Public Document Pack

Community & Children's Services Committee

INFORMATION PACK

Date: **TUESDAY, 30 JUNE 2026**

Time: 1.45 pm

Venue: **COMMITTEE ROOMS, WEST WING, GUILDHALL**

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

11. ***DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES COMMISSIONING AND CONTRACT MANAGEMENT ARRANGEMENTS**

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

For Information
(Pages 5 - 10)

12. ***CITY OF LONDON STREET HOMELESSNESS OUTREACH AND SUPPORT SERVICE – STAGE 1 PROCUREMENT STRATEGY REPORT**

Joint report of the Executive Director, Community and Children's Services; and the Commercial Director - Director of Commercial Change & Portfolio Delivery.

For Information
(Pages 11 - 22)

13. ***CARERS STRATEGY 2023-27 UPDATE**

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

For Information
(Pages 23 - 42)

14. ***REPLACING THE EMERGENCY SUPPORT SCHEME WITH THE CRISIS RESILIENCE FUND**

Report of the Assistant Director, Financial Shared Services.

For Information
(Pages 43 - 50)

15. ***DCCS HEALTH, SAFETY AND WELLBEING CHARTER (THE DCCS CHARTER)**

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

For Information
(Pages 51 - 90)

16. ***WARDMOTE UPDATES**

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

For Information
(Pages 91 - 92)

17. ***SCHOOL ADMISSIONS UPDATE**

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

Note – to be read in conjunction with the non-public appendix at item 33.

For Information
(Pages 93 - 102)

18. ***REVENUE OUTTURN 2025/26 - CITY FUND - COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CITY FUND) EXCLUDING HOUSING REVENUE ACCOUNT (HRA)**

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

For Information
(Pages 103 - 112)

19. ***HOUSING REVENUE ACCOUNT (HRA) AND CAPITAL BUDGETS 2024/25**

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

For Information
(Pages 113 - 118)

Part 2 - Non-Public Reports

33. ***NON-PUBLIC APPENDIX - SCHOOL ADMISSIONS UPDATE**

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

Note – to be read in conjunction with item 17.

For Information
(Pages 119 - 120)

34. ***HOUSING REVENUE ACCOUNT 10 YEAR MAJOR REPAIRS PLAN REVISED FORECAST**

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

For Information
(Pages 121 - 130)

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

Report of the Town Clerk.

For Information
(Pages 131 - 136)

This page is intentionally left blank

City of London Corporation Committee Report

Committee: Community and Children's Services Committee	**Dated:** 30/06/2026
Subject: Department of Community and Children's Services Commissioning and Contract Management Arrangements	**Public report:** For Information
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?	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 Community and Children's Services Commissioning Team is responsible for most of the Department's commissioning and contract management activity. It delivers a comprehensive approach to quality assurance, ensuring commissioned services are safe and effective, achieve value for money, deliver against performance indicators and intended outcomes. The approach is proportionate to the City of London's small resident population and relatively low volumes. It enables oversight, the development of strong relationships with providers, and a responsive approach to complaints or performance issues. Quality assurance is achieved across the full commissioning cycle, including the analysis, planning, implementation and review of services. Clear governance and reporting arrangements are in place to senior management and Committees.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. This report has been produced at the request of Members of the Community and Children's Services Committee (CCS). It provides Members with the requested details on how the Department's commissioning arrangements ensure quality and value for money within services, including the rationale for ceasing contracts. It also provides relevant wider context on the team's work, including established processes and governance arrangements.

Current Position

Commissioning Team Overview

2. The DCCS Commissioning Team leads on key commissioning activities and procurements for most contracts within the Department. The team's work extends to all elements of the commissioning cycle, including the analysis, planning, implementation and review of services.

3. In overseeing these requirements, the team uses a range of established processes, standardised documents and tools. Notable tracking approaches, which provide strategic oversight, include the use of the Departmental sourcing plan, commissioning timelines, contracts register, dashboard and risk register.

4. The Department secures services through a combination of competitively procured contracts, spot purchasing, service level agreements with other local authorities, and regional commissioning initiatives. The arrangements are proportionate to the City of London's scale and relatively low volumes.

Social Care Placements Brokerage

5. The team's brokerage function procures residential and care placements within adults' and children's social care settings, securing services with providers either through frameworks or directly, rather than through large block booking arrangements. This approach ensures flexibility and personalisation, enabling an appropriate response to low volumes, which are varied and often complex.

Procurement and Value for Money

6. Sign off on expenditure and the award of contracts is governed by the Procurement Act 2023 and the Corporation's Procurement Code, which set out the rules and governance requirements for all procurement activity. This ensures market transparency, compliance with legislation, appropriate oversight, value for money and service quality.

7. Value for money is assured throughout the commissioning cycle, starting with benchmarking and preliminary market engagement to assess service feasibility and respond proactively to market feedback.

8. Clearly defining service requirements and outcomes, using appropriate price and quality weightings within evaluation criteria, and varying contracts where necessary to ensure services continue to meet users' needs are further approaches used to secure value for money.

9. Additionally, the team works collaboratively with neighbouring local authorities, including through representation at various working groups and forums, to stay informed of the wider service context and market dynamics.

Contract Monitoring

10. Quality assurance is embedded across the commissioning cycle, including through structured contract monitoring meetings held on a quarterly basis as standard. As appropriate, the frequency of these meetings is reduced proportionately on a risk and size basis.

11. A standard agenda is used to measure performance against service specification requirements, safeguarding, complaints, finance, workforce, responsible procurement and partnership working.

12. Performance is monitored against clearly defined Key Performance Indicators (KPIs), including outcomes and equality measures. Service-level data is reported at contract monitoring meetings, with Officers responsible for managing performance.

13. Monitoring information, service user feedback and inspection findings are used to inform service improvement actions, service redesign and future commissioning decisions, all with the aim of delivering continuous improvement.

Cessation of Services

14. In addition to routine performance monitoring, the team's Poor Performance Process supports the management and escalation of issues, including to the point of contract cessation, if necessary.

15. Other ways services may cease include upon the natural end of the contract or following a detailed review and decision. Decisions are informed by performance, demand, risk, value for money and equality considerations through the completion of Equality Impact Assessments, with appropriate senior management or Committee oversight, where required.

16. In cases where services are ceased, an orderly exit is completed, including consideration to service continuity and communications, the transfer or disposal of data, staffing and other operational requirements.

Safeguarding and Quality Assurance

17. As standard, commissioned providers are required to hold and maintain up to date safeguarding, equality and diversity, health and safety, and complaints policies. Safeguarding policies must align with City and Hackney Safeguarding Boards and the Corporation's safeguarding processes. Compliance with statutory duties and contractual specifications is a key requirement of all service providers.

18. Safeguarding is a standing item at all monitoring meetings. Quality Alerts, incidents, issues and complaints are logged, investigated and tracked through to resolution. Learning is shared with service providers and internal service leads to support improvements.

Governance and Oversight

19. Oversight is provided through regular engagement and reporting to relevant Departmental management and leadership teams. Updates to Committees are provided as required, including through Commissioning Update Reports.

Strategic implications – The report details how the team's work contributes to Departmental, Service and Corporate Plan outcomes, notably Diverse Engaged Communities and Providing Excellent Services.

Financial implications – The commissioning approaches used to secure value for money, from procurement and competitive market testing through to contract and performance monitoring against established KPIs, are detailed in the report.

Resource implications – The resource implications associated with the report are addressed within the structure, finances and resources of the Commissioning Team.

Legal implications – None.

Risk implications – Risk is managed through contract monitoring, oversight of the team and Departmental risk registers, and appropriate governance arrangements.

Equalities implications – Services are commissioned and delivered in line with the Public Sector Equality Duty 2010. Equality Impact Assessments are routinely completed to consider the effects of service changes on protected characteristics, inform decision-making, and ensure equalities requirements are met.

Climate implications – None.

Security implications – None.

Conclusion

20. The Commissioning Team provides a proportionate approach to overseeing quality, performance, safeguarding and value for money across commissioned services.

Appendices

None

Background Papers

Commissioning Update. Community and Children's Services Committee, 16/03/2026

Greg Knight
Head of Commissioning

T: 020 7332 1173
E: greg.knight@cityoflondon.gov.uk

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s):	**Dated:**
Projects and Procurement Sub-Committee – For decision Finance Committee – For decision Community & Children's Services Committee – For information Homelessness and Rough Sleeping Sub-Committee – For information	27th May 2026 2nd June 2026 30th June 2026 26th May 2026
Subject: City of London Street Homelessness Outreach and Support Service – Stage 1 Procurement Strategy Report	**Public report:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties**	Providing Excellent Services Actions 5 and 6 Provides Statutory Duties under the Homelessness Reduction Act 2017 and Housing Act 1996 Part VII
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	
What is the source of Funding?	City Fund Central Government Grant for Rough Sleeping Prevention and Relief
Has this Funding Source been agreed with the Chamberlain's Department?	Yes

Report of:	Judith Finlay – Executive Director, Department of Community and Children's Services Genine Whitehorn – Commercial Director - Director of Commercial Change & Portfolio Delivery
Report author:	John Barker – Commissioning Manager, Homelessness & Rough Sleeping Mohammad Mostafa – Procurement and Contracts Manager

Summary

This report seeks member approval for the recommended procurement strategy and evaluation criteria to be used in the selection of a preferred supplier for a Street Homelessness Outreach and Support service contract, supporting the work of the Department of Community and Children's Services. This is required under Section 16.3 of the Corporation's Procurement Code Part One as the estimated contract value exceeds £2m.

In accordance with the Procurement Code Section 16.2 the contract value has been determined as up to £8.3 million dependent on funding opportunities over the life of the contract, which is proposed for a core term of 3 years and an optional extension of two further years.

The recommendation is to undertake a procurement under the Open Procedure as outlined by the Procurement Act 2023 to procure the contract with the evaluation criteria ratio on a 55 / 15 / 30% Quality / Responsible Procurement / Price ratio, reviewed and approved by the DCCS Category board on 26th Match 2026.

Recommendation(s)

Members of the Projects and Procurement Sub-Committee; and Finance Committee are asked to:

- Approve the procurement strategy under the Open Procedure (Procurement Act 2023) and the evaluation criteria on a 55 / 15 / 30% Quality / Responsible Procurement / Price ratio.

Members of the Community and Children's Services Committee; and Homelessness and Rough Sleeping Sub-Committee are asked to:

- Note the report.

Main Report

Background

1. The City of London Corporation has historically contracted a Street Outreach service to identify and support rough sleepers within the Square Mile.
2. This provision has been complimented by two additional rough sleeper support services working with clients temporarily accommodated as a route from the streets and those clients with long term history of street homelessness and more complex needs.
3. Since 2018, Central Government has made specific funding available to address street homelessness across the United Kingdom and the current Outreach Service, alongside the related services, has benefitted from the addition of these resources to boost its reach and effectiveness.

Current Position

4. The Corporation has co-designed a new multi-functional Street Homelessness Outreach & Support Service taking on board the learning from previous initiatives and challenges alongside input from people with lived experience of street homelessness and service access; that will comprise three of the currently separately contracted services under one contract with a single provider.
5. This service will meet the potential challenges of the next five years with flexibility, agility and the ability to take on new initiatives over its lifespan. This is reflected in the potential value and scope of the tender. This modular approach will also allow the Corporation to react to changing need, demand and priorities over the lifetime of the contract

Flexible Service

6. The contract will be based on a primary service, consisting of Street Outreach, Peripatetic Support for clients placed in temporary accommodation settings and Long Term Casework for individuals with more entrenched or complex and multiple needs.
7. The contract will also outline a number of potential additions to the service over the lifetime of the contract enabling the service to react to change on a local, sub regional or national level.
8. Optional extras may include but are not limited to:
   8.1 Specific premises from which to provide the service

8.2 Weather / Seasonal related responses such as providing enhanced support during cold or hot weather in addition to the normal service function during severe weather

8.3 Providing support to specific demographics of clients such as those identifying as women and those with complex immigration issues

8.4 Health improvement interventions

8.5 Providing a bespoke response to the emergence or existence of “hot spots” or rough sleeping encampments in the City of London

8.6 Providing an enhanced day service for street homeless individuals

8.7 Responding to potential legislative changes or strategic developments nationally in reducing rough sleeping

8.8 Providing an enhanced reconnection service

8.9 Research and investigation into wider national initiatives and market best practice

8.10 Specific Pilot projects to aid learning and development of practice

8.11 Prevention initiatives, especially those targeted at preventing a return to the streets

9. Each optional or potential service addition will be subject to a series of activation triggers including the availability of funding, ensuring the Corporation is able to react quickly to potential future funding opportunities; using the learning from the 5 years since the Covid Pandemic where funding opportunities have arisen for specific interventions.

10. The flexibility built into this this procurement is made transparent and explicit within the tender documentation.

Funding

11. The table in Appendix 1 sets out the funding and budget structure for this procurement. It is based on opportunities that have risen in the past and that might reasonably be expected to arise over the lifetime of this contract.

12. The total contract value is structured around the potential to flex the service delivery alongside the funding opportunities that may become available over the lifetime of the contract.

13. The Corporation may also look to renegotiate the service delivery based should continued availability of funding become uncertain and both of these factors are made explicit within the Service Specification

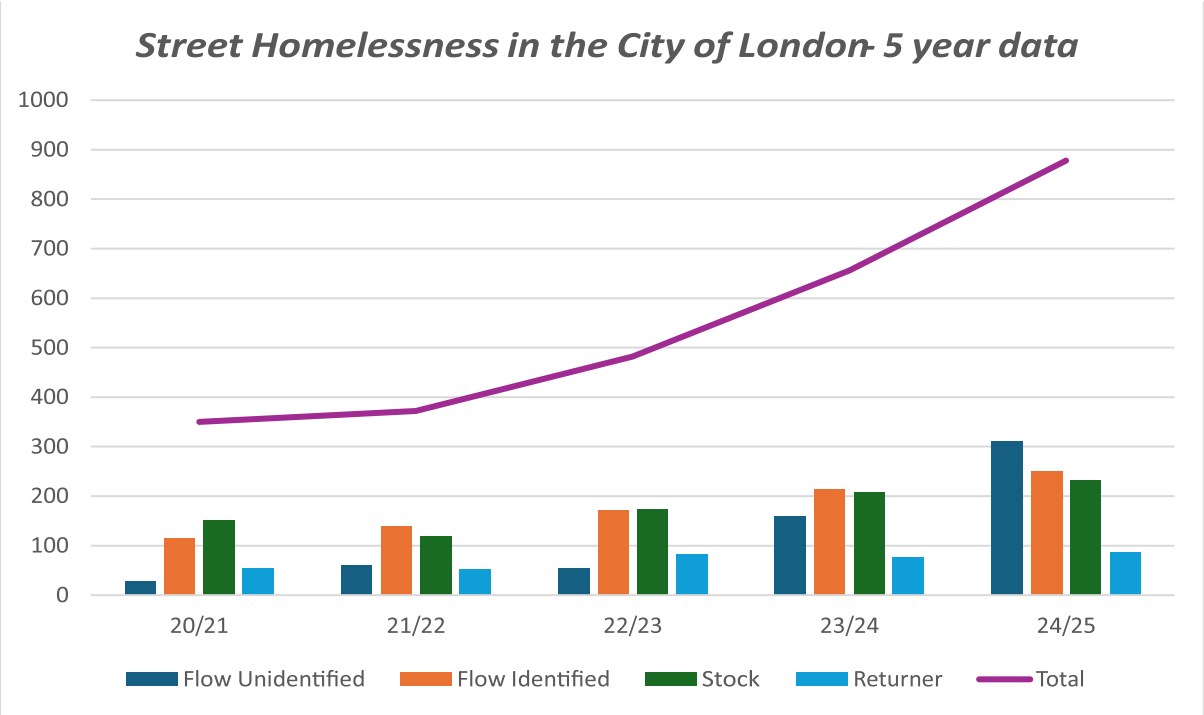
14. The primary service will not exceed a cost that can be met within the Homelessness Prevention and Rough Sleeper Service budget including the current awarded grant funding.

15. In accordance with the Procurement Code Rule 14 the contract value has been determined at a potential £8.3 million (total amount payable)

Key Data

16. High level data over the last 5 years demonstrates that street homelessness in the City of London has continued to rise: *(source: "Rough sleeping in London (CHAIN reports)" - https://data.london.gov.uk/dataset/chain-reports/)*

	20/21	21/22	22/23	23/24	24/25
Flow Unidentified	29	60	55	160	310
Flow Identified	115	140	171	213	250
Stock	151	120	173	207	232
Returner	55	52	83	76	86
Total	**350**	**372**	**482**	**656**	**878**
Increase		**6.25%**	**29.5%**	**36.1%**	**33.8%**



Category	Description

Flow	People who had never been seen rough sleeping prior to 2024/25 (i.e. new rough sleepers). Those within this category are further subdivided as follows: • Unidentified - those new rough sleepers recorded without a name, and with only one contact. • Identified - those new rough sleepers recorded with a name, and/or with more than one contact.
Stock	People who were also seen rough sleeping in 2023/24 (i.e. those seen across a minimum of two consecutive years).
Returner	People who were first seen rough sleeping prior to 2023/24 but were not seen during 2023/24 (i.e. those who have had a gap in their rough sleeping histories).

17. This continued rise in numbers supports the change of approach to a flexible service that can be enhanced and adjusted to meet changing need and demand.

Procurement Strategy Options

18. The following Route to Market Options have been considered:

18.1 **Option 1** – Open procurement process under Procurement Act 2023

Advantages	Disadvantages	Risks
Relevant to contract value	Potential for high response rate and associated time pressure	Small risk of a high number of tenders needing to be evaluated
Allows full market access	No shortlisting stage can be undertaken	
Allows for appropriate level of competition given the limited size of the provider market	Does not allow for a provider interview stage	
Consistent with the commissioning timeframe		
Evaluation can be based on both submitted responses and a prepared presentation		
Possible to completed within the desired procurement timeframe		

18.2 **Option 2** – Competitive Flexible Procedure under Procurement Act 2023

Advantages	Disadvantages	Risks
Greater flexibility for the Corporation	More complex process needing input to refine it	Additional time and resource needed to input into the service would result in the planned timeline for the procurement being missed
Scope for provider interviews	Designed for a higher level of competition then expected in this market	
	Time consuming to a level outweighing its advantages in this procurement	
	Providers could be granted a second stage of tender submission that would delay the procurement unnecessarily	

Proposals

19. The Recommended Procurement Strategy is Option 1, which is to undertake a procurement under the Open Procedure outlined by the Procurement Act 2023
Procurement Timetable

20. Key dates in the procurement are:

    20.1 Tender opens – June 2026

    20.2 Tender closes – July 2026

    20.3 Identification of Successful Provider – August 2026

    20.4 Contract Notification – November 2026

    20.5 Mobilisation of service – January / February 2027

    20.6 Service Commencement – 1st March 2027

Corporate & Strategic Implications

Strategic implications

21. This procurement allows the Corporation to continue to meet its statutory obligations under the Homelessness Reduction Act 2017 and also under the Housing Act 1996 Part VII

22. Additionally the procurement will contribute to the Corporate Plan to Provide Excellent Services and contribute to the Homelessness Strategy Priorities 1,2, 3 & 4.

Financial implications

23. The proposed procurement has an estimated maximum contract value of up to £8.3m over a potential five-year period, inclusive of optional service elements. The core outreach service will be funded from existing Homelessness Prevention and Rough Sleeping budgets and confirmed Central Government grant funding. Any additional or optional elements of the service will be subject to the availability of external funding and agreed activation triggers and will not be committed unless funding is secured. The procurement therefore does not create an unfunded pressure and can be delivered within the existing financial framework and budgetary approvals.

Resource implications

24. In activating any additional elements of this service over its lifetime, there will be a resource implication for the Commissioning Team, Comptrollers and officers from the Homelessness Prevention and Rough Sleeping service, however this will be less than resources needed to commission such schemes separately.

Legal Implications

25. The Comptroller and City Solicitor has been consulted in the preparation of this Report, and comments as follows:-

    25.1 The recommended Procurement Strategy is supported.

    25.2 The legal framework for the procurement will not only be governed by the Procurement Act 2023 (PA2023) but also by the following key secondary legislation:-

    - The Procurement Regulations 2024.
    - The Procurement Act 2023 (Consequential and Other Amendments) Regulations 2025.

    25.3 Given the anticipated contract value will be in excess of £5m, it is a mandatory requirement under the PA 2023 for a contracting authority to set at least three Key Performance Indicators (KPIs) which would have to be set out in the Contract Details Notice.

    25.4 Whilst a mandatory 8 day standstill period will not apply to a light touch contract, it is advisable given the value to apply a voluntary standstill period to mitigate the risk of a successful challenge.

    25.5 Break clauses will need to be considered for the contract terms in the event there are funding implications. Furthermore, given the proposed wider scope for the procurement of the contract, the potential risks will have to be carefully considered in consultation with the Chamberlain's Risk Management & Insurance Team to determine whether the insurance indemnity limits agreed for the current Outreach contract should be reviewed.

25.6 If the intention is for the successful bidder to occupy or partly occupy accommodation in Guildhall as in the case of the current Outreach contract, then consultation will have to take place with the City Surveyor as to the terms for a Licence. Should this be the intention, then the contract award will also be conditional on the successful bidder entering into the Licence. All bidders will need to be aware from the outset.

25.7 In order to mitigate any data protection risk, a Data Protection Impact Assessment must be undertaken in accordance with Article 35 of the UK GDPR. Any UK GDPR implications, and information sharing implications will have to be considered. CHAIN namely the Combined Homelessness & Information Network multi agency database will apply to an Outreach service. The City Corporation has previously entered into a Data Processing Agreement for CHAIN.

25.8 Exit implications such as TUPE etc for any current contracts will have to be considered.

Risk implications

26. The inherent risks in commissioning and procuring this service range between market interest / availability, provider failure, reputational risk by association and the risk of challenge from the market on the flexible nature of the proposal. These common risks are mitigated through the City of London Corporation's contract management arrangements, Commercial Services and Legal input.

27. Risks associated with the potential to bring in optional elements of the service will be mitigated by adherence to the procurement change control process and utilising the DCCS Category Board for approval.

Equalities implications

28. An Equalities Impact Assessment has been carried out in tandem with the service design for this scheme

Climate implications

29. The City of London Corporation has a Climate Action Strategy which sets out how we will achieve net zero carbon, build climate resilience and champion sustainable growth, both in the UK and globally. The commitment of the Supplier in supporting the City's Climate Action targets is fundamental. The Supplier will consider the lowest possible whole life carbon option and deliver year-on-year improvements relating to sustainability when providing goods, works and services on this contract. Improvements could be through obtaining data, minimising energy use, adopting circular economy principles, utilising sustainable procurement practices, trialling innovation or any other relevant means as discussed with the City Corporation. For every contract year, at least one recommendation should be made as to how to either improve data quality or reduce carbon emissions.

30. Annual footprint reporting will be required for this contract. The Supplier must share all annual reports that reference sustainability, the environment and/ or carbon emissions with the City's Climate Action team

(climateaction.pgs@cityoflondon.gov.uk) and work with the City Corporation to devise and deliver a strategy that measures, monitors and reduces your carbon footprint year on year in a clear and transparent way. The City Corporation calculates the footprint of the goods and services it buys annually and may request the Supplier to provide data relating to its organisational carbon footprint (including Purchased Goods & Services) or the footprint of goods and services provided through this contract.

Security implications

31. None

Conclusion

32. Following due consideration, the proposed procurement strategy and process outlined in Paragraph 12.1 above provides a compliant, efficient and competitive route to market appropriate to the scale and nature of this contract.

Appendices

Appendix 1 – Contract Value and Funding Calculation

John Barker
Commissioning Manager, Homelessness & Rough Sleeping
DCCS Commissioning
T: 020 3834 7204
E: john.barker@cityoflondon.gov.uk

Appendix 1 – Contract Value and Funding Calculation

Outreach Contract Potential Finances

Spreadsheet designed to calculate potential contract value of 5 year Outreach contract providing flexibility to adapt the service to need and opportunity

	Element	Source	Yr1	Yr2	Yr3	Yr4	Yr5	Totals	
1	City Funding for Outreach Provision	CoL	£480,000	£494,400	£509,232	£524,509	£540,244	**£2,548,385**	Primary Outreach
2	Grant Funding awarded to the City of London *17th December 2025*	MHCLG	£500,000	£500,000	£500,000	£500,000	£500,000	**£2,500,000**	Optional
3	Sub Regional Funding Supplement	MHCLG	£300,000	£300,000	£300,000	£300,000	£300,000	**£1,500,000**	
4	Potential for Ad Hoc Award	Any	£350,000	£350,000	£350,000	£350,000	£350,000	**£1,750,000**	
	Totals	Combined	**£1,630,000**	**£1,644,400**	**£1,659,232**	**£1,674,509**	**£1,690,244**	**£8,298,385**	

The potential additional funding opportunities in Rows 3 & 4 are based on opportunities that have arisen during the life of the current service; and are not guaranteed. The service specification notifies providers that the corporation may wish to renegotiate the value of the contract should there be a material change in funding.

This page is intentionally left blank

City of London Corporation Committee Report

Committee: Community and Children's Services Committee	**Dated:** 30/06/2026
Subject: Carers Strategy 2023-27 update	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Delivering excellent services. Diverse engaged communities.
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:	Hannah Dobbin, Strategy and Projects Officer

Summary

This report presents to Members a progress update against the Carers Strategy for 2023–2027.[1] The Strategy sets the strategic priorities for the City of London Corporation (City Corporation) and guides our activities in relation to carers.

In this context, the term 'carers' refers to adult unpaid carers of other adults or of children and young people with special educational needs and disabilities (SEND) where these needs are similar. The needs of parent carers of children with SEND that specifically relate to their individual caring experience and the SEND system are addressed in the Local Area Partnership's SEND and Alternative Provision Strategy 2025-29. Young carers are considered in, and supported through, our Early Help Strategy.

Carers were involved in the development of the Strategy and subsequent reviews of the action plan. A key completed action is the commissioning of the City of London's carers support service which was done in partnership with carers. Other activities

[1] City Corporation (2023) https://www.cityoflondon.gov.uk/assets/Services-DCCS/carers-strategy-2023-27.pdf

include: the piloting of the Carers Card UK Carers Card which has an emergency plan function; the start of the Shoreditch Park and City Primary Care Network and Neighbourhood Health Inequalities Carers Project; annual Carers Week and Carers Rights Day activities; direct responses to carers' requests for information; and the continuous review of carers' involvement.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. There is no statutory duty on local authorities to produce a carers strategy, but the City Corporation followed many other local authorities in producing one. This reflects the City Corporation's recognition of the vital role that carers play and commitment to delivering the best possible support for them.

2. Carers were involved in the development of the Strategy through a range of activities including a Carers Strategy Implementation Group involving five carers, a public consultation exercise and focus groups. A peer-led research project explored the impact of informal caring and this also informed the development of the Strategy.

3. The Strategy has five priority areas:

    - tailored and universal services that work for carers
    - the health and emotional wellbeing of carers
    - early identification of carers
    - information and advice for carers
    - engaging with carers.

4. An action plan sits below the Strategy setting out actions under each priority. Carers have been involved in reviewing and updating progress against the action plan at six- and 12-month review points. Carers have helped to refine actions, set priorities for each year and continue to hold the City Corporation to account for delivery against the actions that were committed to. 'You said, we did' documents have been produced to provide a feedback mechanism to carers.

Current Position

Tailored and universal services that work for carers

5. A key action under the 'tailored and universal services that work for carers' priority was to recommission the City of London carers support service reflecting carers' views and needs. This was successfully achieved with carers directly involved in the development of the service specification, helping to identify what

should be provided as primary and preferred requirements. This ensured that the specification reflected their input and met their needs. Carers were also involved in interviewing potential providers, so were able to have their voices heard and contribute to decision-making. Carers shared that they felt their views were valued and heard and provided feedback on some areas of improvement. Learning from this process has been shared internally to support the co-production of other services. Imago was appointed as the commissioned provider in October 2024.

6. Imago has embedded itself within the City of London and has seen an increase in the number of carers registered with its service – rising from 89 in August 2025 to 97 in March 2026. Key areas of support include onward referrals and signposting, emotional support, financial support (including benefits, grants and debt), facilitating the Carers Forum and regular support groups, and distributing the Household Support Fund. Feedback from carers using the service includes:

   "I am so grateful that you [Imago] are here to support me. I don't understand everything and it helps that you can explain to things to me."

   "This session has been so good for me. I love seeing everyone's creations and just watching us all relax and do something nice that isn't about the person we look after. A few months ago, I would never have been able to do anything like this as I didn't have the mindset for any of it."

   "I am feeling more positive and no longer feel like I need to hide how I am coping as my co-ordinator has explained that I just need some more help and now it's my turn to be cared for and there is no shame in that."

7. Imago has shared a case study of one carer's experience of engaging with them. A person who cares full time experienced significant isolation in their caring role. They started to attend Imago's weekly drop-in sessions where they benefited from ongoing support from the Carers Co-ordinator and interaction with other carers. The Carers Co-ordinator was able to support them to communicate in their first language and helped them to understand and complete forms and other paperwork. A need was identified around broken household appliances so the Carers Co-ordinator identified an appropriate grant and supported the carer to successfully buy new appliances. The carer has become more connected with their community and attended various activities and events organised by Imago. They have shared information about Imago with others on their estate, helping to identify and refer additional carers. The carer was also supported to explore their interest in volunteering and has since been involved in local projects, helping to bridge communication gaps.

8. Imago was awarded the Excellence for Carers Award by the Carers Trust in May 2026 (covering all its services including the City of London). This is a quality standard for best practice in services, advice and information for unpaid carers.

9. Another key action for carers under this priority was around a carers emergency card and associated emergency plan, and exploring a discount card for carers in the City of London. In response to feedback from carers and following the

consideration of options, a Carers Card UK Carers Card pilot ran between February 2025 and February 2026. The Carers Card is a national ID card providing access to discounts, free carer tickets and wellbeing support for over one million carers across the UK. Imago has promoted the Carers Card and supported carers to sign up if they wanted to.

10. As of April 2026, 23 City of London carers had registered for a Carers Card and Imago has received positive feedback from carers around accessing discounts and other features of the app. Imago has flagged concerns about the Carers Card raised by a small group of carers directly with Carers Card UK and continues to engage with Carers Card UK on these issues, (e.g. having the date of birth on the front of the card).

11. The Carers Card UK enables carers to set up an emergency plan within the app if they choose to do so. This was a key element that carers said they wanted. Carers Card UK shared that the benefit of the emergency plan in the app is that carers have ownership and control of what is written and can share it if they want to. The City Corporation is now considering how to embed the Carers Card UK as part of its ongoing offer, and continues to work with Imago and Carers Card UK to share carers' feedback and try to maximise the benefits to carers.

12. For carers who are known to Adult Social Care, carers can choose to share their Carers Card UK emergency plan with that team at any time by downloading it, printing it out or sharing a URL. In addition, contingency plans are talked about during a carer's assessment. Contingency planning is also discussed at the carer's annual review (unless there are changes before the end of year point and the carer requests that it is reviewed). Adult Social Care can make a referral to Imago for help with completing an emergency plan via Carers Card UK and thinking about contingency planning.

13. In addition, Imago's new Carers conversation document across its adult services includes a contingency plan which carers can share themselves, or request the service to share.

14. Imago is reviewing the Universal Social Care Plan on the NHS app which now includes a carers contingency plan. This will be linked across health partners. Imago will involve carers across its London services, including the City of London, in looking at this in more detail.

15. It was not considered viable for the City Corporation to produce its own carers ID and discount card. However, residents can get a City Living Resident Card, which was launched in September 2025 and promoted with carers through Imago and City Corporation resident communications channels. This provides residents with further access to discounts in the City of London.

16. Carers wanted clarification around support for carers whose cared for is in residential care. An open session with the Head of Adult Social Care was held and attended by one carer. Updated information on the City Corporation website was promoted in Imago's carers newsletter. Carers can also speak to a social worker about this if they have one.

The health and emotional wellbeing of carers

17. As part of the priority on the health and emotional wellbeing of carers, an action was to work with Imago to develop provision within the Square Mile as part of the commissioned contract, (e.g. new activities). Imago delivers a broad information, advice and support offer. New activities they introduced in response to carers' feedback include a pilot music-based programme, a joint visit to the British Museum, and creative workshops.

18. A key focus has been around the emotional wellbeing of carers. The City Corporation is working with the Shoreditch Park and City Primary Care Network (PCN) as part of its Neighbourhood Health Inequalities Carers Project to better understand the emotional wellbeing needs of carers in the City of London. A survey and focus groups are being developed to hear directly from carers about their needs, and to work together to explore options around how to best meet those needs building on existing provision. Further information will be shared with carers soon.

19. The London Borough of Hackney provided a list of commissioned services indicating which can be accessed by City of London carers. This was shared with Imago and the peer-support group City Carers Community to facilitate understanding and signposting to services. City and Hackney Carers Centre confirmed that its counselling and Listening Ear services are open to City of London carers, although these services may close while the Centre works through the waiting list. Signposting to NHS Talking Therapies is given if that is the case. City of London carers can also engage with Mind in the City, Hackney and Waltham Forest and visit their GP for support around mental health and wellbeing.

20. Providers of support for carers, including Imago, met to talk about a potential new carers group organised by Together Better at the Neaman Practice. However, it was agreed that this would duplicate existing groups, so the idea was not taken forward. An output of that meeting was the production of a flier that promoted and clarified the different services available for carers in the City of London. This was shared directly with carers and through partners including Imago, Healthwatch City of London, and the Neaman Practice.

21. Some residents experience social isolation and, although not specifically for carers, the City Corporation grant funded the Volunteer Centre Hackney Community Befrienders project from the Community Infrastructure Levy Neighbourhood Fund. This provides companionship to City of London residents who are experiencing loneliness and social isolation by matching them with volunteer befrienders. The service has been running successfully in Hackney since 2015 and expanded into the City of London from November 2025. The project recruits, trains and supports volunteers as befrienders, carefully matching them with an isolated person that has similar interests. For carers, the volunteer can attend to give the carer the opportunity to have some time to themselves or be a befriender for the carer.

Early identification of carers

22. Linking to the third priority area of the early identification of carers, the Shoreditch Park and City PCN's Neighbourhood Health Inequalities Carers Project aims to ensure that the needs of carers living and registered with GP practices within the Neighbourhood are being met both socially and in the healthcare context. Part of this is case-finding carers that have been going unnoticed and unsupported through reviewing numbers of carers and coding on GP patient record systems.

    'I didn't even realise I was a carer until I was told by my GP' (carer)

23. There are currently 181 coded carers at the Neaman Practice, 175 of which have City of London postcodes. Between 8 October 2025 and end of May 2026, the Neaman Practice identified 32 extra carers. They also proactively contacted identified carers to validate the coding and improve the accuracy of its carers register. This has resulted in a more proactive approach in offering support, signposting and recognising carers' needs during their interactions with the practice. Identified carers were contacted in early January 2026 and actively signposted to available support services – including for mental health, debt advice, food club and specialist charities. Neaman Practice has seen an increase in referrals to Imago. Other impacts include some carers being added to the Diabetic and Hypertension Registers.

24. Another action under the early identification of carers priority was around training for a range of professionals that embed recognition of carers, including Making Every Contact Count (MECC) training. The MECC approach encourages professionals to use the opportunities arising during their routine interactions with people to have conversations about how they might make positive improvements to their health or wellbeing.

25. The MECC City of London resource pack ensures that anyone completing the training has the right information about services available to City of London carers. MECC is already part of the standard workforce learning offer across the People's Directorate in the Department for Community and Children's Services (DCCS) and is mandatory training for new junior staff. In addition, City Corporation HR training for managers includes recognising staff who are carers to support the identification of carers within the City Corporation.

26. Imago has helped strengthen carer awareness across DCCS and partner organisations through activities including:

    - working in partnership with the City Corporation's Housing team for outreach and new staff inductions, supporting housing colleagues to be aware of carers and Imago
    - attending the People's Directorate Induction session to gain a better understanding of the Directorate and promote carer and service awareness
    - presenting on co-production at the Adult Social Care Partnership event
    - having a presence with the Adult Social Care team in the Guildhall to help build relationships and joined-up services

- having an Imago stand at community events including a HealthWatch City of London AGM and City Question Time.

27. City Corporation officers have introduced Imago to the City Corporation's City Belonging team to explore opportunities around the new City Belonging Parent Carer Network which will be launched on 5 June 2026.

Information and advice for carers

28. We know that accessible, accurate information and advice for carers is important. As part of priority 4, and in response to requests from carers, Adult Social Care produced a document on crisis and emergency information to help carers know who to contact when. Imago was provided with a copy to share with carers. We also continue to update the City Corporation website and amend it in response to feedback from carers.

Engaging with carers

29. The City Corporation continues to value the feedback and involvement of carers in implementing our strategy and wider activities. Officers spoke to carers at the start of the Strategy implementation about how they would like to be involved and continue to offer optional activities, conscious of not overwhelming carers.

30. The priority around engaging carers covers the previously mentioned co-designed recommissioned carers support service. Building on this, the Commissioning team is exploring how to involve carers in the contract monitoring of the commissioned carers service, building on learning and feedback from carers and learning from other local areas.

31. The City Corporation continues to work with Imago and carers to examine different ways to build and expand the network of carers who want to be involved in engagement activities. Imago continues to build relationships on the East side of the City of London. Recruitment for one of Imago's team was targeted to include a member of staff that can communicate in Bengali to facilitate this engagement.

32. In December 2025, officers tried a different approach to the Carers Strategy annual review in response to feedback from carers. The sessions moved away from more formal, strategy-focused sessions to an informal lunch and conversation session with the Head of Strategy and Performance and the Strategy and Projects Officer. Imago also joined the session to help with engagement and translation. Ten carers from across the City of London attended; an increase from four or five at previous sessions. A 'You said, we did' document was produced and shared with the carers (see Appendix 1).

33. Involvement activities include the Carers Forum which has been developed based on feedback from carers. For example, carers said that they wanted it to be owned by carers and facilitated by Imago, and they didn't want the City Corporation to be involved or have external speakers. Imago gathers responses to any questions from City Corporation officials and shares updates with carers

to ensure a feedback loop is in place. Updates are also shared with carers in the Imago newsletter and at groups if appropriate. The terms of reference of the Forum has been co-produced with carers and an ‘easy read’ version produced in response to a request from one carer. Minutes are circulated with actions and progress revisited in every Forum. An action tracker has been produced following feedback from a carer.

34. The Carers Forum continues to evolve, and challenges remain around repeated actions and attracting a wider, more diverse group of carers. In response, feedback loops include City Corporation ‘You said, we did’ documents which Imago circulates across its network. Imago has also been actively looking to engage more carers, and time credits are used to compensate carers for their time. Imago has hired rooms for Forum sessions but, as most carers want to attend remotely, it was agreed that the next meeting would be online only.

35. A Reward and Recognition for Involvement Policy for the DCCS was introduced in May 2025. This provides more consistency and clarity around reward and recognition. Although this isn’t specific to carers, it applies to activities involving carers.

Additional actions

36. Additional actions that the City Corporation continues to work on include:

- celebrating and recognising carers – annual Carers Week and Carers Rights Day activities continue to celebrate and recognise carers in the City. Carers are involved in the planning of Carers Week (8-14 June 2026), with lessons taken from previous years. We have also promoted the launch of the City Belonging Parent and Carer Network with carers. We have linked Imago with the City Belonging team to explore opportunities around its Carers Champion scheme
- exploring accessible digital and internet training for carers – digital support promoted through Imago includes City of London libraries and information on Adult Skills basic digital training courses
- develop and deliver a programme of awareness-raising activities so people can identify themselves and others as carers – the City Corporation will continue to work with Imago, partners and carers, building on activity already referenced in this paper
- edit information and advice for carers on the City Corporation website and explore the use of case studies – activity will continue to ensure that carers have access to accurate, up-to-date information.

Next steps

37. The Carers Strategy will be reviewed again in December 2026. The City Corporation will continue to involve carers in this process, taking on board learning from previous review points.

38. Priorities for the next six months include:

- working with the Shoreditch Park and City PCN to better understand and explore how to best meet the emotional wellbeing needs of carers
- embedding the Carers Card UK Carers Card into the Adult Social Care offer and supporting carers to share their emergency plans as they choose to
- involving carers in the contract monitoring of the commissioned carers support service
- continuing to develop the Carers Forum
- continuing to work with partners to raise awareness of and reach more carers in the City of London.

39. The Carers Strategy runs from 2023 to 2027. City Corporation officials will start planning for the revision of the strategy during 2027. This will be done in partnership with carers, Imago and other stakeholders to ensure a joined-up approach, and that the voices and experiences of carers remain central.

Adult Social Care statutory duties

40. The Carers Strategy runs alongside the delivery of the City Corporation's statutory duties by Adult Social Care. At the end of March 2026, there were 26 carers open to Adult Social Care. All of these carers had a review within the last 12 months.

41. In 2025, an audit of Carers Assessments and support was conducted by the City Corporation's Principal Social Worker and the Independent Chair of the Adult Social Care Quality Assurance Board. The results indicated a strong person-centred approach with clear recording of carers' voices, and work being completed within timescales. Areas for development were identified in articulating professional judgement, more specific assessment of the impact of caring, and linking carers' payments more closely to identified needs. The Adult Social Care team will continue to focus on making progress against these areas for development over the coming months.

Corporate & Strategic Implications

42. Strategic implications – delivery of the Carers Strategy continues to align with the Corporate Plan 2024-29 objectives of delivering excellent services and diverse engaged communities.
43. Financial implications – none.
44. Resource implications – none.
45. Legal implications – none.
46. Risk implications – none.
47. Equalities implications – an Equality Impact Assessment (EIA) was completed for the Strategy.
48. Climate implications – none.
49. Security implications – none.

Conclusion

50. Significant progress has been made against the Carers Strategy 2023-27 with a key achievement being the involvement of carers in the commissioning of the carers support service. A range of other activity shared in this report demonstrates the City Corporation's commitment to continuing to develop support and services for City of London carers. However, there is more to be done and the City Corporation will continue to work with partners to deliver against the Strategy during 2026 and 2027. The City Corporation will remain open to a 'test and learn' approach to involvement activities with carers to try and increase reach and the diversity of those engaged.

Appendices

- Appendix 1 – Carers conversation and lunch 'You said, we did' (December 2025)

Background Papers

- Carers Strategy 2023-27 at Community and Children's Services Committee 13 December 2023, item 7

Hannah Dobbin
Strategy and Projects Officer, Department of Community and Children's Services

T: 020 3834 7622
E: hannah.dobbin@cityoflondon.gov.uk

Appendix 1

Carers conversation and lunch
You said, we did
December 2025



Our carers conversation and lunch

On 2 December 2025, Hannah and Ellie, who work at the City of London Corporation (City Corporation), met 10 carers for a conversation and lunch.

The carers came from the Golden Lane, Barbican and Portsoken areas of the City of London.

The Imago Carer Support Coordinator for the City of London also joined the session.

Carers were asked to share their experiences and insight on:

- What has gone well this year? What support have you valued in terms of carers support?
- What would you like to see more of? What areas of support would you like to see?
- Anything else you'd like to share?

What do we mean by a 'carer'?

In this document, by carers, we mean any adult who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, mental health problem or an addiction and cannot cope without their support. The care they give us unpaid.

You said, we did

What is a you said, we did?

A ‘you said, we did’ is a document that shares feedback from residents on a particular issue and, importantly, what the City Corporation has done in response to that feedback.

In this case, the ‘you’ is carers and the ‘we’ is the City Corporation.

The next pages summarise what carers told us at the conversation and lunch, and our response to that.

Insight from this you said, we did, will inform a review of our activity around supporting carers in the City of London to ensure we are meeting carers’ need where possible.



What has gone well this year? What support have you valued in terms of carers support?

You said:

- good relationships with, and support from, Imago (the commissioned carers support service in the City of London) and the City Carers Community (peer-led carers support group)
- good activities with Imago, such as jewellery making, 'give and take' day and V&A tickets
- attending events and meeting other carers helped one person identify as a carer
- getting the Household Support Vouchers
- getting help with applications from City Advice
- kindness from staff



We did:

- shared the positive feedback with our commissioned services and Adult Social Care team

What would you like to see more of?
Services, support and activities

You said: you'd like more consistency in your contact with social workers, sharing that you've had different experiences with different social workers around assessments and the decisions made.

We did: our Adult Social Care team does not allocate specific social workers to each carer. All social workers follow the same guidance and are skilled in undertaking carers assessments. The provision of carers assessments is regularly audited.

You said: you'd like clarity around money given to carers following a carers assessment, including what it can be used for.

We did: the outcome of a carers assessment does not depend on the social worker but on the level of needs the carer has; hence the payments will vary. The carers assessment and needs identified will inform the support plan that is developed. This support plan will identify how those needs could be met, and this could include an individual budget (payments) or referral to other services for support.

You said: you'd like free legal support.

We did: Imago and City Advice can help you look up who can provide free legal advice.

You said: you'd like more multi-lingual support.

We did: one of the Imago Carer Support Coordinators is bi-lingual to support engagement, particularly in the Portsoken area. We will review our leaflets around carers and what languages they are available in. Carers can request a translator when they engage with Adult Social Care.

What would you like to see more of? Services, support and activities

You said: you'd like a 24-hour carers helpline and more support at evenings and weekends

We did: Imago is commissioned to provide services 9-5pm, Monday to Friday, and run some activities out of hours. In an emergency, if you need to speak to the Adult Social Care team outside of office hours (5pm to 9am, Monday to Friday, on weekends and bank holidays) call City and Hackney Emergency Duty Team on 020 8356 8855 or 020 8356 2300. Please listen to the message when calling and select option 1.

You said: you'd like clarity around support for carers that care for people in care homes outside of the City of London.

We did: we know this is an ongoing concern for some carers. Earlier this year, we updated information about residential homes carer assessments on our website and promoted this through Imago's newsletter. Our Head of Adult Social Care ran a session around this and is happy to do another one. We will speak to Imago about organising another session in early 2026 if there is enough interest, otherwise further clarification can be provided individually to carers.

You said: you'd like more activities for carers including cinema tickets in Whitechapel for Portsoken residents, trips, women-only swimming and gym sessions (Portsoken side), massage sessions.

We did: Imago and the City Parent Carer Forum provide a range of opportunities and activities for carers. We will consider what more can be offered along with our colleagues, however we may be limited by resources. Several organisations provide services and activities such as women-only swimming. We will give Imago details of these organisations to promote with carers.

What would you like to see more of?
Emotional wellbeing and connecting with others

You said: you'd like more support to help carers identify themselves as carers and help to connect carers with carers.

We did: helping carers identify themselves is important to us and is a key theme within our work. We use awareness days, such as Carers Rights Day, to share information with staff and residents around being a carer, and we have leaflets to help people recognise themselves as being a carer. We will think about how we can better share those leaflets in the New Year. We are also planning more awareness raising activity for Carers Week 2026. Imago, as our commissioned carers support service, is also working in the community to help build awareness of being a carer and runs various sessions to help connect carers with carers.

You said: we want more support with emotional wellbeing and mental health, and increase awareness of 'burnout'.

We did: this is a priority area for us. We are working on a proposal for a grant-funded project to explore need around emotional wellbeing and options of how to meet that need. A befriending service has launched in the City run by Volunteer Centre Hackney which will be promoted to carers when a pool of befrienders are in place. Imago can provide support and signposting around this and has introduced new activities to help tackle social isolation and support emotional wellbeing. We also got confirmation from City and Hackney Carers Centre that City carers are eligible for their information and advice services, including counselling and listening ear services. A City carer has agreed to go on a secret shopper mission and will share their experience with us!

Is there anything else you'd like to share?

Other things you shared included:

- help with form filling – Imago can support with this or signpost to other services, such as City Advice
- help with sorting urgent housing issues – carers should contact the housing officer where they live in the first instance. At other times, if a carer has a carers assessment, they can also raise non-urgent housing issues with a social workers then. The social worker can make a referral to housing colleagues. City Advice can also support with advice regarding housing issues.
- getting Household Support Fund Winter vouchers and general winter vouchers for electricity and food - our colleague who leads on the Household Support Fund is in touch with Imago so there should be an update on this soon.
- getting paid for travel expenses - our reward and recognition policy doesn't cover travel expenses. We will share this feedback as part of the annual review of the policy in June 2026.
- help with getting jobs for young mums, jobs outside of 9-3 hours, and NHS jobs – we'll provide Imago with a list of employment-related support services
- gaps in funded respite care – respite care needed is related to the cared for person's needs if they have a care and support plan. Respite care is considered within this
- gaps in emergency planning support – Imago can support carers to complete their emergency plans. Emergency plans completed with Imago are discussed with a social worker during a Carers Assessment.

Is there anything else you'd like to share?

Other things you shared included:

- signposting doesn't necessarily help, carers may need additional support to access the services – carers can speak to Imago about any support needed to help access services
- concerns around carer support coordinator retention within Imago – people leave roles for different reasons however we recognise this can cause disruption to continuity and relationships. We are assured that Imago is dealing with staffing issues effectively
- the Healthwatch Public Rep programme has ended so there are now no City voices at meetings – we appreciate that programme has ended but we work hard to ensure that different resident voices are heard in different areas, and therefore in different meetings.

We also noted that it would be helpful to share questions being asked in sessions in advance and feedback on food provided.

Thank you to all the carers who shared their experiences with us. We enjoyed the session and appreciate you taking the time to join us.



City of London Corporation Committee Report

Committee(s): Community and Children's Services Committee	**Dated:** 30/06/2026
Subject: Replacing the Emergency Support Scheme with the Crisis Resilience Fund	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **delivers the Crisis Resilience Fund offer to City of London residents**	**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?	Funded by government as part of the Crisis Resilience Fund and existing Emergency Support Scheme budget
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Phil Black, Assistant Director - Financial Shared Services
Report author:	Jacqui McKeating, Council Tax and Benefits Manager

Summary

Since April 2013 the London Borough of Lambeth have administered the Emergency Support Scheme on behalf of the CoL. The scheme is open to City residents and those living in temporary accommodation who are offered permanent accommodation in a CoL property.

The Emergency Support scheme was aimed at supporting CoL residents facing a crisis, emergency or disaster and who were unable to afford essentials. Additionally homeless households, placed in temporary accommodation by CoL could access help moving into their new home. Eligibility to the scheme was limited to those in

receipt of certain benefits or with a household income under £30,000. Help provided covered some of the cost of essential furniture items, household items, clothing, food, fuel and emergency travel.

More recently the Government has provided further support for the cost of living via the Household Support Fund.

This document reports the end of the contract with the London Borough of Lambeth and provides details of the new inhouse scheme delivered as part of the CoL Crisis Resilience fund offer. This will effectively combine the previous Emergency Support Fund, the Household Support Fund, and Discretionary Housing Payments into one new fund.

Main Report

Background

Emergency Support Scheme

1. The Department of Work and Pensions stopped providing and administering Social Fund Payments in April 2013. Initially DWP provided grant funding to local authorities to provide an alternative to Social Fund Payments but over the years this grant funding stopped.

2. The Emergency Support scheme was created to provide a replacement for the Social Fund Payment scheme which the DWP closed in April 2013. The purpose of the scheme was to provide support to residents experiencing an emergency.

3. At the time most London boroughs had a residency requirement for access to their schemes meaning homeless families in temporary accommodation who were offered out of borough CoL properties would be disadvantaged. The CoL scheme was extended to provide support for these families moving into their new homes.

4. The Emergency Support Scheme was outsourced to the London Borough of Lambeth in 2013 because Lambeth were able to deliver in-kind support, providing goods rather than cash for most awards. The CoL would have had to negotiate a number of contracts with different providers in order to deliver a similar scheme.

5. Outsourcing the scheme to a neighbouring authority was also the most efficient way of delivering the service given the demand on CoL staff time delivering the scheme.

6. In January 2024 Lambeth changed their scheme to deliver support via a company called CashPerks. This delivered cash rather than delivering goods which negated one of the benefits of outsourcing the scheme. It also became evident that CoL was restricted on how it could deploy the scheme as it was tied to the conditions of the Lambeth scheme.

7. In recent years the administration cost paid to Lambeth have also increased meaning the current provision is no longer as cost effective. Coupled with the change in the Government approach this is an opportune moment to review how CoL delivers this type of support to residents.

Household Support Fund

8. As part of its response to the cost of living crisis, the government created the Household Support Fund in October 2021.

    - Funding was provided in seven tranches.
    - No tranche was for more than 12 months.
    - Local authorities were reimbursed for their awards at the end of the tranche period.
    - Requirements for each tranche were often provided close to the start of that spending period making it difficult to plan an effective use of the funds.

Crisis Resilience Fund

9. The government has now replaced the Household Support Fund and Discretionary Housing Payments with the Crisis Resilience Fund (CRF) from April 2026 until March 2029.

10. Funding will be provided to local authorities each month as part of the settlement grant.

11. Discretionary Housing Payments will now be called Housing Payments and will be delivered under the same rules and in the same manner as previously.

12. Funding for Housing Payments is ringfenced and set at the same level as 2025-26 for the next two financial years, £13,111, reducing to £9000 for 2028-29 financial year. This funding has previously been provided separately to the Household Support Fund.

13. Although the Crisis Resilience Fund award for the City is £102,582, after deducting the amount for Housing payments, the funding available for the crisis and resilience element of the CRF has reduced from the 2025-26 HSF allocation of £111,177 to £87,179.

City of London Crisis and Emergency Offer from 2026 onwards

14. The new offer which will combine the Crisis Resilience Fund for CoL residents and roll out a separate "**help with moving"** offer for clients in temporary accommodation.

15. The new scheme will be delivered using an online portal called Apply4Onine. This portal has already been used to deliver support to businesses during Covid and is currently used by Council Tax and Business Rates teams to deliver online applications. There is no additional cost for using this service.

16. The intention is that CoL staff in Financial Shared Service Division and C&CS will administer the scheme.

17. Residents who meet the qualifying criteria will be offered one or more of the following:
    1. Crisis help via CashPerks or food vouchers
    2. Help paying utility or heating costs – direct payment to the utility provider
    3. Help towards the cost of household items via payments direct to bank accounts
    4. Some household items may be purchased directly if required

18. CoL clients in temporary accommodation will be offered help towards the cost of household items via payments direct to bank accounts. The decision to award these cases will rest with the Homelessness Team.

19. As part of the prevention element of the scheme funding will be provided for the following:
    - Food Club
    - Forgetmenot Club
    - Children's Social Care Early Help team to provide practical support to prevent a family falling into crisis
    - School Uniform grants to support those in receipt of Universal Credit but not eligible for the current scheme.

Corporate & Strategic Implications

Strategic implications

20. The Crisis Resilience Fund aligns with the Corporate Plan 2024–29 outcome of *Providing Excellent Services* by maintaining and strengthening the City's offer to residents facing financial hardship or crisis. The consolidation of the Emergency Support Scheme and the Crisis Resilience Fund into a single in-house scheme improves coherence and responsiveness. The scheme also supports *Diverse Engaged Communities* by providing targeted assistance to

vulnerable residents, including homeless households being resettled into City properties.

Resource implications

21. The scheme will be administered in-house by staff in the Financial Shared Services Division and Community and Children's Services. Staff already administer the utility bill element of the Household Support Fund and anticipate the additional work taking no more than one to two hours of officer time each week. The report author manages the team and agrees with this approach. Any unexpected strain on staff resources will be mitigated by ongoing work to improve efficiencies within the team. No additional resources are required.

22. The Apply4Online portal is already in use by Council Tax and Business Rates teams. There is no requirement for additional procurement.

23. A review of the Emergency Support Scheme budget (£25,000) will be undertaken once the new scheme has bedded in.

Financial Impact

24. The new scheme will be funded from the £102,582 government award. Whilst this represents a reduction in overall funding it is expected that this will be sufficient to meet the requirements of the scheme.

25. The current Emergency Support Scheme budget of £25,000 will be used to support those in temporary accommodation who are located outside of the City and are moving into CoL permanent homes. A review of this budget will be undertaken once the scheme has bedded in.

Legal implications

26. The Crisis Resilience Fund is a government-funded scheme with specific conditions of use set by Department of Work and Pensions. The City's delivery of the scheme must comply with the relevant grant conditions and any associated guidance. The transition from the Lambeth-administered scheme requires formal contractual closure of the existing outsourcing arrangement, however Lambeth have no objections to the contract ending.

Risk implications

27. Key risks include:
    - lower funding envelope compared to previous years — the available crisis/resilience element has reduced from £111,177 to £87,179 — which may create unmet demand if need exceeds allocation

- staff capacity and capability to administer an in-house scheme for the first time
- the scheme going live without adequate resident awareness, resulting in eligible residents not accessing support.

28. Mitigations include
    - Settling a lower limit on maximum award amounts to reflect lower budget
    - use of the existing Apply4Online platform
    - staff familiarisation and experience delivering Household Support Fund and Test and Trace scheme during Covid
    - planned postal mailout with City Living Newsletter in August/September to all residents to ensure residents are aware of the support available even if digitally excluded
    - a review clause once the scheme has bedded in

Equalities implications

29. The new scheme continues to serve the same eligible groups as the previous scheme, including residents in financial hardship, those in temporary accommodation, families with children, and households in receipt of Universal Credit.

30. The online portal delivery model (Apply4Online) will be assessed for accessibility, particularly for residents with disabilities or limited digital access and updated as needed.

31. Alternative application routes will be available where needed. Telephone and email contact details for the Benefits Team will be included on the website to facilitate this.

Climate implications

32. No material climate implications identified.

Security implications

33. The Apply4Online portal is already in use within the City for Council Tax and Business Rates applications and has an established security framework.

Conclusion

34. Replacing the existing Emergency Support Scheme will enable the provision of a better service for City residents with the City having greater control over the scheme allowing for a better response to emerging needs.

Appendices

None

Background papers

None

Jacqui McKeating

Council Tax and Benefits Manager

T: 020 3834 7180

E: Jacqui.mckeating@cityoflondon.gov.uk

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Community and Children's Services Committee Housing Management and Almshouses Sub-Committee	**Dated:** 30 June 2026 01 July 2026
Subject: DCCS Health, Safety and Wellbeing Charter (The DCCS Charter)	**Public report:** For information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Dynamic economic growth. Providing excellent services. Vibrant thriving destination. Flourishing public spaces.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	Not applicable
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
Report of:	Judith Finlay, Executive Director of Community and Children's Services
Report author:	Paul Barton, Head of Health and Fire Safety DCCS

Summary

The Department of Community and Children's Services (DCCS) has a complex health, safety and wellbeing risk profile, as identified by the City of London Corporation's **Safety Management Framework**. To strengthen organisational clarity, improve operational safety arrangements, and support statutory compliance, this report proposes the adoption of a **DCCS Health, Safety and Wellbeing Charter ("the Charter")**.

The Charter establishes clear, department-specific organisation and arrangements for managing health, safety and wellbeing across the department. It functions as a **sub-policy** to the Corporation's overarching health and safety policy—mirroring

corporate standards where appropriate while providing targeted, localised arrangements for high-risk operational environments such as housing services and social services. It includes detailed governance structures, a comprehensive training matrix, expectations for line managers and supervisors, and links to a departmental legal register.

A **gap analysis**, conducted in 2025 through formal interviews and site visits, measured against ISO 45001 criteria, highlighted shortfalls in leadership visibility, planning, worker participation, and operational support within DCCS. The Charter directly addresses these issues by clarifying responsibilities, strengthening safety governance, and offering practical tools to help employees navigate health and fire safety requirements.

The draft Charter was submitted to the first Safe 365 audit in DCCS, that of the People Team. Safe 365 is the Corporation's key performance indicator management tool for health and safety across all departments, services and institutions. The audit recommended the full adoption of the Charter and suggested amendments to the draft. These amendments are included in the latest version at Appendix 1.

During 2025–26, the draft Charter was developed and refined with extensive involvement from the **Departmental Leadership Team (DLT)**, three cross-departmental **focus groups**, and **trade union safety representatives**. Feedback consistently endorsed the need for the Charter but highlighted concerns about document length and accessibility. To balance the need for a full, authoritative document with the desire for user-friendly materials, three options were evaluated:

1. **A standalone long-form Charter issued at employee induction**
2. **A series of shorter themed leaflets/e-bulletins only**
3. **A combined approach: a full Charter plus a supporting programme of concise leaflets/e-bulletins**

Option 3 is recommended. This approach provides a single, complete reference document for managers and operational leaders while supporting wider staff engagement through accessible, staged communications. This was also the preferred option of the focus groups.

There are **no financial, legal, equalities, climate, or security implications**. Resource impacts are limited to officer time for finalising and disseminating materials. The proposal directly supports the **Corporate Plan 2024–29**, including priorities on excellent service delivery, risk management, and organisational resilience.

Following a 2023 audit recommendation to improve safety arrangements in high-risk departments, adopting the Charter demonstrates organisational commitment to continuous improvement, strengthens employee confidence, and positions DCCS for sustained improvement in safety performance.

Implementation will include issuing the full Charter (Appendix 1) and rolling out complementary leaflets/e-bulletins from **Q3 2026/27**.

Recommendation(s)

Members are asked to:

- Note the draft DCCS Health, Safety and Wellbeing Charter for information prior to implementation.

Main Report

Background

1. The Corporation's Safety Management Framework recommends local arrangements for health and safety management within the high complexity departments and local charters to establish and outline these arrangements.

2. The safety risk profile of DCCS categorise the department as high complexity. safety risks.

3. In essence, The Charter is a sub-policy to the Corporation's main health and safety policy. At strategic level it mirrors the main policy in many ways, for example in training by adherence to a standard corporate safety training programme at induction of new employees.

4. On the other hand, at local level The Charter it is departmental specific, for example in training where housing specific health and safety training is required, such as for recognition and basic assessment of damp and mould in residents' homes.

5. A gap analysis undertaken[1] during 2025 showed a short fall of safety management in support, planning, leadership and worker participation. The Charter's objectives include clarification of organisation and arrangements as well as provision of practical guidance to all DCCS employees.

6. The Charter will help staff navigate health and safety management within DCCS.

Current Position

7. The departmental leadership team (DLT) approved the contents of The Charter in principle last July but felt that the document itself was over-long and complex. This observation was considered and a solution to this is presented in the options below.

8. Focus group meetings took place through last summer with representation from all DCCS services and trades union safety reps. Three group meetings took place. The group meetings noted similar observations to DLT on the length and

[1] The analysis was from formal meetings with heads of service and site visits to the criteria in ISO 45001.

complexity of the Charter, which were likewise considered and the outcome explained in options below. The Charter was successively amended with the focus groups involvement, particularly in defining and honing the training matrix.

Options

9. The **first option** is to publish The Charter as a standalone document and provide, or signpost, all new DCCS employees and interims a copy at induction.

10. The **second option** is to do away with the full-length Charter and simply publish a series of 'leaflets' and/or 'e-bulletins' in stages to all DCCS employees and interims, highlighting the key themes in each leaflet or e-bulletin, grouping topics as 'essential' or 'desirable' reading to help the attention focus. Leaflets / e-bulletins could be released over a period to avoid colleagues becoming overwhelmed with information. A current successful example of this is a 'communication matters' series of informative emails produced weekly for a limited time by the HRA Service Improvement Manager.

11. The **third option** is to publish the full-length document, i.e. as a DCCS specific policy, plus distribute in a series of leaflets / e-bulletins as detailed in option 2.

12. The preferred option is **option 3** because the full-length document details important information held in one place for managers' ease of reference. For example, team managers can plot essential safety training by use of the training matrix alongside the listings of employment group tasks. There is also clear explanation on the DCCS governance and meeting structure in respect of health and safety. Option 3 was also the option preferred by the focus groups.

13. A legal register as an appendix to the Charter is also proposed. Initially the intention was for the full register to be a live document within the Charter, but it has been decided to provide a link to the legal register. The DCCS legal register for health and safety will be the responsibility of the health and fire safety team.

Proposals

14. The recommended course of action is option three. The full-length Charter is attached at Appendix 1. The leaflets / e-bulletins will follow in due course but at the latest will commence in Q3 2026/2027 (i.e. from October 2026).

Key Data

15. Following an audit of the Corporation by Quadriga in 2023, a recommendation was made to improve operational arrangements for health and safety in high complexity risk departments. A safety management framework was subsequently developed. The safety management framework identifies a charter to outline local organisation and arrangements for health and safety management in high complexity safety risk profile departments.

Corporate & Strategic Implications

16. **Strategic implications**:
    - Aligns DCCS teams towards common safety priorities.
    - Creates a refreshed framework for decision-making.
    - Ensures operational activities support long-term objectives.
    - Stronger clarity on who owns what (reduces ambiguity and conflict).
    - Improved oversight and risk management.
    - Demonstrates commitment to health and safety compliance.
    - Enhances trust among employees, partners, regulators, and residents.
    - Signals strategic renewal and future direction in DCCS health and safety.
    - Builds the foundation for long-term growth in improved health and safety performance.

17. **Financial implications**: There are no on-costs or other financial implications with this proposal.

18. **Resource implications**: Officer time to prepare and distribute The Charter and prepare supporting guidance in the form of leaflets or e-bulletins as previously explained under options. This is not anticipated to be overly onerous.

19. **Legal implications**: There are no legal implications with this proposal.

20. **Risk implications**: Risk implications of DCCS having low scores in type 2 and 3 audits where DCCS health and safety management system is misaligned with the corporate health and safety management framework, which references a charter for high complexity departments. This includes low scoring on KPIs via Safe 365 auditing. Low scoring may indicate a department that is performing poorly in its management of health and safety.

21. **Equalities implications**: Before final publishing, the Charter will be evaluated through an accessibility tracker. Any recommended changes to style and format will be made.

22. **Climate implications**: There are no climate implications with this proposal.

23. **Security implications**: There are no security implications with this proposal.

Conclusion

24. To conclude, the recommendation is to implement a DCCS Health, Safety and Wellbeing Charter (The Charter).

Appendices

- Appendix 1 - DCCS Health, Safety and Wellbeing Charter (abridged to contents page for ease of reference. Full copy available from, Head of Health and Fire Safety)
- Appendix 2 - Example draft communication on e-bulletin/ leaflet for one topic within The Charter

Background Papers
Health and Safety Organisation Arrangements. The Safety Management Framework (SMF). (City of London Corporation, November 2024)

Paul Barton, Interim Head of Health and Fire Safety DCCS
E: paul.barton@cityoflondon.gov.uk

Appendices

• **Appendix 1** – The proposed DCCS Health, Safety and Wellbeing Charter draft.

City of London Corporation

Community and Children's Services (DCCS) Health, Safety and Wellbeing Charter

Operational organisation and arrangements

Contents Page

1	**Statement of intention**	
2	**Objectives**	
3	**Scope**	
4	**Roles and responsibilities**	
5	**Competent advice and assistance**	
6	**Arrangements for implementation of the charter** 6.1. Governance and organogram 6.2. Risk management 6.3. Training: General and specific 6.4. Common data environment for HRBs ('Golden thread' of info.) 6.5. Procurement and commissioning 6.6. Wellbeing in DCCS. 6.7. Personal and career development in health and fire safety	
7	**Document control**	
8	**Appendices** 8.1. General and specific training 8.2. DCCS health and safety training matrix. 8.3. Risk assessment template (for transfer to Safety Net) 8.4. Lone working and People Safe devices 8.5. Legal register. Foreword and link 8.6. Stop work notice template	

1. Statement of intention

In echoing the Town Clerk's health and safety policy statement, I wish to add my statement of intention to all Community and Children's Services colleagues, that in delivering this charter together we continually strive to maintain a safe and healthy environment for all.

Our own safety and health at work, and the safety of those with whom we interact, is a huge part of our service delivery and is equal to all other business. For example, our residents, including those with additional needs, rely on us to deliver safe services and assure safety in their homes and communities, so far as is reasonably practicable.

Together we will strive to continuously improve health and safety performance through governance, where management of risks arising in respect of health and fire safety at work forms an integral part of our business decision making process.

Through this charter, we recognise and accept the duty to provide and maintain a safe and healthy work environment for each other, our service partners, our residents and others that might be affected by our workplace activities. We recognise the need for a sensible and proportionate approach to managing workplace health and safety.

Every one of us is legally bound to cooperate in the operation of this charter, and as is detailed in the Corporation's health and safety policy[2], by taking care of our own health and safety at work, and that of others who may be affected by our actions or inaction, and to cooperate by complying with any legal duty or requirement.

This charter details particulars of the organisation and arrangements for the management of health and safety within Community and Children's Services.

It is important that we all adhere to it and remember that the most powerful message we can send is through our own visible behaviour.

I also recognise the importance of employee wellbeing in an ever-changing and challenging world. CityWell is our employee wellbeing hub and accessed through our intranet site COLNET. Furthermore, there is the employee assistance programme, which is available through the employee support page on COLNET.

Judith Finlay

Executive Director of Community and Children's Services

Executive Sponsor of City of London Ethnicity and Race (CLEAR) network

[2] Section 6.7 of CoL HSP1, Health and Safety Policy.

2. Objectives

The Community and Children's Services (DCCS) Health, Safety and Wellbeing Charter (the Charter) aligns with the Corporate Safety Management Framework through a 'plan, do, check, act' management system.

The charter's objectives are to

i. Allocate key roles and responsibilities.
ii. Describe the safety context of DCCS, its risk profile, determine risk ownership, how risk is reviewed and who is consulted in risk management.
iii. Outline the expectations for how DCCS safety management will operate and tie into the overall governance processes described in the Corporate Safety Management Framework.
iv. Be a visible in the work environment.

3. Scope

The charter's scope is specific to DCCS but equally adheres to the Corporation's safety management framework principles of structure, proportionality, minimising bureaucracy, and promoting safe attitudes and behaviours. For example, DCCS will use corporate systems such as Safety Net for risk assessment, incident reporting and Safe 365 assurance monitoring, whereas the digital information required to maintain the 'golden thread', as described in HM Gov guidance on how to comply with section 88 of the Building Safety Act 2022 on high-risk social housing and leaseholder buildings, as required by the Building Safety Act 2022, will be controlled by the health and fire safety team within DCCS.

4. Roles and responsibilities

4.1 DCCS employees

Demonstrate commitment to good health and safety by looking after your own work-related health and fire safety and the health and fire safety of others affected by your work activities or actions while at work

Co-operate by following safe working practices and carrying out your responsibilities as detailed in this charter and other health and safety related policies and standards

Not to interfere with, or misusing, anything provided for your health and safety including personal protective equipment and People Safe devices.

Report accidents, work-related ill-health, health and safety related incidents, hazards or inadequacies in health and safety procedures in a timely manner. All accidents

and near misses, whether they happen to you or service-users, must be reported on Safety Net. Information from safety incidents is used to improve future risk management of work tasks and projects.

Take part in, and follow, health and safety training and development identified as necessary by the Corporation or your line manager.

Undergo health surveillance identified as necessary by risk assessment. This could be something as straightforward as completing a periodic questionnaire from the occupational health service.

Use work equipment and hazardous substances safely and in accordance with instructions and training.

Ensure that activities, events, or projects have been risk assessed, and suitable control measures implemented. If in doubt, ask your line manager.

Seek advice if you do not feel competent to carry out your responsibilities safely.

You are empowered to stop work if there is imminent risk of danger.

In addition, you may be given specific health and safety related roles or responsibilities. These will normally by detailed in your job description.

DCCS colleagues that commission contracts for services, goods or works on behalf of the Corporation will be the commissioning officer. This has responsibilities defined in the Corporation's Fire Safety Policy (section 4.8 refers) and other property related health and safety standards.

Enquiries from colleagues, the public or contractors pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective line manager, who will consult with the head of service and health and fire safety team before making the reply or escalating to the director / assistant director. This ensures clarity in lines of communication and subject matter expertise in the governance structure. See section 4.6 'Elected Members' for member enquiries.

4.2 Premises Controllers

In health and safety management, control of premises can be an area of significant risk and therefore stringent hazard management is needed. This is recognised in the Premises Controllers is Corporate Safety Standard No.4.

Premises controllers are defined as the department or internal occupier with control of a premises or defined area. From a day-to-day operational perspective, within DCCS the premises controller will be, for example, a colleague such as an estate manager or supervisor or a senior librarian. They are not unsupported. Their Director or Assistant director is the Responsible Premises Controller (RPC) and the Chief Officer is the Accountable Premises Controller (APC).

The APC, the RPCs and day-to-day trained premises controllers are responsible for the safe operation of any demised premises, including:

i. Managing suitable health and safety inspections of site operations in accordance with guidance documents.
ii. Managing any inspection, or assessment recommendations for areas of operation under their control, or bringing to the attention of the relevant party, including tenants or contractors.
iii. Managing contractor and visitor safety when attending site.
iv. Managing First Aid provision and workplace fire evacuation procedures.
v. Report safety incidents. All accidents and near misses, whether they happen to you or service-users, must be reported on Safety Net. Information from safety incidents is used to improve future risk management of work tasks and projects
vi. Investigate safety incidents where they relate to the building fabric or premises condition.
vii. Escalating any appropriate health & safety incident, defect or compliance gap through the department.

In shared services, for example public health services shared with the London Borough of Hackney, or in shared premises, the premises controller must be clearly identified as well as the person responsible for fire safety management of the premises. The DCCS health and fire safety team will visit shared workspaces and shared services to carry out reactive or active monitoring of health and fire safety arrangements for Corporation employees stationed in them.

Enquiries from colleagues, the public or contractors pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective head of service, who will consult with the health and fire safety team before making the reply or escalating to the RPC. This ensures clarity in lines of communication and subject matter expertise in the governance structure. See section 4.6 ‘Elected Members’ for member enquiries relating to DCCS premises.

4.3 Line managers and Supervisors

Line managers are responsible for implementing the local health and safety management arrangements in their area of control, including monitoring and checking their effectiveness. For example, colleagues that are responsible for managing a team such as service leads and senior practitioners in the public health, social care and education field, or managers that report to a head of service and manage a team.

Supervisors are responsible for monitoring and checking that the onsite safety arrangements and rules are being followed. For example, Estate Supervisors for social housing blocks and Resident Services Officers for safety and health matters involving residents.

The direct responsibility of managers, line managers and supervisors for health and safety is determined by the extent to which they have authority to act. That is, if they

have the authority to make a general decision about some aspects of the work, they are responsible for the health and safety implications of that decision.

Enquiries from colleagues, the public or contractors pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective head of service, who will consult with the health and fire safety team before making the reply or escalating to the director / assistant director. This ensures clarity in lines of communication and subject matter expertise in the governance structure. See section 4.6 'Elected Members' for member enquiries.

Line managers and supervisors are responsible for demonstrating commitment to good health and safety in their area of control by:

i. Keeping up to date with health and safety requirements in their specific areas and making sure health and fire safety standards are implemented and monitored.
ii. Making sure employees are trained, competent and capable of carrying out their health and fire safety responsibilities
iii. Making sure employees and others under their control carry out their health and fire safety responsibilities
iv. Supporting your senior manager in the development and review of risk assessments and health and safety standards
v. Ensuring risk assessments are carried out, recorded, implemented and shared with employees, including for equipment and substances. This also includes person centred fire risk assessments (PCFRA) for vulnerable residents and others in care.
vi. Risk controls are monitored and appropriate action taken to mitigate any gaps identified.
vii. Report safety incidents. All accidents and near misses, whether they happen to you, your team or service-users, must be reported on Safety Net. Information from safety incidents is used to improve future risk management of work tasks and projects
viii. Follow up and investigate as necessary safety incidents where they relate to your team or service users.
ix. Carry out initial safety incident investigations and escalate to senior management significant health and fire safety risks.
x. Consult employees and their safety representatives on risk assessments and on changes to working practices that may affect their health and fire safety.
xi. Effectively communicating information and co-ordinate arrangements for controlling health and safety risks which may affect employees, residents, contractors, service partners or other internal and external stakeholders.
xii. Carrying out regular inspections, testing and monitoring to ensure health and fire safety and that employees are meeting their responsibilities and working safely

xiii. Reporting on findings and actions taken from inspections and incident investigations to senior management and into business area arrangements
xiv. Seeking advice from competent health and safety professionals for any health and fire safety concerns that you cannot address
xv. Taking account of the effect of work on employee health and organising health surveillance, as informed through risk assessment.
xvi. Ensuring that your employees have a psychologically safe environment to work in by fostering an open, 'no-blame' culture for your team to come forward with health and fire safety concerns.

4.4 Senior managers and DLT members (Heads of Service and Asst.Directors / Directors)

Senior managers are accountable to their respective DLT director, assistant director or, for libraires only, the head of Barbican and community libraries

DLT members (directors, assistant directors and the head of Barbican and community libraries) are accountable to the chief officer DCCS.

They must implement health and safety management arrangements and proactively manage the health and safety risks in their area of responsibility.

They must have a clear understanding and oversight of the operations and activities undertaken, the risks created by their services and who is at risk.

They will define the most appropriate safety structures and resources which will ensure integration with the overall operational direction of DCCS.

Senior managers and DLT members are responsible for role modelling positive leadership behaviours in health and fire safety by:

i. Ensuring there are appropriate arrangements for implementing health and fire safety standards, and plans
ii. Ensuring line managers and supervisors are competent to carry out their health and safety responsibilities
iii. Ensuring employee consultation on matters that significantly affect health, and safety is timely and involves all appropriate interested parties, including trade union representatives, other staff representatives, internal and external interested parties.
iv. Ensuring that responsibilities and arrangements are agreed for the safety of employees, residents, service partners and contractors and external interested parties who may be put at risk by activities
v. DLT members that are Directors to be registered, where relevant, as Responsible Premises Controllers as defined in Corporate Safety Standard No.4.
vi. Identifying hazards for which they are the risk owner that present significant health and safety risks if not controlled adequately. Recording them and

monitoring the effectiveness of their risk controls. Where necessary alerting the DLT and chief officer DCCS and executive leadership to failures in risk control, significant changes in risk or unacceptable risk.

vii. Putting in place processes to ensure risks are appropriately risk assessed, and adequate risk controls implemented.

viii. Making sure that appropriate arrangements are in place for assurance of competence and capability of their employees and that DCCS's training requirements for health and fire safety training are met.

ix. Ensuring that suitable systems are in place for the regular monitoring and review of health and safety arrangements.

x. Co-operating with health and safety investigations, inspections, and audits.

xi. Reporting on health and safety performance to the CSS health and safety committee, ensuring health and safety is discussed at every team meeting.

xii. DLT member Housing is single point of contact for the building safety regulator in respect of high-risk buildings on the housing revenue account and reports to the chief officer DCCS, an SLT member of principal accountable persons for high-risk building safety in the Corporation.

xiii. DLT member Barbican Estates is single point of contact for the building safety regulator in respect of high-risk buildings on the Barbican Estate and reports to the chief officer DCCS, an SLT member of principal accountable persons for high-risk building safety in the Corporation.

4.5 Chief Officer DCCS

Although accountability will rest with the chief officer DCCS, they will delegate the operational aspects of health, safety and fire management to other tiers of management.

The chief officer is responsible for demonstrating leadership and commitment to good health and fire safety by:

i. Determining the Corporation's health and safety policy and this charter's application within their area of responsibility according to the overall delegations to officers, detailed in the Scheme of Delegations to Officers (cityoflondon.gov.uk)

ii. Ensuring the effective implementation of the DCCS health, safety and wellbeing charter, procedures, and guidelines within the department.

iii. Being an SLT member of principal accountable persons for high-risk building safety across the Corporation.

iv. Ensuring systems and processes are in place to identify, assess, and manage health and fire safety risks specific to DCCS activities, facilities, and operations.

v. Developing and implementing risk control measures to minimise harm, prevent accidents and injuries.

vi. Ensuring that DCCS complies with all relevant health and safety legislation, regulations, codes of practice, and standards. Monitoring compliance and addressing any non-compliance issues promptly.
vii. Ensuring that employees within DCCS receive adequate health and safety training and are competent to perform their tasks safely. Providing ongoing training and development opportunities to enhance safety knowledge and skills.
viii. Establish procedures for reporting, investigating, and recording accidents, incidents, near misses, and occupational illnesses within the department. Take appropriate corrective and preventive actions to address identified hazards and prevent recurrence.
ix. Developing and maintaining emergency response plans and procedures for the department. Ensuring that employees are trained in emergency procedures and that emergency equipment is accessible and maintained.
x. Promoting a culture of safety within the department by fostering open communication, sponsoring psychological safety, encouraging employee participation in health and safety initiatives, and addressing safety concerns promptly.
xi. Ensuring that contractors working within the department comply with health and safety requirements and integrate them into departmental safety management systems.
xii. Monitoring departmental health and safety performance indicators, such as accident rates, near misses, and compliance metrics. Reporting on health and safety performance to SSB and other relevant committees as required.
xiii. Driving and supporting continuous improvement initiatives to enhance health and safety performance within the department. Encouraging innovation and best practices to reduce risks and improve safety outcomes.
xiv. Ensuring that adequate resources are allocated for the effective management of health and safety risk, including fire in any demised premises and especially in fulfilling any client duties for managing a project as required by the Construction (Design and Management) Regulations 2015.
xv. Be the Accountable Premises Controller for DCCS as defined in Corporate Safety Standard No.4 .
xvi. Producing a health and safety plan annually alongside the general business planning process.
xvii. Consulting with the Director of Health and Safety and Head of Profession, on enabling good management of health and safety and positively contributing towards achieving the Corporation's health and safety objectives.

4.6 Safety responders and Display screen equipment (DSE) assessors

Safety responders are those staff with additional duties such as fire wardens, fire marshals, evacuation chair operators and assistants, nominated first aiders (trained

to FAW or EFAW level, depending on workplace assessment of needs), appointed first aiders and mental health first aiders. All DCCS places of work must have arrangement in place for first aid and fire emergency action. The health and fire safety will periodically audit arrangements.

4.7 Elected members

The role of members is to provide governance of the City of London Corporation and serve on the Court of Common Council. Details on the main tasks and responsibilities are in the Common Councilmen [and women] job description, including health and safety matters

The principles underlying member and officer relations are detailed in a member/officer charter 2021 (cityoflondon.gov.uk), including members taking advice of officers into account in reaching a decision on health and safety matters and respecting the officer's responsibility to provide impartial advice, guidance, and information.

Generally, Members should not be part of your day-to-day work with individuals. Where they do have a specific health and safety enquiry the flow of information should go via your Head of Service and Assistant Director. There are actions that employees can take to minimise the impact of enquiries and enable Senior Managers to effectively deal with these is a way which protects front line staff.

More detailed information is in the City of London Corporation Health, Safety and Wellbeing policy, in section 5.1, 5.2 and 5.3.

The role of the elected member is explained, with added guidance for staff, in a helpful booklet, produced by the DCCS People Services team: People's Directorate - Working with Members Guidance 1.docx

Enquiries from elected members pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective director or assistant director, who will consult with the health and fire safety team before making the reply. This ensures clarity in lines of communication and subject matter expertise in the governance structure.

5. Competent advice and assistance

5.1 Departmental health and fire safety team

The DCCS health and fire safety team, led by the head of health and fire safety, is an operational support team. The team is responsible for providing the first line of assurance and ensuring alignment to the overall framework for the Corporation's safety management system.

The team will provide competent advice and assistance on health and fire safety matters, providing an end-to-end advice service. For example, from project inception through to completion and post-completion monitoring, also in the introduction of new or revised work processes through onsite monitoring and advice support as well as reporting to committees on health, safety and wellbeing performance.

The team will provide onsite assessment of contractor safety standards through scrutiny of RAMS and site visits. Permits to work for activities under COLC jurisdiction may be issued by the team in circumstances where they are warranted and it is proven that alternative control measures are not possible – for example, avoidance or engineering controls as safer alternatives. For example, hot works, confined space entry, certain roofs access, excavations.

The team will work with Directors and Assistant Directors to create structured comprehensive health and safety plans that meet service objectives in reduction of risk as well as coordination of auditing and monitoring services.

Safety professionals are placed into dedicated areas to support:

- ✓ High risk building safety management, as defined by the Building Safety Act 2022.
- ✓ Fire safety in all DCCS workplaces and for DCCS construction projects.
- ✓ Construction safety management, as defined in the Health and Safety (Construction, Design and Management) Regulations (CDM) and as reflected the Building Safety Regulations 2010, The Building Safety Act 2022.
- ✓ Estates health and safety management, with areas dedicated to estates employees, plus repairs and maintenance, with specific regard to fire, asbestos, water hygiene, gas, electricity, lifting operations and lifting equipment and as adviser for management of health risks arising from the built environment, including the thermal environment (e.g. damp and mould), where it might be apparent, in the City's social housing stock.
- ✓ Adult social care, adult skills and education services, children's social care and early years, education events, community safety, public libraries, commissioning services, homelessness and rough sleeping prevention, public health services.
- ✓ **Training.** The health and fire safety team will deliver in-house training tailored to each DCCS service. This training complements corporate health and

safety training but does not replace it. A training matrix is provided at appendix 8.2 and general training explained at appendix 8.1/

The health and fire safety team:

i. Ensure cross-Corporation alignment with the Corporation's health and safety policy and plans.
ii. Assure compliance with legislation and other requirements that align with the Corporation's Strategic Plans.
iii. Oversee the development, implementation and monitoring of DCCS health and safety plans.
iv. Carry out auditing and monitoring of health and safety across all DCCS services.
v. Horizon scan for upcoming new and amended health, safety and wellbeing legislation or regulations that impact across the workplace risk profile of DCCS.
vi. Provide guidance and information on health and safety performance measures to the DCCS Health, Safety and Wellbeing Committee.
vii. Prepare and present a quarterly fire safety status report for the Housing Management and Almshouses Sub-Committee.
viii. Keep the DCCS DLT informed of significant health and safety risk management issues.
ix. Deliver local training such as toolbox talks and safety briefings, onsite or at a location convenient for DCCS teams. Hold periodic health, safety and wellbeing surgeries for all DCCS staff in person and online.
x. Supporting and alerting the DCCS DLT on the need to consider the impacts on health and fire safety of any significant work identified in business plans – for example, new homes and major works projects.
xi. Oversee the delivery of regular performance reports and an annual DCCS health and safety performance report to the DLT.
xii. Work with the business support managers in maintaining and overseeing the common data environment for compliance with the Building Safety Act 2022.
xiii. Support and advise in due diligence checking of contracts.
xiv. Investigate accidents and incidents of a serious nature, for example incidents reportable under RIDDOR, and report findings, with recommendations to prevent recurrence, to Directors and Heads of Service.
xv. Issue permits to work for contractors on DCCS premises, where satisfactory control measures are evidenced in place to do so and alternative control measures are not deemed possible. (*Where the work area is a contained construction site, for example with no open access to COLC officials, or becomes a contained construction site, the principal contractor will be responsible for issuing permits to work under their control of their site).*

xvi. Be present at key contractor site meetings as client-side advisors and to nurture transparent relationships with contractors to ensure safety.

xvii. Attend site and issue 'stop work' notices where uncontrolled hazardous practices are happening within DCCS and assist in contractor management liaison when these situations arise.

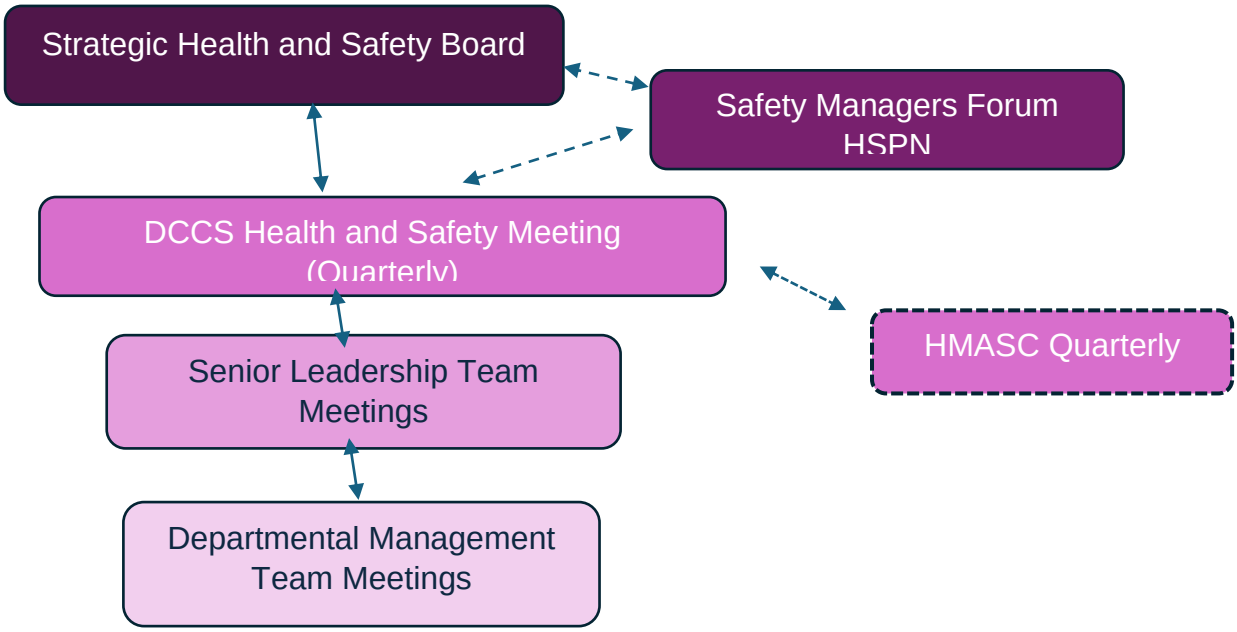
xviii. Promote the Corporation's membership of the British Safety Council across DCCS as an approved external source of information and training.

Meet the DCCS health and fire safety team:

Paul Barton, Head of Service. Paul is chartered safety professional who has worked in the public sector for many years including local government, the police and higher education.

6. Arrangements for implementation of the charter

6.1 Governance and organogram.

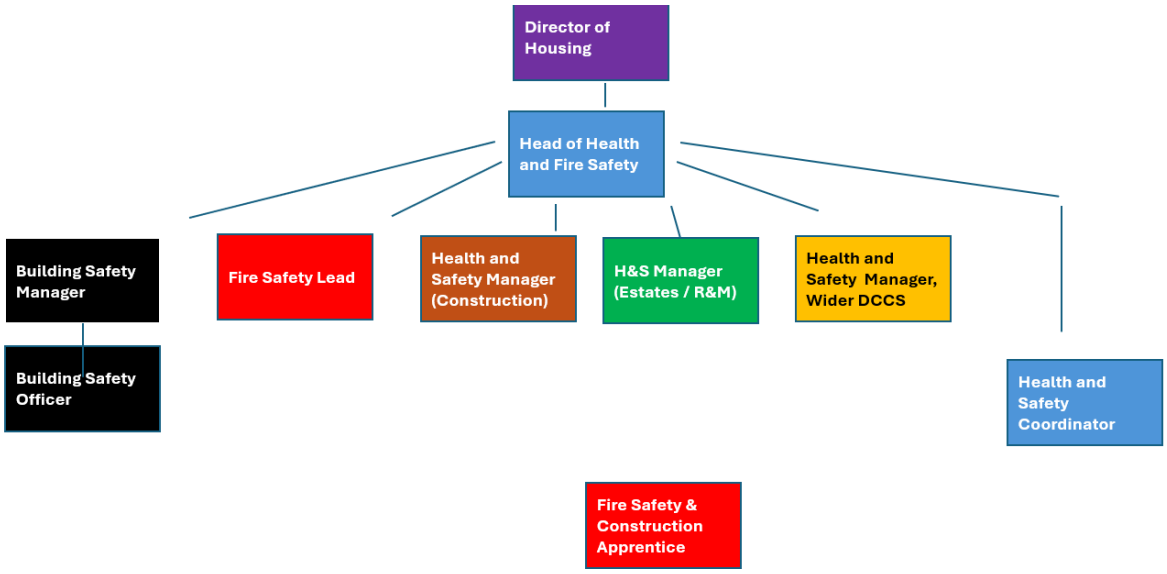


Key

Departmental Management Team meetings	Info sharing / Consultation / Management team decision making / Referral to SLT
Senior Leadership Team meetings	Info sharing / Consultation / Service decision making / Referral to H&S committee
DCCS health and safety committee and other committees	Departmental decision making / Info sharing / Consultation / Referral to Strategic H&S board
HSPN Forum	Info sharing / Referral to DCCS H&S committee and Strategic H&S board.
Strategic Health and Safety Board	Oversee and ensure accountability within Corporation departments in H&S matters.

Reporting structure for health, safety and wellbeing

DCCS Health and Fire Safety Team Structure



6.2 Risk Management

DCCS will implement proportionate and effective arrangements to identify, assess, control and review health and fire safety risks, in line with the Corporation's Safety Management Framework and the principles of *plan, do, check, act*.

Risk management arrangements will ensure that risks are clearly owned, appropriately assessed, subject to regular review, and developed through consultation with those affected.

6.2.1 Risk Ownership

Risk ownership within DCCS is determined by the level of authority to act and increases through the management hierarchy:

- **Line managers and supervisors** are responsible for managing risks arising from operational activities under their control. This includes ensuring risk assessments are undertaken, recorded, implemented and monitored.
- **Senior managers and DLT members** are responsible for oversight of risks within their service areas, including identifying significant risks, ensuring appropriate controls are in place, and escalating matters where risks are not adequately controlled.
- **The Chief Officer** is accountable for ensuring that effective systems and resources are in place to identify, assess and manage risks across DCCS. Risk owners must ensure that risks are managed within acceptable parameters and escalated where control measures are insufficient.

6.2.2 Risk Review

Risk assessments must be reviewed to ensure they remain suitable and sufficient.

As a minimum:

- Risk assessments must be **reviewed at least annually**
- Risk assessments must be **reviewed sooner where there is:**
    - A change to tasks, equipment, processes or environment
    - An accident, incident or near miss
    - Evidence that existing control measures are no longer effective

Line managers and supervisors are responsible for ensuring that reviews are completed and recorded. Senior managers must ensure that arrangements are in place for the monitoring and review of risk management within their areas of responsibility.

6.2.3 Risk Assessment

DCCS will ensure that suitable and sufficient risk assessments are carried out for all work activities.

Risk assessments must:

- Identify hazards and those who may be affected
- Evaluate risk and determine appropriate control measures
- Apply the hierarchy of control (elimination, substitution, engineering controls, administrative controls and PPE)
- Be recorded and maintained using **Safety Net**
- Include clear actions, responsibilities and timescales

Line managers are responsible for ensuring risk assessments are completed and communicated to employees.

The **Health and Fire Safety Team** will provide competent advice, mentoring and training on risk assessment, including use of:

- **Safety Net** as the live risk assessment and incident recording system
- **Safe 365** as a safety performance and assurance tool

The team will also support complex risk assessments where specialist input is required.

6.2.4 Risk Management Involvement and Consultation

DCCS will ensure effective consultation and involvement in risk management.

- Employees must be consulted on risk assessments and on changes to work activities that may affect their health and safety

- Trade union safety representatives must be consulted in accordance with statutory requirements
- Consultation must be timely and appropriate to the level of risk

Line managers and supervisors are responsible for ensuring that consultation takes place within their teams and that employees are engaged in the management of risks.

6.2.5 Monitoring, Audit and Assurance

DCCS will monitor the effectiveness of risk management arrangements through:

- Active monitoring, including inspections and workplace checks
- Reactive monitoring, including the investigation of accidents, incidents and near misses
- Periodic audit and inspection by the Health and Fire Safety Team
- Information from monitoring, including data from Safety Net and Safe 365, will be used to inform continuous improvement in risk management and control measures.

6.3 Training: General and Specific

Training for DCCS colleagues is delivered corporately through HR and Corporate Health and Safety and locally through the Business Support Service.

- Appendix 8.1 provides information on general and specific training.
- Appendix 8.2 provides a matrix for specific training.

Fire safety training is detailed in section 7 of the Corporation's Fire Policy HSP06 Fire Safety Policy.docx

6.4 Common data environment for DCCS High Risk Buildings (HRBs)

A common data environment that meets the statutory requirements of the Building Safety Act 2022[3] for DCCS's HRBs is being brought into place. The database will be managed by the DCCS health and fire safety team. The business support service Social Housing/Barbican will administer the software licence procurement, EQIA, DPIA and annual licence renewal. The common data environment database will retain and maintain the 'golden thread' of information for the HRBs so that information is:

- kept digitally
- is secure from unauthorised access

[3] Section 88 refers

- is available when someone needs the information
- is presented in a way someone can use
- is the building's single source of truth
- is accessible, by providing the information in a simple format that is easy to understand and written in plain English
- is compliant with general data protection regulation (GDPR)

Documents requested by the health and fire safety team, or the business support service Social Housing and Barbican must be submitted as soon as possible.

This includes building safety cases, fire strategies, fire management plans, emergency action plans, architects' drawings, photographs, repairs and maintenance history, how building complies with the Building Regulations, resident engagement strategy, mandatory occurrence reporting system, health and safety file/s from certain CDM works. For new builds or special projects contact the health and fire safety team.

Where documents are not extant the respective team must inform the health and fire safety team, or the business support service Social Housing and Barbican.

The fire risk assessment programme for Social Housing and Barbican will be managed by the business support team.

6.5. Procurement and commissioning

The Procurement Act 2023 specifically recognises the importance of health and safety in public sector procurement. Social value is a key criterion and the emphasis on this provides a stronger platform for the health and safety team to advocate for suppliers with robust health and safety practices.

The act also provides for increased transparency and allows the client to leverage supplier performance data to make evidence-based decisions that prioritise safety. The DCCS health and safety team should therefore be consulted in all procurement and commissioning undertaken within DCCS. The health and safety team will assess potential suppliers and providers through a common assessment standard, which complements The Procurement Act 2023.

6.6. Wellbeing in DCCS.

The work we do in DCCS can be very rewarding; it often makes a positive difference to people's lives, but it is also challenging and complex. To provide excellent services to others we need to ensure our own wellbeing is taken care of. At times internal and external scrutiny can feel overwhelming or difficult. There are a wide range of support services available to staff. The following link contains information on where to get emotional support and help: Wellbeing Support for DCCS Staff.pptx

Five ways to wellbeing: The COLNET wellbeing hub is a gateway to free information and guidance on your wellbeing. The hub gives access to organisations such as Action for Happiness, where you can learn about volunteering in the community amongst many other things. DCCS follows the corporate wellbeing ethos of the Five Ways to Wellbeing. These are 1) Connect, 2) Be active, 3) Take note, 4) Keep leaning, 5) Giving. The video in the following link explains the Corporation's five ways to wellbeing in more detail: The Five Ways to Wellbeing, with Poppy Jaman. The health and fire safety team, or the DCCS wellbeing champions, can provide further information on wellbeing.

LEAP – COLC volunteering programme: Volunteering has a proven link to enhancing your wellbeing. Permanent employees and fixed term contract employees are entitled to 2-days volunteering leave per annum (pro-rata for part-time and fixed term): LEAP Employee Volunteering.

Mental health first-aiders (MHFAs): Alongside nominated and appointed first aid at work personnel, MHFAs are in place to provide sign posting to prevent risk of mental ill health. A list of MHFAs should be displayed in your workplace, alongside names of other safety responders such as first aiders, fire wardens and fire marshals.

The **employee assistance programme** (EAP) is provided by Health Assured. It offers an information advice service and short-term counselling support service 24 hours a day, 7 days a week, 365 days a year: Employee Assistance Programme (EAP) Telephone: 0800 028 0199.

6.7. Personal and career development in health and fire safety

DCCS colleagues that are interested broadening their health and fire safety knowledge must firstly express interest to their line manager at an appropriate time – for instance, at the annual appraisal conversation. The health and fire safety team can advise on types of courses for those wishing to become workplace safety representatives, union or non-union. Colleagues that are trade union members and wanting to become health and safety representatives are advised to have TUC stage 1 as a minimum and preferably TUC stage 2.

Appendix 8 lists prerequisite health and safety training courses for all DCCS employees.

7 Document Control

Version number	V. 0.9 Draft
Date	5th June 2026
Review date	t.b.a.
Author	DCCS Head of Health and Fire Safety
Approved by	

Revisions

Version	Page / paragraph number	Description of change	Date approved
0.9 Draft	4 (4.2), 8 (v), 10 (xv)	Incorporated new corporate safety standard for premises controllers	
0.9 Draft	Section 6.2 added on pages 15-17 (all subsequent sections in 6 step-up one)	Section 6.2 added for clarity of risk management as recommended in Safe 365 audit of charter contents.	

8 Appendices

Appendix 8.1. General and specific training

General (Corporate mandatory and core learning)

Corporate induction training: Line manager's must carry out a day-one induction using the new starters checklist: New starters induction checklist

Mandatory all staff: All DCCS employees must complete mandatory health and safety training courses:

- Fire safety awareness
- Health, safety and wellbeing
- Action counters terrorism
- Driver check (only if you drive at work for COLC)

On COLNET go to 'employee support' drop-down and select 'Learning System (e-learning)'. Click the access button to reach the Success Factors learning site. Once on the site you will see your leaning assignments at the foot of the page. This will include any health and safety mandatory courses that are due.

Management: All DCCS management and supervisory grades have access to the core learning programme on health and safety, which comprises:

- IIRSM core safety management (7 hours)
- IIRSM safety leadership (7 hours).
- IIRSM accident and incident investigation (? Hours).

Specific (depending on DCCS role risk profile)

Specific training is listed in table 8.2. DCCS Health and Fire Safety Team will advise on specific health not listed in 8.2.

Appendix 8.2. DCCS Health and Safety Training Matrix

For a larger print copy of this matrix please contact the health and fire safety team.

S = Mandatory by this charter and / absolute minimum **R = Risk based dependant on role/ responsibilities**

Providers**:** I= via DCCS; C= Success Factors/ Corporate H&S

	Asbestos Awareness (UKATA) – 1 day	Asbestos Briefing – ½ day	COSHH Principles- < ½ day	Introduction to CDM (1/2 day)	Principles of CDM (1 day)	Risk Assessment Principles (1/2 day)	Driver safety awareness -SAP	Safety is Leader Led IIRSM (Corp)	Fire Safety Awareness – SAP	Fire Evacuation / Marshal /Warden ½ day	First Aid at work cert / MHFW– 3 days	First Aid re-qualification – 2 days	Health & Safety Induction- SAP	DSE Training and assessment	PCFRA and PEEPs – ½ day	Managing contractors – ½ day	Manual Handling Assessing – - < ½ day	Manual Handling Practical < ½ day	Evacuation Chair Use - < ½ day	Personal Safety/Lone Working – 1 day	Protective Equipment (PPE) - < ½ day	Premises health and fire safety – 1 day	Stress Risk Assessment – ½ day	Scaffolding awareness (1 day)	Garden and forestry machinery (1 day)	Work at height and Ladder safety 1/2	Ladder and stepladder inspection 1/2 day	P901 BOHS Water Hygiene Manager	Legionella risk management principles	Mobile access tower PASMA 1 day	MEWPS IPAF 1 day	Work equipment (non-LANTRA)		Fire door basics (1 day) TBA	Damp and mould awareness 1/2 day
DCCS Staff Categories																																			
All staff																																			
Tier 2																																			
Tier 3																																			
Tier 4																																			
Ras																																			
Service Providers /																																			
Prems Controllers																																			

Staff with manual handling tasks																																			
Using hazardous . substances																																			
Customer facing staff (front line)																																			
Driving duties																																			
Lone Workers																																			
Using work equipment.																																			
Using computers > 10% of day																																			
Technical Staff																																			
Security Officers																																			
Staff that use PPE																																			
Staff who assist in evacuation s																																			
Fire Wardens																																			
First Aiders(nom																																			
Contract Administrators																																			

Staff Category	Staff Level / Description	Provider
Tier 2	Directors, Assistant Directors (Tier 1 Chief Officer is covered in Corp. strategic framework).	I = DCCS
Tier 3	Middle Management – Heads of Service and Team Managers.	C = SAP Success factors or Corporate H&S
Tier 4	Junior Managers – e.g. Team Leaders and Supervisors, Grad XX and below and undertaking health and safety risk assessments	
Those carrying out risk assessments	Those undertaking health and safety risk assessments	
Service Providers / Frontline staff	All employees with no supervisory/managerial responsibilities.	

In all cases the appropriate training must be established using the health and safety risk assessment process.

Courses:

001 Asbestos awareness (UKATA) 1-day (external)

002 Asbestos briefing ½ day (internal)

003 COSHH principles ½ day (internal)

004 Introduction to CDM ½ day (internal)

005 Principles of CDM 1 day (external – BSC)

006 Principles of risk assessment ½ day (internal)

007 Driver safety awareness SAP (internal)

008 Safety is leader led (Corporate H&S):

- IIRSM Core safety management
- IIRSM Leading safely programme (Corporate H&S)
- IIRSM Accident and incident investigation

009 Fire safety awareness SAP (internal)

010 Fire evacuation / Fire marshal / Fire Warden. ½ day (internal)

011 First aid at work -3 days (external)

012 First aid at work requalification – 2 days (external)

013 Health and safety induction SAP (internal)

014 Display screen equipment Work Rite (includes self-assessment) (internal)

015 Person centred fire risk assessment (PCFRA) and Personal Emergency Evacuation Plans (PEEPs). 1 day (internal)

016 Managing contractors ½ day (internal)

017 Manual handling assessment. ½ day (internal)

018 Manual handling practical. ½ day (external)

020 Personal safety / Lone working. 1 day (external)

021 Personal protective equipment (PPE). ½ day (internal)

022 Premises controllers health and fire safety. 1 day (internal)

023 Stress risk assessment. ½ day (internal)

024 Scaffolding awareness. 1 day (external)

025 LANTRA – garden and forestry machinery (e.g. leaf blowers and strimming machines etc.) . 1 day (external)

026 Work at height, ladder safety (internal) or Ladder safety from the Ladder Association (external) < ½ day or ½ day

027 Ladder and step ladder inspection (external – Ladder Safety Assoc.) ½ day

028 BOHS P901. Water hygiene management (external 2 days).

029 Legionella risk management principles. (internal ½ day)

030 Mobile access tower and low-level access for users (external – PASMA). 1 day.

031 Mobile elevated working platforms – e.g. scissor lift / cherry picker. (external – IPAF). 1 day

032 Work equipment (non-LANTRA) including management of noise and vibration.

033 Fire door inspection basics (external) 1 day.

035 Damp and mould awareness training (external) ½ day

Groups

- Chief Officer, Directors, Assistant Directors.
- Heads of service.
- Team leaders and Supervisors
- Those carrying out risk assessments.
- Premises controllers.
- Those carrying out moving and handling tasks.
- Tasks involving hazardous substances (including water hygiene management roles).
- Tasks involving work at height or accessing working platforms
- Tasks involving work in confined spaces.
- Tasks involving asbestos NLW and NNLW.
- Customer facing / frontline workers.
- Driving duties as part of the role.
- Tasks that involve working alone.
- Tasks using work equipment (fixed or portable) including noise and vibration hazards (***not*** *display screen equipment, which is covered elsewhere*).
- Use of display screen equipment (Display screen equipment defined user).
- Technical trades employees (e.g. electricians, gas engineers, plumbers).
- Tasks involving personal protective equipment (PPE) use.
- People who assist in building evacuation and assembly point marshalling (fire wardens and marshals).
- Evacuation chair operatives (new and refamiliarisation).
- Those who are **nominated** first aiders. (3 days FAW, 2 days requalification, or 1-day EFAW)
- Those who are **appointed** first aiders. (briefing by internal health and fire safety team)
- Those who are mental health first aiders (3 days)
- Tasks involving contract administration.
- Those working in hearing protection zones.

8.3 **Risk assessment template**

Safety Net

Risk assessment template for manual record

Prior to placement on Safety Net

Colleagues may prefer to use this Word template to handwrite or type their risk assessment prior to entering it on Safety Net. This template follows the same sequence and data fields as Safety Net and ease of reference and ease of transfer to Safety Net software platform.

Important: Once completed, remember to transfer the risk assessment details to Safety Net. Contact the health and fire safety team or corporate health and safety if you need advice.

1. Department	*Select: Community and Children's Services*
2. Business area	*Select from:* • Barbican and Community Libraries • Barbican Housing • Commissioning and Partnerships • Education and Skills • HRA Housing • People • Public Health
3. Location of work activity	
4. Assessor name and email address	
5. Assessment date	
6. Review date	
7. Who or what is being assessed.	
8. Does risk assessment contain personal medical information	*If 'yes', make sure your assessment is marked 'confidential'. When you enter it on Safety Net, the system will guide you at this point.*
9. Assessment details a. What are the hazards? b. Who might be harmed?	*You might find using the HSE's risk assessment template helps with this section. The link is here*: Risk assessment: Template and examples - HSE *When you reach stage 9d, you will be asked to select the '**control type'** and select one of the following:* *1. Elimination*

c. How might they be harmed? d. What are the existing controls? e. Current risk rating? f. What further action is necessary? g. Residual risk rating h. Action by whom? i. Action due j. Action complete	*2. Substitution* *3. Engineering controls* *4. Administrative controls* *5. PPE* *If you are unsure which option to select, refer to your training notes or ask the health and fire safety team.*
10. Overall risk rating	*This section is auto populated on Safety Net by the system calculating an overall rating from the various the ratings of each hazard you have entered within the overall assessment.*
11. Now transfer your assessment to Safety Net	***Transfer your assessment to Safety Net: Risk Assessments***

For those involved in project health and safety risk management, a projects procedure corporate risk register template is available from the health and fire safety team.

8.4 **Lone working and associated safety devices (People Safe)**

Lone workers are those who work by themselves without close or direct supervision. There will always be greater risks for those working alone, without direct supervision or anyone to help them if things go wrong.

Where identified through risk assessment, lone working safety alert devices may be issued to employees who work alone. PeopleSafe[tm] is the device used for lone worker protection in DCCS.

Like all personal protective equipment, colleagues must look after the device. It must be regularly tested to ensure that it is functioning correctly and any problems with the device must be reported immediately to DCCS Business Support (Housing and Property).

PeopleSafe is managed through the Business Support Team (Housing and Property).

A guide on how to stay safe when lone working is available here: HSG 19 - Lone Working(Rev 02).doc

8.5. **DCCS Health, Safety and Wellbeing Legal Register**

The British Assessment Bureau says, ‘a legal register serves as a vital tool for organisations to ensure compliance with applicable laws and regulations. It includes a list of legal instruments that are relevant to the organisation's operations, such as environmental laws, health and safety regulations, and industry-specific legislation. The register should be regularly updated to reflect changes in legislation and ensure that the organization remains compliant’. The DCCS legal register is maintained by the health and fire safety team.

The DCCS legal register is formatted into columns thus:

Law	Description and compliance duties imposed on DCCS	Relevance	Compliance status	Updates and amendments

The following link takes you to the DCCS Health, Safety and Wellbeing legal register, which is a live document:

Appendix 2. Example of a communication leaflet / e-bulletin for staff engagement with The Charter

Title: The role of line managers and supervisors in DCCS health and safety management



Every day, line managers and supervisors help keep our colleagues, residents, and workplaces safe. They are the frontline champions of good practice — making sure standards are upheld, risks are managed, and everyone feels confident to work safely and speak up.

What this means in practice

Line managers and supervisors make safety *real* by:

Staying informed and proactive

- Keeping up to date with health and fire safety requirements in their service areas.
- Ensuring local arrangements are implemented, monitored, and continuously improved.

Empowering their teams

- Making sure staff are trained, competent and supported to meet their health and fire safety responsibilities.
- Promoting a psychologically safe, no-blame culture where concerns can be raised early.

Owning risk management

- Leading on risk assessments, including those for equipment, substances, and person-centred fire risks for vulnerable residents.
- Monitoring risk controls and acting when gaps appear.
- Conducting and escalating safety incident investigations, and reporting all accidents and near misses through **Safety Net**.

Being visible and accountable

- Carrying out regular inspections and checks.
- Communicating clearly with employees, residents, contractors and partners to coordinate safe working arrangements.
- Seeking advice from competent health and safety professionals when needed.



Clear lines of communication

Colleagues, contractors or members of the public with questions about health or fire safety should direct enquiries to their **head of service**, who will consult the Health & Fire Safety Team as needed. This ensures consistent, expert responses and supports our governance structure.

Why this matters

Because when managers lead confidently on safety, everyone benefits — safer services, safer homes, safer people.

Want to go further?

You can read more about our shared commitments in the **DCCS Health, Safety and Wellbeing Charter**.

If you’d like this in email-ready HTML, with embedded images or alternative layout styles, just let me know!

All the best,

Health and Fire Safety Team (Paul etc.).

This page is intentionally left blank

City of London Corporation Committee Report

Committee: Community and Children's Services Committee	**Dated:** 30/06/2026
Subject: Wardmote updates	**Public report:** For Information
This proposal: • **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?	£ 60,000 p.a.
What is the source of Funding?	City Fund
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:	Deborah Bell, Strategic Director of Education and Skills

Summary

At the Grand Court of Wardmote on 12 May 2026, the below resolution arising from annual wardmotes 2026 was received concerning the Community and Children's Services Committee:

E - Ward of Portsoken – 18 March 2026

b) RESOLVED, that the Ward of Portsoken notes the deep concern among residents, parents and families regarding the future of childcare provision at The Aldgate School. This Wardmote further notes the particular importance of early years childcare provision, especially within the Aldgate and Portsoken area, which is identified in City Corporation reports as the most deprived area in the City of London and as experiencing higher levels of need, where access to affordable, high quality childcare is essential in supporting families and giving children the best possible start in life. Accordingly, this Wardmote

resolves to request that the City of London Corporation retains and continues to support early years childcare provision at The Aldgate School beyond 2027.

Recommendations

Members are asked to:

- Note the resolution and decide on the matter at this committee meeting under agenda item 0-2 childcare provision at The Aldgate School.

Dr Deborah Bell
Strategic Director of Education and Skills
Department of Community and Children's Services

T: 07935 208179
E: Deborah.bell@cityoflondon.gov.uk

City of London Corporation Committee Report

Committees: Community and Children's Services Committee	**Dated:** 30/06/2026
Subject: School Admissions Update	**Public report:** For Information Appendix A is **Non-Public**
This proposal: • **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?	Local Risk
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 2026/27.

The City of London Corporation (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 whose parents applied on time for a school place for entry in September 2026 received a place on National Offer Day.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The City of London 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, Academies and Free Schools in England and sets out how school applications must be 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 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 entry school (with only 30 pupils in each year group), 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 2026 was 15 January 2026. Offers for school places were confirmed on 16 April 2026.

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, non-public) illustrates the primary school place offers for City of London pupils offered on 16 April 2026.

8. The City of London received 23 applications by the closing date for primary school places. All primary school pupils were allocated places in April 2026.

Key Data

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

Summary of Primary School Offers (2026)

- 74% (17 children) received their 1st preference offer.
- 26% (6 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
2026	**23**	**74% (17 apps)**	**26% (6 apps)**
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. While application numbers have fluctuated year-on-year, the most recent data suggests a partial recovery following a dip in 2025. Importantly, based on NHS GP registration data and City birth figures, there is no current indication that application numbers will decline further in the immediate term.

11. However, there has been a decrease in first preference offers, alongside a corresponding increase in second preference allocations, which was due to parents opting for schools outside their usual local or preferred areas. The City of London 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.

12. 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 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
2026	11	9

13. In 2026, The Aldgate School was oversubscribed, receiving 73 applications for Reception places, including 37 first preference applications. In February 2026, the Governing Body met to consider all applications and allocate places for September 2026 entry in accordance with the school's published oversubscription criteria. Despite wider concerns regarding falling pupil numbers across London, it is encouraging that The Aldgate School continues to remain a popular choice for families (see Table 3).

14. Application numbers for 2026/27 increased compared with 2023/24, which represented the lowest point for applications in recent years. This raised concerns that numbers might continue to decline in line with falling pupil rolls across London. While total applications and first preferences are lower than 2024/25, demand for places remains comparatively strong and above the levels recorded at the lowest point. This indicates that the school continues to maintain a positive reputation and sustained parental interest, particularly following its 'outstanding' Ofsted inspection outcome in 2024.

Table 3: Applications over 7 years at The Aldgate School

Year	**Total applications**	**First preferences**
2025/26	73	37
2024/25	95	48
2023/24	66	30
2022/23	77	39
2021/22	81	42
2020/21	83	38
2019/20	93	45

15. Unlike many schools in neighbouring boroughs, The Aldgate School appears to be managing the challenge of falling pupil rolls relatively well, having successfully filled all Reception places for September 2026 entry. By comparison, several schools in neighbouring areas within the London Boroughs of Tower Hamlets and Hackney, have either closed, merged, reduced Published Admission Numbers or are facing increasing difficulty in filling Reception classes.

16. The Education and Early Years Service continues to monitor local demographic trends closely and works collaboratively with The Aldgate School to help address these challenges, including consideration of potential revisions to the school's oversubscription criteria. In addition, a promotional video was developed and published in December 2025 as part of a wider marketing strategy to raise the school's profile among prospective families.

17. At COLPAI, the data indicates that demand for places remains resilient despite year-on-year fluctuations. The increase in applications in 2025/26 may suggest a resurgence in demand following the dip experienced in 2024/25. Continued monitoring will be important to determine whether this improvement is sustained over the longer term (see Table 4).

Table 4: Applications over six years at COLPAI		
Year	**Total applications**	**First preferences**
2025/26	170	60
2024/25	135	50
2023/24	149	64
2022/23	183	89
2021/22	157	60
2020/21	171	69

Secondary School Places

18. The deadline for applications for a secondary school place for entry in September 2026 was 31 October 2025. Offers for secondary school places were confirmed on 2 March 2026.

19. 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, non-public) illustrates the secondary school place offers for City of London pupils on 1 March 2026.

20. By the closing date of 31 October 2025, 23 applications were received for secondary school places. (See Table 5 for year-on-year comparisons.) On 2 March 2026:

- 65% (15 pupils) received their 1st preference offer
- 30% (7 pupils) received an offer for another preference
- 5% (1 pupil) 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
2026	23	65%	30%	5% (1 pupil)
2025	32	66%	19%	16% (5 pupils)
2024	18	78%	17%	5% (1 pupil)
2023	32	81%	16%	3% (1 pupil)

21. Overall, the data indicates that the majority of applicants continue to secure one of their preferred secondary school places, with allocated offers remaining consistently low across most years.

22. One pupil who initially received an allocated offer subsequently submitted further applications to other schools and has since secured a place at a more preferred school. In addition, four applicants who secured one of their preferred offers have chosen instead to attend independent schools. Of these, three pupils were already enrolled within the independent sector. These outcomes represent positive parental choice and movement that is not fully reflected within the initial national offer day statistics.

23. The number of applications from families currently educated within the independent sector has remained relatively stable. There is no evidence to suggest that the introduction of VAT on independent school fees has resulted in a significant increase in applications to maintained secondary schools.

City Resident Children

24. 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".

25. As of May 2026, the team identified 297[1] City of London resident children of statutory school age on the roll at 62 different schools. This information is obtained through the Department for Education's new View Your Education Data (VYED) system, which has been made available to all local authorities to support the monitoring and tracking of children resident within their area. The data provides valuable intelligence on children's school placements, including details of children receiving Special Educational Needs (SEN) support and those whose attendance falls below 90%.

26. In addition, the VYED system provides data on children who have left one school but have not subsequently appeared on the roll of another educational setting. This has proved to be an extremely valuable safeguarding and tracking tool. It has enabled the City of London to identify and follow up potential Children Missing Education (CME) cases at an earlier stage. The availability of this information significantly strengthens the City's ability to fulfil its statutory duties in relation to education welfare, safeguarding, school attendance, and ensuring that all children of compulsory school age are receiving a suitable education.

27. The City of London also commissions the London Borough of Islington to undertake a 'no-show' check at the start of each academic year. This ensures that all pupils who secured a place through the City's co-ordinated admissions process are in active attendance at school. This process helps to quickly flag potential children known as 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

28. London continues to face significant decreases in demand for school places, driven primarily by falling birth rates, changing migration patterns, increasing housing costs, and wider demographic shifts across the capital. The latest London Councils report, *Managing School Rolls and Maintaining Educational Standards in London* (2026), forecasts that pupil demand will continue to decline between 2025/26 and 2029/30. Across London, Reception demand is projected to fall by 2.5%, while demand for Year 7 places is expected to decline by 3.8%. Inner London boroughs are expected to experience the greatest impact, with projected decreases of 6.2% in Reception and 7.2% in Year 7 pupil numbers.[2]

29. The report highlights that the impact of falling rolls now increasingly affects both the primary and secondary sectors, with secondary schools experiencing particularly significant reductions in demand for the first time. London Councils estimate that declining pupil numbers could reduce school funding across the

[1] Maintained and Independent Sector. Data source: DfE VYED & City of London Education and Early Years Service

[2] London Councils, *Managing School Rolls and Maintaining Educational Standards in London*, January 2026.

capital by approximately £45 million over the next four years, placing additional financial pressure on schools and local authorities. Since 2019, around 90 schools in London have either closed or merged because of falling rolls and financial viability concerns.

30. The report also identifies wider challenges associated with falling school rolls, including pressures relating to Special Educational Needs and Disabilities (SEND) provision, persistent absence, school avoidance, mental health and wellbeing concerns, and the increasing difficulty schools face in maintaining a broad curriculum offer with reduced budgets. Local authorities therefore continue to play a critical strategic role in school place planning, safeguarding educational standards, and supporting schools to manage the impact of changing demographics across London.

31. 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 Service is monitoring application data very carefully. The demand for secondary school 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

32. **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.

33. **Financial implications** – There is a cost associated with the School Admissions Service and access to the Pan-London Admissions Scheme.

34. **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.

35. **Legal implications** – There is a statutory duty to ensure that the City of London co-ordinates all school applications at standard transition points.

36. **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.

37. **Equalities implications** – All children have the right to a school place. If a child is not offered a school place, then the Education and Early Years Service will allocate

a place at a school within a reasonable distance.

38. **Climate implications** – n/a

39. **Security implications** – n/a

Conclusion

40. 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)

NOT FOR PUBLICATION

This report's appendices are exempt by virtue of the paragraphs 1 & 2 of Part 1 of Schedule 12A of the Local Government Act 1972. Appendix A contains sensitive information which may be exempted under the Act, and as this cannot be presented to Members as a separate appendix this report needs to be considered in closed session. Appendix A contains two tables of preference data (one for primary applications and one for secondary applications), which could identify individual children. It is considered that information falling under the following paragraphs outweighs the public interest in disclosing information:

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.

Kirstie Hilton
Head of Education and Early Years Service

T: 020 7332 3274
E: kirstie.hilton@cityoflondon.gov.uk

This page is intentionally left blank

City of London Corporation Committee Report

Committee	**Dated:**
Community and Children's Services	30/06/2026
Subject: Revenue Outturn 2025/26 – City Fund – Community and Children's Services Committee (City Fund) excluding Housing revenue Account (HRA)	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Statutory responsibilities for financial stewardship, accountability and reporting
Report of:	The Chamberlain; and the Executive Director of Community and Children's Services
Report author:	Beatrix Jako, Finance Business Partner – Chamberlain's Department

Summary

This report compares the 2025/26 revenue outturn for the non-Housing Revenue Account (HRA) services overseen by this Committee with the final agreed budget for the year. The Executive Director of Community and Children's Services' local risk budget was overspent by £219,000, while the total overspend across all risk areas, including recharges, amounted to £381,000. A summary of these figures is presented in the table below.

Summary Comparison of 2025/26 Revenue Outturn with Final Agreed Budget – Community & Children's Services Committee			
	Final Agreed Budget £000	**Revenue Outturn £000**	**Variations (Increase) / Reduction £000**
Local Risk	**12,852**	**13,071**	**219**
Central Risk	4,192	4,057	(135)
Surveyors R&M	5	161	156
Total all Risks	17,049	17,289	240
Recharges	3,407	3,548	141
Overall Totals	**20,456**	**20,837**	**381**

(i) The local risk overspend of £219,000 was mainly attributable to Adult Social Care pressures (para 5).

(ii) The favourable central risk variance of £135,000 was mainly attributable to a year-end IFRS 16 accounting adjustment (para 6).

(iii) The adverse variance of £156,000 within Surveyor Repairs and Maintenance Cyclical Works was mainly due to costs associated with Golden Lane Leisure Centre (para 7).

Recommendation

Members are asked to:

- Note this revenue outturn report for 2025/26.

Main Report

Revenue Outturn for 2025/26

1. Actual net expenditure for this Committee's services during 2025/26 totalled £20.837 million. A summary comparison with the final agreed budget for the year of £20.456 million is tabulated below. Members should note that **income and favourable variances are shown in brackets** which is a change from previous reports. This change shifts focus to adopting the new SAP system instead of adapting. 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	1,899	1,899	-	
Partnerships & Commissioned Services	1,347	1,353	6	
Education and Skills	1,203	1,137	(66)	
People's Services	7,430	7,708	278	5
Housing Services	973	974	1	
Total Local Risk	**12,852**	**13,071**	**219**	
Central Risk	4,192	4,057	(135)	6
Surveyors R&M	5	161	156	7
Recharges	3,407	3,548	141	10
Overall Totals	**20,456**	**20,837**	**381**	

2. A reconciliation of original local risk budget to the final agreed local risk budget 2025/26 is provided in Appendix A.

3. Revenue account reserves levels at start and end of 2025/26 are provided in Appendix B.

4. The 2025/26 final approved budget incorporated several adjustments during the year. These included centrally funded provision of £71,000 for the July pay award and National Insurance increases, together with £52,000 of centrally funded apprenticeship costs. Additional funding of £439,000 was allocated from the Finance Contingency to address increased housing pressures. Other budget adjustments included a virement of (£50,000) to Libraries, an £80,000 adjustment relating to the Operational Property Review, £82,000 for recharge amendments, and a net £3,000 of other minor adjustments.

Reasons for significant variations

5. People's Services reported an adverse variance of £278,000. The overspend was mainly attributable to demand-led pressures within Adult Social Care, including high placement costs and backdated provider fee uplifts (£120,000), together with increased Occupational Therapy equipment expenditure and a one-off contract exit fee (£143,000).

6. The favourable variance within Central Risk is primarily attributable to a year-end accounting adjustment relating to the treatment of lease liabilities under IFRS 16.

7. The adverse variance within Surveyor Repairs and Maintenance Cyclical Works is primarily due to expenditure incurred in relation to Golden Lane Leisure Centre, including interim repair works, condition surveys and associated professional fees required to address water ingress and support the development of longer-term remedial solutions.

8. In general, it should be noted that the social care, homelessness and asylum budgets remain demand-led and are therefore subject to significant volatility, with small changes in client numbers potentially having a material impact on the outturn.

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 Executive Director's overall net outturn.

10. 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	518	576	**58**
Support Services, including Chamberlains, Comptrollers* & Town Clerks	1,902	1,902	**-**
Surveyors Employee Recharges	1	1	**-**
IS Recharges	665	665	**-**
Guildhall Admin Buildings	228	294	**66**
Insurances, including premises & liability	67	99	**32**
Other recharges	58	43	**(15)**
Corporate & Democratic Core	(32)	(32)	**0**
TOTAL CAPITAL & SUPPORT SERVICES	**3,407**	**3,548**	**141**

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

11. 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 2026/27

12. Chief Officers can request underspends of up to 10% or £500,000 (whichever is the lower) 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.
13. There were no carry forward requests submitted by the Executive Director of Community and Children's Services that relate to this Committee.

Corporate & Strategic Implications

14. Financial implications: None
15. Resource implications: None
16. Legal implications: None
17. Risk implications: None
18. Equalities implications: None
19. Climate implications: None
20. Security implications: None

Appendices

- Appendix A – A reconciliation of 2025/26 original local risk budget to the final agreed local risk budget 2025/26
- Appendix B – Revenue account reserves levels at start and end of 2025/26

Caroline Al-Beyerty
Chamberlain & CFO

Judith Finlay
Executive Director of Community & Children's Services

Contact Officers:

Chamberlains: Mark Jarvis, Head of Finance
E: mark.jarvis@cityoflondon.gov.uk

Chamberlains: Beatrix Jako, Finance Business Partner
E: beatrix.jako@cityoflondon.gov.uk

This page is intentionally left blank

Appendix A

	£'000
Original Local Risk Budget 2025/26	**12,505**
Centrally funded July pay award and NI increase	61
Centrally funded apprentices	52
Allocation from Finance Contingency regarding additional housing pressures	439
Virement to libraries	(50)
Allocation to Homelessness services	(155)
Final Agreed Local Risk Budget 2025/26	**12,852**

This page is intentionally left blank

Appendix B

Reserves balances as at 31 March 2026

	Opening balance as at 1 April 2025 £000	Closing balance as at 31 March 2026 £000
1.Public Health Grant	168	420
2.The Aldgate School reserves	107	115
3. CWDC integrated workforce grant	7	7
4. Improved Better Care Fund (iBCF)	127	-
5. Dedicated School Grant (DSG)	251	(290)
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 one-off reserve reflected higher-than-anticipated income received from the Home Office in relation to the Afghan Resettlement Scheme. The reserve was

held to support ongoing commitments within the Department of Community and Children's Services to bridge the funding gap until new permanent budget uplifts were agreed for 2026/27.

City of London Corporation Committee Report

Committee: Community and Children's Services Committee	**Dated:** 30/06/2026
Subject: Housing Revenue Account (HRA) and Capital Budgets 2024/25	**Public:** For Information
This proposal: • **provides statutory duties.**	The report includes information on the City Corporation's statutory housing 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:	The Chamberlain and the Executive Director of Community and Children's Services
Report author:	Goshe Munir, Senior Accountant, Chamberlain's Department

Summary

1. This report compares the outturn for the Housing Revenue Account (HRA) in 2025/26 with the final agreed budget for the year.

- The total net revenue surplus for the year was £0.171 million, £0.154 million higher than the final agreed budgeted of £0.017 million, mainly as a result of reduction in recharges and expenditure costs. This was partly offset by higher service charge income than budgeted. As a result, Revenue Reserves ended the year with a balance of £0.205 million.

- The Major Repairs Reserve ended the year with a £0.591 million balance, £0.000m balance than budgeted, due to no changes on major works projects and higher than expected receipt of capital grants.

Table A – Summary Comparison of 2025/26 Outturn with Final Agreed Budget			
	Final Agreed Budget £000	**Outturn £000**	**Variation Underspend / (Overspend) £000**
HRA Revenue (see Table B)			
Expenditure	15,941	15,695	(246)
Income	(18,148)	(17,971)	177
Other	0	4	4
Transfer to Major Repairs Reserve	2,190	2,101	(89)
Surplus in year	(17)	(171)	(154)
Opening Reserves	(308)	(34)	274
Closing Reserves	**(325)**	**(205)**	**120**
Major Repairs Reserve (see Table C)			
Opening Reserve	(591)	(591)	0
Net Capital Expenditure in year	2,190	2,101	(89)
Transfer from Revenue	(2,190)	(2,101)	89
Closing Reserves	**(591)**	**(591)**	**(0)**

Recommendation

It is recommended that Members note this outturn report for 2025/26.

Main Report

Housing Revenue Account (HRA)

2. 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 2025/26

3. The HRA revenue outturn has a net surplus of £0.171 million, £0.154 million 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 2025/26 £000	Final Agreed Budget 2025/26 £000	Revenue Outturn 2025/26 £000	Variation (Underspend) / Overspend 2025/26 £000	Paragraph Number
Expenditure					
Repairs, Maintenance & Improvements					
Breakdown and Emergency Repairs	2,891	2,193	2,979	786	**5**
Contract Servicing	985	1,403	1,250	(153)	**6**
Cyclical and Minor Improvements	620	341	348	7	
Supplementary Revenue	224	0	330	330	**7**
Technical Services and City Surveyor's Costs	1,794	2,215	2,425	210	**8**
Total Repairs, Maintenance & Improvements	6,514	6,152	7,332	1,180	
Supervision and Management	5,840	6,159	4,868	(1,291)	**9**
Specialised Support Services					
Central Heating	668	668	247	(421)	**10**
Estate Lighting	596	596	546	(50)	
Caretaking and Cleaning	1,841	1,782	2,029	247	**11**
Community Facilities	152	189	194	5	
Welfare Services	52	57	104	47	
Garden Maintenance	333	338	375	37	
Total Expenditure	15,996	15,941	15,695	(246)	
Income					
Rent					
Dwellings	(14,257)	(13,539)	(13,251)	288	**12**
Car Parking	(430)	(430)	(405)	25	
Baggage Stores	(128)	(128)	(128)	0	
Commercial	(1,614)	(1,563)	(1,478)	85	
Community Facilities	(123)	(142)	(147)	(5)	
Service Charges	(2,029)	(2,338)	(2,555)	(217)	**13**
Other	(10)	(8)	(7)	1	
Total Income	(18,591)	(18,148)	(17,971)	177	
Loan Charges – Interest	218	0	0	0	
Interest Receivable	0	0	4	4	
Net Operating Income	(2,377)	(2,207)	(2,272)	(65)	
Loan Charges – Principal	145	0	0	0	
Transfer to Major Repairs Reserve	2,190	2,190	2,101	(89)	
	(42)	(17)	(171)	(154)	
Opening Reserves	(212)	(308)	(34)	274	
Closing Reserves	(254)	(325)	(205)	120	

4. Breakdown and Emergency Repair costs were overspent by £786,000. The increased expenditure was driven by increased demand for breakdown and emergency repairs and an additional contractual one-off contract cost associated with the mobilisation of the Chigwell R&M contract.

5. Contract Servicing underspend by £153,000 is mainly due to the new water safety contract going live from January 2026. This has resulted an adjustment to the annual service contract cost.

6. Supplementary Revenue Projects overspent by £330,000 due to projects coming in over budget and some slippage in planned works – a detailed breakdown by project is provided in Appendix A.

7. The overspend of £210,000 in Technical Services and City Surveyor costs is due to a technical recharge cost, which is based on time spent (worked) on HRA projects, expecting to increase in the forthcoming years due to the increased programme of capital works.

8. Supervision and Management cost had an underspend of £1,291,000 mainly due to the reduction in management fees by £96,000 and reduction in recharges by £718,000 following a review, and other Contributions £198,000. There was a further reduction in support services by £155,000 and reduction in Rent & Rates charges by £124,000.

9. Central Heating had an underspend of £421,000 which is due to the actual charge being lower than expected across all the estates for the use of Gas.

10. Caretaking and Cleaning is overspent by £247,000 due to costs for cleaning and domestic supplies, and cleaning and caretaking employees.

11. Dwellings rental income had an adverse variance of £288,000, mainly due to lower than budgeted income expected from Black Raven Court and Bean Tree Court due to delays in the occupation of the new units.

12. The Service Charge has a favourable variance of £217,000 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. Comparison of the 2025/26 Major Repairs Reserves Outturn with Final Budget is set out in Table C.

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	(591)	(591)	(591)	0	
Transfer from HRA	(2,190)	(2,190)	(2,101)	89	Table B
Capital Expenditure	44,247	47,559	33,648	(13,911)	Appendix A
Section 106 funding	(6,442)	(38,622)	(27,676)	10,946	
Capital Receipts applied	(14,515)	(1,450)	0	1,450	
Right to Buy Receipts	(500)	(500)	(500)	0	
Greater London Authority and City Cash Grants	(3,660)	0	0	0	
Reimbursements from Homeowners	(5,914)	(1,392)	(981)	411	
Climate Action Strategy	0	0	(110)	(110)	
City Fund Loan	(11,026)	(3,405)	(2,280)	1,125	
Major Repairs Reserve Balance Carried Forward	**(591)**	**(591)**	**(591)**	**0**	

Appendices

- Appendix 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 3015
E: Peta.Caine@cityoflondon.gov.uk

Goshe Munir
Senior Accountant – Chamberlains

T: 020 7332 1571
E: Goshe.Munir@Cityoflondon.gov.uk

Mark Jarvis
Head of Finance – Chamberlains

T: 020 7332 1223
E: Mark.Jarvis@Cityoflondon.gov.uk

Core Project	Project Number	Type	Budget 25/26	Actuals 25/26	Variance (Slippage	Comments on main variations
L5-Dron House - Fire Door Replacement	29100169	Capital	3,847	3,847	(0)	Project complete, retention
L5-Dron House Windows Replacement	29100105	Capital	0	(2,189)	(2,189)	Project complete, in closedown
L5-Fire Door Replacement - Avondale	29100167	Capital	484,649	4,215	(480,434)	Project delivery in progress, completion delayed due to over-running sprinkler project
L5-Fire Safety Doors - Great Arthur House	29100113	Capital	89,311	262,319	173,008	Project delayed for rescoping and integration within wider works programme
L5-Great Arthur House Window Cladding	29100010	Capital	8,738	8,738	0	Project complete
L5-Harman Close Decent Homes	29100111	Capital	0	11,807	11,807	Project complete
L5-Middlesex Street Play & Ball Games Areas Refurbishment	29100161	Capital	1,980	0	(1,980)	Project complete
L5-Installation of Sprinklers - Avondale Square Estate	29100159	Capital	58,654	111,574	52,920	Project delivery in progress
L5-Installation of Sprinklers - Great Arthur House	29100157	Capital	0	20,139	20,139	Project delayed for rescoping and integration within wider works programme
L5-Installation of Sprinklers - Petticoat Tower	29100158	Capital	625,110	857,763	232,653	Project delivery in progress
L5-Isleden House Additional Housing	29100079	Capital	422,004	417,789	(4,215)	Project complete
L5-Middlesex Street Estate - Replacement of Heating & Hot Water	29100130	Capital	308,319	318,436	10,117	Project complete and retention
L5-Petticoat Tower - Fire Door Replacement	29100172	Capital	207,882	3,967	(203,915)	Project delivery in progress, completion delayed due to over-running sprinkler project
L5-Richard Cloudesley Housing	29100098	Capital	142,874	154,494	11,620	Project delivery in progress
L5-Sumner Buildings - Fire Door Replacement	29100170	Capital	0	(5,988)	(5,988)	Project complete, retention
L5-Sydenham Hill - Provision of Social Housing	29100067	Capital	17,881,602	12,561,978	(5,319,624)	Project delay due to asbestos removal and building regulation change
L5-Tenants Electrical Services Testing & Smoke Detector Installation - Phase 5	29100150	Capital	129,750	9,554	(120,196)	Project to be closed
L5-William Blake Estate -Fire Door Replacement	29100171	Capital	0	10,787	10,787	Project complete, retention
L5-York Way Estate - Replacement of Heating & Hot Water	29100129	Capital	49,702	83,671	33,969	Project complete
L5-York Way Estate Provision of Social Housing	29100141	Capital	20,542,146	13,925,827	(6,616,319)	Completion expected Oct 2026
L5-Sydenham Hill Windows Replacement	29100106	Capital	37,925	0	(37,925)	Project complete, retention
L5-Windsor House Windows Replacement	29100108	Capital	116,105	16,580	(99,525)	Project complete, retention
L5-Renewal of Flat Roof Coverings - Various Blocks	29100152	Capital	35,000	0	(35,000)	Project to be closed as abandoned
L5-Southwark Estate Windows Replacement	29100104	Capital	105,985	20,369	(85,616)	Project now complete, completion slightly delayed in 25/26, retention sums held
L5-William Blake Windows Replacement	29100107	Capital	117,500	36,877	(80,623)	Design work now progressing following delayed procurement to update scope of works
L5-Fire Door Replacements - Various Estates	29100101	Capital	271,829	17,760	(254,069)	Project delivery in progress
L5-Golden Lane Windows Replacement	29100102	Capital	466,201	10,102	(456,099)	Project delayed for rescoping and integration within wider works programme
L5-Windsor House Play & Ball Games Areas Refurbishment	29100162	Capital	2,208	0	(2,208)	Project Complete
L5-Golden Lane Windows Replacement	29100173	Capital	18,306	166,459	148,153	Project delayed for rescoping and integration within wider works programme
L5-Golden Lane Windows Replacement	29100174	Capital	838,767	1,428,112	589,345	Project delayed for rescoping and integration within wider works programme
L5-York Way Estate - Corridor & Lift Lobby Refurbishment	29100175	Capital	2,758,200	53,889	(2,704,311)	Design work progressing, scope of the project has been expanded.
L5-Isleden House Heating System Improvements	29100176	Capital	670,437	684,143	13,706	Project almost complete
L5-Golden Lane Estate - Lighting Improvements (Climate Action Strategy)	29100177	Capital	80,000	110,176	30,176	Project delivery in progress.
L5-Great Arthur House Roof and Canopy Refurbishment	29100181	Capital	223,000	47,274	(175,726)	Project delivery in progress.
L5-Decent Homes Works 2024-26	29100182	Capital	274,008	280,058	6,050	New budget approved during 24/25 , Project delivery in progress
L5-York Way Estate Office Residential Conversion	29100185	Capital	1,360	5,803	4,443	Early stages of design
L5-Richard Cloudesley Housing	29100178	Capital	276,941	1,115,797	838,856	Project delivery in progress
L5-Harman & Isleden Fire Safety Works	29100187	Capital	232,000	65,865	(166,135)	Project currently in delivery
L5-Electrical Compliance Works - Various Properties (HRA)	29100188	Capital	61,000	63,297	2,297	Project currently in delivery and close to completion
L5-Middlesex Street Estate - CCTV Works	29100189	Capital	16,000	30,754	14,754	Planning application submitted and design
L5-Lammas Green Nursery Windows Replacement	29100193	Capital	0	12,149	12,149	At design stage; progress delayed due to conservation and pre-planning advice
L5-Electrical Upgrade - Phase 1	29100197	Capital	0	4,429	4,429	Project starts June 2026
L5-Fire Door Replacement -Lot4	29100198	Capital	0	14,464	14,464	Project delivery in progress.
L5-Electrical Smoke Detection	29100201	Capital	0	485,546	485,546	Project delivery still in progress with further expenditure expected in 26/27
L5-GLE Flat Roof Upgrade	29100202	Capital	0	219,072	219,072	Project delivery still in progress with further expenditure expected in 26/27
Total			**47,559,340**	**33,647,702**	**(13,911,638)**	

Core Project	Project Number	Type	Budget 25/26	Actuals 25/26	Variance	Comments on main variations
L5-George Elliston & Eric Wilkins Houses Refurbishment	29800156	SRP	110,145	105,852	(4,293)	Design work progressing and electrical works added to the scope
L5-Avondale Square Estate - Provision of Social Housing	29800124	SRP	91,144	37,763	(53,381)	Design work progressing, will be integrated into other projects
L5-Sumner Buildings Proposals	29800115	SRP	101,762	83,289	(18,473)	Design work progressing
L5-Collinson Court New Homes	29800186	SRP	338,000	75,131	(262,869)	Project delivery in progress
L5-Middlesex Street Estate Canopy & Concrete Repairs	29800190	SRP	88,465	20,496	(67,969)	Design work progressing but behind schedule
L5-EPC Survey and Minor Remedial Works Programme	29800179	SRP	5,000	7,560	2,560	Surveys ongoing and minor works to comence from August 2026
Total			**734,516**	**330,092**	**(404,424)**	

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank