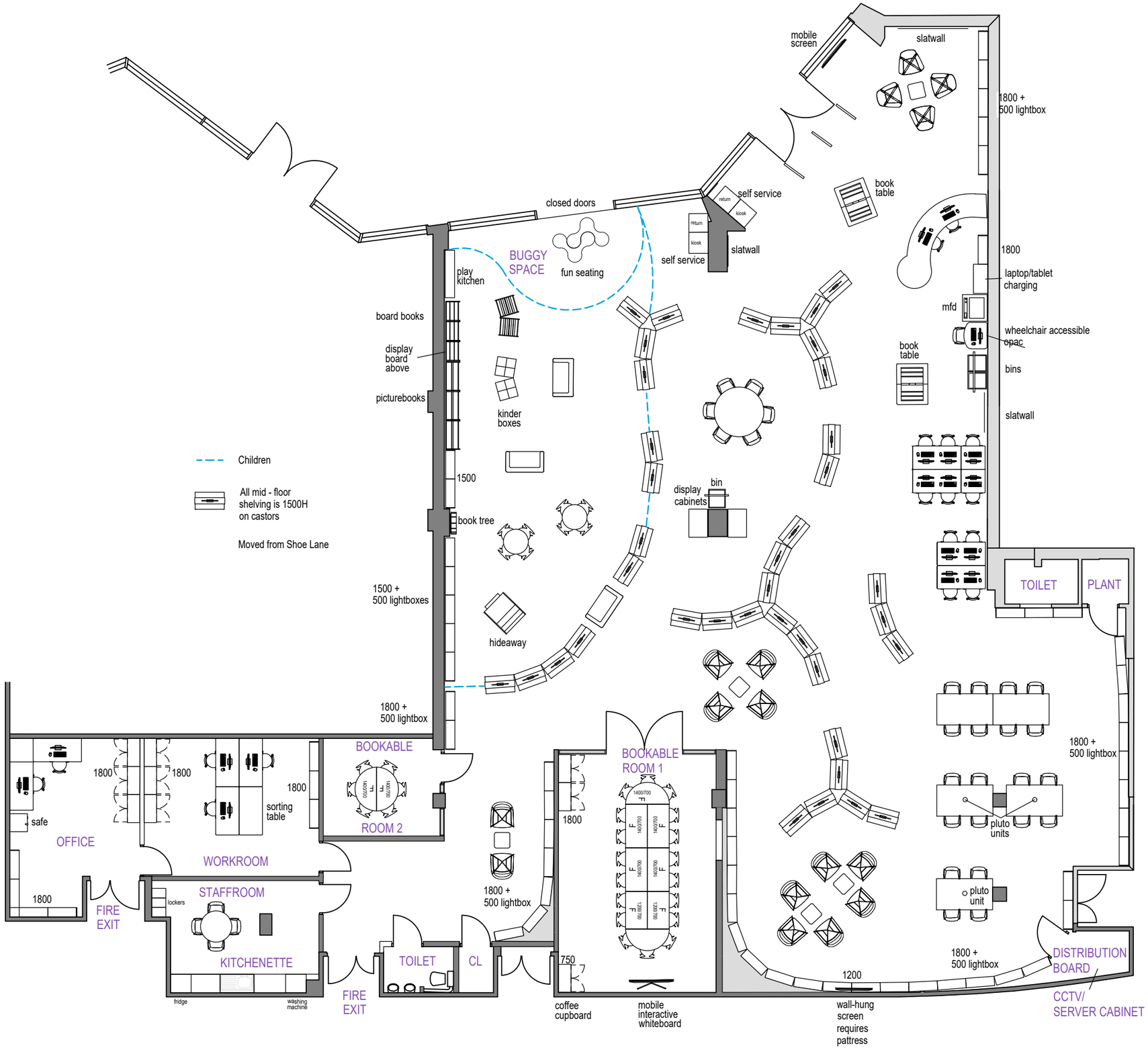
SYKES&SONS
BARBICAN LIBRARY COMMUNITY CENTRE

Dannatt, Johnson Architects
Unit 1 The Wireworks, 77 Great Suffolk Street, London SE1 0BU
Telephone (020) 7357 7100 Fax (020) 7357 7200

Drawing Title
Access Plan

Drawing Number
602r-DJA-DR-A-19002

Drawn	Checked	Scale	Date	Revision
JN	SP	1:100 @A3	May 2025	T01



Drawing No.	Amendment	Date
V5	Amends after feedback	11.03.25
V4	Slatwall/display board added	16.01.24
V3	Amends after meeting	06.01.24
V2B	Amends after meeting	20.12.24
V2	Amends after meeting	18.12.24
V1	Initial layouts	15.03.24

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City of London Corporation Committee Report

Committee: Community & Children's Services Committee	**Dated:** 17/09/2025
Subject: Departmental Risk Update	**Public report:** For Information
This proposal: • **provides business enabling function**	
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 that 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

Members are asked to:

- Note the departmental Risk Register
- Note the recommendations of the audit review of risk, and the actions agreed to address them.

Main Report

Background

1. The Department maintains a Risk Register as part of a risk management process by which risks are identified, evaluated and controlled or accepted.

2. The City Corporation's approach to effective risk management seeks to "to improve its performance through:

   - increased certainty (finding out as much as we can about what we are doing),
   - fewer surprises (as a result of finding out as much as we can),
   - better service delivery (because we are aware of most of the uncertainties that matter)
   - avoidance of anything that could damage its reputation and undermine public confidence.

3. The effectiveness of the approach in DCCS is supported and assessed through a rolling programme of departmental risk management audit reviews. The overall objective of each audit is to evaluate departmental application of the City's Risk Management Framework.

Current Position

4. A summary of departmental risks is found in Appendix 1. The report is in a new format that will consistently be used in all committee risk reports across the City of London Corporation.

5. There are fifteen current risks on the departmental Risk Register. No risks have been added or closed in the last quarter.

6. The Department's use of the City's Risk Management Framework has been subject to an internal audit.

7. The report of the audit was published on 24 September 2024. Its summary conclusion was:

   Overall, limited assurance is provided in respect of the areas within the scope of audit – in particular, departmental application of the City's Risk Management Framework, including the maintenance and management of Risk Registers, and the sufficiency of reporting to Members to facilitate effective risk management oversight.

8. An improvement plan to address these recommendations and deliver the responses given, has been developed and the following actions have been taken, focussing on building risk awareness and capability:

   Governance & Protocols

   - **Rollout of a new DCCS Risk Protocol**: Outlines clearer roles, escalation pathways, and reporting frequencies to committees (to ensure sufficiency of reporting to Members to facilitate effective risk management oversight, the Risk Register will be brought to this CCS Committee quarterly. Risks that are relevant to specific sub-committees will be discussed at least twice yearly. However, some emerging or significant risks may require more frequent discussion at either Grand or Sub Committees). I
   - The DCCS Risk Protocol also reinforces the use of the Ideagen system for consistent risk recording. This ensures alignment with the corporate framework, ensuring consistency in risk appetite and reporting.

Reporting Enhancements

- **Improved articulation of risks**: Risks have been reviewed are now more clearly defined with mitigation strategies and clearer documentation of mitigation strategies.

Training & Capacity Building

- **Zurich-led risk training**: Delivered to managers to improve their ability to articulate and document risks. Nineteen staff from DCCS attended a risk training session hosted by our insurers, Zurich, on 27th June 2025. The session was well received and gave staff a greater understanding our risk approach.
- **Risk Management Forum**: Business Support Managers attend the Risk Management Forum to embed risk culture and encourage proactive updates.

Over the past six months, we have made significant strides in strengthening our approach to risk reporting. Through the actions outlined above, we have fostered a more transparent and accountable risk culture. These collective efforts reflect our commitment to continuous improvement and ensure that risk management remains embedded in both our operational practice and strategic oversight in DCCS.

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 developed an improvement plan to address these recommendations, which will be overseen by the Departmental Leadership Team.

Appendices

- Appendix 1 – Summary of Risk Register
- Appendix 2 – Detailed Risk Register
- Appendix 3 – Audit report on departmental risk management

Liane Coopey
Business Support Manager (Housing)

APPENDIX 1

Community & Children's Services Committee - DCCS All Risks - Summary Report

Report Type: Risks Report
Report Author: Liane Coopey
Generated on: 03 September 2025

Rows are sorted by Risk Score

Risk Level Description Departmental

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
DCCS HS 005	Major works programme	Likely	Major	**16**	*Red*	15-Aug-2025	6	31-Dec-2025	Constant	Reduce
DCCS HS 007	Blake Tower - Barbican Estate	Likely	Major	**16**	*Red*	22-Aug-2025	4	30-Jun-2026	Constant	Reduce
DCCS HS 003	Lone Working	Possible	Major	**12**	*Amber*	21-Aug-2025	8	31-Dec-2025	Constant	Reduce
DCCS HS 008	Delivery of Repairs & Maintenance services to City of London Housing residents	Possible	Major	**12**	*Amber*	21-Aug-2025	4	31-Mar-2026	Constant	Reduce
DCCS HS 009	Statutory Compliance Requirements	Possible	Major	**12**	*Amber*	15-Aug-2025	4	31-Mar-2026	Constant	Reduce
DCCS	Departmental emergency	Rare	Extreme	**8**	*Amber*	03-Sep-	8	31-Aug-	Constant	Accept

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
001	response					2025		2026		
DCCS HS 002	Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units	Unlikely	Major	**8**	*Amber*	11-Aug-2025	4	31-Dec-2025	Constant	Reduce
DCCS HS 006	Failure to deliver new homes programme	Likely	Serious	**8**	*Amber*	15-Aug-2025	6	31-Mar-2025	Constant	Reduce
DCCS PE 001	Children and families safeguarding	Rare	Extreme	**8**	*Amber*	22-Aug-2025	8	31-Mar-2025	Constant	Accept
DCCS PE 002	Adult Social Care Safeguarding	Rare	Extreme	**8**	*Amber*	22-Aug-2025	8	31-Jul-2025	Constant	Accept
DCCS PE	Safeguarding	Unlikely	Major	**8**	*Amber*	25-Sep-2024	8	31-Mar-2025	Constant	Accept
DCCS ED 003	Falling School Rolls	Possible	Serious	**6**	*Amber*	26-Aug-2025	4	31-Mar-2025	Constant	Reduce
DCCS HS 001	Health and Safety procedures	Possible	Serious	**6**	*Amber*	15-Aug-2025	4	31-Dec-2024	Constant	Reduce
DCCS HS 004	Housing Finance Changes	Possible	Serious	**6**	*Amber*	23-May-2024	4	30-Jun-2025	Constant	Reduce

Risk Level Description Service

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
DCCS ED 004	Children's Centre Services Delivery change	Unlikely	Minor	**2**	*Green*	26-Aug-2025	2	28-Nov-2025	Decreasing	Accept

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