Public Document Pack

Community & Children's Services Committee

Date: **FRIDAY, 30 APRIL 2021**

Time: 11.00 am

Venue: **VIRTUAL TEAMS MEETING**

Members:

Deputy John Absalom
Rehana Ameer
Randall Anderson
Matthew Bell
Peter Bennett
Nicholas Bensted-Smith
Deputy Keith Bottomley
Mary Durcan
Alderman Emma Edhem
Helen Fentimen
John Fletcher
Marianne Fredericks
Caroline Haines
The Revd Stephen Haines
Graeme Harrower
Sheriff Christopher Hayward
Deputy Jamie Ingham Clark
Alderman Gregory Jones QC
Deputy Henry Jones
Alderman Alastair King
Natasha Maria Cabrera Lloyd-Owen
Alderman Bronek Masojada
Deputy Catherine McGuinness
Benjamin Murphy
Dhruv Patel
Susan Pearson
William Pimlott
Deputy Elizabeth Rogula
Ruby Sayed
Deputy Tom Sleigh
Sir Michael Snyder
Mark Wheatley
Deputy Philip Woodhouse
Dawn Wright

Co-optees; Laura Jørgensen and Matt Piper

Enquiries: julie.mayer@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at link below;
https://youtu.be/4JndCQBwNUc

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA
Part 1 - Public Reports

1. **APOLOGIES**

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

3. **ORDER OF THE COURT**
   To receive the Order of the Court of Common Council, dated 15th April 2021.
   For Information
   (Pages 1 - 2)

4. **ELECTION OF CHAIRMAN**
   Members are asked to elect a Chairman in accordance with Standing Order 29.
   For Decision

5. **ELECTION OF DEPUTY CHAIRMAN**
   Members are asked to elect a Deputy Chairman in accordance with Standing Order 30.
   For Decision

6. **APPOINTMENT OF TWO CO-OPTEES**
   To appoint two parent governors, as set out in the Order of the Court.
   For Decision

7. **APPOINTMENTS TO SUB COMMITTEES**
   Report of the Town Clerk.
   For Decision
   (Pages 3 – 22)

8. **MINUTES**
   To agree the public minutes and non-public summary of the meeting held on 5th March 2021.
   For Decision
   (Pages 23 - 34)

9. **OUTSTANDING ACTIONS**
   To note the Committee's Outstanding Actions list.
   For Information
   (Pages 35 - 40)

10. **GATEWAY 4C - YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**
    Report of the Director of Community and Children's Services.
    For Decision
    (Pages 41 - 90)

11. **GATEWAY 5 - INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS**
    Report of the Director of Community and Children's Services.
    For Decision
    (Pages 91 - 110)

12. **DEPARTMENTAL BUSINESS PLAN PERFORMANCE - QUARTER 3**
    Report of the Director of Community and Children's Services.
    For Information
    (Pages 111 - 132)

13. **SCHOOL ADMISSIONS**
Report of the Director of Community and Children's Services.
Members are asked to note a non-public appendix at agenda item 25.

For Information
(Pages 133 - 140)

14. **GOLDEN LANE COMMUNITY CENTRE UPDATE**
Report of the Director of Community and Children's Services.

For Information
(Pages 141 - 144)

15. **SOCIAL CARE CASE MANAGEMENT SYSTEM**
Report of the Director of Community and Children's Services.

For Information
(Pages 145 - 156)

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

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

18. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Reports

19. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 5th March 2021.

For Decision
(Pages 157 - 160)

20. **GREAT ARTHUR HOUSE**
Report of the Director of Community and Children's Services.

For Decision
(Pages 161 - 194)

21. **ALDGATE (PORTSOKEN) PAVILION**
Report of the Director of Community and Children's Services.

For Decision
(Pages 195 - 202)

22. **HIGH SUPPORT HOSTEL FOR ROUGH SLEEPERS - PROCUREMENT STAGE 2 AWARD**
Report of the Chamberlain.

For Decision
(Pages 203 – 208)

23. **GOLDEN LANE SUBSTATION**
Report of the City Surveyor.

For Decision
(Pages 209 - 214)

24. **GATEWAY 5 - SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND**
Report of the City Surveyor.

For Information
(Pages 215 - 238)

25. **SCHOOL ADMISSIONS - NON PUBLIC APPENDIX**
A non public appendix in respect of agenda item 13.

For Information
(Pages 239 - 242)

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

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

Confidential

28. **CONFIDENTIAL MINUTES**
To approve the public minutes of the meeting held on 5th March 2021.

For Decision

RUSSELL, Mayor	**RESOLVED:** That the Court of Common Council holden in the Guildhall of the City of London on Thursday 15th April 2021, doth hereby appoint the following Committee until the first meeting of the Court in April, 2022.

COMMUNITY & CHILDREN'S SERVICES COMMITTEE

1. **Constitution**
A Ward Committee consisting of,
- two Aldermen nominated by the Court of Aldermen
- up to 34 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides), those Wards having 200 or more residents (based on the Ward List) being able to nominate a maximum of two representatives
- a limited number of Members co-opted by the Committee (e.g. the two parent governors required by law)

2. **Quorum**
The quorum consists of any nine Members. [N.B. - the co-opted Members only count as part of the quorum for matters relating to the Education Function]

3. **Membership 2021/22**

ALDERMEN

2	Bronek Masojada
1	Gregory Jones Q.C.

COMMONERS (OR ALDERMEN APPOINTED BY WARDS IN LIEU OF COMMONERS)

8	Randall Keith Anderson……	Aldersgate
2	Helen Lesley Fentimen, O.B.E.……	Aldersgate
9	Dhruv Patel, O.B.E.……	Aldgate
3	Graeme George Harrower……	Bassishaw
2	Jamie Ingham Clark, Deputy……	Billingsgate
4	Benjamin Daniel Murphy……	Bishopsgate
1	Tom Sleigh, Deputy……	Bishopsgate
	(Bread Street has paired with Cordwainer for this appointment)..……	Bread Street
2	Keith David Forbes Bottomley, Deputy……	Bridge and Bridge Without
2	Christopher Michael Hayward, Sheriff……	Broad Street
1	Emma Edhem, Alderman.……	Candlewick
11	Catherine McGuinness, Deputy……	Castle Baynard
4	Natasha Maria Cabrera Lloyd-Owen……	Castle Baynard
1	Nicholas Michael Bensted-Smith, J.P.……	Cheap
2	Dawn Lindsay Wright……	Coleman Street
2	Sir Michael Snyder……	Cordwainer
15	The Revd. Stephen Decatur Haines……	Cornhill
5	Susan Jane Pearson……	Cripplegate Within
5	William Pimlott……	Cripplegate Within
6	Mark Raymond Peter Henry Delano Wheatley……	Dowgate
5	Matthew Bell……	Farringdon Within
1	John David Absalom, Deputy……	Farringdon Without
5	Ruby Sayed……	Farringdon Without
8	Philip Woodhouse, Deputy……	Langbourn
1	Elizabeth Rogula, Deputy……	Lime Street
11	Henry Llewellyn Michael Jones, Deputy……	Portsoken
10	John William Fletcher……	Portsoken
5	Caroline Wilma Haines……	Queenhithe
1	Alastair John Naisbitt King, Alderman……	Queenhithe

11	Marianne Bernadette Fredericks……	Tower
4	Rehana Banu Ameer……	Vintry
5	Peter Gordon Bennett……..	Walbrook

Together with the co-opted Members referred to in paragraph 1 above and one Member in place of the Ward (Farringdon Within) making only one of its two permitted appointments on this occasion:-

Mary Durcan

4. **Terms of Reference**

To be responsible for:-

(a) the appointment of the Director of Community & Children's Services;

(b) the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-

i. Children's Services
ii. Adults' Services
iii. Education - to include the nomination/appointment of Local Authority Governors; as appropriate
iv. Libraries - in so far as the library services affects our communities *(NB - the budget for the Library Service falls within the remit of the Culture, Heritage and Libraries Committee but the Head of the Libraries Service reports to the Director of Community and Children's Services)*
v. Social Services
vi. Social Housing - (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council)
vii. Public health - (within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny
viii. Safer Communities - in order to reflect a multi-agency approach to public protection, the Chairman or Deputy Chairman of Community & Children's Services Committee be elected Chair of Safer City Strategic Partnership Group (SCSPG), with a Member of the Police Authority Board acting as Deputy Chairman
ix. Sport/Leisure Activities
x. Management of the City of London Almshouses (registered charity no 1005857) - in accordance with the charity's governing instruments
xi. Marriage Licensing and the Registration Service

and the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;

(c) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-

- Housing Management and Almshouses Sub-Committee
- Safeguarding Sub-Committee
- Integrated Commissioning Sub-Committee
- Homelessness and Rough Sleepers Sub-Committee

(d) the management of The City of London Corporation Combined Relief of Poverty Charity (registered charity no. 1073660);

(e) making recommendations to the Education Board on the policy to be adopted for the application of charitable funds from The City of London Corporation Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840); and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.

(f) the management of the Aldgate Pavilion.

Committee: Community & Children's Services Committee	**Date**: 30th April 2021
Subject: Appointments to Sub Committees and Boards	**Public**
Report of: Town Clerk **Report author:** Julie Mayer	**For Decision**

Summary

The purpose of this report is to consider the appointment of the Community and Children's Services Committee's Sub Committees and approve their Composition and Terms of Reference.

Members are also asked to appoint to the Education Board, the Education Charity Sub Committee, and the Integrated Commissioning Sub Committee. **Full details and Terms of Reference are set out in Appendix A.**

Consideration will also need to be given to the appointment of Lead Members for the following portfolios: Adult and Children Safeguarding, Young People, Rough Sleeping and Homelessness and a Carers' Champion, **as set out in Appendix B.**

Members will recall that the traditional way the appointments process is undertaken in Committee can take some time and potentially disrupt the flow of the meeting. Therefore, in view of the large number of appointments, together with the opportunities afforded by electronic voting, it is proposed that, on this occasion, confirmation of final nominations be provided at the meeting and electronic ballot papers be issued for completion following the meeting. This will allow all Committee Members time to consider the nominations and vote accordingly, in the same fashion as has been adopted in respect of appointments the Policy and Resources Committee, which has worked well.

Recommendations, that: – consideration be given to the appointment, composition and Terms of Reference of the following Sub-Committees for the ensuing year: -

a) Housing Management & Almshouses Sub Committee;

b) Safeguarding Sub-Committee;

c) Homelessness and Rough Sleeping Sub Committee – please note a proposed amendment marked in red on Appendix A;

d) Education Charity Sub Committee;

e) to appoint a Member to the Education Board – by convention this is the Chairman of the Community and Children's Services Committee;

f) to appoint Lead Members to specific Portfolios; - i.e. as detailed in Appendix B; i.e. – Adult and Children Safeguarding, Young People, Homelessness and Rough Sleeping and a Carers' Champion;

g) to appoint the Chairman and Deputy Chairman of the Community and Children's Services Committee and the Chairman of the Health and Wellbeing Board, along with 3 Deputies, to serve on the Integrated Commissioning Board;

h) the Chairman or Deputy Chairman of the Community & Children's Services Committee be elected as Chairman of the Safer City Strategic Partnership Board, with the Chairman or Deputy Chairman of the Police Authority Board acting as Deputy Chairman; and

Main Report

1. The Composition and Terms of Reference of the Community & Children's Services Committee's Sub Committees are agreed annually, and full details are set out in Appendix A to this report. Members are also asked to appoint to the Education Board, Education Charity Sub Committee, the Safer City Partnership Strategy Board and the Integrated Commissioning Board. Consideration will also need to be given to the appointment of Lead Members for specific Portfolios, as set out in Appendix B.

Housing Management & Almshouses Sub-Committee

2. The Committee is requested to approve the Housing Management & Almshouses Sub Committee's Terms of Reference and appoint up to **10 Members** of the Community & Children's Services Committee.

Safeguarding Sub-Committee

3. The Committee is requested to approve the Safeguarding Sub Committee's Terms of Reference and appoint up to **8 Members** of the Community & Children's Services Committee.

Homelessness and Rough Sleeping Sub Committee

4. The Committee is requested to approve the Homelessness and Rough Sleeping Sub Committee's Terms of Reference, which state that the Membership is made up of **6 Members of the Community & Children's Services Committee and/or the Court of Common Council**. Details of nominations received will be advised at the meeting and Members will be asked

to appoint both the Court and Community and Children's Services Members to this Sub Committee.

The Education Board

5. The Terms of Reference of the Education Board are included in Appendix A. The Committee are requested to appoint **1 Member** to the Board. By convention, this is the Chairman of the Community and Children's Services Committee

Education Charity Sub (of the Education Board)
The Terms of Reference of the Education Charity Sub Committee are included in Appendix A. The Committee are requested to appoint **4 Members** to this Sub Committee.

Integrated Commissioning Sub Committee

6. The development of fully integrated commissioning across health, social care and public health locally is the proposed mechanism for delivering the wider aims of partners around integration. The Committee are asked to appoint the **Chairman, Deputy Chairman, the Chairman of the Health and Wellbeing Board and 3 Deputies to** the Integrated Commissioning Sub Commitee. The summary Terms of Reference are included in Appendix A and a full set are available for Members on request.

Safer Communities

7. In order to reflect a multi-agency approach to public protection, **the Chairman or Deputy Chairman of Community & Children's Services Committee shall also be elected as Chairman of the Safer City Strategic Partnership Board**, with the Chairman or Deputy Chairman of the Police Authority Board acting as Deputy Chairman. The Terms of Reference of the Board are included in Appendix A.

Appendices

- Committee's Sub Committees, and representatives on other bodies are considered at **Appendix A**

- Lead Members for specific Portfolios are considered at **Appendix B**

Contact:

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Sub Committees

HOUSING MANAGEMENT & ALMSHOUSES SUB COMMITTEE

Constitution
10 Members to be elected by the Community & Children's Services Committee, including the Chairman and Deputy Chairman.

Quorum
Any 3 Members.

Terms of Reference
To be responsible for: -

(a) discharging the City of London Corporation's function in respect of the management of its existing social housing stock (with the Grand Committee retaining responsibility over policies affecting the City's Strategic Housing responsibilities);

(b) approving schemes affecting the City's existing social housing and proposed stock in accordance with the policies and strategies for investment agreed by the Grand Committee and having regard to the City Corporation's Project Approval Procedure;

(c) approve policies in relation to the management of housing services to tenants and leaseholders in City estates and review them as necessary;

(d) the management of the City of London Almshouses (registered charity no 1005857) in accordance with the charity's governing instruments; and

(d) advising the Grand Committee on: -
- the general performance of the Social Housing Service and the Almshouses; and
- its recommendations concerning the Allocation Scheme in the City's Housing Registration process.

Suggested frequency of meetings: a minimum of 5 a year

THE COMMITTEE IS ASKED TO APPOINT 10 MEMBERS.

SAFEGUARDING SUB-COMMITTEE

Constitution
8 Members appointed by the Community & Children's Services Committee, including the Chairman and Deputy Chairman.

Quorum
Any 3 Members.

Terms of Reference

To be responsible for: -

1. overseeing the discharge of the City of London's responsibilities to safeguard children and adults who have been identified as requiring support and protection;

2. ensuring, in respect of children entering public care, that the duty of the local authority as a corporate parent to safeguard and promote a child's welfare is fulfilled;

3. monitoring the Community & Children's Services Department's performance in respect of its work to safeguard children and adults and make recommendations to the Grand Committee to bring about improvements as appropriate; and

4. exercising its functions with regards to the views of relevant service users, as appropriate.

Suggested frequency of meetings: 2-3 times a year

THE COMMITTEE IS ASKED TO APPOINT 8 MEMBERS.

HOMELESSNESS AND ROUGH SLEEPING SUB COMMITTEE

Please note amendment proposed in red at (2) below:

Constitution

i. The Chairman & Deputy Chairman of the Community and Children's Services Committee;
ii. Up to *six Members of the Community and Children's Services Committee and/or the Court of Common Council;
iii. Two Members representing the Police Committee;
iv. A representative of the City church; and
v. Chairman of the Safer City Partnership or his/her representative

The **quorum** of the sub committee shall consist of any three Members of the Court of Common Council.

The Sub Committee will have the power to **co-opt up to two external members** outside of the Court of Common Council. These individuals will provide specialism and experience relevant to the subject matter.

Terms of Reference:

1. To give consideration to strategies and proposals to alleviate rough sleeping and homelessness in the City of London together with other associated activities.

2. To have an overview of government and regional policies on rough sleeping; and advise the Grand Committee of their impact on the City of London Corporation's Rough Sleeping and Homelessness Strategy and practice arrangements;

3. To have an overview of rough sleeping in the City of London;

4. To monitor new approaches to working with rough sleepers;

5. To monitor the financial implications in delivering a service to rough sleepers;

6. To be informed about the health and wellbeing of rough sleepers, what services are required and how they can be delivered;

7. To monitor the implications of any enforcement activities; and

8. To monitor the numbers of rough sleepers on the City streets.

9. To liaise with other local authorities and agencies working towards tackling homelessness and rough sleeping.

10. To make recommendations to the Grand Committee for decision.

Suggested frequency of meetings – 5 times a year

THE COMMITTEE IS ASKED TO APPOINT 3 Members – *depending on level of interest from Court Members

EDUCATION BOARD

Terms of Reference

(a) To monitor and review the City of London Strategies for Education, Cultural and Creative Learning, and Skills and to oversee their implementation (including skills and work related learning, and cultural and creative learning) in consultation, where appropriate, with Policy and Resources Committee and the relevant Service Committees; referring any proposed changes to the Court of Common Council for approval;

(b) To oversee generally the City of London Corporation's education activities (including, where relevant, the City Corporation's commitment to ensuring education promotes healthy lifestyles); consulting with those Committees where education responsibilities are expressly provided for within the terms of reference of those Committees and liaising with the City's affiliated schools and co-sponsors; post school learning providers, and cultural organisations but excluding Gresham College and any responsibilities of the Gresham (City Side) Committee;

(c) To be responsible for the oversight and monitoring of the City of London Corporation's sponsorship of its Academies, including the appointment of academy governors and, where relevant Members, Directors and Trustees;

(d) To manage of The City of London Corporation Combined Education Charity (registered charity no. 312836), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;

(e) To manage of the City Educational Trust Fund (registered charity no. 290840), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;

(f) To constitute Sub-Committees in order to consider particular items of business within the terms of reference of the Board, including: -

Education Charity Sub (Education Board) Committee*

(g) To recommend to the Court of Common Council candidates for appointment as the City of London Corporation's representative on school governing bodies where nomination rights are granted, and which do not fall within the remit of any other Committee;

(h) To monitor the frameworks for effective accountability, challenge and support in the City Family of Schools**;

(i) To be responsible for the distribution of funds specifically allocated to it for education purposes, in accordance with the City of London Corporation's strategic policies;

(j) Assist with promotion of skills training and education-business link activities in line with the City of London Corporation's Skills Strategy.

***** The constitution of The Education Charity Sub-Committee is set by the Court of Common Council and comprises four Members appointed by the Education Board and four Members appointed by the Community and Children's Services Committee.

**The expression "the City Family of Schools" means those schools for which the City has either direct responsibility as proprietor, sponsor or local authority, or historic links. These include but are not restricted to: the Aldgate Primary School, the City of London School, the City of London School for Girls, the City of London Freemen's School, and the academies managed by the City of London Academies Trust.

Suggested frequency of meetings: a minimum of 6 a year

THE COMMITTEE IS ASKED TO APPOINT 1 MEMBER. By convention this is generally the Chairman of the Community and Children's Services Committee.

EDUCATION CHARITY SUB (OF THE EDUCATION BOARD) COMMITTEE

TERMS OF REFERENCE

Constitution

- Chairman and Deputy Chairman of the Education Board, and two further Members of the Education Board.

- Four Members appointed by the Community and Children's Services Committee.

Quorum

- Any three Members.

Terms of Reference

- To be responsible for the application of funds from the City of London Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840), in line with any policy set by the Education Board governing the management of those charities.

- To review the eligibility criteria of those charities ahead and make any recommendations on proposed amendments to the Education Board.

- To make recommendations to the Education Board on any policy governing the management of the City of London Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840).

Suggested frequency of meetings: a minimum of 2 a year

THE COMMITTEE IS ASKED TO APPOINT 4 MEMBERS

INTEGRATED COMMISSIONING SUB-COMMITTEE

Constitution

1. 3 Members and three Deputies appointed by the Community & Children's Services Committee. *It is convention for the Chairman and Deputy Chairman of the Grand Committee to be appointed to this Board but not in an ex-officio role.*

2. The Chairman of the Health and Wellbeing Board to be appointed, in addition to the Chairman and Deputy Chairman of the Community and Children's Services Committee (or their representatives), as set out in (1) above.

3. Three Deputies to be appointed by the Community and Children's Services Committee

Quorum
Any three Members.

The development of fully integrated commissioning across health, social care and public health locally is the proposed mechanism for delivering the wider aims of partners around integration.

To act as the Local Outbreak Board to provide governance over local responses to outbreaks of the Co-vid 19 virus.

It is within the gift of the Committee to appoint a Member to act as a Deputy or substitute. This Member will be invited to attend sub committee meetings when a full Member gives their apologies.

Suggested frequency of meetings: a minimum of 4 a year

THE COMMITTEE IS ASKED TO APPOINT 3 FULL MEMBERS (as set out in 1&2 above) and THREE DEPUTIES.

Safer City Partnership Strategy Board Terms of Reference 2021

Purpose

Our vision is that the Square Mile is a safe place for people to live, learn, work and visit.

Who we are

The Safer City Partnership (SCP) brings together statutory and non-statuary agencies that have a role in keeping the Square Mile safe. Membership is listed below.

The SCP was established in response to the duties placed on local authorities, the police and other partners by the Crime and Disorder Act 1998. It also works to meet the expectations outlined within the Police and Justice Act 2006, Policing and Crime Act 2009, and subsequent Home Office regulations.

The SCP has a number of key statutory responsibilities including:

- Providing strategic leadership for community safety partnership activity within the City
- Bringing together the authorities responsible for crime and disorder strategies within the City to enable them to act in co-operation in undertaking their functions, with provisions in place for the sharing of information
- Undertake a strategic assessment of crime and anti-social behaviour within the City
- Consult with our communities to identify their concerns relating to crime and Anti-Social Behaviour (ASB), in order to inform our strategic plan and priorities
- Agree the focus and priorities for the SCP strategy and ensure that the three-year Partnership Strategy and annual delivery plan is agreed and implemented, and that agreed targets are met
- Monitor and evaluate these strategies
- To publish the partnership plan
- To oversee the function of the established sub-groups carrying out work towards the delivery plan
- To ensure an evidence-led and problem-solving approach is used within the SCP
- To ensure that expenditure of SCP funds is effectively monitored and efficiently managed

Membership

The SCP Strategy Board is appointed by the responsible authorities (statutory partners). The statutory partners have responsibility for inviting additional persons or organisations to SCP Strategy Board meetings, in line with the Crime and Disorder Act 1998 and associated regulations. These organisations will co-operate under this legislation and guidance:

- The City of London Corporation*
- The City of London Police*
- London Fire Brigade*
- London Community Rehabilitation Trust*
- Clinical Commissioning Group*
- City and Hackney Public Health Team
- The City of London Corporation†
- British Transport Police
- Transport for London
- The Guinness Partnership
- City of London Crime Prevention Association
- Business representatives

*The partners marked with an asterisk are deemed the 'responsible authorities' (statutory partners) in the Crime and Disorder Act 1998 (section 5(1)) and associated regulations, with responsibility for appointing the Safer City Partnership Strategy Board. Collectively, they are responsible for delivering the ambitions set out in the partnership's strategic plan. The responsible authorities 'shall also invite the participation in their exercise of those functions of at least one person or body of each description which is for the time being prescribed by order of the Secretary of State' (Crime and Disorder Act 1998, section 3). This forms the criteria for invited members, named as 'non-statutory' or 'additional members' in the SCP Strategy Board.

†Environmental Health & Public Protection and Community & Children's Services play an active role in the SCP Strategy Group (as do the many different agencies which sit within these two departments). Their areas of focus and expertise provide valuable insight into a variety of issues associated with community safety and crime reduction.

Additional representatives

- City Resident representative
- London Ambulance Service
- Victim Support representative
- Healthwatch representative
- Voluntary sector representative

Responsibilities of members

Active engagement, co-operation and collaboration between members and the SCP Strategy Group is vital in order for us to be able to meet the SCP's strategic priorities and to effect positive change. Partners are expected to engage proactively with the SCP Strategy Board, to foster dialogue and the sharing of ideas. A quarterly 'forum' (board) shall take place between all members of the Strategy Board – with appropriate prepared documentation – to demonstrate how each agency is working to meet targets and initiatives in line with the SCP's priorities. This will also provide an opportunity to highlight any challenges that have been encountered and for peer review to take place.

All partners will submit data as necessary regarding initiatives to the SCP Strategy Board. This allows the board to monitor the success of partner projects, as well as to assess the broader progress of meeting SCP aims and priorities. This information will be vital in assessment, evaluation and informing new strategic plans.

All partners are requested to contribute data, ideas and written documentation (as appropriate) to assist in the formulation of annual plans and/or strategic documents, as well as to support their implementation. This request is made to both statutory and non-statutory members, as appropriate.

Consideration of new members

The SCP Strategy Board values the insights, ideas and initiatives of its diverse membership. In an effort to ensure that we are best serving our community, we shall proactively identify and consider new members to join the Board. This will ensure that we fulfil our commitment to adopt a truly multi-agency approach and are receptive to new perspectives that can promote community safety and crime reduction. Any invitations extended to new members will be in line with legislation and be initiated by a statutory partner.

Safer City Partnership Priorities 2019–22

- Vulnerable people and communities are protected and safeguarded
- People are safe from violent crime and violence against the person
- People and businesses are protected from theft and fraud/acquisitive crime

- Anti-Social Behaviour is tackled and responded to effectively
- People are safe and feel safe in the Night-Time Economy

Chairperson

The chairperson of the SCP Strategy Board shall be an elected member for the City of London Corporation. The incoming chairperson of the SCP Strategy Group will be the current chairperson of Community and Children's Services. The deputy chairperson of the SCP Strategy Board shall be a nominated member of the Police Authority Board.

At the end of the financial year, the SCP Strategy Board's chairperson will submit an annual report to the Community and Children's Services Committee, outlining and evaluating progress in meeting key targets during their tenure. This report will also be submitted to the Police Authority Board and any other statutory partner that request it.

Scrutiny and effective working

The submission of an annual report by the SCP Strategy Board chairperson will allow the Community and Children's Services Committee and the Police Authority Board to play an important scrutiny role through the examination of information and data presented in support of the Safer City's Partnership's strategic aims and priorities. This will improve efforts to ensure accountability, transparency and good governance.

The broader expansion of the SCP Strategy Board Terms of Reference for 2021 will help to ensure the Board's effectiveness and efficiency, as well as promote more collaborative work between members.

Key Committee linkages

The SCP is represented on relevant key committees including the Police Authority Board (by the Chairman and officers), Health and Wellbeing Board (by officer), Homelessness and Rough Sleeping Sub-Committee (by officer), City and Hackney safeguarding board and Partnership (by officer).

Sub-groups

Sub-groups that report to the SCP Strategy Group include: The Serious and Organised Crime Board; Domestic Abuse Multi-Agency Risk Assessment Conference (MARAC), City Community MARAC (CCM), Domestic Abuse and Sexual Violence Forum, and the Local Licensing Partnership (LLP) Licensing. In addition,

there are task and finish groups such as the Drugs Working Group that are involved in this work.

Review

These terms will be reviewed in 12 months to ensure that they are encouraging effective working and collaboration, transparency, accountability and good governance.

THE COMMITTEE IS ASKED TO APPOINT THE CHAIRMAN OR DEPUTY CHAIRMAN (OF THE COMMUNITY AND CHILDREN'S SERVICES COMMITTEE) TO SERVE AS CHAIRMAN OF THE SCP

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Lead Member Portfolios

1. At the Grand Committee meeting held on 10 May 2013, Members agreed the Member Portfolio System. The purpose of the Portfolio system is for Members of the Committee to have responsibility for specific areas of the Community & Children's Services Department's work and gain expert knowledge and expertise, thus enhancing the Committee's oversight role.

2. The Portfolio system operates through direct liaison between relevant officers in the Department and Lead Members. An officer nominated by the Director, in the relevant area of business, makes regular contact with their respective Lead Members, keeping them informed of developments or issues which may arise throughout the year.

3. Lead Members oversee the work that takes place, challenging and following up issues where necessary. The Portfolio system boosts the support which the Committee provides to the Department in delivering outcomes. Lead Members are encouraged to raise issues at the Grand Committee to ensure that appropriate action is taken.

Portfolios	Role
Children Safeguarding Lead Member The Chairman & 1 Member of the Safeguarding Sub Committee **THE COMMITTEE IS ASKED TO APPOINT 1 MEMBER OF THE SAFEGUARDING SUB COMMITTEE**	The lead member role is a statutory role charged with championing the needs of children and young people. The Chairman and the nominated lead member will fulfil the statutory role as the lead member responsible for children`s services.  Lead members are expected to attend the following statutory meetings: 1. The City and Hackney Safeguarding Board 2. Statutory meetings with the Director of Children`s Services 3. Statutory meetings with OFSTED 4. Statutory meetings with Children in Care Council 5. Be a member of the Safeguarding Sub Committee. The Lead Members will receive regular updates on key areas of Children's' Safeguarding and will have involvement in relevant commissioning areas.
Adult Safeguarding 2 Members of the Safeguarding Sub Committee. **THE COMMITTEE IS ASKED TO APPOINT TWO MEMBERS OF THE**	The lead members are expected to champion the needs of older people. Lead members are expected to cover the following statutory meetings: 1. Attend the quarterly City and Hackney Adult safeguarding board. 2. Attend the quarterly Adult Advisory Board 3. Attend the Homelessness and Rough Sleeping Sub Committee

SAFEGUARDING SUB COMMITTEE.	4. Attend statutory meetings with CQC 5. One Member to be part of the safeguarding subcommittee. The Lead Members will receive regular updates on key areas of Adult Safeguarding and will have involvement in relevant commissioning areas.
Young People 1 Member **THE COMMITTEE IS ASKED TO APPOINT ONE MEMBER OF THE GRAND COMMITTEE.**	The nominated Lead Member for young people is charged with championing universal needs of young people living, studying or working in the City. The Lead Member will support cross Corporation working and have involvement in relevant services for young people, such as; 1. Universal youth provision in the square mile 2. City Youth Forum 3. Apprenticeship, work experience, volunteering opportunities and Culture Mile learning, within the Terms of Reference of the Community and Children's Services Committee.
Rough Sleeping and Homelessness 1 Member **THE COMMITTEE IS ASKED TO APPOINT 1 MEMBER OF THE GRAND COMMITTEE.**	The lead member is expected to support, challenge, scrutinise and champion the work undertaken in relation to rough sleepers, attend quarterly meetings of the Homelessness and Rough Sleeping Sub Committee.
A Carers Champion (NEW) **THE COMMITTEE IS ASKED TO APPOINT 1 MEMBER OF THE GRAND COMMITTEE.**	In accordance with the recommendation of the Covid Working Party, to act as a point of contact for the City's carers.

COMMUNITY & CHILDREN'S SERVICES COMMITTEE
Friday, 5 March 2021
Minutes of the meeting of the Community & Children's Services Committee streamed to You Tube at https://youtu.be/NFYAPRNzpVY 11.00 am
(please note recording is available for one year from the date of the meeting)

Present

Members:

Randall Anderson (Chairman)
Ruby Sayed (Deputy Chairman)
George Abrahams
Munsur Ali
Matthew Bell
Peter Bennett
Mark Bostock
Deputy Keith Bottomley
Mary Durcan
Helen Fentimen
John Fletcher
Marianne Fredericks
Caroline Haines
The Revd Stephen Haines
Graeme Harrower
Sheriff Christopher Hayward
Deputy Jamie Ingham Clark
Alderman Alastair King
Natasha Maria Cabrera Lloyd-Owen
Deputy Catherine McGuinness
Benjamin Murphy
Susan Pearson
Deputy Elizabeth Rogula
James de Sausmarez
Sir Michael Snyder
Dawn Wright

Officers:

Andrew Carter	-	Director of Community and Children's Services
Sandra Husbands	-	Director of Public Health, City and Hackney
Chris Lovitt	-	Deputy Director of Public Health, City and Hackney
Carol Boswarthack	-	Community and Children's Services
Simon Cribbens	-	Community and Children's Services
Chris Pelham	-	Community and Children's Services
Paul Murtagh	-	Community and Children's Services
Jason Hayes	-	Community and Children's Services
Gerald Mehrtens	-	Community and Children's Services
Ellie Ward	-	Community and Children's Services
Mike Kettle	-	Community and Children's Services
Michael Gwyther-Jones	-	Community and Children's Services
Scott Myers	-	Community and Children's Services
Julie Fittock	-	City Surveyors
Ola Obadara	-	City Surveyors
Steven Chandler	-	City Surveyors
Graeme Lowe	-	City Surveyors
Mark Jarvis	-	Chamberlains
Julie Mayer	-	Town Clerks
Chandni Tanna	-	Town Clerks – Communications Department
Jim Gamble	-	Independent Child Safeguarding Commissioner, City and Hackney Safeguarding Children Partnership (CHSCP)
Rory McCallum	-	Senior Professional Adviser for the CHSCP
Mark Golledge	-	Neighbourhoods Programme Lead

1. **APOLOGIES**
Apologies were received from Tijs Broeke, Alderman David Graves, Alderman Bronek Masojada, Deputy Joyce Nash, Henrika Priest and Jason Pritchard.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations.

3. **MINUTES**
RESOLVED, That – the public minutes and non-public summary of the meeting held on 29th January 2021 be approved.

4. **OUTSTANDING ACTIONS**
The Committee received its outstanding actions list. The Chairman asked for the completed actions to be removed.

5. **REVIEW OF COMMITTEE'S TERMS OF REFERENCE: COMMUNITY SAFETY AND PUBLIC PROTECTION**
The Committee considered a report of the Town Clerk in respect of an amendment to the Committee's Terms of Reference. The Town Clerk agreed to check the Terms of Reference in respect of City Resident Members being able to stand as Chairman/Deputy Chairman of the Committee, as it was noted that this part of the Standing Order had previously been revoked.

RESOLVED, That - The Terms of Reference of the Community and Children's Services Committee (set out at Appendix 1) be approved and recommended to the Court in April 2021, subject to the following addition under 2 (b) viii:

> **Safer Communities**
> *'In order to reflect a multi-agency approach to public protection, the Chairman or Deputy Chairman of Community & Children's Services Committee shall also be elected as Chairman of the Safer City Strategic Partnership Group (SCSPG), with the Chairman or Deputy Chairman of the Police Authority Board acting as Deputy Chairman'.*

6. **COMMUNITY CENTRE (20 LITTLE SOMERSET STREET)**
The Committee considered a report of the Director of Community and Children's Services which sought approval for the City of London Corporation (the Corporation) to enter into a 15-year lease for a new Community Centre at 20 Little Somerset Street. The Committee noted that the new centre is being delivered as part of the Minories development, as a requirement of planning consent.

In response to questions the following points were noted:

I. Whilst there was a chance of some impact from Covid, completion was still expected at the end of May 2021.

II. A breakdown of proposed rent was set out in the non-public appendix 2 to the report. Appendix 3 to the report set out a business planning exercise, which sought to give reasonable assurance of breaking even under normal circumstances. However, there was some uncertainty in the immediate term and post-covid recovery, which would be underwritten by the Department. Members had already agreed that the Department should run the Community Centre initially, and any significant budgetary issues would come back to the Committee at the earliest opportunity.

III. The terms of Green Box Lease require the City of London Corporation to give notice to Guinness, remove the structure and make good the area on which it stood. However, discussions were underway with partners to explore options for alternative temporary use that would transfer the obligation to remove the Greenbox. There would be a transition period and soft launch of the new Centre.

IV. The local community welcomed the opening of their new community centre and Members asked if bookings could resume with the easing of lockdown. The booking and marketing or the new centre will be led by a centre manager and Assistant Director was awaiting guidance from HR colleagues in respect of management and staffing arrangements.

V. The Town Clerk would seek expressions of interest from Members willing to serve on the Advisory Board, in order to make an appointment at the next Committee meeting.

VI. Officers were meeting regularly with the developer in respect of the office block development and will seek to mitigate any significant impact on the Community Centre through these meetings.

RESOLVED, that:

i. The lease with 4C Hotels for a duration of 15 years be approved, with annual costs as summarised:

   a. Rent in Year 1: £20,300 rent (net of VAT) inclusive of agreed services
   b. Rent in Years 2 to 5: £25,050 rent per annum (net of VAT) inclusive of agreed services
   c. Inclusive rent to be reviewed every five years by CPI.
   d. Insurances: Proportional recharge of rebuilding insurance costs currently estimated to be £1500 in Year 1.
   e. Other costs: DCCS to be responsible for outgoings as consumed, or in proportion (power, water).

ii. The financial issues which may arise from the challenging operating environment in which the centre will open, and the removal of the redundant existing facility, be noted.

7. **HRA COMMERCIAL TENANTS AND COVID-19 - RENTAL SUPPORT (MARCH QUARTER 2021)**

The Committee considered a report of the Director of Community and Children's Services in respect of the assistance packages provided to support its HRA commercial tenants during the COVID-19 pandemic.

The Committee had received the Resource Allocation Sub Committee's (RASC) non-public minutes ahead of this meeting. Members also noted that the Court of Common Council had agreed unanimously to establish a business support fund but the details had not been finalised. Members strongly agreed that the City Corporation should seek to retain its tenants, rather than risking long term voids and noted that the decision of the Court would lessen the burden on the HRA. In order to allow eligible tenants within the City the opportunity to access this fund to support the repayment of deferred arrears, the City Surveyor presented an additional recommendation*.

Members had also received comments from the Middlesex Street Retail Association ahead of this meeting. The Committee noted how this group had experienced considerable difficulties over the past year, and might never return to pre-pandemic trading levels; limiting their chances of being able to catch up on deferred rents. Concerns were expressed by Members about the affordability of repayment plans risking more voids and unsettled debts.

RESOLVED, that:

1. Deferment of the full quarter's rent due from 24 March 2021 to 23 June 2021 be approved for all 'at risk' tenants requesting further support. NB. This will delay the estimated income outlined in Appendix 2 (non-public) until 24 June 2021, payable thereafter by equal monthly payments over 24 months or, for shorter leases, on terms to be delegated to the Director of Community and Children's Services (DCCS), in consultation with the City Surveyor and Chamberlain, excepting only, those tenants that have already paid or wish to pay the March 2021 quarter's rent.

2. Deferment of previously agreed, 24-month or tailored repayment plans due to commence in March 2021, at a combined value noted in Appendix 2, will now include the full rent deferral from 24 March 2021 to 23 June 2021, and be repayable from June 2021, on terms to be delegated to the DCCS, in consultation with the City Surveyor and Chamberlain, excepting only those tenants that have already paid or wish to continue to pay their rent.

3. The use of rental deposits be approved, where applicable, as part of the repayment plan to support tenants, the terms of such use, being delegated to the DCCS in consultation with the City Surveyor and Chamberlain.

4. The potential budget implications of the recommendations above, as set out in Appendix 2 (non-public) be noted.

5. It be noted that, where leases are close to expiry, it will be possible to offer terms for new leases, which will include provision for the repayment of

deferred rents, subject to assessment of a reasonable prospect of the tenant's ability to repay.

6. It be noted that all tenants will be invoiced for the March 2021 quarter rental payments, consistent with previous quarters.

7. It be noted that, in the absence of agreed payment plans (either if a tenant refuses to engage on a case by case basis or, if terms cannot be agreed) it is expected that the Chamberlain's Department, in consultation with the Comptroller and City Solicitor, will continue to pursue all operational tenants for debt using such remedies that are currently available and further means, subject to Government lifting the restrictions on pursuing forfeiture that are currently in place until 31 March 2021.

8. It be noted that, the 'case by case analysis' of tenant's financial status and trading position will now be suspended until June 2021. At this point, recommendations on non-standard, tenant specific repayment plans for payment of the rent due for the full year period from 25 March 2020 to 24 March 2021, will be developed and submitted jointly by the City Surveyor and the Chamberlain to the DCCS and this Committee for approval.

9. It be noted that, following evidence provided in the case-by case analysis, this Committee may decide to provide additional support to that outlined above or support to tenants not within the originally classified 'at risk' category.

10. *As part of case by case considerations, authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Community and Children's Services Committee (or within the permitted Officer Scheme of Delegation) to allow eligible tenants the opportunity to access the new COVID Business Recovery Fund, as considered by the Court of Common Council on 4/3/21, once the details are fully known.

8. **CITY OF LONDON PRIMARY ACADEMY, ISLINGTON (COLPAI) - LICENCE TO THE PRIMARY ACADEMY OVER HOUSING REVENUE ACCOUNT (HRA)**

The Committee considered a report of the Director of Community and Children's Services in respect of a small strip of land (approx. 2m²) off Baltic Street West, situated in the vicinity of the boundary between the new City of London Primary Academy Islington School (the Academy) and Hatfield House. Members noted that it had been previously assumed that this section of land was public highway but on further consideration has been confirmed as HRA land.

There was some challenge as to the timing of this report, given that granting of the Licence would only be valid once the Planning Condition, in respect of deliveries and refuse removal, had been discharged by the City of London Corporation and the London Borough of Islington. Members noted that resident consultation had taken place in August 2020 and a solution offered to the objections raised. There was also a point of clarity in terms of 24/7 deliveries, in that they would only take place during the School's opening hours. Members

also noted that Hatfield House's refuse would be collected at the same time as the School, in order to limit disturbance.

The Director advised that, in presenting this report today, officers had sought to avoid undue delays by ensuring that everything was in place. However, the Director agreed to check the impact of a delay in agreeing the Licence on the ability to draw down DfE funds and welcomed a deferral period in order to do so.

It was proposed by Deputy Bottomley, Seconded by Sheriff Haywood and RESOLVED, that:

> Once the Planning Condition in respect of refuse collection and deliveries has been discharged by the London Borough of Islington and the City of London Corporation, authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Community and Children's Services Committee, to exercise the Committee's Housing Authority capacity, in order to allow the use of the HRA land (shown on the plan included as Appendix 1 to the report) by the Academy, and authorise the grant of a Licence to the Academy on the terms outlined in the report.

9. **COVID-19 UPDATE**

The Director of Public Health for the City and Hackney and the Director of Community and Children's Services were heard in respect of the latest position in London and the Committee noted the following points:

a) Infection rates has fallen considerably since the last meeting on 29th January 2021, with London having the lowest rates in the UK, after the South West. The number of City cases was down 100% on last week's rates but a small number of residents can cause large fluctuations. There had been no cases in the over 60s group since the middle of February, and most of the cases in recent weeks had been amongst the working-age population.

b) There had been good progress with the vaccination programme in the City, when compared to North East London, but the NHS, CCG and the City and Hackney GP Confederation were working to improve this. There had been a good uptake in the City, with 1700 first doses administered, and over 80% uptake in the over 65 group. All second doses would be administered in the same place as the first, including Barts, which was no longer offering first doses.

c) Three City pharmacies had applied to administer vaccinations, a tender process was underway and the successful bidder would be supported by the City and Hackney. One of the bidders would need support in terms of accommodation and the Director would be discussing this further with the relevant Members. Member Susan Pearson was thanked for her assistance in this matter.

d) The number of vacant premises in the City was acknowledged, however, the NHS was seeking to close the gap between those readily taking up vaccines and those having practical difficulties in reaching vaccination venues or more general concerns about its safety. Measures to resolve this were likely to include 'pop-up' clinics in community venues, with volunteer support in terms of language difficulties etc., and this might include the use of some of the City's vacant premises. There was a further comment in that the City would like to open up again, cautiously, once the data permits.

e) The Government was encouraging businesses with 50 or more employees to organise on site testing, with assistance from the Department of Public Health. The City Corporation will continue to support businesses with less than 50 employees, via community testing. Self-regulation was being promoted for private testing, and the City has a standard response which encourages engagement with the Department of Public Health and their call out for new research into methods of testing.

f) The Director of Public Health stressed the importance of continuing with social distancing and hand hygiene whilst the vaccine programme is rolled out, as they are all essential to ensuring that infection and transmission rates fall to an acceptable level. The Director also felt that is was too early to consider planning large, face to face meetings. Whilst the UK's approach has been measured and cautious, the majority of adults in the UK and around the world still need to be vaccinated and it was difficult to predict how long this might take in some countries.

10. **UPDATE FROM THE COVID-19 WORKING PARTY**

The Chairman had provided a summary of the meetings undertaken by the Working Party and thanked Member Sue Pearson for her input. There was strong support for the action point in respect of appointing a 'Carers' Champion' from the membership of the Committee, as this would provide a point of contact. There was a view expressed in that the Working Party had been helpful in drawing out the issues, mainly around communications.

Members suggested that it would be helpful for the Working Party to have a final wrap-up meeting and for the Committee to receive a final report in response from Officers.

RESOLVED, That – the report be noted and the suggestion for a final working party meeting.

11. **CORPORATE PARENTING ANNUAL REPORT 2019/20 AND CORPORATE PARENTING STRATEGY UPDATE**

The Committee received a report of the Director of Community and Children's Services in respect of the performance of the City Corporation as a corporate parent, and the outcomes achieved for the children in its care during 2019/20. Members noted an error in that the main report had been watermarked as '*draft*'.

In response to a question, the Committee noted that the City of London Family Therapy Training Clinic is a partnership arrangement with Kings College,

providing trainee therapists to work with vulnerable children and their families, alongside their social workers and based on the City's Model. The Assistant Director offered to provide more details on request. The Sleep Therapy work was targeted at unaccompanied asylum-seeking children who had experienced trauma.

RESOLVED, that – the report be noted.

12. **CITY & HACKNEY SAFEGUARDING CHILDREN PARTNERSHIP (CHSCP) ANNUAL REPORT 2019/20**

The Committee received a report of the CHSCP In line with statutory guidance (Working Together 2018); i.e. - in order to bring transparency for children, families and practitioners about the activity undertaken, safeguarding partners must publish a report at least once in every 12-month period.

Members commended an excellent report and thanked officers for their hard work in helping young people through the pandemic. Members also noted that the City of London and Hackney had won a bid to become a pilot in a strategic approach to scrutiny activity, which sought to avoid duplication of effort. The bid would provide funding for a Partnership Strategic Analyst, covering a skills gap in this area. In addition to the Statutory Annual Reports, this additional data resource would enable Members to receive quarterly risk assessments.

RESOLVED, that – the report be noted, in particular the sections setting out progress on implementation of the new arrangements, Covid-19 and the strategic priorities of the CHSCP going forward.

13. **DIRECTOR OF PUBLIC HEALTH REPORT FOR 2019/20**

The Committee received the Director of Public Health's Annual Report (DPHAR) for 2019/20. Members noted that the report had also been presented to the Health and Wellbeing Board, which would be monitoring the actions and outcomes. The Committee noted that the 2020/21 report would focus on the health impacts of the economic recession and how they can be mitigated.

RESOLVED, that – the report be noted.

14. **INTEGRATED CARE - NEIGHBOURHOODS MODEL**

The Committee received a report of the Director of Community and Children's Services in respect of the Neighbourhoods Model, which was part of an approach to integrated health and social care, based on joining up health and social care services, so that people are supported to live healthy lives, and receive the right level of care and support when they need it. The report updated Members on the evolution of neighbourhoods, what it means for City of London residents, and the further work underway.

RESOLVED, That – the report be noted.

15. **DIGITAL INCLUSION PROJECT**

The Committee received a report of the Director of Community and Children's Services in respect of the City Corporation's project to strengthen digital literacy

and close the digital divide among its residents as we recover from the COVID 19 pandemic.

The Committee noted that the report responded to some of the recommendations from the Covid Working Party. The Chairman referred to the City's redundant laptops and suggested a resolution to the Digital Services Sub Committee requesting that they be donated to the community service sites. Members were very supportive of this suggestion, which would also boost the high take up of adult education courses. There was a further suggestion in that some of the laptops could be set up in the community centres, once they re-open, with training provided. Members commended Appendix 1; i.e. - 'How to access our current offer' and asked for it to be communicated widely. In response to a question, it was noted that the Golden Lane paper-based IT survey had received a 75% response rate.

RESOLVED, That:

1. The current activity in place to support digital inclusion for City residents and the approach set out to develop and deliver a programme of support be noted.

2. The Digital Services Sub Committee be asked to give consideration to donating redundant City of London Corporation laptops to community services sites, a suggested above and as part of the digital inclusion project

At 12.50 pm Member agreed to extend the meeting to conclude the business on the agenda.

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

1. The Judicial Review Hearing in respect of the Mais House Planning Application had been scheduled for April 2021.

2. Request for a report on progress on the City Wellbeing Centre following its first year of operating. In respect of an allegation of some 'hard sell' in respect of counselling services, the Director advised that the City of London Corporation's complaint service should be used for individual cases and agreed to investigate the wider issue of fee transparency.

3. There would be competing needs for the Community Centres once they re-open, and the Director would speak to the relevant Members in order to gain a steer on priorities.

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

The Chairman and Town Clerk had discussed scheduling the Committee's Autumn meetings to follow the same pattern as last year; i.e. – to hold meetings in late September, early November and mid-December. The Town Clerk would email Members with the amended meeting invitations.

In response to a question about holding meetings in the evening, the Chairman advised that this would be considered as part of the Governance Review, under

'Committee Structures' and any changes would be in place before the intake of new Members in March 2022 following the all-out Common Council Election.

18. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item no	**Paragraph No.**
19-28	3
29	1,2,3 and 4

19. **NON-PUBLIC MINUTES**
RESOLVED, that – the public minutes of the meeting held on 29th January 2021 be approved.

20. **PROPERTY PROJECTS GROUP (PPG) COVID-19 CAPITAL PROJECTS FUND - UPDATE**
The Committee considered and approved a report of the City Surveyor.

21. **1ST FLOOR MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET E1 7AD - LEASEHOLD DISPOSAL TO BANKSIDE GROUP LTD**
The Committee considered and approved a report of the Director of Community and Children's Services.

22. **MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET E1 7AD - CITY OF LONDON POLICE OCCUPATION UPDATE**
The Committee received a report of the City Surveyor.

23. **AVONDALE SQUARE ESTATE - GATEWAY 2 (ISSUES REPORT)**
The Committee considered and approved a report of the Director of Community and Children's Services.

24. **CLIMATE ACTION STRATEGY - HOUSING UPDATE**
The Committee received a report of the Director of Community and Children's Services. Members acknowledged that resident engagement is crucial to the success of the Strategy, they were aware that residents were keen for it to progress and can make a valuable contribution. *Subsequent to the meeting, a public, redacted version of the report was added to the public part of the Committee's web page for this meeting.*

RESOLVED, That – the report be noted.

25. **COMMUNITY CENTRE (20 LITTLE SOMERSET STREET) - APPENDIX**
The Committee received a non-public appendix in respect of agenda item 6

26. **HRA COMMERCIAL TENANTS AND COVID-19 - RENTAL SUPPORT (MARCH QUARTER 2021) - APPENDICES**
The Committee received 2 non-public appendices in respect of agenda item 7.

27. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions whilst the public were excluded.

28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items whilst the public were excluded.

29. **REVIEW OF COMMUNITY ENGAGEMENT AND RESIDENT INVOLVEMENT CONFIDENTIAL**
The Committee considered and approved a confidential report of the Director of Community and Children's Services

The meeting ended at 13.40 pm

Chairman

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

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CCS Outstanding Actions

Date added	Title	Action	*Responsible Officer and target date*	Comments/ Update
05/03/2021	Review of Committee's Terms of Reference: Community Safety and Public Protection	The Town Clerk agreed to check the Terms of Reference in respect of City Resident Members being able to stand as Chairman/Deputy Chairman of the Committee, as it was noted that this part of the Standing Order had previously been revoked.	*Town Clerks*	
05/03/2021	COMMUNITY CENTRE (20 LITTLE SOMERSET STREET)	The terms of Green Box Lease require the City of London Corporation to give notice to Guinness, remove the structure and make good the area on which it stood. However, discussions were underway with partners to explore options for alternative temporary use that would transfer the obligation to remove the Greenbox. There would be a transition period and soft launch of the new Centre	*Assistant Director of Commissioning and Partnerships*	The interested party concerned is unable to utilise the Green Box (and therefore will not take on any of the liability for removing it). The mobilisation of the new centre will be led by the Centre Manager when appointed.
05/03/2021	COMMUNITY CENTRE (20 LITTLE SOMERSET STREET)	The local community welcomed the opening of their new community centre and Members asked if bookings could resume with the easing of lockdown. The booking and marketing or the new centre will be led by a centre manager and Assistant Director was awaiting guidance from HR colleagues in respect of management and staffing arrangements.	*Assistant Director of Commissioning and Partnerships*	The appointment of a Centre Manager is pending HR processes, but close to resolution. The Centre Manager will implement interim booking processes while a software solution is sourced to provide booking support across community settings.
05/03/2021	COMMUNITY CENTRE (20 LITTLE SOMERSET STREET)	The Town Clerk would seek expressions of interest from Members willing to serve on the Advisory Board, in order to make an appointment at the next Committee meeting.	*Assistant Director of Commissioning and Partnerships*	The Chairman has appointed a representative.

05/03/2021	HRA COMMERCIAL TENANTS AND COVID-19 - RENTAL SUPPORT (MARCH QUARTER 2021)	*As part of case by case considerations, authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Community and Children's Services Committee (or within the permitted Officer Scheme of Delegation) to allow eligible tenants the opportunity to access the new COVID Business Recovery Fund, as considered by the Court of Common Council on 4/3/21, once the details are fully known.	*Assistant Director, Barbican Estate & Property Services*	In progress, we are in the process of writing to all HRA commercial tenants to inform them of the new COVID Business Recovery Fund and, how they may access it.
05/03/2021	CITY OF LONDON PRIMARY ACADEMY, ISLINGTON (COLPAI) - LICENCE TO THE PRIMARY ACADEMY OVER HOUSING REVENUE ACCOUNT (HRA)	The Director advised that, in presenting this report today, officers had sought to avoid undue delays by ensuring that everything was in place. However, the Director agreed to check the impact of a delay in agreeing the Licence on the ability to draw down DfE funds and welcomed a deferral period in order to do so.	*Director of Academy Development*	The City is unable to draw down funds from the DfE until the Development Agreement is finalised and the licence presently forms part of that agreement.
05/03/2021	CITY OF LONDON PRIMARY ACADEMY, ISLINGTON (COLPAI) - LICENCE TO THE PRIMARY ACADEMY OVER HOUSING REVENUE ACCOUNT (HRA)	Once the Planning Condition in respect of refuse collection and deliveries has been discharged by the London Borough of Islington and the City of London Corporation, authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Community and Children's Services Committee, to exercise the Committee's Housing Authority capacity, in order to allow the use of the HRA land (shown on the plan included as Appendix 1 to the report) by the Academy, and authorise the grant of a Licence to the Academy on the terms outlined in the report.	*Assistant Director, Barbican Estate & Property Services*	In hand pending the decision of the Planning Committee in respect of discharging the planning conditions.
05/03/2021	COVID-19 UPDATE	Three City pharmacies had applied to administer vaccinations, a tender process was underway and the successful bidder would be supported by the City and Hackney. One of the bidders would need support in terms of accommodation and the Director would be discussing this further with the relevant Members.	*Deputy Director of Public Health*	Boots Fleet Street is providing vaccinations.
05/03/2021	Update from the COVID-19 Working Party	There was strong support for the action point in respect of appointing a 'Carers' Champion' from the membership of the Committee, as this would provide a point of contact.		

05/03/2021	Update from the COVID-19 Working Party	Members suggested that it would be helpful for the Working Party to have a final wrap-up meeting and for the Committee to receive a final report in response from Officers.	*Town Clerks*	Wrap-up meeting held and Officer's report due on 11.6.21.
05/03/2021	CITY & HACKNEY SAFEGUARDING CHILDREN PARTNERSHIP (CHSCP) ANNUAL REPORT 2019/20	The bid would provide funding for a Partnership Strategic Analyst, covering a skills gap in this area. In addition to the Statutory Annual Reports, this additional data resource would enable Members to receive quarterly risk assessments.	*(CHSCP)*	Partnership had funding approved and recruitment is progressing.
05/03/2021	Director of Public Health Report f	The Committee noted that the 2020/21 report would focus on the health impacts of the economic recession and how they can be mitigated.	*Deputy Director of Public Health*	
05/03/2021	Digital Inclusion Project	The Chairman referred to the City's redundant laptops and suggested a resolution to the Digital Services Sub Committee requesting that they be donated to the community service sites	*Assistant Director of Commissioning and Partnerships*	The AD has met with IT colleagues. The renewal of City hardware includes a deal in which the redundant laptops are bought from the City. There may be an opportunity to use this deal to provide new equipment.
05/03/2021	Digital Inclusion Project	There was a further suggestion in that some of the laptops could be set up in the community centres, once they re-open, with training provided. Members commended Appendix 1; i.e. - 'How to access our current offer' and asked for it to be communicated widely	*Assistant Director of Commissioning and Partnerships*	Information has been publicised. An additional campaign is being organised that will further promote services and access to refurbished laptops for low income households
05/03/2021	Questions on Matters Relating to the Work of the Committee	Request for a report on progress on the City Wellbeing Centre following its first year of operating. In respect of an allegation of some 'hard sell' in respect of counselling services, the Director advised that the City of London Corporation's complaint service should be used for individual cases and agreed to investigate the wider issue of fee transparency.	*Assistant Director of Commissioning and Partnerships*	Unable to attend in April. On agenda for June 2021 meeting.
05/03/2021	Questions on Matters Relating to the Work of the Committee	There would be competing needs for the Community Centres once they re-open, and the Director would speak to the relevant Members in order to gain a steer on priorities.	*Assistant Director, Barbican Estate & Property Services*	Moves to appropriately re-open the Community Centres have progressed inline with the Government's roadmap.

05/03/2021	Any Other Business that the Chairman Considers Urgent	The Chairman and Town Clerk had discussed scheduling the Committee's Autumn meetings to follow the same pattern as last year; i.e. – to hold meetings in late September, early November and mid-December. The Town Clerk would email Members with the amended meeting invitations	*Town Clerks*	
29/01/2021	8.SUPPORT TO INFORMAL CARERS	Officers were in discussion with the contact centre in respect of streamlining the Red Badge scheme application process for carers.	*Assistant Director of Commissioning and Partnerships*	Discussions about process and timeline are ongoing with the contact centre.
29/01/2021	13.COVID-19 UPDATE	Work was underway in Hackney in terms of vaccine hesitancy amongst some ethnic groups. However, there had been some strong messaging from community leaders across all ethnicities and there were no cultural implications connected to the content of either vaccine. There would be more data emerging from the NHS, which would enable the team to look at individual ward uptakes.	*Deputy Director of Public Health*	There continues to be some delays in ensuring that full data on demographics on uptake of vaccine- however resident and GP registered uptake is now being reported
29/01/2021	13.COVID-19 UPDATE	Barts had been asking for NHS numbers to ensure that data on vaccinations was being reported back to GPs but the numbers were not required to receive the vaccination. The Director and officers agreed to seek clarity on this offline and report back to Members.	*Deputy Director of Public Health*	If known NHS numbers are helpful to ensure vaccinations are recorded on GP records but not needed for vaccinations. St Barts will no longer be able to offer 1st dose vaccinations to residents but will be ensuring all 2nd dose are provided. Additional vaccination sites across NE London are under consideration by NHS England and additional locations will be announced soon.
11/12/2020	SUPPORTING DIGITAL INCLUSION	Although the timescale would be driven by the partners' processes they were keen to start work and as soon as a proposal was ready it would come to the Committee, as they would need to approve the funding in their role as Trustees.	*Assistant Director of Commissioning and Partnerships*	On-going

06/11/2020	OUTSTANDING ACTIONS TRACKER	Members asked for the position on the Ralph Perring Centre to be reviewed, so that it could come back into use as soon as possible. Officers advised that this was dependent on which tier we might be in after Lockdown 2.	*Assistant Director – Barbican and Property Services*	Officers continue to look at ways in which we can facilitate the safe re-opening of the Sir Ralph Perring Centre including, reviewing and updating the COVID Risk Assessment.

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Committees:	**Dated:**
Community & Children's Services (CCS) – For decision Court of Common Council – For decision Projects Sub-Committee – For decision	30/04/2021 13/05/2021 17/05/2021
Subject: York Way Estate Provision of Social Housing **Unique Project Identifier:** *12199*	**Gateway 4C: Detailed Design (Complex)**
Report of: Director of Community & Children's Services	**For Decision**
Report authors: Paul Murtagh, Assistant Director Housing & Property Services James Illsley, Project Manager	

NOT FOR PUBLICATION

By virtue of paragraph(s) **3** of Part I of Schedule 12A of the Local Government Act 1972. Specifically, paragraph **3** of the report 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. It is considered that information falling under the following paragraphs outweighs the public interest in disclosing information:

3)	Information relating to the financial or business affairs of any particular person or body (including the authority holding that information).

1. Status update	**Project Description:** To develop a masterplan of c.90 new homes at York Way Estate to Royal Institute of British Architects (RIBA) Stage 4 and then procure a contractor to deliver the project, following the submission of a detailed planning application in March 2021. The project forms part of

	the original ambition (in report 17/02/17 UPI 11813) to deliver 600+ social housing homes across City of London Corporation estates. The planning application for 91 new homes was submitted to the London Borough of Islington on 29 March 2021 and validated on the same day. Islington has set a target date of 28 June 2021 for a decision (Please see Appendix 7 for confirmation of the application's validation). **RAG Status:** Green (Green at last report to Committee) **Risk Status:** High (Low at last report to committee) **Total Estimated Cost of Project (excluding risk):** To deliver c.91 new social housing homes with the remaining new units capital funding envelope, made up of S106 monies in hand, future expected S106 funding, proceeds from the sale of the Islington Arts Factory and Greater London Authority (GLA) contributions. Our cost report completed at the end of RIBA Stage 3 has a total estimated cost of £28,317,157 excluding risk and inflation. This project has an estimated cost per square foot of £280, and an average cost per unit of £311,177 (including the costs for the construction of the new community centre and estates office. These figures compare favourably with our similar sized scheme at Sydenham Hill (cost per square foot £294 and cost per unit £297,479). This cost includes approximately £650,000 for the delivery of a new community centre and estates office which will be funded with receipts from the sale of the Islington Arts Factory. If we discount the cost of the community centre and estates office (which does not include the delivery of new homes) the total estimated cost is £27,667,157, with a cost per square foot of £274 and cost per unit of £304,034. This project has been awarded a grant from the GLA of approximately £9 million, which will contribute towards the total construction cost. **Change in Total Estimated Cost of Project (excluding risk):** Increase of approximately £4.8 million since the last report to Committee in November 2020 (excluding risk and inflation). The reason for the cost increase can be attributed to the further development of the design, and the impact of the planning process which has resulted in the proposed delivery of four new residential buildings, as opposed to three identified in the last report to Committee. The Islington Planning Authority have advised that the new blocks cannot exceed the height of the

	existing blocks. To deliver 90 new homes as per the original brief, we have had to add an additional block which has increased the Gross Internal Area (GIA) of the scheme. The GIA has increased from 96,192 sq ft to 100,807 sq ft and now includes the community centre and estate office. **Spend to Date: £872,098** **Costed Risk Provision Utilised: £20,000** (of which £20,000 has been drawn down since the last report to Committee). **Funding Source:** S106 in hand and expected, GLA grant for the new housing, and proceeds from the sale of the Islington Arts Factory for the community centre and estate office. **Slippage:** Approximately four weeks. The last Committee report identified a planning submission date in February 2021, however, the application was submitted on 29 March 2021.
2. Next steps and requested decisions	**Next Gateway:** Gateway 5: Authority to Start Work **Next Steps:** - Extended planning performance agreement with London Borough of Islington to be closely monitored with the assistance of our planning consultant to minimise the risk of the determination period slipping - Architect-led design team to complete the detailed design proposals up to RIBA Stage 4a to support and enable the procurement process - Negotiations to continue with the London Borough of Islington to finalise the nomination agreement and resolve how the units will be split between the two authorities - Communication with existing residents to continue to develop further engagement with the scheme proposals - City Procurement to carry out a tender exercise to appoint a contractor to deliver the scheme. We are considering using the London Construction Programme Lot 3.4 (£20 million plus) framework. **Requested Decisions:** 1. Approve the designs which have been developed up to RIBA Stage 3 (CCS, Court of Common Council and Project Sub-Committee) 2. Authorise the additional budget of £508,177 to further develop the scheme and reach Gateway 5 (CCS, Court of Common Council and Project Sub-Committee)

3. Approve that the scheme can now progress to the construction stage, subject to the approval of the planning application, for the delivery of 91 new homes (CCS, Court of Common Council and Project Sub-Committee).
4. Note the total estimated cost of the project at £28,317,157 excluding risk and inflation. The total estimated cost including risk and inflation is £32,393,000 (CCS, Court of Common Council and Project Sub-Committee).
5. Note Risk Register in Appendix 2 and previous approval of £174,500 to be retained (CCS, Court of Common Council and Project Sub-Committee).
6. Court of Common Council to approve delegation of all future project report approvals to CCS and Project Sub-Committee (Court of Common Council)

3. Resource requirements to reach next Gateway

Item	Reason	Funding source	Cost (£)
Design team fees	Architect-led design team (Structural, mechanical and electrical engineers, principal, and landscape designer) to Gateway 5	S106	£421,720
Communications consultant	To liaise with residents and stakeholders to the next gateway	S106	£6,457
Internal staff costs	Project management & communications	S106	£80,000
Total			£508,177

Costed Risk Provision requested for this Gateway: £0 (as detailed in the existing Risk Register – Appendix 2)

The existing Risk Register is sufficient to support the project and we would like it to be retained to be used, if required, up to the next report to Committee. The amount to be rolled forward is £174,500.

Please see detailed cost report in Appendix 3.

4. Design summary

Our architect-led design team has developed the scheme up to RIBA Stage 3. The following points summarise the scheme and the design process so far:

- The existing community centre and multi-use games area will be removed to allow for the construction of four new blocks of between four and seven storeys (Blocks A, B & C will be part six and part seven storeys, and Block D will be four storeys).

- These four new blocks will provide a total of 91 new social housing homes (see table below illustrating the unit mix), and a new community centre and estate office located within the lower floors of Block C. All new homes will be dual aspect and 10% will be wheelchair accessible, as per the planning requirements for all comparable new build developments.

Unit Type	Unit No.	Unit Mix (%)	Total Hab. Rooms	Hab. Room Mix (%)
Studios	17	19%	17	6%
1 beds	25	27%	50	18%
2 beds	21	23%	63	23%
3 beds	25	27%	125	46%
4 beds	3	3%	18	7%
Total	91		273	

- Comprehensive estate-wide landscaping and new play space.

- Improvements to vehicular, service and pedestrian access from North Road, York Way and Market Road, pedestrian footpaths and ramps, car and cycle parking. These changes are following discussions with the Islington Planning Authority and to ensure compliance with current planning requirements.

- The design includes the provision of energy-efficient ground-source heat pumps to service all the heating requirements to the new residential blocks and photovoltaic panels to the roofs.

- The scheme has been designed to achieve a Home Quality Mark score of 4.5 stars with ambitious sustainability targets. The scheme is also being designed in accordance with London Energy Transformation Initiative standards, which aim to put London on the path to a zero-carbon future.

	- The scheme is aligned with the City Corporation's new 'Climate Action Strategy' targeting net zero carbon by 2040 across our supply chain through changes in the procurement process, and improving the energy efficiency of our properties and climate resilience of our buildings. - The design team has assessed the use of modern methods of construction (MMC) throughout the design process following the appointment of an MMC consultant during RIBA Stage 1. Due to the modest number of new homes being proposed (in terms of MMC, which traditionally requires high volumes), design of the buildings meeting the requirements of the Islington planning authority, topography of the site, and potential procurement challenges, the major structural and building fabric MMC options have not been achievable. However, there are still MMC options relating to facades, services and internal finishes which will be explored. - We have completed a comprehensive resident engagement and consultation process. This has focused on the resident steering group, but has also included estate-wide online workshops regarding the evolving designs, the future use of the community centre and estate office, anti-social behaviour, proposed community gardens, the evolving landscape and play space designs. We have also met with local councillors to discuss the proposals. Feedback from this process has fed into the statement of community involvement submitted with the planning application. Appendix 6 is the last newsletter distributed to residents following the submission of the planning application. - We have completed an Equality Impact Assessment with the assistance of our Access Consultant (attached in Appendix 5). This has concluded that the project does not have a negative impact on anyone who may be associated with the protected characteristics and will provide new homes that will benefit all protected characteristics considered. - We are continuing negotiations with our warranty provider (Local Authority Building Control) to ensure that all the new homes will be covered by a comprehensive warranty on completion.

	Please see Appendix 4 and Appendix 8 for existing site images, rendered images of the proposed new blocks and a proposed landscape plan.
5. Confirmation that the design solution will meet our SMART objectives	The key measures of success identified in the project coversheet were: - High-quality homes in compliance with GLA requirements and City of London Housing Design Guide - Achieve the submission of a detailed planning application by March 2021 - Progression of construction works to start on site by the GLA funding deadline of 31 March 2022. The design solution proposed in this report meets the key measures as follows: - The design of the new housing is of a high quality, with all new flats being dual aspect, exceeding defined space standards and relying on low-cost energy supplies. The City of London Housing Design Guide has been used as a key reference point throughout the design process to contribute to these high-quality designs. - The planning application was submitted on 29 March 2021 and confirmation has been received that the application has been backdated and validated on 29 March 2021. - The deadline for the GLA grant has been extended to March 2022 and the project is on target to start onsite by this date, allowing us to draw down these funds. In addition, this project aims to address our Corporate Objectives in relation to the Department's target of delivering 700 new socially rented homes by 2025, and supports the City of London's Corporate Plan relating to 'shaping outstanding environments' by striving for the highest standards in sustainability and creating secure, resilient and well-maintained spaces.
6. Risks	- A key risk identified in the last Gateway report was related to the expiration of the GLA grant funding awarded to this project. The original deadline to access this funding required a start on site by 31 August 2021. Following negotiations with the GLA, this deadline has been extended so that the project must start by 31

	March 2022 to be able to drawdown the GLA grant of approximately £9 million. - Another key risk identified in the last Gateway report to Committee related to concerns over delays in the planning decision process with the London Borough of Islington. To mitigate this risk, we have entered into an agreement with Islington for an extended planning performance agreement which contains ambitious dates for the determination of the planning application. - No changes are requested for the existing Risk Register which will be retained to be used, if required, up to the next Gateway. Costed Risk Provision Utilised at Last Gateway: **£20,000** Change in Costed Risk: **£0** Further information available in the Risk Register (Appendix 2).

Appendices

- Appendix 1 – Project coversheet
- Appendix 2 – Risk Register
- Appendix 3 – Cost report
- Appendix 4 – Existing site images and rendered images of proposed new blocks
- Appendix 5 – Equality Impact Assessment
- Appendix 6 – Community engagement newsletter
- Appendix 7 – Planning application validation letter
- Appendix 8 – Proposed landscape plan
- Appendix 9 – PT4 Committee Procurement Report

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Project Coversheet

[1] Ownership & Status

UPI: 12199
Core Project Name: York Way Estate Provision of Social Housing
Programme Affiliation (if applicable): N/A
Project Manager: James Illsley, Project Manager

Definition of need: City of London Corporation housing need as of August 2020 stands at 827 households (Register) and 612 households (Waiting List). The specific housing need at York Way Estate that would fall under the Local Lettings Policy and be accommodated as a priority through this development has increased from 25 households (April 2020) to 29 households (September 2020).

Key measures of success:

1. High quality design of social housing as per funders requirements and City of London Housing Design Guide
2. Achieve a planning application by Feb/March 2021
3. Progression of contract works before the GLA funding deadline of 31 March 2022

Expected timeframe for the project delivery: March 2024

Key Milestones:

Gateway 3 Progress Report: November 2020
Gateway 4 Detailed Options Appraisal: February 2021
Planning Application: March 2021
Gateway 5 authority to start works: November 2021
Start on Site: March 2022

Are we on track for completing the project against the expected timeframe for project delivery? YES

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? YES, Islington Gazette

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G1/2 report (as approved by PSC 17/02/17):

- **Total Estimated Cost (excluding risk):** £10 million to 80 million
- **Resources to reach next Gateway (excluding risk):**
  £139,800 design team fees, £75,000 surveys
- **Spend to date:** NIL
- **Costed Risk Against the Project:** 10%
- **CRP Requested:** N/A
- **CRP Drawn Down:** N/A
- **Estimated Programme Dates:**

  March to May 2017 - Concept Design stage
  May to December 2017 - Preparation of Planning Applications
  May to December 2017 - consultation with residents & key stakeholders

Scope/Design Change and Impact: Three sites were grouped together to carry out a feasibility assessment; Avondale Estate, York Way Estate and Sydenham Hill Estate. York Way will now be a stand-alone project.

‘Project Proposal’ G2 Issue report (as approved by PSC 18/01/19):

Member’s approved the project to be split from the project approved at G2

- **Total Estimated Cost (excluding risk):** £160 million (for 3 projects; Avondale, Sydenham Hill and York Way
- **Resources to reach next Gateway (excluding risk):** £306,666 was requested with £60,000 granted for Communications Consultant
- **Spend to date:** £66,666 (Feasibility Study proportionally for York Way)
- **Costed Risk Against the Project:** N/A
- **CRP Requested:** N/A
- **CRP Drawn Down:** N/A
- **Estimated Programme Dates:**

  Consultation with residents February -July 2019
  DCCS Committee - Sept 2019
  Gateway 3 outline proposals – Oct 2019
  Gateway 4 Detailed Options Appraisal - June 2020
  Planning Application -Sept 2020
  Gateway 5 authority to start works- April 2021
  Works start -August 2021

Scope/Design Change and Impact: Of the budget requested only £60,000 was approved at committee for a consultation process Aug-Dec 2019. This process is nearing completion and has been successful. Further budget is sought to progress designs for the site towards a planning application

‘Outline Options Appraisal’ G3 (as approved by CCS 24/04/20):

Member’s approved a budget of **£1.37 million** to progress the project to RIBA Stage 3 and a planning application for a scheme of c.**90 new social homes**.

- **Total Estimated Cost (excluding risk):** £25-30 million
- **Resources to reach next Gateway (excluding risk):** £1.37 million
- **Spend to date:** £331,757
- **Costed Risk Against the Project:** £196,500
- **CRP Requested:** 0
- **CRP Drawn Down:** 0
- **Estimated Programme Dates:**

  Gateway 3 Progress Report - September 2020
  Gateway 4 Detailed Options Appraisal - February 2021
  Planning Application -February 2021
  Gateway 5 Authority to Start Work – November 2021
  Start on Site - December 2021

Scope/Design Change and Impact: None

‘Progress Report’ G3 (as approved by CCS 06/11/20):

This report was just for information which was noted by members.

- **Total Estimated Cost (excluding risk):** £23.5 million
- **Resources to reach next Gateway (excluding risk):** N/A
- **Spend to date:** £331,757
- **Costed Risk Against the Project:** £196,500
- **CRP Requested:** 0
- **CRP Drawn Down:** 0
- **Estimated Programme Dates:**

Gateway 3 Progress Report - September 2020
Gateway 4 Detailed Options Appraisal - February 2021
Planning Application -February 2021
Gateway 5 Authority to Start Work – November 2021
Start on Site - December 2021

Scope/Design Change and Impact: Report included an update to members on the development of the designs, consideration on the use of modern methods of construction (MMC) and the progress of the planning application.

'Detailed Design – Complex' G4C (due for consideration on 17/05/21 at PSC):

Reports includes information on the design of the project following the completion of RIBA Stage 3, the submission of the planning application and an updated cost estimate. Report is also requesting approval to develop the designs further to RIBA Stage 4 and additional funding to complete this next design stage ahead of a Gateway 5 report towards the end of 2021 following the granting of planning permission.

- **Total Estimated Cost (excluding risk and inflation):** £28.3 million
- **Resources to reach next Gateway (excluding risk):** £508,000
- **Spend to date:** £872,098
- **Costed Risk Against the Project:** £196,500
- **CRP Requested:** £20,000
- **CRP Drawn Down:** £20,000
- **Estimated Programme Dates:**

Gateway 3 Progress Report - November 2020
Gateway 4 Detailed Options Appraisal - April 2021
Planning Application - March 2021
Gateway 5 Authority to Start Work – November 2021
Start on Site - March 2022

Scope/Design Change and Impact: The designs have developed following the planning process with the London Borough of Islington, the design review panels, site surveys and consultation with existing residents. The proposal now includes the delivery of 91 homes and the delivery of 4 new buildings as opposed to 3. The proposal also now includes the delivery of a new community centre and estate office. As a result of these changes the Gross Internal Area of the proposed new buildings has increased from 96,192 sq ft to 100,807 sq ft.

Total anticipated on-going commitment post-delivery [£]: To be confirmed
Programme Affiliation [£]:N/A

Top risk: <threat that has not come to pass>

Risk description	*The planning determination process with the London Borough of Islington is severely delayed resulting in the project start date missing the GLA funding deadline*
Risk description	*The costs received from the contractors following the tender process exceed the funds available to deliver the project*
Risk description	*COVID 19 continues to have an impact on construction projects resulting in additional cost and delay impacting on the project programme*

Top issue realised <risks which have come to pass:>

Issue Description	Impact and action taken	*Realised Cost*
The resident consultation process would result in objections from the resident steering group following changes in the proposed locations of the buildings.	This has resulted in minor changes to the design and location of the buildings and raised concerns that objections will be lodged during the statutory consultation period now that the planning application has been submitted. We have worked closely with the design team and resident steering group, held many evening engagement sessions, and made design amendments to the buildings in response to resident's concerns. This has resulted in an improved relationship with the resident steering group and more positive comments from existing residents.	TBC

City of London: Projects Procedure Corporate Risks Register

Project name: *York Way Estate Provision of Social Housing*

Unique project identifier: *12199*

Total est cost (exc risk) *£30000000*

PM's overall risk rating	High
Avg risk pre-mitigation	7.9
Avg risk post-mitigation	5.5
Red risks (open)	4
Amber risks (open)	27
Green risks (open)	7

Corporate Risk Matrix score table

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

Costed risks identified (All)	£6,143,607.00	20%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£6,143,607.00	20%	*" "*
Costed risk post-mitigation (open)	£0.00	0%	*" "*
Costed Risk Provision requested	£194,500.00	1%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	2	9.0	£0.00	0	2	0
(2) Financial	13	8.9	£5,768,607.00	3	7	3
(3) Reputation	11	6.4	£0.00	0	10	1
(4) Contractual/Partnership	7	9.4	£375,000.00	1	5	1
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	4	5.5	£0.00	0	2	2
(10) Physical	1	8.0	£0.00	0	1	0

Issues (open)	0
All Issues	0

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	0
All Issues	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	York Way Estate Provision of Social Housing	**PM's overall risk rating:**	High	**CRP requested this gateway**	£ 194,500	**Average unmitigated risk**	7.9	**Open Risks**	38
Unique project identifier:	12199	**Total estimated cost (exc risk):**	£ 30,000,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	5.5	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	5	(2) Financial	Construction Cost exceeds budget	Cost - There will not be enough funds to deliver the project to construction resulting in abortive costs	Possible	Extreme	24	£3,825,000.00	N	C – Uncomfortable	15% potential increase to construction costs. To be advised by QS. Value Engineering could mitigate cost increases	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R2	5	(2) Financial	Loss of Grant Funding	Cost - There will not be enough funds to deliver the project to construction resulting in abortive costs	Possible	Extreme	24	£0.00	N	C – Uncomfortable	Expediate programme. Maintain relationship with GLA and update them regularly	£0.00	Possible	Major	£0.00	12	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R3	5	(2) Financial	Inaccurate cost plan based on poor assumptions	Cost - The budget will increase and the project may not be able to go ahead	Possible	Serious	6	£0.00	N	B – Fairly Confident	Benchmarking has been carried out. cost assumptions prepared by external consultants. QS check required	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R4	5	(2) Financial	BREXIT - labour shortages and increased costs of materials	Cost - The budget will increase and the project may not be able to go ahead	Likely	Major	16	£1,455,409.00	N	C – Uncomfortable	Ensure that QS accounts for anticipated impacts (7% advised on other projects)	£0.00	Likely	Serious	£0.00	8	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R5	3	(2) Financial	Design Team Fee proposal returns are higher than anticipated	Cost - More of the budget will be spent on fees which may make it unviable	Possible	Serious	6	£60,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Allow 10% on estimated budget. Negotiate with suppliers	£60,000.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R6	3	(2) Financial	Planning Fees are higher than anticipated i.e more meetings are required by LB Islington	Cost/Time - Expense and delays to project could result in abortive costs	Possible	Serious	6	£4,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	Allow 10% on estimated budget. Enter into Planning Performance Agreement to ensure programme is kept to	£4,500.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R7	5	(2) Financial	Hyper Inflation	Cost - The budget will increase and the project may not be able to go ahead	Possible	Serious	6	£293,698.00	N	C – Uncomfortable	Allow 3% on build costs until QS can advise anticipated impacts	£293,698.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R8	3	(2) Financial	Survey Costs are higher than anticipated	Cost - Expense to project and greater risk to abnormals if full extent of surveys not completed	Possible	Serious	6	£30,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Allow 10% on estimated budget. Use competitive tendering for all surveys	£30,000.00	Possible	Minor	£0.00	3	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R9	3	(2) Financial	Internal Staff Costs are higher than anticipated	Cost - Expense to project or risk of under resourcing	Unlikely	Minor	2	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Allow 25% on estimated budget. Monitor CBIS and resource efficiently	£20,000.00	Unlikely	Minor	£0.00	2	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R10	4	(2) Financial	Insurance design requirements	Cost - Increased build costs or risk of not meeting requirements	Rare	Serious	2	£0.00	N	B – Fairly Confident	Engage with insurance provider from the outset	£0.00	Unlikely	Minor	£0.00	2	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R11	3	(2) Financial	Home Quality Mark design requirements	Cost - Increased build costs or risk of not meeting requirements	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	Engage with HQM process from the outset	£0.00	Unlikely	Minor	£0.00	2	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R12	4	(2) Financial	Additional costs arising from work to play spaces and Community Centre	Cost - Increased build costs or lower provision of communal facilities	Likely	Serious	8	£0.00	N	B – Fairly Confident	Consider existing uses within the design	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R13	4	(4) Contractual/Partnership	Ambiguity in scope of work and design responsibilities	Cost/Time/Quality - risk that there are gaps in information	Rare	Serious	2	£0.00	N	B – Fairly Confident	Ensure scope is clear and set out design responsibility matrix	£0.00	Unlikely	Serious	£0.00	4	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R14	5	(1) Compliance/Regulatory	Changes to Building Regulations	Cost/Time/Quality - delays to programme if drawings need to be amended to meet new regulations	Possible	Major	12	£0.00	N	B – Fairly Confident	Engage with LB Islington Building Control early in the process	£0.00	Unlikely	Serious	£0.00	4	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R15	3	(4) Contractual/Partnership	Rights of Lights to adjacent property owners	Cost/Time/Quality - Expense to project, delay to programme if design needs to be amended and quality if massing requires reducing	Possible	Major	12	£375,000.00	N	B – Fairly Confident	Appoint Rights to Light Surveyor	£20,000.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R16	3	(4) Contractual/Partnership	Lack of Tender Returns for Design Team Consultants using GLA ADUP Framework	Cost/Time/Quality - Less choice in cost and quality or could be forced to retender which will affect programme	Possible	Major	12	£0.00	N	C – Uncomfortable	Engage with GLA ADUP Framework for Consultants and prepare a high quality brief	£0.00	Unlikely	Serious	£0.00	4	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R17	4	(4) Contractual/Partnership	Lack of Tender Returns for Contractors	Cost/Time/Quality - Less choice in cost and quality or could be forced to retender which will affect programme	Possible	Major	12	£0.00	N	C – Uncomfortable	Seek advice on the procurement route and whether to use a framework	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R18	5	(4) Contractual/Partnership	Expensive materials with a long lead in time	Cost/Time - Expense to project and longer programme	Possible	Serious	6	£0.00	N	B – Fairly Confident	Explore pre-fabrication/ MMC and reduce the use of specialised or non UK materials	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R19	4	(4) Contractual/Partnership	OJEU procurement route	Time - longer than using a framework could affect programme length	Likely	Major	16	£0.00	N	C – Uncomfortable	Begin process as early as possible or use a framework	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R20	4	(3) Reputation	Stakeholder Communication not successful	Reputational/Time - Objections from residents could lengthen the planning programme	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	Initial engagement process carried out with Residents, LB Islington Planners, Councillors and Housing Team	£0.00	Unlikely	Serious	£0.00	4	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R21	4	(3) Reputation	Design Brief changes	Time - project programme delays	Possible	Serious	6	£0.00	N	B – Fairly Confident	Design Team to build in robust review periods to avoid delays with design changes	£0.00	Unlikely	Serious	£0.00	4	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R22	3	(3) Reputation	Survey information delays	Time - project programme delays	Possible	Serious	6	£0.00	N	B – Fairly Confident	Procure surveys early in the process	£0.00	Unlikely	Serious	£0.00	4	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		

R23	3	(3) Reputation	Resident Consultation changes to design	Time/Cost - project programme delays and increases to build costs	Possible	Serious	6	£0.00	N	B – Fairly Confident	Design Brief has been prepared by Residents as part of the Consultation	£0.00	Likely	Serious	£0.00	8	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R24	4	(3) Reputation	Scope Creep and increased fee claims	Time/Cost - expense to project from increasing consultant costs	Possible	Serious	6	£0.00	N	C – Uncomfortable	Scope has been built through Business Case, feasibility, development appraisal and resident engagement so there is limited opportunity for this to change	£0.00	Unlikely	Serious	£0.00	4	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R25	5	(9) Environmental	Removal of Trees	Reputational - with both Islington planning and residents	Likely	Minor	4	£0.00	N	B – Fairly Confident	Design to accommodate no net loss of trees	£0.00	Likely	Minor	£0.00	4	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R26	5	(9) Environmental	Removal of green space	Reputational - with both Islington planning and residents	Likely	Minor	4	£0.00	N	B – Fairly Confident	Design to accommodate no net loss of green space if possible	£0.00	Likely	Minor	£0.00	4	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R27	5	(9) Environmental	Construction noise and damage	Reputational - disruption to residents causing increased complaints	Likely	Serious	8	£0.00	N	B – Fairly Confident	Prepare a Construction Management Plan	£0.00	Likely	Serious	£0.00	8	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R28	4	(3) Reputation	Surrounding Residents and Stakeholders oppose the scheme	Reputational/Time - delays to planning programme and complaints from residents	Possible	Serious	6	£0.00	N	B – Fairly Confident	Ensure early engagement with residents and stakeholders as scheme develops	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R29	5	(3) Reputation	Disruption to Services	Reputational - complaints from residents	Possible	Serious	6	£0.00	N	B – Fairly Confident	Prepare a Construction Management Plan	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R30	5	(3) Reputation	Logistics and Construction Phasing impacting Residents	Reputational - complaints from residents	Likely	Serious	8	£0.00	N	B – Fairly Confident	Prepare a Construction Management Plan	£0.00	Likely	Serious	£0.00	8	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R31	5	(4) Contractual/Partnership	Utilities Requirements	Time/Cost - increased requirements could increase the programme and build costs	Possible	Serious	6	£0.00	N	B – Fairly Confident	Establish capacity of existing and make applications early	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R32	3	(3) Reputation	City Gateway process causes delays to the programme	Time/Cost - project programme will be increased	Likely	Serious	8	£0.00	N	B – Fairly Confident	Project Management to programme report requirements	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R33	5	(3) Reputation	Construction access to play spaces and ball court	Time/Cost - more constrained site could mean greater costs and longer programme	Possible	Serious	6	£0.00	N	B – Fairly Confident	Prepare a Construction Management Plan	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R34	3	(9) Environmental	Contaminated land or waterways beneath ground	Time/Cost - surveys could uncover below ground issues which could increase costs	Possible	Serious	6	£0.00	N	B – Fairly Confident	Ground Conditions Survey early in process	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R35	5	(10) Physical	Additional Site Constraints (topography)	Time/Cost - to overcome topography could mean greater build costs	Likely	Serious	8	£0.00	N	B – Fairly Confident	Ground Conditions Survey early in process	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R36	3	(1) Compliance/Regulatory	TfL/ GLA requirements on transport demands	Cost - Could require greater bike storage, electric charging and bus stop moving	Possible	Serious	6	£0.00	N	B – Fairly Confident	Early Engagement with stakeholders	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R37	5	(3) Reputation	Provision of temporary play space and community centre	Reputational/Cost - complaints from residents if there is no temporary provision and cost to provide	Likely	Serious	8	£0.00	N	B – Fairly Confident	Prepare a Construction Management Plan	£0.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R38	3	(2) Financial	Further Consultant appointments required due to internal work load and additional demands of LB Islington planning	Cost - Expense to project from planning demands	Possible	Serious	6	£80,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Design Team to advise appointment of Consultants. LB Islington have provided a list of documents required for planning	£80,000.00	Possible	Serious	£0.00	6	£0.00		14/02/2020	Sophie Courtright	Paul Murtagh		
R39								£0.00				£0.00			£0.00		£0.00						
R40								£0.00				£0.00			£0.00		£0.00						
R41								£0.00				£0.00			£0.00		£0.00						
R42								£0.00				£0.00			£0.00		£0.00						
R43								£0.00				£0.00			£0.00		£0.00						
R44								£0.00				£0.00			£0.00		£0.00						
R45								£0.00				£0.00			£0.00		£0.00						
R46								£0.00				£0.00			£0.00		£0.00						
R47								£0.00				£0.00			£0.00		£0.00						
R48								£0.00				£0.00			£0.00		£0.00						
R49								£0.00				£0.00			£0.00		£0.00						
R50								£0.00				£0.00			£0.00		£0.00						
R51								£0.00				£0.00			£0.00		£0.00						
R52								£0.00				£0.00			£0.00		£0.00						
R53								£0.00				£0.00			£0.00		£0.00						
R54								£0.00				£0.00			£0.00		£0.00						
R55								£0.00				£0.00			£0.00		£0.00						
R56								£0.00				£0.00			£0.00		£0.00						
R57								£0.00				£0.00			£0.00		£0.00						
R58								£0.00				£0.00			£0.00		£0.00						
R59								£0.00				£0.00			£0.00		£0.00						
R60								£0.00				£0.00			£0.00		£0.00						
R61								£0.00				£0.00			£0.00		£0.00						
R62								£0.00				£0.00			£0.00		£0.00						
R63								£0.00				£0.00			£0.00		£0.00						
R64								£0.00				£0.00			£0.00		£0.00						
R65								£0.00				£0.00			£0.00		£0.00						
R66								£0.00				£0.00			£0.00		£0.00						
R67								£0.00				£0.00			£0.00		£0.00						
R68								£0.00				£0.00			£0.00		£0.00						
R69								£0.00				£0.00			£0.00		£0.00						
R70								£0.00				£0.00			£0.00		£0.00						
R71								£0.00				£0.00			£0.00		£0.00						
R72								£0.00				£0.00			£0.00		£0.00						
R73								£0.00				£0.00			£0.00		£0.00						
R74								£0.00				£0.00			£0.00		£0.00						
R75								£0.00				£0.00			£0.00		£0.00						
R76								£0.00				£0.00			£0.00		£0.00						
R77								£0.00				£0.00			£0.00		£0.00						

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Project Name	York Way Estate Provision of Social Housing	Reporting Month	Apr-21	GW	4c	Project No.	12199	PM	James Illsley

Element	Approved Budget GW2	Quoted Costs GW2	Actual Spend GW2	Approved Budget GW3	Quoted Costs GW3	Actual Spend GW3	Proposed Costs GW4	Proposed Costs GW5
Professional Fees								
Architect (PD, CGIs)				£650,000	£211,238	£383,376	£253,730	£193,048
Landscape Architect				inc. above	£51,634	inc. above	£17,250	£11,925
Building Services (MEP, Structural, Fire)				inc. above	£120,504	inc. above	£117,740	£58,800
Engagement Consultant				£60,000	£67,400	£64,052	£21,875	£21,875
Planning Consultant				£65,000	£29,473	£32,973	£32,027	
Quantity Surveyor				£180,000	£36,773	£16,989	£40,675	£71,540
BIM Information Manager					£27,000	£27,000	£27,000	
NewForma Management					£6,000	£6,000	£6,000	
SUB TOTAL	£0			£955,000	£550,022	£530,390	£516,297	£357,188
Survey & Report Fees								
Access Consultant					£2,660	£1,330	£1,330	
MMC & Off-Site					£37,500	£17,500	£0	
HQM Assessment					£13,820	£0	£16,966	£7,000
Life Cycle Assessment					£16,996	*£0*	£16,966	£5,000
Post Occupancy Evaluation						£0		£13,400
Environmental Phase 1 Desktop Study					£2,940	£3,890	£0	
Archaeology					inc. above	inc. above		
UXO					inc. above	inc. above		
Air Quality Assessment					£5,450	£5,450		
Noise Assessment					£8,500	£3,500	£14,400	
Acoustics					inc. above	inc. above		
Transport Assessment					£7,400	£7,585	£0	
Daylight/ Sunlight/ Overshadowing					£25,000	£20,000	£10,000	
Ecology (Habitat & Bats)					£2,584	£2,584	£0	
Flood, Drainage & Surface Water					£8,500	£4,700	£3,800	
Energy					£11,565	£8,240	£3,325	£1,662.00
LETI Certification					£9,992	£3,698	£6,294	
Sustainability					£3,350	£5,270	£2,450	
Aboricultural (Tree Survey & AIA)					£1,590	£2,290	£0	
3D Topographic with GPR Utilities					£13,780	£13,180	£0	
Health Impact Assessment					£1,500		£1,500	
Heritage					£3,350	£4,829	£2,000	
Existing building surveys & new renders					£12,090	£4,000	£8,090	
Engineering Surveys								
Car Park smoke extract					£3,690	£3,690	£0	
Geotechnical Phase 2					£22,110	inc. above	£0	
3D Scanned Surveys Existing					£3,070	£2,850	£220	
Strucutural assessment of podium					£11,340	£11,340	£13,500	
Thames Water searches						£1,050	£2,920	
SUB TOTAL	£0	£0		£300,000	£228,777	£126,976	£102,431	£27,062
City of London Internal Recharge								
Building Control					*£10,000*		£10,000	
Legal Costs					*£20,000*		£20,000	
Staff Costs				£80,000	*£80,000*	£99,187	£80,000	
SUB TOTAL	£0	£0		£80,000	£110,000	£99,187	£110,000	
Planning Fees								
Pre-Planning Agreement				£30,000	£30,000	*£55,000*	inc. in GW3	
Planning Fees					£30,827	*£30,827*	£0	
Design Review Panels				£8,000	£6,660	£9,720	£0	
SUB TOTAL				£38,000	£67,487	£95,547	£0	
BUDGET TOTAL	£0	£0		£1,373,000	£956,286	£852,100	£728,728	
Risk Register								
Compliance/Regulatory (i.e Planning)				£6,500	£6,500		£6,500	
Financial (i.e inflation)								
Reputation (Client Changes)				£20,000	£20,000	£20,000		
Contractual/Partnership (Contracts)								
H&S/Wellbeing (i.e Design Compliance)								
Safeguarding (i.e Site Attendance)								
Innovation (i.e Design Development)				£120,000	£120,000		£120,000	
Technology (BIM/ Sustainablity)								
Environmental (Site Constraints)				£50,000	£50,000		£50,000	
Physical (building Constraints)								
SUB TOTAL				£196,500	£196,500	£20,000	£176,500	
BUDGET + RISK TOTAL				£1,569,500	£1,152,786	£872,100	£905,228	

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Appendix 4
Existing site plans and rendered images of the proposed new blocks

Existing site location plan

Existing site axo view

Proposed site plan with four new blocks (A, B, C & D)

Proposed axo view

View south down York Way

View North down York Way

View South East from York Way

View South along Drovers Way

View South West along North Road

View South from Northern green to building B

View North from Eastern Podium

View North towards Community Centre

EQUALITY ANALYSIS (EA) TEMPLATE

Decision	*Approved*	Date	*March 2021*

What is the Public Sector Equality Duty (PSED)? Double click here for more information / Hide

What is an Equality Analysis (EA)? Double click here for more information / Hide

How to demonstrate compliance Double click here for more information / Hide

Deciding what needs to be assessed Double click here for more information / Hide

Role of the assessor Double click here for more information / Hide

How to carry out an Equality Analysis (EA) Double click here for more information / Hide

The Proposal *Click and hover over the questions to find more details on what is required*

Assessor name: James Illsley – Project Manager, New Development & Special Projects, Property Services, Department of Community & Children's Services
Contact details: james.illsley@cityoflondon.gov.uk / 07713 305720

1. What is the Proposal?

The delivery of 91 new homes on the York Way Estate in Islington, North London. The project will involve the construction of 4 new blocks of between 4 & 7 storeys, the construction of a new community centre and estate office, and the re-landscaping of the entire estate for the benefit of the new and existing residents.

2. What are the recommendations?

This project will embrace a variety of initiatives:
The new homes will all be socially rented and 10% of the homes being delivered will be wheelchair accessible and designed to meet Building Regulations ADM 4(3) (2)(b) criteria. We will also be providing one accessible car parking bay for each M4(3) (2)(b) property from completion in the basement car park. In addition, we will be providing secure mobility scooter parking and charging facilities in the basement car park.
The new community centre will be a multi-use accessible space, accessible for all with a passenger lift providing step-free access between the podium level and community centre.
The design of the new blocks and the landscaping will consider partially sighted people with appropriate visual contrast [in some cases visual contrast between elements is minimised to avoid confusion, and in others it is optimised] to delineate the different parts of the estate, building entrances and child's play areas.
The existing ramped route from Market Road towards the centre of the site will be upgraded to meet the criteria of current Building Regulations as far as possible, and a new, compliant route will be added as a slightly longer alternative route.
The new estate office will be designed to be designed to meet the criteria of Approved Document M, Volume 2 to ensure accessibility and functionality with all building control requirements around accessibility and functionality. Its new location in the middle of the estate overlooking the new western podium play area will provide passive surveillance of this space.

3. Who is affected by the Proposal? *Identify the main groups most likely to be directly or indirectly affected by the recommendations*.

Residents of the York Way Estate
Residents on our housing waiting list
Disabled residents
Elderly people
Children
Staff working in the Estate Office
Visitors

Age Double click here to add impact / Hide

Check box if NOT applicable ☐

Key borough statistics: The City has proportionately more people aged between 25 and 69 living in the Square Mile than Greater London. Conversely there are fewer young people. Approximately 955 children and young people under the age of 18 years live in the City. This is 11.8% of the total population in the area. Summaries of the City of London age profiles from the 2011 Census can be found on our website	A number of demographics and projections for demographics can be found on the Greater London Authority website in the London DataStore. The site details statistics for the City of London and other London authorities at a ward level: • Population projections NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under "additional equalities data".

Double click here to show borough wide statistics / hide statistics

Age

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

Type response here

What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
The provision of new social housing and a new estate office/community centre should have a positive impact on everyone of all ages, including the disabled and elderly people and children. The community centre specifically should be a positive benefit to children who are traditionally heavy users of community centres. 90% of the new homes will be designed to meet Building Regulations M4(2) criteria, which provide a good level of flexibility and accessibility for older people	Positive and potential negative impacts have been identified. The delivery of new social housing will benefit all ages and groups as the housing is not being restricted to any specific groups. All those on our waiting list who are eligible for social housing and in the appropriate catchment area could benefit from being offered a new home, as well as existing residents on the estate who are currently in overcrowded accommodation or who are looking to downsize. We will also have a local lettings policy which will benefit for example sons and daughters on the estate who are currently overcrowded living with their parents. The proposed community centre will seek to support the changing nature of care provision for children and older people by providing flexible community spaces for all members of the community to use. There will be significant improvements to external areas, which will directly benefit older residents of both existing buildings and the proposed new buildings (including upgraded lighting and surfaces, more stimulating environments, provision of accessible seating, communal activities and quieter areas).

Age

The main negative impact is the disruption that the construction process will have as it is programmed to take 2 years to deliver the works and existing residents will have to endure this process. However, the contractors will be required to adhere to a robust social value strategy which will benefit all resident during construction. Clear communication and managing of people's expectations will be essential during this challenging time.

Disability Double click here to add impact / Hide

Check box if NOT applicable ☐

Key borough statistics:
Day-to-day activities can be limited by disability or long term illness - In the City of London as a whole, 89% of the residents feel they have no limitations in their activities – this is higher than both in England and Wales (82%) and Greater London (86%). In the areas outside the main housing estates, around 95% of the residents responded that their activities were not limited. Extract from summary of the 2011 Census relating to resident population health for the City of London can be found on our website.

The 2011 Census identified that for the City of London's population:

- 4.4% (328) had a disability that limited their day-to-day activities a lot
- 7.1% (520) had a disability that limited their day-to-day activities a little.

Source: 2011 Census: Long-term health problem or disability, local authorities in England and Wales

NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under "additional equalities data".

Double click here to show borough wide statistics / hide statistics

Disability

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

Type response here

What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***

The delivery of new social housing (including 10 wheelchair accessible homes) should have a positive impact on this group providing them with access to high quality and appropriately constructed new homes. The significant changes to the landscape will also benefit this group with upgraded existing access routes and creation of new accessible routes, changes in surfaces to better delineate specific areas of the estate, adding of handrails where missing, the addition of considerable extra accessible seating throughout the estate and the inclusion of play equipment which can largely be used by disabled people.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

The main negative impact is the disruption that the construction process will have as it is programmed to take 2 years to deliver the works and existing residents will have to endure this process. However, the contractors will be required to adhere to a robust social value strategy which will benefit all resident during construction. Clear communication and managing of people's expectations will be essential during this challenging time.
In addition the contractors will have to provide clear and safe routes through the estate which can be easily navigated by people with disabilities so as not to make moving around the existing estate any

Disability	
	harder than it currently is during construction.

Pregnancy and Maternity Double click here to add impact / Hide

Check box if NOT applicable ☐

Key borough statistics: Under the theme of population, the ONS website has a large number of data collections grouped under: • Conception and Fertility Rates • Live Births and Still Births • Maternities	NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under "additional equalities data".

Double click here to show borough wide statistics / hide statistics

Pregnancy and Maternity	
Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals.* Type response here	
What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact*** The provision of new social housing, a new estate office/community centre and re-landscaping of the entire estate should have a positive impact on all groups included those who are pregnant and/or new mothers who will be offered new homes if they are eligible. The community centre specifically should be a positive benefit to this group when it is operational and able to offer services targeted to the needs of this group including mother & baby drop-in sessions, 'Rhyme Time' etc.	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?** The main negative impact is the disruption that the construction process will have as it is programmed to take 2 years to deliver the works and existing residents will have to endure this process. However, the contractors will be required to adhere to a robust social value strategy which will benefit all resident during construction. Clear communication and managing of people's expectations will be essential during this challenging time. In addition, we will be looking to provide better lighting and seating in the public realm, including places to rest, sit with children and allow for safer play

Race Double click here to add impact / Hide

Check box if NOT applicable ☐

Key Borough Statistics:
Our resident population is predominantly white. The largest minority ethnic groups of children and young people in the area are Asian/Bangladeshi and Mixed – Asian and White. The City has a relatively small Black population, less than London and England and Wales. Children and young people from minority ethnic groups account for 41.71% of all children living in the area, compared with 21.11% nationally. White British residents comprise 57.5% of the total population, followed by White – Other at 19%.

The second largest ethnic group in the resident population is Asian, which totals 12.7% - this group is fairly evenly divided between Asian/Indian at 2.9%; Asian/Bangladeshi at 3.1%; Asian/Chinese at 3.6% and Asian/Other at 2.9%. The City of London has the highest percentage of Chinese people of any local authority in London and the second highest percentage in England and Wales. The City of London has a relatively small Black population comprising 2.6% of residents. This is considerably lower than the Greater London wide percentage of 13.3% and also smaller than the percentage for England and Wales of 3.3%.
See ONS Census information or Greater London Authority projections
NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below

Double click here to show borough wide statistics / hide statistics

Race

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

Type response here

What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***

The provision of new social housing, a new estate office/community centre and re-landscaping of the entire estate should have a positive impact on all groups who are offered a new home and those who live on the estate currently.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

The main negative impact is the disruption that the construction process will have as it is programmed to take 2 years to deliver the works and existing residents will have to endure this process. However, the contractors will be required to adhere to a robust social value strategy which will benefit all resident during construction. Clear communication and managing of people's expectations will be essential during this challenging time.

Religion or Belief Double click here to add impact / Hide

Check box if NOT applicable ☐

Key borough statistics – sources include:
The ONS website has a number of data collections on religion and belief, grouped under the theme of religion and identity.
Religion in England and Wales provides a summary of the Census 2011 by ward level

NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under "additional equalities data".

Double click here to show borough wide statistics / hide statistics

Religion or Belief

Religion or Belief

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

Type response here

What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
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Sex Double click here to add impact / Hide

Check box if NOT applicable ☐

Key borough statistics:	A number of demographics and projections for demographics can be found on the Greater London Authority website in the London DataStore. The site details statistics for the City of London and other London authorities at a ward level:
At the time of the 2011 Census the usual resident population of the City of London could be broken up into: • 4,091 males (55.5%) • 3,284 females (44.5%)	• Population projections NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under "additional equalities data".

Double click here to show borough wide statistics / hide statistics

Sex

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

Type response here

What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
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Sex	
	challenging time. There will also be improvements in safety with better lighting and passive surveillance.

Sexual Orientation and Gender Reassignment Double click here to add impact / Hide

Check box if NOT applicable ☐

Key borough statistics – suggested sources include: • Sexual Identity in the UK – ONS 2014 • Measuring Sexual Identity – ONS	NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under "additional equalities data".

Double click here to show borough wide statistics / hide statistics

Sexual Orientation and Gender Reassignment

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

Type response here

What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
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Marriage and Civil Partnership Double click here to add impact / Hide

Check box if NOT applicable ☐

Key borough statistics - sources include: • The 2011 Census contain data broken up by local authority on marital and civil partnership status	NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under "additional equalities data".

Double click here to show borough wide statistics / hide statistics

Marriage and Civil Partnership

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

Type response here

Marriage and Civil Partnership	
What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
The provision of new social housing, a new estate office/community centre and re-landscaping of the entire estate should have a positive impact on all groups who are offered a new home and those who live on the estate currently.	The main negative impact is the disruption that the construction process will have as it is programmed to take 2 years to deliver the works and existing residents will have to endure this process. However, the contractors will be required to adhere to a robust social value strategy which will benefit all resident during construction. Clear communication and managing of people's expectations will be essential during this challenging time.

Additional Impacts on Advancing Equality & Fostering Good Relations Double click here to add impact / Hide Check box if NOT applicable ☑

Conclusion and Reporting Guidance

Set out your conclusions below using the EA of the protected characteristics and submit to your Director for approval.

If you have identified any negative impacts, please attach your action plan to the EA which addresses any negative impacts identified when submitting for approval.

If you have identified any positive impacts for any equality groups, please explain how these are in line with the equality aims.

Review your EA and action plan as necessary through the development and at the end of your proposal/project and beyond.

Retain your EA as it may be requested by Members or as an FOI request. As a minimum, refer to any completed EA in background papers on reports, but also include any appropriate references to the EA in the body of the report or as an appendix.

This analysis has concluded that…

The scheme proposals will have a positive impact on all protected characteristics whether they are eligible for a new home once constructed or are existing residents on the estate. The negative impact is also the same for all characteristics as the 2 year construction process will be disruptive and require careful management to ensure existing residents daily lives are not negatively impacted.

Outcome of analysis - check the one that applies

☐ **Outcome 1**

No change required where the assessment has not identified any potential for discrimination or adverse impact and all opportunities to advance equality have been taken.

☑ **Outcome 2**

Adjustments to remove barriers identified by the assessment or to better advance equality. Are you satisfied that the proposed adjustments will remove the barriers identified?

☐ **Outcome 3**

Continue despite having identified some potential adverse impacts or missed opportunities to advance equality. In this case, the justification should be included in the assessment and should in line with the duty have 'due regard'. For the most important relevant policies, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact.

☐ **Outcome 4**

Stop and rethink when an assessment shows actual or potential unlawful discrimination.

Signed off by Director:	Michael Gwyther-Jones	**Name:**	Michael Gwyther-Jones	**Date:**	090321

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YORK WAY ESTATE FEEDBACK NEWSLETTER

April 2021

Welcome to this consultation newsletter, detailing refined plans to deliver additional social homes on York Way Estate.

Take a look inside!

WHAT'S INSIDE:

- YORK WAY MASTERPLAN PROPOSAL
- NEW HOMES & LOCAL LETTINGS POLICY
- CONSULTATION SUMMARY
- COMMUNITY GARDENING
- NEXT STEPS & TIMELINE
- **HAVE YOUR SAY!**

YORK WAY ESTATE FEEDBACK NEWSLETTER | April 2021

For the last two years, the City Corporation has been working with Soundings and the design team to consult on the plans to deliver additional social housing on York Way Estate. We would like to take this opportunity to thank you all for your continued feedback and engagement throughout the consultation process. Working collaboratively with residents, the design team have now refined plans which include the delivery of 91 social homes, significant landscaping enhancements with integrated play spaces and the re-provision of the community centre and improved estates office. To coincide with the submission of the planning application and statutory consultation being conducted by Islington Council, we are sharing this newsletter which highlights key design changes and information responding to feedback, along with how you can stay informed.

Planning Ref: (P2021/0969/FUL)

CONTACT US

Feel free to get in touch with the Soundings Team should you have any questions or queries about the plans or next steps:

Tel: 020 7729 1705

Email: hello@yorkwayestate.com

Feedback form

We are keen to hear your views on the final refined proposals. Please fill out the feedback form provided by **4 May 2021** and pop it into the estates office post box to ensure your voice is heard. You can also complete a form online by visiting the dedicated community website

All completed forms will be put into a prize draw for 5 residents to receive Time Credit Vouchers to access City of London attractions!

Project website

Visit our dedicated community consultation website to stay updated and informed: **www.yorkwayestate.com**

On the website you can find the latest exhibition, historic consultation materials, consultation reports, records of meetings and a FAQ – Frequently Asked Questions Fact Sheet.

Visit: yorkwayestate.com

CONSULTATION FIGURES

Thank you to those who have participated in the extensive consultation process, sharing your valuable thoughts, feedback and importantly your time. We appreciate your comments and hope that you continue to engage with the team to discuss the future of York Way Estate and enhancements that will ultimately improve the quality of experiences for residents and the wider community.

Held **7** resident steering group meetings

70+ people have attended:

7 resident meetings and information sessions including 2 design workshops

200+ pieces of feedback collected

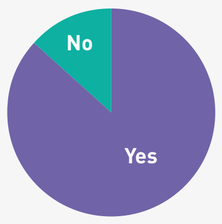
4 public exhibition events held in various formats (in person, displays, online and newsletters)

Thank you for engaging in the consultation

COMMUNITY GARDENING

We recently consulted with residents on plans for a community garden on the estate. There was strong support for community gardens with residents showing an interest in growing different kinds of produce. The three locations shared in the community garden consultation will be submitted in the planning application and City Corporation will carry out further consultation with residents on this community led initiative.

Do you support community gardening on the estate?



Example of a community garden

NEXT STEPS

Planning application

A planning application has now been submitted. Visit: **www.islington.gov.uk/planning/applications/comment** and search the application number P2021/0969/FUL to view the plans and all associated documents and reports such as the CCTV, lighting, and fire strategies. You can also comment directly on the plans through this link too.

How you can stay involved

Further meetings will be held with the RSG to establish the groups ongoing role. The team are keen to work collaboratively with residents to discuss the management of the community centre and the estate office, community gardening options and a range of community initiatives that have been raised by residents throughout the consultation.

Stay involved

The team is committed to ensuring that a continuous engagement presence remains in place throughout the statutory consultation phase and thereafter. Soundings will continue to facilitate engagement opportunities with the residents and the wider community to ensure that you are kept up to date and well informed directly by the team.

TIMELINE

APRIL 2021 – Planning application submitted and Islington statutory consultation

MAY - SEPT 2021 – Ongoing community engagement activities

SPRING 2022 – Anticipated start on site

2024 – Construction completed

NEW HOMES

The City of London Corporation are keen to deliver new homes on York Way Estate in response to the demand for additional social housing in London. Working with highly acclaimed architects and urbanists, Maccreanor Lavington, the team have carefully designed homes of lasting, high quality, for existing and new residents.

Sustainability is a key driving force for this development from the client and design team. This considers operational energy use and embodied carbon footprint, creating a more sustainable environment for residents and the wider community for generations to come.

Type	No.	No. as %
Studio	17	19%
1 bed	25	27%
2 bed	21	23%
3 bed	25	27%
4 bed	3	3%
Community centre and estate office	272 sqm GIA/307 sqm GEA	

Proposed housing mix of the new buildings

Example internal layout, 1 bed flat with balcony, Building C

Example internal layout, 3 bed maisionette, Building D (left: first floor, right: ground floor)

*plans not to scale

New Homes, Local Lettings Policy and Transfers

The 91 new homes will be shared between the London Borough of Islington and the City Corporation and the split will be roughly 50-50.

Islington will nominate the tenants for their share of the properties according to their own policies and the City Corporation will follow the Housing Allocations Scheme.

According to the Allocations Scheme, existing tenants can only transfer if they are overcrowded or under occupying their current home. The exceptions to this are people who need to move into a property of the same size if they have medical or welfare needs.

If you already need a bigger or smaller property or you are finding your home no longer meets your needs, you should complete an application for a transfer.

Contact **hadvice@cityoflondon.gov.uk** for more information.

If you have children sharing a second bedroom where at least one is reaching either 18 years (if children are of the same sex) or 10 years (if of the opposite sex), within the next few years you should plan to submit an application for a transfer.

The proposed development is due for completion in 2024 so your current circumstances may change before this date. If so, the Housing Needs Team will not be able to register your application prior to when you become eligible but you should plan ahead for this time and be prepared.

At present it is planned that a Local Lettings Plan will be in place to prioritise transfers from existing tenants with priority being given to those with the highest points according to the allocations scheme. If two households have the same level of points the household which has been registered the longest will be given the priority.

The City Corporation's bedroom standard states that applications will be assigned on a bedroom need, based on the number of people on the application accepted as part of the household. The City Corporation generally assesses the number of bedrooms needed as:

- one bedroom for the applicant (and their partner)
- one bedroom for any additional adult couple
- one bedroom for any two additional people of the same gender aged under 18
- one bedroom for any two additional people of different genders aged 9 and under
- one bedroom for any additional person

SUSTAINABLE DESIGN

Sustainable design is a key priority for delivering new homes on York Way Estate. The designs seek to reduce negative impacts on the environment, residents and the wider community. Have a look at some of the measures below:

The proposals will be compliant with energy policies in the London Plan and Islington policy documents. The new buildings will be served by ground source heat pumps and solar panels will be provided on the roofs.

All units will be dual aspect to make use of cross ventilation. Window proportions have been carefully considered to maximise daylight and minimise overheating.

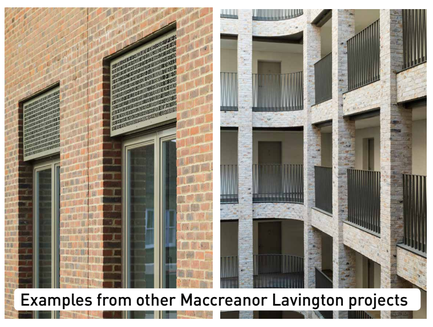
The proposed development will be car-free except for 10 Blue Badge parking spaces within the basement with access to building C where 10 wheelchair accessible units are being provided. Two electric charging points will be provided from the outset with the eight remaining Blue Badge spaces being capable of providing this feature in the future. Existing residents will continue to use the basement car park.

The proposed buildings are designed to respond to and complement the existing buildings, introducing a new family of buildings whilst allowing the existing buildings to be identified as the original. New buildings will primarily be made of brick – a robust, timeless material which is currently used throughout the Estate.

The use of the same brick types across all new buildings will provide continuity and coherence to the differently configured building forms, allowing them to be read as a family. The high quality and durable architecture with simple, crisp detailing will ensure the buildings will mature gracefully, become richer and look better with time.

View of inset balcony and proposed brickwork

Planning policy requires all new homes to have private amenity space. The balconies are inset rather than projecting, so there is less contrast between the new and existing buildings. The proposed brick balconies complement the existing brick materials on the estate.



Examples from other Maccreanor Lavington projects

View south along York Way

View north along York Way

View north from Market Road

View north from eastern podium

YORK WAY ESTATE FEEDBACK NEWSLETTER

April 2021

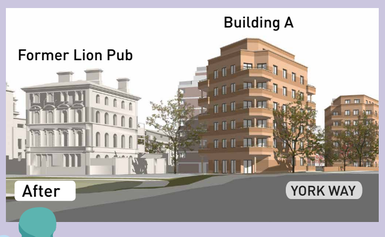
You said...
New buildings will negatively impact views

We did...
A key principle of the massing was to retain long views which has directly changed the shape of the new buildings. Views of particular heritage importance have also been considered and retained

BUILDING A

Building A has changed to a pentagonal shape and has been moved back from the Lion Pub. This revision retains the much-loved views of the Clock Tower and views along York Way - resulting in a building which better responds to the existing local heritage and context.

It also opens up views to and from Lambfold House, respecting the openness much loved by residents. An additional floor has also been added in the final plans, as a set-back unifying with Buildings B & C.



NORTH & SOUTH LAWNS

The openness of the landscaped areas has been maintained and overall improvements have been made to mitigate any loss due to the new building footprints, including planting on the car park podiums. A number of new trees will be planted along the boundary of the estate and along ramps and paths.

You said...
Retain as many existing trees as possible

We did...
A number of new trees will be planted along the boundary of the estate and along ramps and paths. Buffer planting will also be strategically placed throughout the estate.

YORK WAY BOUNDARY WALL

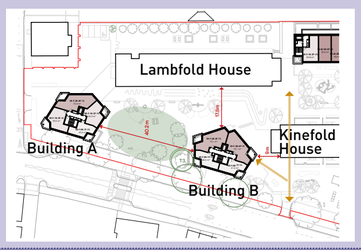
The proposals aim to retain the wall along York Way. Significant buffer planting will create a number of positive benefits including: creating a strong boundary between the estate and York Way; sustainability, biodiversity, pollution mitigation and overall visual impact.

You said...
New buildings will negatively impact access to sunlight

We did...
Working with a Daylight / Sunlight Consultant, numerous assessments have been carried out to inform the location and height of buildings to minimise the impact

BUILDING B

Building B has changed considerably in response to consultation. The first presented building as a rectangular block north-west of Kinefold House which raised many concerns around: proximity, privacy, views and light. The building now takes a pentagonal form that has been pulled away from Kinefold House, with the top floor set back to reduce mass. The final proposal sees Building B moved 2 metres further north. It also increases the open space offer on the Northern lawn.



You said...
Western podium will negatively impact Kinefold residents with regards to noise and foot traffic

We did...
A double layer of buffer planting will separate residents from play areas. Soft surfacing in areas as well as extensive planting will provide better sound attenuation than in the current situation. The MUGA (source of impact noise) will be removed and replaced with lower impact noise activities. Higher footfall is expected (new residents need to access blocks). Increased footfall also results in higher passive surveillance and general activation, which will ultimately help contribute to deterring the misuse of this space

WESTERN PODIUM

Play equipment and fitness features on the Western podium has been moved furthest away from Kinefold house and a double layer of trees and planting has been introduced creating greater privacy for residents, whilst also reducing the noise created by children playing. Soft surfacing will also reduce sound spreading from this play area.

Examples of buffer planting

Proposed section through Western Podium

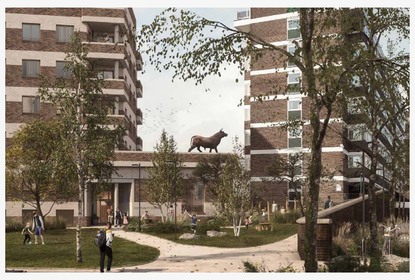
View of proposed Western Podium

You said...
How can I become more involved in the future running of the community centre?

We will...
Be sharing further information about how residents can feed into the further designs of the community centre and estates office in due course. We are keen to work collaboratively with residents to ensure this facility serves the community, now and in the future

COMMUNITY CENTRE AND ESTATES OFFICE

More of the community centre will now sit under Building C moving it away from Kinefold House and allowing the opening up of the staircase from the car park level, addressing an ASB hot spot. After receiving positive feedback, it is confirmed that the estate office will be located in the community centre, creating a new community hub which will capitalize on opportunities of natural surveillance of the Western Podium and the wider estate. The community centre will have dedicated outdoor amenity space, which will be secure and enclosed for community activities and recreation. It is intended that the centre will be run by the City Corporation and that residents will be involved in developing what it's future uses could be and how it will be run, informing the final designs.



NORTHERN ENTRANCE & PLAY STREET

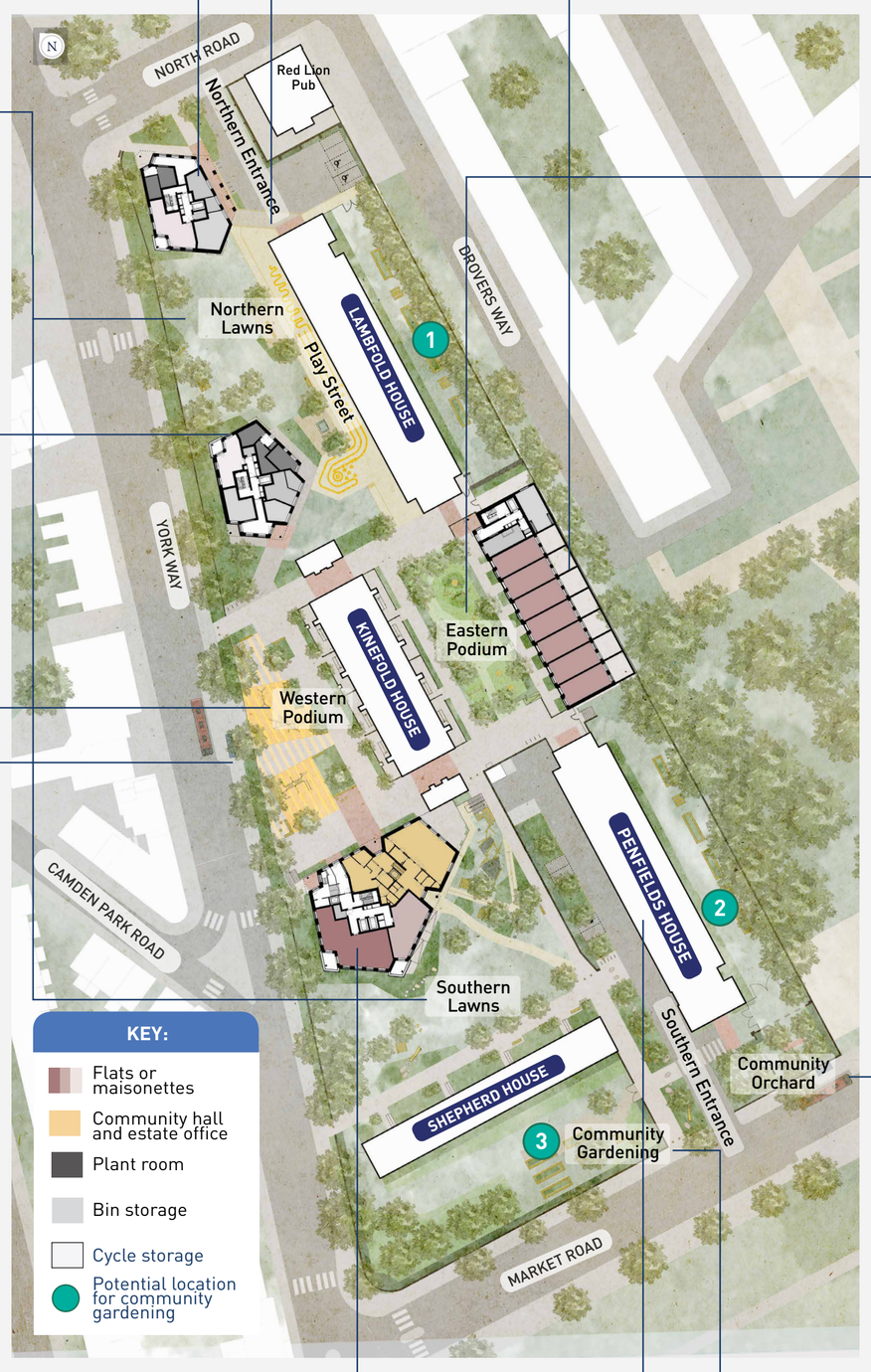
An enhanced arrival space at the northern end of the site, to North Road, will capture the view towards the Clock Tower, celebrating the sites local heritage assets. The play street, in front of Lambfold House has responded to concerns raised by residents. Play markings will give visual priority for pedestrians, a raised table will further demarcate the entrance to the play street to alert drivers and a curb and path without markings along the open space will provide for those with visual impairment. Vehicle movements will be limited along this street to garage occupiers, maintenance and refuse vehicles and emergency services.

Proposed view of play street, looking south

You said...
How will young children be kept safe on the play street?

We will...
Ensure the appropriate play markings denote priority for pedestrians, a raised table will further demonstrate the entrance to the play street to alert drivers

YORK WAY ESTATE GROUND FLOOR PLAN



BUILDING C

As with Building B, the overall footprint of Building C has been reduced alleviating concerns on privacy, overlooking and noise. The top floor has been set back and the shape has evolved in order to retain existing views. By setting the building back from York Way it has been possible to retain the existing street trees, creating a natural buffer. The result of changes to Buildings A, B & C has been to create a cohesive design for the three buildings, respecting the character of the estate whilst forming a strong villa like presence along York Way.

You said...
The footprint of Building C results in a reduction of open space

We did...
The reduction of the building's footprint has increased the amount of green space being provided on the Southern Lawn. The overall landscape is being improved to mitigate this loss

You said...
New access points across the estate will encourage people from outside to walk through and encourage ASB

We will...
No new access points are proposed, and the existing boundary walls will be retained and made stronger with additional planting

ACCESS AND CONNECTIONS

The existing routes through the estate will be maintained and improved. An accessible ramp route will be provided with direct access to the community centre and its associated outdoor area. Seating will be provided along the gentle slope to provide moments of rest for residents with mobility issues. Barriers to movement, where possible, will be removed with signage and way-finding devices placed throughout the estate to help people get around.

View of southern lawn and pedestrian ramp

EMERGENCY ACCESS AND REFUSE

The proposals will ensure that the appropriate and necessary access points through the estate are maintained and upheld to ensure that emergency vehicles are able to access every home and area on the estate. A detailed fire strategy will be submitted as part of this planning application. These same access points will be used for refuse and waste removal as well.

You said...
Emergency access, waste and refuse and delivery routes need to be maintained

You said...
The proximity of building D to Kinefold house gives residents the impression that they will be enclosed

We did...
Building D has moved further from Kinefold House to maximise the distance between buildings and the amount of communal amenity on the eastern podium.

BUILDING D

Building D was confirmed in the December 2020 plans as necessary to reduce the mass of Buildings B & C as presented in October 2020. Providing family maisonettes, the scale is limited by the structural constraints of building over the existing car park. In the final plans the building has been moved east towards Drovers Way.

DROVERS WAY

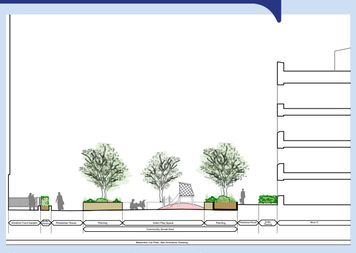
In response to resident feedback, an access route to Drovers Way is not being considered in the planning application

You said...
The play space on the Eastern podium will increase noise

We did...
Buffer planting and soft surfacing will be introduced at ground floor level to reduce noise from the play space for residents of Kinefold House and the new maisonettes

EASTERN PODIUM PLAY SPACE

The areas for play have been designed in line with planning guidelines. Play cannot be provided in one central location as the required area would be too big, therefore play has been spread across the estate and split according to age groups. The space for youngest children is located on the eastern podium between Kinefold House and Building D, providing the safest space, naturally enclosed by buildings and overlooked. In order to maximise the daylight and sunlight the location of play equipment and seating has been carefully considered. In addition to this, further play areas have been strategically placed around the open areas of the estate allowing children to following the direction of the sun to maximise play time.


Section through Eastern Podium

View through the proposed Eastern Podium

You said...
The location will encourage people outside the estate to walk through

We did...
The access opposite the entrance to Penfields House will be gated

SOUTHERN ORCHARD

A number of ideas have been presented during the consultation process for the southern entrance space south of Penfields House and onto Market Road. Initial ideas to create an open hard landscaped and activated public square and entrance to the estate raised many concerns over safety and ASB. In December 2020, a vision to create a quiet and reflective space for residents of the estate within an orchard with some built elements representing the historic Bull Pub, continued to raise concerns around access and security. In response to these concerns the existing boundary wall will be retained along Market Road and an additional prickly planting buffer will be introduced. No fixed seating will be provided to discourage large gatherings and ensure the orchard provides a peaceful sanctuary for residents.

Southern Orchard

You said...
Community garden should not be located by Shepherd's or Penfields House due to existing ASB in these areas

We did...
The overall proposals seek to improve the Market Road edge to attract more general use rather than meeting ASB with bleakness, which helps to enable ASB through lack of footfall.

COMMUNITY GARDENING

The community gardening consultation held in Feb 2021 revealed that a small number of residents would be interested in growing fruit and herbs on the estate. Although further works needs to be carried out with all resident's the proposals include the three areas identified for community gardening as shown in this newsletter. Should these come to fruition community gardens will have walls/ fences and perimeter planting and the area will be enclosed by a lockable fence only for use by residents gardeners. Buffers will be introduced to the ground floor to protect the privacy of residents. There will be ongoing consultation with residents over the coming months to finalise the plans.

You said...
CCTV and lighting should be improved across the estate to help tackle existing ASB

We will...
A new lighting and CCTV strategy will address areas of existing ASB and produce a more pleasant and safe journey through the estate

SECURITY

As part of this project we are looking at CCTV and lighting for the whole estate and more detailed information about the changes will be made available soon. We take your concerns about ASB seriously and are looking to make significant improvements across York Way Estate.

020 7729 1705 (Soundings office) | hello@yorkwayestate.com | yorkwayestate.com

CONFIRMATION OF A VALID APPLICATION

ISLINGTON

Development Management Service
Planning and Development
PO Box 3333
222 Upper Street
LONDON N1 1YA
T 020 7527 2953
E stefan.sanctuary@islington.gov.uk
W www.islington.gov.uk

Our ref: P2021/0969/FUL

Date: 12 April 2021

Please reply to: **Stefan Sanctuary**

Stantec UK Limited
78 Cowcross Street
London
EC1M 6EJ

Dear Sir or Madam

TOWN AND COUNTRY PLANNING ACTS

Reference:	P2021/0969/FUL *quote on any reply*	**Type:**	Full Planning Application
Location:	Land at York Way Estate, York Way, London N7		
Proposal:	Demolition of existing community centre building and MUGA and the erection of four blocks of between four and seven storeys (Buildings A, B & C - part six and part seven storeys and Building D - four storeys) to provide a total of 91 x Class C3 units (17 x studios, 25 x 1-bed, 21 x 2-bed, 25 x 3-bed & 3 x 4-bed), a community centre and estate office, estate wide play space and landscaping. Alterations to vehicular, service and pedestrian access from North Road, York Way and Market Road, pedestrian footpaths and ramps, car and cycle parking and other associated works including landscaping; amenity space; and refuse storage.		

Thank you for your application dated 29 March 2021, which was received on 29 March 2021.

Your application and fee remittance including any accompanying drawings, other supporting documents have been examined. It appears that your application meets with statutory requirements and national and local validation requirements and is therefore **VALID** (as of 29 March 2021). Please note that the statutory target date for a decision on this application is **28 June 2021**.

It may have been necessary to amend your suggested description of development (refer to 'Proposal' above). If this has occurred and no comments are submitted to the contrary, it will be assumed you have no objection to the change.

Yours faithfully

Stefan Sanctuary (case officer)
Major Applications Team

If you would like this document in large print or Braille, audiotape or in another language, please telephone 020 7527 2000.

P-ACK1-Main

GUIDE TO THE PLANNING PROCESS

What happens now?
Your planning application has now been passed to a planning case officer (named overleaf). The consultation process has also begun, which may involve some or all of the following: writing to the occupiers of nearby properties, putting up a site notice and advertising the proposal in the local press. These measures enable people who may have a view on the proposal to find out more about it and to write to the council with their views. Comments may take the form of an objection, support, or just a comment on, the proposal. We will also consult (as necessary) other statutory bodies, organisations and departments of the council. We allow a period of 21 days for comments to be made.

As your application is valid the application form, any accompanying drawings and other supporting documents will be published on the council's website. In doing so the council's Development Management Service will endeavour to comply with the Data Protection Act. This will entail the non-publication of telephone numbers, email addresses and all forms of signature.

The case officer will consider your application against the adopted policies of the Development Plan and associated guidelines and also take into account any comments received from the consultation process and any other material consideration. S/he may need to visit the application site; if access is required s/he will contact you or the applicant to arrange a mutually convenient time to visit. Following the assessment by the planning case officer it may be necessary to request further information or clarification. If this is necessary, you will be contacted at the earliest opportunity.

What is the timescale for the determination of the application?
We aim to consider and determine applications as efficiently and swiftly as possible and best endeavours will be taken to meet the following targets (beginning from the application's 'valid' date):

- **28 days** for prior approval, non-material amendment applications and also for formal observations to neighbouring boroughs
- **8 weeks** for 'minor', 'other' and approval of details applications
- **13 weeks** for all 'major' applications
- **16 weeks** for 'Environmental Impact Assessment development'
- **The agreed date** for all applications subject to Planning Performance Agreement

Your application will therefore usually be determined in the form in which it was submitted; amendments will not be sought, or accepted, unless these are of a very minor nature and revised plans can be submitted in sufficient time to be taken into account within the prescribed period.

How is the application decided?
A report will be written making a recommendation to approve or refuse your application. Almost 90% of applications are determined under delegated powers, which means that they are dealt with by a senior planning officer, authorised by the council to make such decisions. The remaining 10% of applications are dealt with by Planning Committee or Planning Sub-Committees. This is usually if they are above a certain size, are contrary to, or finely balanced between, policies, require a legal agreement, or due to the type and/or weight of objections. If your application is to be determined at one of the Committees you will be sent details of when and where that Committee is going to be held. Please be aware that these are meetings held in public (and not public meetings), subject to the discretion of the Chair of the Committee, you and any objectors may be invited to speak.

What are the potential outcomes of a decision?
An application can be approved, refused or withdrawn. If permission is granted this may be subject to certain conditions, which may require further details to be submitted to and approved in writing by the council. These requirements must be met, or you run the risk of having enforcement action being taken against the development. If permission is refused the decision letter will give you reasons as to why the development is unacceptable. Should you wish to apply again, rather than appeal to the Secretary of State for Communities and Local Government, no fee is payable within 12 months of the decision provided the applicant and site boundary stay the same, and the nature of development remains the same as the previous application. If your application is refused or a decision notice is not issued by **ExpiryDate**, you will be entitled to appeal. Any appeal must be made within **6 months (12 weeks for Householder and Minor Commercial Applications and 8 weeks for advertisement consent)** of 28 June 2021, or an extended period as may be agreed in writing with the council. Any appeal must be made using the prescribed form(s) of The Planning Inspectorate (PINS) obtained from www.planning-inspectorate.gov.uk or by contacting 0303 444 5000. A copy of any appeal should be sent both to PINS and the council (attn: Planning Appeals Officer, address as letterhead). You can withdraw your application at anytime by writing to the case officer.

What if I have questions about the planning process or my application?
Please visit the following websites: www.islington.gov.uk or www.planningportal.gov.uk.

GDPR
In response to the GDPR the Development Management (DM) service has published a Development Management (Planning) Privacy Notice on how the service will treat information provided by you in relation to an application or query submitted to the DM service. This document is likely to be reviewed and updated regularly therefore to review the most up to date Privacy Notice please go to the https://www.islington.gov.uk/planning/applications/frequently-asked-questions .

Legend

Features (F)

- F01 Raised planters
- F02 Bench, integrated with planters
- F03 Bench freestanding
- F04 Table
- F05 Bench/table combination
- F06 Bicycle racks
- F07 Stage integrated in bench
- F08 Wall / Wall Feature
- F09 New steps
- F10 New ramp

Play structures (P)

- P01 Trampoline
- P02 Group seesaw
- P03 Springer
- P04 Wobble dish
- P05 Climbing frame
- P06 Slide freestanding
- P07 Stepping & balancing logs
- P08 Toddler swing
- P09 Large basket swing
- P10 Stacked colourful aluminum cubes (see precedent images, purpose-made, height variable up to 2m)
- P11 Pull up bars
- P12 Leg press benches
- P13 Fallen logs and scrambling nets
- P14 Boulders and logs as stepping features
- P15 Table Tennis
- P16 Playable animal sculpture
- P17 Monkey Bars

All play structure within Podium boundary to have purpose made steel feet with plates to be anchored into existing slab (rather than concrete foundations)

Vehicle barriers/ fences etc (B)

- B01 Retractable vehicle barrier
- B02 Fixed bollards or barrier
- B03 Flat-top railing inserted in existing wall
- B04 Reconfigured new steps with new balustrade at Podium level
- B05 Gates self-closing
- B06 Move existing gate
- B07 Flat-top railing with gate as shown min 1.8m high
- B08 New marking for parking

Trees

- Existing tree outside of site boundary
- Existing tree
- New tree in ground - girth size 20-25cm
- New tree in raised planter- girth 14-16cm
- New tree in ground - girth size 35-40cm
- New tree at carparking level -girth size 35-40cm (hole in deck with play safety net or balustrade)

Planting

- Hedgerow / hedge / espalier trees / climbers
- Flower-rich perennial planting
- Turf
- Meadow Grass
- Planting bed / allotments

Surfacing

- Special paving - smaller block paving in various patterns (Pattern Type B) to withstand vehicular loading
- Special paving - smaller block paving in various patterns (Pattern Type A)
- Special paving - smaller block paving in various patterns (Pattern Type B)
- Special paving - smaller block paving in various patterns (Pattern Type A) to withstand vehicular loading
- Entrance carpets paving - colourful pattern created with tiles/ special paving
- Entrance carpets paving - colourful pattern created with tiles/ special paving to withstand vehicular loading
- Tarmac
- Coloured tarmac with thermoplastic play markings
- Concrete paver
- Mixture of play safety surfacing wetpour, coloured tarmac or coloured concrete and markings
- Coloured concrete
- Play safety surfaing wetpour
- Play safety surfaing wetpour
- Coloured concrete pavers small format
- Resin Bound Gravel
- Extent of new water proofing and finishes layer to Podium deck

ERECT ARCHITECTURE
Unit 22b, 8 Andrews Road, London E8 4QN +44 (0)20 7254 6336

client City of London Coorporation
project York Way Estate
title ZZ-00-DR-L-Proposed Landscape Plan
scale 1:250 at A0

rev.	date	description
A	10/12/2020	

All drawings are copyright of erect architecture, do not scale from drawings, the contractor is to verify all dimensions on site prior to any manufacture

project no.	drawing no.	revision
20379	001800	A

0m 2m 5m 10m 1:250

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PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.

CITY OF LONDON

Introduction

City Procurement Project Reference:	20/180PS		
Project / Contract Title:	York Way redevelopment - Works		
Project Lead & Contract Manager:	James Illsley	**Lead Department:**	DCCS – Housing
Category Manager:	Michael Harrington	**Other Contact:**	Michael Gwyther Jones
Total Contract Value (excluding VAT and inc. extension options):	£40,000,000	**Contract Duration (inc. extension options):**	To be confirmed based on the programmes returned at tender stage.
Budget approved Capital/Revenue:	No Capital/Revenue - Both	**Capital Project reference (if applicable):**	
Gateway Approval Process - Is this project subject to the Gateway process? Yes - If so, what was the last Gateway report, and date of approval, and what is the next Gateway report and scheduled date for recommendation for approval? TBC			
Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)? N/A			

Procurement Strategy Recommendation

City Procurement team recommended option
A single stage route is therefore the preferred form of procurement whereby a lump sum, single stage price is offered in competition and the contractor takes the risk of delivering the scheme within that price. It is anticipated that tender will be at RIBA Stage 3+, following the submittal of the planning application.

Route to Market Recommendation

City Procurement team recommended option
Option 3 – External Framework. With Modern Methods of Construction being a new approach for the City, it is our understanding that the requirements for a competent contractor with Prior Knowledge of this Area is required. We have decided to utilise the services of the LCP framework. The Suppliers located on which have the capability to deliver large scale projects, are known to the City and have the relevant experience of offsite to help guide the project team and help out where possible.

Specification and Evaluation Overview

Summary of the main requirements: As part of the Infill Report produced by BNP to highlight possible development sites from RIBA Stage 2 onwards. York Way has been identified as a possible redevelopment opportunity, with the construction of 4 blocks currently, one utilising MMC.	
Technical and Pricing evaluation ratio **60% (Technical) / 40% (Price)**	
Overview of the key Evaluation areas (if known at this stage): Whilst cost is a major consideration, the increase in the number of affordable housing units is the most important objective, in order to reduce the current housing waitlist for the both the City of London (CoL) and the London Borough of Islington.	
Does contract delivery involve a higher than usual level of Health & Safety, Insurance, or Business risk to be allowed in the procurement strategy?	
Are there any accompanying documents with this report? *e.g. PT0/outlined project plan identifying roles and responsibilities as appropriate* **If yes, please include information in the appendices section below.**	**Yes ☐ No ☒**
Will this project require the winning supplier(s) to process personal data on our behalf?	**Yes ☐ No ☒**
If yes, please make sure you've defined roles and responsibilities within your project specification. For more information visit Designing Specifications under GDPR. You may include your Privacy Impact Assessment or other relevant report as an appendix to this PT form when submitting to category board (for information).	
Evaluation Panel – Please enter Names and Departments below (if known)	

Procurement Strategy Options *This could include inter-departmental usage, external collaborative opportunities, existing contracts integrated once expired or adding it to an existing contract. Options for Make (In-house delivery) versus Buy (Outsource) decision to be considered; also indicate any discarded or radical options.*

Option 1: Design & Build (Single Stage)

Advantages to this Option:

- Well-documented, fixed-price contract.
- Greater cost certainty during design and construction
- Benefit from the discipline of completing the design before a contractor appointment takes place
- To use commercial pressure to secure cost reductions for projects that might otherwise be unviable
- Provides the client with an early contractual commitment on price
- Prevent the project team from proceeding to construction without a complete design
- Clients and funders value the agreed contract sum as it gives greater security to an application for loans or grants.
- The client and contractor have a clear statement of risk allocation in the contract.
- Avoidance of cost escalation during second-stage tendering
- The contractor is not given an opportunity to revisit the pricing
- The full scope of work is priced in competition with other bidders
- A complete, well-documented design provides a clear demarcation of design and construction responsibilities
- Timescales are known and there should be less opportunity for extended negotiation during the tender period than with a two-stage approach.

Disadvantages to this Option:

- It separates design and construction and, when tendered on incomplete information, provides an illusory promise of competitive pricing and cost certainty.
- The firm price is only as good as the design information on which it is based.
- Changes introduced by the client or design team will undermine the certainty achieved with a lump-sum tender.
- The contractor's offer of risk transfer may have little value if its assessment of costs, programme or working method is incorrect.
- Competitive pressure may encourage tenderers to take risks in their pricing. The tenderer's bids are based on logistics options prescribed in the tender documentation and may not represent the best value solution.
- Single-stage bids are more resource-intensive and, relative to the spend, tenderers have a lower chance of winning a job Single-stage traditional procurement offers limited scope for a team to develop a shared objective or for a contractor to contribute to design development.
- Competitive tendering and lump-sum contracts can lead to adversarial behaviour related to the effects of changes to the agreed scope of work.
- The client has a limited opportunity to influence the selection of specialist contractors.
- Sequential design and construction remove opportunities for acceleration of the overall programme.
- Clarification of contractor's proposals related to contractor-designed work may take an extended period of time.
- Receipt of tenders above budget could delay the project as redesign and repricing must be completed before the contract sum is agreed. No work can commence before the contract sum is agreed.

Option 2: Design & Build (Two Stage)

Advantages to this Option:

- Speed of programme, inevitably comes at the price of some degree of cost premium
- Achieving early appointment of the main contractor ahead of the completion of design, and potentially a quicker start on site
- Securing the involvement of a contractor for pre-contract services on a competitive basis, to obtain input on buildability, sequencing and subcontractor selection
- Retaining greater client involvement in the pre-selection and appointment of subcontractors.
- Motivating the design and construction team to drive out cost and to drive in value.
- Transferring a greater degree of design and other construction risk to the contractor.

Disadvantages to this Option:

- Two-stage tendering is characterised by the adoption of a tough negotiating stance in the later stage of the agreement of the contract sum.
- Extended procurement lead-time due to two stage submission process.
- Second stage negotiations with the highest ranked bidder could prove difficult and protracted.
- There is risk of price escalation, and negotiations becoming adversarial in the second stage.
- Once a firm is selected for negotiations, competition is lost, and this may impact price.

Route to Market Options: *Route to market is the way in which the City will invite suppliers to bid for the procurement.*

Option 1: Restricted OJEU

Advantages to this Option:

- Selection Questionnaire allows the Client to pre-qualify the suppliers and identify organisations most suited to deliver the project based on their experience.
- Competition is enhanced by including suppliers suited to the specific scope by demonstrating their experience and most suited to deliver the project.
- This route promotes an agenda for quality
- Increased likelihood of procuring the most appropriate contractor
- Suppliers are identified that are most suited to the sector in which the Works are centred around

Disadvantages to this Option:

- Competition is limited to only firms shortlisted or invited by the procuring entity.
- Longer procurement programme to accommodate the SQ process

Option 2: Open OJEU

Advantages to this Option:

- This procedure is compliant and shorter but can attract an unwieldy number of potential bidders.
- It allows the City to reduce programme whilst still opening the opportunity to Europe.
- No favouritism (everyone can apply for the tender)
- High competition in pricing (client will take good prize)
- New firms can enter into the market
- Increased employment opportunities (new firms come)
- New experience (new technology)
- Helps contractors to grow
- Contractors get new client encourages effective competition to obtain goods with an emphasis on the value for money

Disadvantages to this Option:

- Not usually recommended for construction projects due to the high number of tenders that could be expected
- Normally a proposed route to market for specialist/niche good, works or services.
- Selected contractor might not suit the project, without a selection process.
- A high amount of resources are required to make full multiple tenders and address cost evaluation.
- High aggregate cost for tender
- Unrealistic competition
- Complex requirements are typically not suited for this method

Option 3: External Framework

Advantages to this Option:

- The time and cost compared to running a full procurement procedure each time.
- The requirement has been advertised and capable suppliers have been identified through competitive procurement,
- Fewer tenders to evaluate for each requirement – due to a pre-qualified list of contractors (Mini-Competition).
- Flexibility: use of framework agreements is not mandated, and authorities are free to use framework agreements where they provide value for money or to go elsewhere if they choose.
- Security of supply - if one supplier on a framework runs into difficulty there would still be other suppliers who can deliver the requirement.

Disadvantages to this Option:

- No new suppliers can be admitted and can present barriers to new market entrants for the life of the agreement.
- Re-opening competition can be considered onerous if the framework agreement has been poorly structured
- As a customer of a framework agreement we are reliant upon how the Contracting Authority has established and manages the framework agreement.
- Where anticipated volume levels are uncertain this may lead to suppliers building in a risk premium for this uncertainty thus potentially reducing vfm. This risk can be mitigated by coordinating procurement spend.
- A framework can be oversubscribed and lead to lack of interest in the project published.

Price Mechanism

Option 1: Lump sum fixed price

Advantages to this Option:

- A single 'lump sum' price for all the works is agreed before the works begin.
- This is generally appropriate where the project is well defined, when tenders are sought, and significant changes to requirements are unlikely.
- The better defined the works are when the contract is agreed, the less likely it is that the contract sum will change.
-

Disadvantages to this Option:

- Lump sum contracts might be less appropriate where speed is important, or where the nature of the works is not well defined.

- Lump sum contracts might be less appropriate where speed is important, or where the nature of the works is not well defined.
- However, a lump sum contract does not give all the project risk to the contractor, and it is not a fixed price, or even a guaranteed maximum price. The price of a lump sum contract can change.

Option 2: Fixed price - schedule of rates/bill of quantities

Advantages to this Option:

- Certainty of Costs - A fixed-price contract gives both the buyer and seller a predictable scenario, offering stability for both during the length of the contract.
- Budgeting and Ability to Pay - Even though a fixed-price contract may cost a buyer more money up front, the buyer can budget for the costs of the contract and ensure that it has enough funds to fulfil its end of the agreement.

Disadvantages to this Option:

- Certainty Comes at a Higher Cost - While a fixed-price contract gives a buyer more predictability about the future costs of the good or service negotiated in the contract, this predictability may come with a price.
- Market Changes - When market forces change the value of a good or service, including any materials or supplies necessary in the production of the good or service, the fixed-price contract can be a benefit or a detriment.

Option 3: Target cost

Advantages to this Option:

- It introduces a mechanism enabling the contractor, and sometimes the consultant team, to share in the benefits of cost savings, but also to bear some of the client's cost when there are cost overruns.
- Contracting the contractor and the consultant team on a target cost basis can be an effective way of ensuring good collaboration.
- The target cost is set early in the project, and then cost savings or overruns are shared based on an agreed formula.

Disadvantages to this Option:

- Agreeing the target cost requires that the client has sufficient knowledge and experience to be able to accurately estimate
- The likely cost of the works and to negotiate effectively with the contractor and sometimes the consultant team.

Form of Contract

Option 1: CoL Standard amendments to JCT

Advantages to this Option:

- A familiar, tried and tested contract well known in the industry
- Time –there is an overlap of design and construction
- Cost – lump sum / Guaranteed maximum price
- Single point of responsibility – the Contractor has responsibility of both the design and build
- There is price certainty
- It is easy to implement changes within the design
- Novation – which is a quality benefit
- Low risk for the client as the Contractor is liable for the technical design and must ensure that it is in line with the Employer's Requirements.
- Variations can be accurately valued
- The Contractor carries risk for construction
- Contains provisional sums cost scrutiny via the contract sum analysis and tender
- Cost scrutiny via the contract sum analysis and tender negotiations
- Ground risk is with the contractor
- The JCT contract contains comprehensive detail in relation to insurances
- There is clear interaction between the Employer's Requirements and Contractor's Proposals and there is extensive drafting.

Disadvantages to this Option:

- Quality – The cheapest route to meet contract specification can lead to low quality products/ build quality
- Design flexibility – the request for changes will have cost and time implications
- Client exposed to claims for buildability
- Design could affect the buildability of the project
- The JCT contract does not have a programme as a contractual document

Option 2: CoL Standard amendments to NEC3

Advantages to this Option:

- The programme is at the heart of the NEC ethos. It is a contractual document to be regularly updated. The NEC contract also has key concepts such as float, completion float and time risk allowances
- They stimulate good management of the relationship between the two parties to the contract and, hence, of the work involved in the contract
- They can be used in a wide variety of commercial situations

• They are clear, simple with roles and responsibilities clearly defined sharing of risk and reward
Disadvantages to this Option: • NEC contract has an open book procedure with the key concepts of defined cost and disallowed cost. • Contract does not contain provisional sums, therefore resulting in compensation events. • NEC contract uses the ICE foreseeability test in relation to ground conditions. • The insurance detail is very brief • It states a contractor is to design the parts of the works which the Works Information states he is to design.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project: In the current market contractors have a preference for a two-stage approach. The use of a JCT form of contract, which is less onerous and more familiar to the market, may improve the level of response under a single stage approach.

Outline of appendices

Not applicable

Report Sign-offs

Senior Category Manager Chamberlain's Department	Michael Harrington	**Date**	**21/04/2021**
Departmental Stakeholder Department		**Date**	**Click here to enter a date.**

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Committees: Community & Children's Services – For decision Projects Sub-Committee – For decision	**Dates:** 30 April 2021 17 May 2021
Subject: Installation of Sprinklers in Social Housing Tower Blocks ○ Great Arthur House – Golden Lane Estate ○ Petticoat Tower – Middlesex Street Estate ○ East Point – Avondale Square Estate ○ West Point – Avondale Square Estate ○ Centre Point – Avondale Square Estate **Unique Project Identifier:** 12030	**Gateway 5: Regular Authority to start work**
Report of: Director of Community & Children's Services **Report Author:** James Illsley – Project Manager, New Developments & Special Projects, Barbican & Property Services	**For Decision**

NOT FOR PUBLICATION

By virtue of paragraph(s) **3** of Part I of Schedule 12A of the Local Government Act 1972. Specifically, paragraphs **3** of the report contain 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. It is considered that information falling under the following paragraphs outweighs the public interest in disclosing information:

3)	Information relating to the financial or business affairs of any particular person or body (including the authority holding that information).

1. Status Update	**Project Description:** This project is to install retro-fit automatic water fire suppression systems (sprinklers) to five of the City of London's residential tower blocks in the housing portfolio including: Great Arthur House on the Golden Lane Estate, Petticoat Tower on the Middlesex Street Estate, and East Point, West Point and Centre Point on the Avondale Square Estate. Following discussion with the London Fire Brigade and City of London fire advisors, the scope has been upgraded to

	include the installation of fire alarm systems in Petticoat Tower, Centre Point, East Point and West Point (Great Arthur House already has a fire alarm system). The cost for this upgrade has been included in the total estimated project cost. **RAG Status:** Red (Red at last report to Committee due to delay in completion) **Risk Status:** Medium (Medium at last report to committee due to delay in completion) **Total Estimated Cost of Project (excluding risk):** £3,722,649 **Change in Total Estimated Cost of Project (excluding risk):** Increase of £522,649 since last report to Committee. The reason for this increase is that the last report to committee was approximately 2.5 years ago and was prior to the completion of any survey or design development. We have now completed this process and completed a tender exercise so have been able to accurately refine the estimated cost of the project. The project now also includes the installation of fire alarm systems into Petticoat Tower, Centre Point, East Point and West Point, an upgrade to the specification highly recommended when delivering retrofit sprinkler installations. **Spend to Date:** £278,236.25 **Costed Risk Provision Utilised: £0** **Funding Source:** Housing Revenue Account - Major Repairs Reserve (Capital Account) **Slippage:** This project has been delayed due to the impacts of COVID19 on the design process (surveying residents flats and the communal areas), the procurement process and the planning process. Project originally due for completion in Q2 2020, however this has slipped to Q2 2022
2. Requested decisions	**Next Gateway:** Gateway 6: Outcome Report **Next Steps:** Approval required from committee to proceed with the appointment of the contractor United Living (South) Ltd and start mobilisation to site. **Requested Decisions:** 1. That additional budget of **£3,420,705** (including construction costs, consultants' fees, and staff costs) is approved for the appointment of United Living (South) Ltd to deliver the project and reach the next Gateway. 2. Note the revised project budget/total estimated cost of **£3,722,649** (excluding risk). 3. That a Costed Risk Provision of **£350,000** is approved (to be drawn down via delegation to Chief Officer).

	4. That the revised estimated completion date of April 2022 is approved
3. Budget	- The total project cost reported to committee in November 2018 was in the region of £3.2m. - Following a procurement exercise using the City's Housing Lot 1 framework, three tenders were received with the winning bid from United Living (South) Ltd being £3.14m. Our quantity surveyor has assessed the financial return from United Living (South) Ltd, clarified several elements of the bid, and confirmed that the cost is in line with their pre-tender estimate (£3.11m) and represents value for money. - When combined with the design & consultant fees, statutory authority fees and staff costs, this results in a total project budget of £3,722,649 which is an increase of £522,649 since the Gateway 1-4 report to committee in November 2018 - A detailed breakdown of the costs is included in Appendix 4

Item	**Reason**	**Funds/ Source of Funding**	**Cost (£)**
Construction Costs	To deliver the project	HRA MRR Capital Account	£3,146,285
Design & Consultant Fees	To deliver the project	HRA MRR Capital Account	£476,364
Building Regulation and Planning Fees	To deliver the project	HRA MRR Capital Account	£20,000
Staff Costs	To deliver the project	HRA MRR Capital Account	£80,000
Total			£3,722,649

Costed Risk Provision requested for this Gateway: £350,000 (as detailed in the Risk Register – Appendix 2) to be funded from the HRA MRR Capital Account.

4. Design summary	- The proposed retrofit sprinkler system and routing of the new pipework has been designed by our specialist consultant Butler & Young. - This project involves the installation of retrofit sprinkler systems inside 424 residential flats in the City of London Corporation's 5 residential tower blocks. - The system will include sprinkler heads in the living room, kitchen, bathroom, bedrooms, and balconies. - Each sprinkler head is designed to activate independently only when the temperature in its immediate vicinity reaches 60 degrees c. Records show that the chance of a sprinkler head being faulty are approximately one in sixteen million. - This project also now includes the installation of fire alarm systems in Petticoat Tower, Centre Point, East Point and West Point which will provide additional early warning fire detection for the blocks and will be integrated with the new sprinkler systems. Great Arthur House already has a fire alarm system which will be integrated with the new sprinkler system during installation. - The sprinkler system for Great Arthur House will require listed building consent due to the Grade II listed status of the building. This application is currently being finalised and submitted by our design consultants - We have a communications consultant working closely with the residents of Great Arthur House to assist with the resident engagement aspect of the listed building consent application. In addition, they are releasing 'myth-busting' information to be distributed to residents regarding how the sprinkler system will operate and will also assist with coordinating all resident consultation and engagement. - Images have been included in Appendix 5 demonstrating what a typical sprinkler installation will looking like (including the style of boxing mounted at ceiling level and the type of sprinkler head)
5. Delivery team	- The project will be managed on the client side by City of London officers, DCCS Housing Property Services. - An external Project Manager and Contract Administrator

	will be appointed to manage the day-to-day delivery of the project with the successful contractor (Keegans) - The Quantity Surveyor appointment will be continued to support the financial assessment of the project during delivery and to agree final account (Keegans) - A Clerk of Works with expertise in mechanical & electrical installations will be appointed to monitor the technical side of progress on site (FCM Clerk of Works) - Butler & Young will be retained during mobilisation to support design requirements during delivery and act as Principal Designer. - A Communications Consultant will be appointed to support mobilisation and delivery, working closely with the residents of the blocks as effective communication and liaison will be crucial to the success of this project. A mock-up of the sprinkler boxing and sprinkler heads will be shown to residents ahead of installation (PPCR). - The delivery contractor will be United Living (South) Ltd
6. Programme and key dates	- Contract signed June 2021 - Mobilisation July-August 2021 - Works commence on site September 2021 - Works completed by April 2022 - Gateway 6 report June 2022
7. Risks	The key risks associated with this project are as follows: - Delays in accessing residents' properties to complete the works due to COVID19 restrictions and / or residents refusing access. - Listed building consent for the installation in Great Arthur House not being granted resulting in a new application delaying the commencement of the works in this block - Issues identified during installation which require significant amendments to the designs impacting on the programme and potentially cost - A detailed risk register has been produced in

	collaboration with our quantity surveyor and is included in the appendices. This will be used to cover issues including any problems identified during strip out which require design changes, the cost impact of any delays due to issues accessing residents properties to complete the works, the discovery of any asbestos beyond that previously costed for and any construction inflation of approximately 1.5%. Costed Risk Provision Utilised at Last Gateway: **£0** Change in Costed Risk: N/A Further information is available in the Risk Register (Appendix 2).
8. Success criteria	The key benefits identified in the Gateway 1-4 report included: - The installation of modern, effective sprinkler systems, that comply with BS9251-2014 in our five social housing high-rise blocks of flats to provide an enhanced level of protection for residents in the event of a fire - An enhanced level of protection for the building fabric and structure in the event of a fire - Increase in levels of confidence from residents and greater customer satisfaction - Potential reduction in insurance premiums The design process has addressed these key benefits and we can confirm the following: - The new sprinkler system has been designed in accordance with BS9251-2014 and the London Fire Brigade have been consulted on the designs - Over the last 130 years sprinklers have had a better than 99% success rate in controlling fires globally - Sprinkler systems have proven to virtually eliminate fire deaths and reduce injuries by at least 80%, reduce property damage by 90% and substantially reduce damage to the environment from fire
9. Progress reporting	This project will be monitored by City of London officers and project vision will be updated monthly. In addition, a report will be presented to Housing Programme Board monthly

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	PT8 Procurement Form
Appendix 4	Cost Report
Appendix 5	Typical sprinkler components - photographs

Contact

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Project Coversheet

[1] Ownership

Unique Project Identifier: 12030
Core Project Name: Installation of Sprinklers in Social Housing Tower Blocks
Programme Affiliation (if applicable):
Project Manager: James Illsley
Next Gateway to be passed: Gateway 6

[2] Project Brief

Project Description: On 11th May 2018, the Community & Children's Services Committee agreed a proposal to commence design work for retro-fit automatic water fire suppression systems (sprinklers) to five residential tower blocks in the housing portfolio including: Great Arthur House on the Golden Lane Estate, Petticoat Tower on the Middlesex Street Estate, and East Point, West Point and Centre Point on the Avondale Square Estate.

Definition of need: The City of London has a commitment to continuous improvements in fire safety in its housing portfolio and sprinkler systems are a central part of this commitment. The introduction of retrofit sprinkler systems to these 5 high-rise tower blocks will improve fire safety for residents by addressing essential issues relating to the introduction of the appropriate technology and compartmentation in the blocks.

Key measures of success: The successful design & installation of sprinkler systems to the City of London's five residential tower blocks.

[3] Progress Status

Expected timeframe for the project delivery:
Project completion date recorded in Gateway 1 – 4 report: February 2020
Commence site works: September 2021 (depending on impact of COVID19)
Complete site works: April 2022 (depending on impact of COVID19)
Key Milestones:
Are we on track for completing the project against the expected timeframe for project delivery? No
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
There is no current media attention on this project, however the City of London's wider strategy for improving fire safety has the potential for generating public/media attention.

[4] Finance and Costed Risk

Headline Financial, Scope and Design Changes:
Following the conclusion of the procurement exercise for the contractor, the total project budget is now £3,722,649 which is an increase of £522,649 since the Gateway 1-4 report to committee in November 2018. The initial scope of the project has remained the same involving the installation of retrofit sprinklers to the

5 City of London Corporation residential tower blocks. The amendment to the scope is the inclusion of fire alarm systems for Petticoat Tower, Centre Point, East Point and West Point. The cost of this upgrade to the specification has been included in the total project cost.

Combined 'Project Proposal' & 'Options Appraisal & Design' G1 – 4 report (as approved by DCCS Committee on the 2nd November 2018)

- Total estimated cost: £3.2m (excluding risk)
- Resources to reach next gateway: £75k in fees and £8.5k in staff costs (excluding risk)
- Estimated programme dates: Start November 2018 and finish February 2020.

The original Gateway report 1 – 4 approved at DCCS committee requested funding of £83,500 (including staff costs) to commence design work on the sprinkler systems in our 5 residential towers, taking the project up to tender stage and in preparation of a Gateway 5 report.

Issues Report – Request for additional funding to complete RIBA 3-4 (as approved by DCCS Committee on the 22nd May 2020)

- Following a detailed analysis of the original fee estimate at G1-4 it became clear that this fee did not include all consultant input required. In addition, time elapsed since G1-4, demand for fire safety services and inflation have increased costs.
- Additional funding requested of £209,343.13 to complete RIBA stages 3-4. Represents industry average of 10% of construction costs for consultants' fees.
- Overall project cost estimate increased from £3.2m to £3.987m following assessment by the project team of estimated cost to deliver the project, the potential impact of COVID19 on delivery and the development of the detailed designs.
- COVID19 impacts on delivery programme with completion date delayed by approximately 5 months.

'Authority to start Work' G5 report: (awaiting approval – 30th April 2021)

- Total Estimated Cost (excluding risk): £3,722,649
- Resources to reach next Gateway (excluding risk): £3,420,705
- Spend to date: £278,236.25
- Costed Risk Against the Project: £350,000
- CRP Requested: £350,000
- CRP Drawn Down: £0
- Estimated Programme Dates:
  Return of tenders: 15th February 2021
  Commence works on site: September 2021
  Complete site works: April 2022

Scope/Design Change and Impact:

- The initial scope of the project is still to install retrofit sprinklers to all flats located in City of London Corporation tower blocks
- The amendment to the scope is the inclusion of fire alarm systems in Petticoat Tower, Centre Point, East Point and West Point

Total anticipated on-going commitment post-delivery [£]: Regular maintenance of installed sprinkler systems will be required. The exact cost for routine maintenance will be confirmed following the start of the works and a maintenance quote process but is approximately £100 annually per flat.
Programme Affiliation [£]: N/A
Top risk: <threat that has not come to pass>

Risk description	*The ongoing COVID19 pandemic prevents the contractors from entering residents' properties to carry out sprinkler installations, delaying the delivery of this essential fire safety upgrade.*
Risk description	*Residents refuse access to the sprinkler installation contractors delaying the delivery of the works.*
Risk description	*Following the commencement of the works, detailed internal surveys result in significant design changes impacting on the programme and potentially cost of the project*

Top issue realised <risks which have come to pass:>

Issue Description	Impact and action taken	*Realised Cost*
The COVID19 pandemic is delaying access into residents' properties to carry out surveys	Delay to project delivery. Closely monitoring information from the Government and will arrange surveys with residents as soon as the restrictions are lifted.	N/A

[5} Member Decisions and Delegated Authority
Awaiting outcome of Gateway 5 report – 30th April 2021

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City of London: Projects Procedure Corporate Risks Register

Project Name:	Installation of Sprinklers in Social Housing Tower Bloc	PM's overall risk rating:	Medium	CRP requested this gateway	£ 350,000	Average unmitigated risk	4.8
Unique project identifier:	12030	Total estimated cost (exc risk):	£ 3,722,649	Total CRP used to date	£ -	Average mitigated risk score	3.1

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	5	(2) Financial	Tank & pump design amendments	The statutory water companies could potentially survey our proposed systems and determine that pressure/water requirements need changing which will require bespoke pump and tank designs	Possible	Serious	6	£150,000.00	Y - for costed impact post-mitigation	A – Very Confident	Work closely with the contractor and statutory authorities prior to tank and pump design to incorporate any potential changes early on	£0.00	Unlikely	Serious	£100,000.00	4		Funds will be used to design bespoke tank and pump systems which are more costly as they are not an off the shelf item	07/04/2021	James Illsley	James Illsley		
R2	5	(2) Financial	Specification amendments following planning and/or building control negotiations	Following further negotiations with building control for all the blocks, and Great Arthur House regarding planning, specific requirements may result in specification and design changes being required	Possible	Minor	3	£30,000.00	Y - for costed impact post-mitigation	A – Very Confident	Work closely with the authorities prior to completion of the designs to incorporate any potential changes early on	£0.00	Unlikely	Minor	£15,000.00	2		Funds will be used to make design amendments following consultation with planning and building control	07/04/2021	James Illsley	James Illsley		
R3	5	(2) Financial	Construction and M&E inflation	During these uncertain times there is the potential for inflation to have an impact on cost	Possible	Minor	3	£40,000.00	Y - for costed impact post-mitigation	A – Very Confident	Work closely with the contractor to discuss any inflationary concerns swiftly and negotiate cost increases down where possible with the assistance of our QS	£0.00	Possible	Minor	£20,000.00	3		To address any costs increases in the supply of materials as a result of construction inflation.	07/04/2021	James Illsley	James Illsley		
R4	5	(2) Financial	Additional asbestos removal	Following the strip out there is the potential for finding additional asbestos which will require removal	Possible	Minor	3	£40,000.00	Y - for costed impact post-mitigation	A – Very Confident	Work closely with the contractor to identify and negotiate costs down for removal of any additional asbestos	£0.00	Rare	Minor	£20,000.00	1		Funds would be used to encapsulate or remove any asbestos encountered	07/04/2021	James Illsley	James Illsley		
R5	5	(2) Financial	Increase in cost due to unforeseen issues identified during strip out/demolition	Building surveys and investigations have been completed. However it is not possible to confirm 100% the internal dimensions/location of existing services and discoveries of this nature could result in additional cost due to specifcation changes	Possible	Serious	6	£100,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Works closely with the contractor during strip out/demolition to determine if there are any concerns regarding the existing building and work hard to mitigate these and design around them asap	£0.00	Unlikely	Serious	£50,000.00	4		Funds would be used to address any specification changes that come to light following the discovery of any issues during strip out / demolition	07/04/2021	James Illsley	James Illsley		
R6	5	(2) Financial	Additional input from design team	Following the progress of the construction works, any specification changes could result in the need for additional design input	Possible	Minor	3	£30,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Work closely with the contractor and design team to address any changes early	£0.00	Unlikely	Minor	£15,000.00	2	£0.00	To cover any additional design input required	07/04/2021	James Illsley	James Illsley		
R7	5	(2) Financial	Increase in prelim costs	Any significant changes in specifcation can result in additional cost and additoinal time. This additional time could result in an increase in prelim costs	Possible	Minor	3	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Work closely with the design team and the contractor to address any issues swiftly to keep the project on programme and limit programme delays	£0.00	Possible	Minor	£10,000.00	3	£0.00	Funds would be used to cover the additional prelim charges associated with any delays that are deemed to be the City's responsibility	07/04/2021	James Illsley	James Illsley		
R8	5	(2) Financial	Abortive / no access costs	It is likely there will be challenging in gaining access to residents flats both due to resistance to the project and residents being absent. Whilst a provision for this has been included in the project it may exceed this provision	Likely	Serious	8	£150,000.00	Y - for costed impact post-mitigation	A – Very Confident	Work closely with the contractors RLO team, communications consultant and estate staff to start resident negotitations early on to minimise the chances of access being problematic	£0.00	Possible	Serious	£100,000.00	6	£0.00	Funds will be used to cover programme delays for the contractor and any legal costs associated with having to force access	07/04/2021	James Illsley	James Illsley		
R9	5	(2) Financial	COVID19	The pandemic continues to affect the delivery of projects and whilst this has been covered largely by the contract, there is the potential for COVID to cause delays/delivery changes which come with additional cost	Likely	Serious	8	£40,000.00	Y - for costed impact post-mitigation	A – Very Confident	Contractor has included provision for the enhanced H&S requirements but we will need to work closely and swiftly with them to manage any changes that come to light during delivery	£0.00	Possible	Minor	£20,000.00	3	£0.00	Funds would be used to cover any issues that are attributable to COVID19 including enhanced welfare, programme delays etc	07/04/2021	James Illsley	James Illsley		

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PT8 - Tender Award Report

This document is used to summarise the procurement process

Report Title	**Installation of Sprinklers in Social Housing Tower Blocks**
Report Author	**Mohammad Mostafa**
Report Date	22 April 2021
Procurement Reference	RFQ/ITT: itt_COL_13715

Key Area	***Outcome***
Purpose of Report	Authorisation to award tender
Tender Process	Frameworks - Major Works
Proposed Provider	United Living (South) Ltd
Cost (inc. VAT)	£3,775,542
Potential Risks	No procurement process risks are foreseen on this project.

Detailed Summary

1. Summary

Details of what needs to be approved and a list of key areas covered by the report

1.1 To approve the award of the Installation of Sprinklers in Social Housing Tower Blocks

1.2 Three bids received through City's own framework

2. Recommendations

Details of who the contract is to be awarded to, proposed contract term, extensions and other relevant details

2.1 Following the mini competition tender within the Major Framework suppliers' recommendations are as follows:

2.1.1 Award the Installation of Retrofit Sprinklers contract to ENGIE Regeneration Limited

2.1.2 The proposed contract duration is 8 months

2.1.3 The proposed contract term is JCT Design & Build

3. Current Service Provision

Details of current supplier, contract arrangements, expiry dates and potential exit issues.

N/A new professional services

4. Evaluation Summary

Overview of the tender process including SQ and ITT outcomes; evaluation criteria and weighting, evaluation outcomes including overview of the top 3 ranked suppliers.

Final Results

4.1 Received bid from only one supplier. The evaluation panel concluded 04 October 2019 evaluation process:

Evaluation Outcome

Rank	Bidder	Quality Score	Price Score	Total Score	Total fixed fee
1	United Living (South) Ltd	49.8	34.52	84.32	£3,146,285 ex VAT
2	Engie Regeneration Limited	44.2	40.00	84.20	£2,715,196.09 ex VAT
3	Borras Construction Ltd	38.2	29.26	67.46	£3,818,556.28 ex VAT
4					
5					

5. Savings, efficiencies and benefits
Pricing overview, including cost type (fixed cost, schedule of rates etc) and cashable and non-cashable savings achieved.

6. Lessons Learnt

- Only 3 responses were received through the new framework out of a total of 6 companies. Further engagement ahead of the tender release may have helped with more returns
- The procurement process resulted in a large volume of clarifications and qualifications which took a significant amount of time to process. The tender documents were detailed, however a longer tender period may have allowed us more time to address these queries prior to the tender closing.

7. Contract Management Plan
Details of persons managing the contract covering roles and responsibilities of individual staff.

James Illsley – Project Manager, New Developments and Special Projects, DCCS
Michael Gwyther-Jones – Head of New Developments and Special Projects, DCCS
Butler & Young – Design Consultants, Principal Designer
Keegans – Quantity Surveyor, Project Manager, Contract Administrator and Communications Consultant
FCM Ltd – Clerk of Works

8. Approval Sign Off	
Name of Approver	Michael Harrington
Position	Senior Category Manager
Date approved	16th April 2021
Approver comments	

9. Appendices Final evaluation score summary, savings certificate, etc

CITY OF LONDON CORPORATION
CITY SURVEYORS DEPARTMENT
PROPERTY PROJECTS GROUP - COST BOOK

Project No.	12030	**PM**	**James Illsley**
Project name	Installation of sprinklers in social housing tower blocks		
Project Type	Retrofit Sprinklers Installation		
Period	April 2021 - April 2022	**Site**	**Golden Lane Estate, Middlesex Street Estate & Avondale Square Estate**

Financial Summary

	Element	Approved Costs GW 2	Approved Costs GW 4	Approved Costs GW 5	Gateway 1 Budget	Gateway 2 Budget	Gateway 3 Budget	Gateway 4 Budget	Gateway 5 Budget	Gateway 6 Budget	Outturn additions	Cumulative Budget	Variance GW 2-3	Variance GW 4-5
					GATEWAY CASHFLOW									
	Construction				**0.00**	**0.00**	**0.00**	**7,500.00**	**2,654,771.00**	**0.00**	**2,662,271.00**	2,662,271.00	**0.00**	**0.00**
1.1	Enabling Works				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.2	Main Contractor								2,654,771.00		2,654,771.00	2,654,771.00	0.00	0.00
1.3	Direct Package										0.00	0.00	0.00	0.00
1.4	Surveys		7500					7,500.00			7,500.00	7,500.00	-7,500.00	7,500.00
1.5	Landscape										0.00	0.00	0.00	0.00
1.6	Fittings and Equipment										0.00	0.00	0.00	0.00
1.7											0.00	0.00	0.00	0.00
1.8											0.00	0.00	0.00	0.00
1.9											0.00	0.00	0.00	0.00
	Professional Fees				**0.00**	**0.00**	**0.00**	**255,944.00**	**214,120.00**	**0.00**	**470,064.00**	**470,064.00**	**0.00**	**0.00**
2.1	Architect										0.00	0.00	0.00	0.00
2.2	Interior Designer										0.00	0.00	0.00	0.00
2.3	Cost Consultant		6600					6,600.00	34,120.00		40,720.00	40,720.00	-6,600.00	6,600.00
2.4	Mechanical and Electrical		244344					244,344.00	25,000.00		269,344.00	269,344.00	-244,344.00	244,344.00
2.5	Structural Engineer										0.00	0.00	0.00	0.00
2.6	Principal Designer								20,000.00		20,000.00	20,000.00	0.00	0.00
2.7	Planning Consultant										0.00	0.00	0.00	0.00
2.8	Building Control		5000					5,000.00	5,000.00		10,000.00	10,000.00	-5,000.00	5,000.00
2.9	Project Management								90,000.00		90,000.00	90,000.00	0.00	0.00
3	Fire Risk Assessment										0.00	0.00	0.00	0.00
3.1	Catering Consultant										0.00	0.00	0.00	0.00
3.2	Acoustics Consultant										0.00	0.00	0.00	0.00
3.3	AV Consultant										0.00	0.00	0.00	0.00
3.4	Lighting Consultant										0.00	0.00	0.00	0.00
3.5	CDMA										0.00	0.00	0.00	0.00
3.6	Sustainablitty										0.00	0.00	0.00	0.00
3.7	CGI										0.00	0.00	0.00	0.00
3.8	RoL										0.00	0.00	0.00	0.00
3.9	Clerk of Works								40,000.00		40,000.00	40,000.00	0.00	0.00
	Consequential Fees				**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
4.1	Construction Legal Fees										0.00	0.00	0.00	0.00
4.2	Consents - RoL										0.00	0.00	0.00	0.00
4.3	Agents										0.00	0.00	0.00	0.00
4.4	Marketing										0.00	0.00	0.00	0.00
4.5	Stamp Duty										0.00	0.00	0.00	0.00
4.6	Relocation										0.00	0.00	0.00	0.00
4.7	Planning Fees										0.00	0.00	0.00	0.00
4.8	FF&E (furntiure, AV, FM)										0.00	0.00	0.00	0.00
4.9											0.00	0.00	0.00	0.00
	City of London Internal Recharge				**0.00**	**0.00**	**0.00**	**38,500.00**	**51,500.00**	**0.00**	**90,000.00**	**90,000.00**	**0.00**	**0.00**
5.1	IT Costs										0.00	0.00	0.00	0.00
5.2	DBE		5000					5,000.00	5,000.00		10,000.00	10,000.00	-5,000.00	5,000.00
5.3	Legal Costs										0.00	0.00	0.00	0.00
5.4	Other										0.00	0.00	0.00	0.00
5.5	Staff Costs		33500					33,500.00	46,500.00		80,000.00	80,000.00	-33,500.00	33,500.00
5.6											0.00	0.00	0.00	0.00
5.7											0.00	0.00	0.00	0.00
5.8											0.00	0.00	0.00	0.00
	SUB TOTAL	**repeat on forecast and actuals**			**0.00**	**0.00**	**0.00**	**301,944.00**	**2,920,391.00**	**0.00**	**3,222,335.00**	**3,222,335.00**	**0.00**	**0.00**

	Risk Register		**0.00**	**0.00**	**0.00**	**0.00**	**350,000.00**	**0.00**	**350,000.00**	**350,000.00**	**0.00**	**0.00**
6.1	Compliance/Regulatory (i.e Planning)						15,000.00		15,000.00	15,000.00	0.00	0.00
6.2	Financial (i.e inflation)						20,000.00		20,000.00	20,000.00	0.00	0.00
6.3	Reputation (Client Changes)								0.00	0.00	0.00	0.00
6.4	Contractual/Partnership (Contracts)						10,000.00		10,000.00	10,000.00	0.00	0.00
6.5	H&S/Wellbeing (i.e Design Compliance)								0.00	0.00	0.00	0.00
6.6	Safeguarding (i.e Site Attendance)								0.00	0.00	0.00	0.00
6.7	Innovation (i.e Design Development)						115,000.00		115,000.00	115,000.00	0.00	0.00
6.8	Technology (BIM/ Sustainablity)								0.00	0.00	0.00	0.00
6.9	Environmental (Site Constraints)						120,000.00		120,000.00	120,000.00	0.00	0.00
6.10	Physical (building Constraints)						50,000.00		50,000.00	50,000.00	0.00	0.00
6.11	COVID19						20,000.00		20,000.00	20,000.00		
6.12	Blank											
6.13	Blank											
6.14	Blank											
7	GRAND TOTAL		0.00	0.00	0.00	301,944.00	3,270,391.00	0.00	3,572,335.00	3,572,335.00	0.00	0.00
	Grand Total - Capital Investment Costs		**0.00**	**0.00**	**0.00**	**301,944.00**	**3,270,391.00**	**0.00**	**3,572,335.00**	**3,572,335.00**	**0.00**	**0.00**

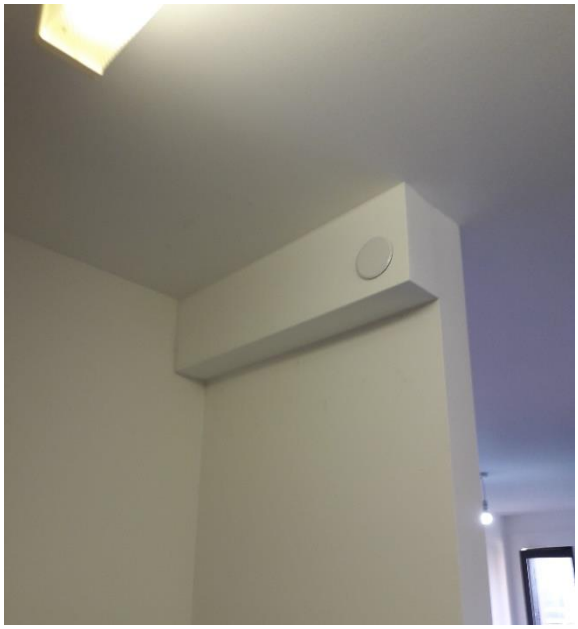
Gateway costs	**0.00**	**0.00**	**0.00**	**301,944.00**	**3,572,335.00**	**3,572,335.00**	3,572,335.00	

NOTES				
EXCLUSIONS				
Costs prepared by:				
Costs verified by:				
Date:				

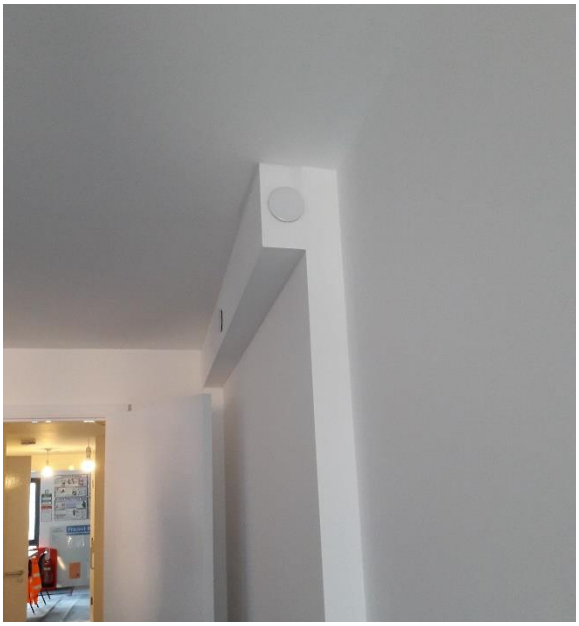
Appendix 6 - Typical Sprinkler Components

Individual sprinkler control valve

Typical sprinkler head



Typical ceiling boxing detail with head



Typical ceiling mounted boxing detail with head

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Committee: Community and Children's Services Committee	**Dated: 30/04/2021**
Subject: DCCS Business Plan Performance: 2020/21 Quarter 3	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	**1,2,3,4**
Does this proposal require extra revenue and/or capital spending?	**No**
Report Of: Andrew Carter, Director of Community and Children's Services	**For Information**
Report author: **Robert Wood**, Senior Performance Analyst, Department of Community and Children's Services	

Summary

This report sets out the progress made during Quarter 3 – September to December 2020 against the 2017–2022 Department of Community and Children's Services (DCCS) Business Plan. It also comments on the Departmental Risk Register.

Recommendations

Members are asked to:

- Note this report and progress of the DCCS Business Plan for Q3 2020–21
- Note the status of Departmental Risks at Q3 2020-21
- Note the proposed amendments to DCCS Business Plan KPIs for 2021-22

Main Report

Background

1. Progress on the Departmental Business Plan is monitored and reported against a set of 59 Key Performance Indicators (KPIs). A full list of these KPIs and performance can be found in Appendix 1. These KPIs were agreed in 2018 and were designed to reflect changing priorities and demonstrate improved outcomes for our community, residents and workers.

2. DCCS is committed to collaborative working with our partners, commissioned providers and organisations. This requires a broader and more transparent reporting framework that assures us of good progress, achievements and realisation of our action plans.

3. An outcomes-based accountability framework requires that we measure volume and activity and that we demonstrate the positive effect of services and the

impact on all sections of the community, ensuring equality of access, participation and satisfaction.

4. The current version of the Departmental Business Plan ends in 2022. There may be changes to Departmental Business Plans in line with the new Target Operating Model and any review of the Corporate Plan in 2023. As a result, it is likely that there will be a significant review of the Departmental KPI suite going forward.

5. However, for financial year 2021/22 a short review of Departmental KPIs was undertaken. This was due to the impact of COVID19 and the national lockdown restrictions on reporting and where services have changed or where reporting was suspended. The measures are listed in Appendix 3.

6. At the January 2021 Community and Children's Services Committee Meeting, Members considered the annual headline Business Plan for the Department. This contained a selected list of KPIs that reflected the work of the Department.

7. The Departmental Business KPIs are drawn from wider suites of performance information across the Department and more detailed suites of KPIs and information is considered in various relevant committees including Safeguarding Sub-Committee, Education Board and Housing Management and Almhouses Sub-Committee.

DCCS Business Plan KPI Performance

8. Overall performance in Q3 2020/21 shows the departmental KPIs as:

RAG status	Traffic light description	Total KPIs*
Green	KPIs for which the set target was achieved or exceeded	19 (32%)
Amber	KPIs within the tolerance of 10% of the set target	1 (2%)
Red	KPIs that are below the tolerance of 10% of the set target	7 (12%)
Not provided	KPIs where there is no update for the quarter report – these will be reported in subsequent quarters	32 (54%)

* Percentages based on share of RAG-rated indicators

9. Please note that, due to the COVID-19 pandemic, many KPIs have been impacted, and reporting suspended in some cases. For example, there were no Standard Assessment Tests (SATs) administered in the summer of 2020 due to the first national lockdown. As a result, there has been an increase in the number of KPIs which were a nil return (54% of the total), with some other KPI reporting cycles being affected.

10. It should be noted that performance outturns for the first three quarters have been provided for context and to better understand the direction of travel.

11. Commentary on the Red and Amber rated indicators for Q3 of 2020/21 is set out below.

Red and Amber Performance Indicators: Commentary

12. ***BP18a (Amber) – Take up of e-services for sexual health testing – % and number of people who return a kit and receive their results within 21 days of ordering it.*** For Q3, 68% against a target of 70% was met in relation to people who returned a kit and received their results within 21 days of ordering it. Turnaround times were impacted by logistics issues with a key supplier which affected NHS and private laboratories across the UK for some weeks.

13. ***BP13 (Red) – The library offers a good range of learning opportunities for individuals and groups of people***. Of the 29 responses gathered during this quarter, 22 (76%) of people agreed that the library offers a good range of learning opportunities for individuals and groups of people. This was against a target of 90% for the year.

14. It is recognised that, in the current context, surveys need to be shared more widely in different ways, and staff need to explain to library users the importance of relevance of the surveys. This is underway and it is expected that figures will improve. The lower outcome from the survey is also likely to be impacted by the way services have had to change in response to various lockdowns.

15. ***BP27 (Red) – Reduction of average cost of residential social care.*** Although Q3 2020/21 was above target, the average across both Q2 & Q3 2020/21 was £786. This is comparable with the 2018/19 YTD outturn (£756); albeit somewhat higher than the 2019/20 YTD (£692).

16. ***BP31 (Red) – Improved timeliness of pathway plans (three months for initial followed by every five months).*** While the Q3 2020/21 performance of this KPI is higher than the outturn from last year (62% compared to 59%) it is still below the target for the year of 100%.

17. ***BP19a (Red) –*** The bulk of the 115 construction (two reported in Q3) starts as expected for 2020/21, and comprises the redevelopment of Mais House site, Sydenham Hill, Lewisham to provide 110 new homes. Progress with this scheme has been delayed initially, due to delays in planning processes. Planning permission was subsequently agreed. However, the project has been delayed by an application from local residents, for a Judicial Review into the Lewisham Planning Committee decision to approve the scheme.

18. ***BP19b (Red) –*** There were two construction starts in Q3 2020/21.

19. ***BP19c (Red) –*** This target relates to three new units at Isleden House and two new units at Great Arthur House. Both projects have been unavoidably delayed

as a result of changes in design, contractual negotiations and the requirement for further consultation.

20. ***BP7 (Red) –*** The measure is cumulative and six from eight residents aged 65+years old were at home 91 days after hospital discharge by the end of Q3 2020/21.

Departmental Risk Register Summary

21. Appendix 2 contains a summary of the Departmental Risk Register. As can be seen, the Department has one red risk (failure to deliver the City of London Academy Expansion Programme) and one risk (safeguarding) is also a corporate risk.

Implications

22. The work of the Department is wide-ranging and contributes to a range of Corporate Priorities including specifically:

    Priority 1: People are safe and feel safe

    Priority 2: People enjoy good health and wellbeing

    Priority 3: People have equal opportunities to enrich their lives and reach their full potential

    Priority 4: Communities are cohesive and have the facilities they need.

Conclusion

23. This report updates Members on performance as at Q3 2020/21 against a suite of Departmental Business KPIs.

24. The COVID-19 pandemic has had an impact on some of our reporting where services have changed or where reporting has been suspended.

25. This report also gives Members further detail about any performance rated Amber or Red.

26. The paper also sets out a summary of Departmental Risks and proposed revisions to the performance measures collected in financial year 2021/22.

Appendices

- Appendix 1 – Q3 2019/20 Key Performance Indicators (KPIs) Update.
- Appendix 2 – Q3 2020/21 Departmental Risk Register Summary.
- Appendix 3 – Proposed Revisions to Business Plan Performance measures for Financial Year 2021/22.

Robert Wood
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Appendix 1 – Q3 2019/20 Key Performance Indicators Update

Key:
DOT: Direction of travel
Frq: Frequency of reporting
YTD: Year to date
Nat'l: National average

RAG ratings:
G – Achieved or exceeded
A – 10% tolerance
R – below tolerance of 10%
Blank- Not available
Duplicated KPI

1. Delivering an outstanding education offer through the City of London family of schools

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed (Yes / No/ Improved/
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			
1	BP1	All City-sponsored academies achieve and maintain good or outstanding Ofsted ratings	100%	100%	N/A	100%	100%		There were no Ofsted inspections in the period. They were suspended whilst schools were closed to pupils. All schools remain with a Good or Outstanding judgement.	⇔	Q	Improved
	BP2	Pupils make good progress at KS4 in City-sponsored academies *(Progress 8 measure: P8)*	-0.64 *	Above national threshold for 2020	N/A	0.08 *	0.08 *		There were no nationally published results in 2020. The data is centre-assessed, grades and progress measures represent estimates provided by Fischer Family Trust. *=Aggregated Progress 8 measure.	⇔	A	New
	BP3	Pupil premium children (FSP, LAC, adoption, SGO) at City sponsored academies make good progress at KS2 and KS4 *(KS2 & KS4 Progress measures; FFT Aspire are estimates provided where SATs were discontinued).*	KS2: Redriff - Reading - 3.3, Writing +3.2, Maths +0.9 - - - KS4: Highgate Hill 0.3, Hackney -0.08, Islington -0.24, Southwark -0.54, Highbury Grove -0.56	Above 2020 national levels	N/A	N/A	KS4: Highgate Hill 0.32, Hackney 0.09, Islington - 0.15, Southwark 0.24, Highbury Grove -0.15		There were no nationally published results in 2020. The data is centre- assessed, grades and progress measures for KS4 represent estimates provided by Fischer Family Trust.	⇧	A	New
	BP4	Progress and attainment at school stages (KS2) that is considerably above national levels (% achieving expected level or higher)	Aldgate School 82%, Redriff 69% (Reading, Writing and Maths combined)	Above national levels	N/A	N/A	N/A		This is an annual measure. However, there were no Statutory Assessment Tests in the summer of 2020 due to the national lockdown restrictions in place at the time.	⇔	A	Improved

2. Securing efficiencies and better outcomes through the integration of health and social care commissioning across the City of London and Hackney (and with other partners)

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed (Yes / No/ Improved/
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			
2	BP5a	Reduction in delayed transfers of care (discharge) from hospital – NHS	291	Target set nationally and not yet confirmed	N/A	N/A	N/A		DTOC reporting has been suspended, due to the impact of COVID-19 and the national lockdown restrictions in place at the time.	⇔	Q	No
	BP5b	Reduction in delayed transfers of care (discharge) from hospital – Adult Social Care (ASC)	2	Target set nationally and not yet confirmed	N/A	N/A	N/A		DTOC reporting has been suspended, due to the impact of COVID-19 and the national lockdown restrictions in place at the time.	⇔	Q	No
	BP6a	Increased number of residents (in contact with service) supported to live independently at home as a result of Early Intervention, and Prevention	363	Targets are currently being agreed for this year	41	44	49		Q3: 49 people were supported by City Connections through the care navigators, City home and settle service, and a community support assessment (additionally 13 people were supported through carers services, befriending services and digital buddy	⇧	Q	New
	BP6b	Proportion of clients reporting improved quality of life as a result of Early Intervention and Prevention services (EIP)	77%	Targets are currently being agreed for this year	75%	72%	74%		Overall satisfaction scores (with the questions below) were 7.5 in Q1, 7.2 in Q2, and 7.4 in Q3 (40 respondents).It is believed that the lower scores are mainly attributable to the COVID-19 situation.	⇧	Q	New
	BP6c	Proportion of residents/carers who got in contact with the City that are referred onwards to other relevant services	35%	Targets are currently being agreed for this year	N/A	N/A	52%			⇧	Q	New
	BP7	Proportion of people age 65+ who require less support following a period of reablement (at home 91 days after discharge from hospital)	78% (n=9)	85%	100%	60%	75%	Red	Please note the indicator is cumulative. There were eight in the cohort at Q3 YTD. Therefore caution should be exercised in the interpretation of small numbers.	⇩	Q	No

3. Promoting effective transitions and progression through education and fulfilling employment

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed (Yes / No/ Improved/
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			
3	BP8	Proportion of completions of City apprenticeships and positive destinations (employment or further training)	80%	100%	N/A	N/A	84%	Green		⇧	A	No
	BP9	Percentage of City young people (aged 16 and 17) not in education, employment or training (NEET & unknown)	3.8% (from cohort of 50) NEET, in employment without additional training/education and not known	Below 2019 averages	N/A	N/A	N/A		This is an annual measure.	⇔	Q	No
	BP10	Increased number and percentage of apprentices employed by the City from Black and Minority Ethnic backgrounds	36%	Target not confirmed	N/A	40%	39%	Green	It should be noted that the City of London has relatively little influence over the outturn as recruitment is not conducted directly.	⇔	Q	New
	BP11a	Adult enrolments for adult learning and skills courses (accredited and non-accredited)	3,608 (Target: 2,500)	Target not confirmed	N/A	105	511	Green	Includes term 3 of the 2019/20 Academic Year	⇧	A	Improved
	BP11b	Annual proportion of adult learners who pass an adult skills course	n/a	Target not confirmed	N/A	78%	N/A		Not available until end of Academic Years, Q2 figure for Academic Years 2019/20.	⇩	A	Improved
	BP12	The library's services and activities have a positive impact on my family's health and wellbeing	94%	86%	N/A	N/A	N/A		This is a work in progress and we need to get the surveys out more widely. We also need staff to explain the relevance – once that is done, we are confident that results will be back where they were.	⇔	Q	No
	BP13	The library offers a good range of learning opportunities for individuals and groups of people	85%	90%	N/A	N/A	76%	Red	In the current context, surveys need to be shared more widely in different ways, and staff need to explain to library users the importance of relevance of the surveys. This is underway and it is expected that figures will improve. The lower outcome from the survey is also likely to be impacted by the way services have had to change in response to various lockdowns.	⇔	Q	New

4. Promoting equality in health through outreach to all the City communities

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed (Yes / No/ Improved/
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			
4	BP14	Percentage of people engaging in City smoking cessation programmes who quit smoking	57% (n=143)	52% (n=500)	N/A	0%	0%		0 (suspended service currently, we are in the process of putting a new contract in place)	⇔	Q	No
	BP15	Residents taking up an NHS health check	196	191	N/A	11	100	Green		⇧	Q	No
	BP16	Number and proportion of participants who completed the weight management programme in period	68% (n=31)	70% (n=30)	N/A	0	0		The reporting cycle was interrupted due to the impact of COVID-19 and lockdown restrictions.	⇔	Q	New
	BP17	Use of the Golden Lane Sport and Fitness Centre by young people	Q1– 4 (averaged): 5,895 (Q4 data was not available due to centre staff being furloughed)	7282 visits	N/A	0	0		The reporting cycle was interrupted due to the impact of COVID-19 and lockdown restrictions.	⇔	Q	No

5. Increasing access to and effectiveness of pan-London sexual health services through the mobilisation of e-healthcare services

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary	
5	BP18a	Take up of e-services for sexual health testing – % and number of people who return a kit and receive their results within 21 days of ordering it	74%	70%	79%	75%	68%	Amber	Turnaround times were impacted by a logistics issue with the key supplier. This affected NHS and private laboratories across the UK for a number of weeks.	⇩
	BP18b	Increased satisfaction with e-services for sexual health testing (%)	99%	90%	99%	99%	99%	Green		⇔

6. Delivering more homes and better meet social housing needs

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed (Yes / No/ Improved/
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			
6	BP19a	Number of planning consents (no. units given)	0	115	N/A	110	0	Red	The bulk of the 115 construction starts expected for 2020/21 comprise the redevelopment of Mais House site, Sydenham Hill, Lewisham to provide 110 new homes. Progress with this scheme has been delayed, initially due to delays in Lewisham's planning process. Planning permission was subsequently agreed. However, the project has been delayed further by an application by residents for a Judicial Review into the decision of Lewisham's Planning Committee to approve the scheme.	⇩	A	No
	BP19b	Number of construction starts (no. units given)	0	115	N/A	0	2	Red	There were two construction starts in Q3 2020/21.	⇧	A	No
	BP19c	Number of completions (no. units given)	10	5	N/A	0	0	Red	This target is made up of three new units at Isleden House and two new units at Great Arthur House. Both of these projects have been unavoidably delayed as a result of changes in design, contractual negotiations and the requirement for further consultation.	⇔	A	No

7. Improving outcomes and services for children and young people with special education needs and disabilities (SEND)

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			(Yes / No/ Improved/
7	BP20	Proportion of EHC plans completed for SEND children within a 20-week timeframe.	100%	100%	N/A	100%	N/A		No final EHC plans were issued in the period.	⇔	Q	New
	BP21	Proportion of SEND children receiving SEN support at school (primary and secondary)	Information not currently available	In line with Inner London Average 2019	N/A	N/A	N/A		The figures are unavailable for City of London residents attending establishments maintained by other Local Authorities, as the DFE does not provide the information to this level of detail.	⇔	A	New
	BP22	Educational progress of children with SEND at KS2	Information cannot be reported due to small number	In line with Inner London average	N/A	N/A	N/A		There were no Statutory Assessment Tests undertaken in the summer of 2020 because of the national lockdown restrictions in place at the time.	⇔	A	Improved
	BP23	Increased number of SEND children take up use of youth services (youth services (Universal, holiday, IAG, NEET, City youth forum, young carers).	5	Target to be confirmed	N/A	3	3		City YMCA – 0, Tower Hamlets – 0 (clubs have been shut due to COVID-19). Prospects – 3.	⇔	Q	New

8. Improving outcomes and experience for adult social care users

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed (Yes / No/ Improved/
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			
8	BP24	Adult Social Care service user and carer reported quality of life (survey outcome)	7.5 (carers) * -- 19.3 (users) *	Above 2019 London average	N/A	N/A	N/A	Green	*19/20 outturn refers to the 2018/19 CoL Survey of Carers in England statutory return. Due to the impact of COVID-19 and the national lockdown restrictions, NHS Digital have postponed the return until 2021/22.	⇔	A	No
	BP25	Proportion of adult social care service users who say services have made them feel safe and secure (survey outcome)	87.9% *	Above 2019 London average	N/A	N/A	N/A	Green	*19/20 outturn refers to the 2018/19 CoL Survey of Carers in England statutory return. Due to the impact of COVID-19 and the national lockdown restrictions, NHS Digital have postponed the return until 2021/22.	⇔	A	No
	BP26	Increased proportion of service users live within the community (not residential or nursing)	76%	80%	N/A	75%	77%	Green	Q3 2020/21 – of the 107 Clients; 82 (77%) Community; 25 (23%) Nursing & Residential (17 residential & 8 nursing).	⇧	Q	New
	BP27	Reduction of average cost of residential social care	£692	£700	N/A	£748.86	£824.24	Red	Although Q3 2020/21 was above target, the average across both Q2 & Q3 2020/21 was £786. This is comparable with the 2018/19 YTD outturn (£756); albeit somewhat higher than the 2019/20 YTD (£692).	⇧	Q	No
	BP28	Increased proportion of clients (users) are on direct payments	31%	National (2018/19)	N/A	40%	39%	Green	Q3 2020/21 – 32 of the 82 in the community received Direct Payments (39%).	⇔	Q	New

9. Safeguarding children, young people and adults at risk

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			(Yes / No/ Improved/
9	BP29a	**CIN** – On a CIN Plan for one year but less than two years – % and number	0%	16.6%	N/A	37%	65%		Please note: There were 19 children in the cohort at Quarter 2 and 17 at Quarter 3.	⇧	Q	No
	BP29b	**CIN** – On a CIN plan for two years – % and number	0%	31.0%	N/A	0%	18%		Please note: There were 19 children in the cohort at Quarter 2 and 17 at Quarter 3.	⇧		
	BP29c	**CPP** – On a Child Protection Plan for one year but less than two years – % and number	60% (<5)	16.9%	N/A	0%	0%		Please note: There were six children in the cohort at Quarter 2 and three at Quarter 3.	⇔	Q	No
	BP29d	**CPP** – On a Child Protection Plan for two years – % and number	0% (0)	2.0%	N/A	50%	0%		Please note: There were six children in the cohort at Quarter 2 and three at Quarter 3.	⇩		
	BP30	Percentage of assessments for children's social care carried out within 45 working days of referral	73%	Above Inner London average	N/A	89%	100%	Green		⇧	Q	No
	BP31	Improved timeliness of pathway plans (three months for initial followed by every five months)	59%	100%	N/A	68%	62%	Red	While the Q3 2020/21 performance of this KPI is higher than the outturn from last year (62% compared to 59%) it is still below the target for the year of 100%.	⇔	Q	New
	BP32	Number and percentage of adults referred for safeguarding (such as abuse or neglect) whose expressed outcomes are fully or partly met	Not currently available as the Safeguarding Reports are undergoing repair.	Above Inner London Average (2018/19)	N/A	N/A	N/A		The indicator will be updated at Q4 following a review of Business Systems Safeguarding reports.	⇔	Q	No

10. Delivering and enhancing ‘accommodation pathways’ and health services for rough sleepers

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			(Yes / No/ Improved/
10	BP33	Increased proportion of new rough sleepers who sleep out just once	65%	76.0%	N/A	48%	64%			⇧	Q	No
	BP34	Number and proportion of people deemed ‘living on the streets’ is below Inner London average	58; (at end of Q3 19/20)	Below Inner London average	N/A	40	44			⇧	Q	Improved

11. Delivering a programme of major works to maintain and improve our existing homes

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			(Yes / No/ Improved/
11	BP35	Increase in average energy-efficiency rating for our housing stock	64.5	69	N/A	64.43	64.6	Green		⇔	A	No
	BP36	Proportion of City housing stock meeting ‘decent homes’ standard	91%	2018/19 London average	N/A	92%	90%	Green		⇔	A	No
	BP37	Increased proportion of customer satisfaction with regards to major works improvement programmes	97%	98.50%	N/A	0%	98%	Green		⇧	A	New

12. Maintaining safe homes that comply with advances in fire safety requirements

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed (Yes / No/ Improved/
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			
12	BP38	Blocks of flats with a valid and up-to-date fire risk assessments	100%	100%	N/A	100%	100%	Green		⇔	A	New
	BP39	All properties are fully compliant with gas safety regulations	99.8%	100%	N/A	99%	100%	Green		⇔	A	New

13. Supporting City businesses and the Corporation to improve their employee's health and wellbeing and participation in health and wellbeing activities

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed (Yes / No/ Improved/
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			
13	BP40	Percentage satisfaction with Business Healthy events and activities	90%	70%	N/A	99%	95%	Green	Please note: The number of respondents was relatively small and caution should be applied in the interpretation of the figures.	⇔	Q	Improved
	BP41	Dragon Café visitors strongly agree/agree that the cafe helped to improve their mental wellbeing	94%	76%	N/A	80%	100%	Green	Please note: The number of respondents was relatively small and caution should be applied in the interpretation of the figures.	⇧	Q	New

14. Supporting the development of skills and learning for all ages in the community through a range of activities, resources and support and enhance the art and culture offer in the City

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed (Yes / No/ Improved/
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			
14	BP42a	Percentage of children achieving good level of development in foundation stage profile (FSP)	85%	Above London 2019	N/A	N/A	N/A		This is an annual measure. However, there were no assessments undertaken in the summer of 2020 because of the national lockdown restrictions in place at the time.	⇔	A	No
	BP42b	Percentage inequality gap in achievement across all the Early Learning Goals	30.90%	Below Pan-London 2019	N/A	N/A	N/A		This is an annual measure. However, there were no assessments undertaken in the summer of 2020 because of the national lockdown restrictions in place at the time.	⇔	A	No
	BP43	Percentage of primary school offers meeting first choice	89% (n=27)	Above Pan-London average 2019	N/A	N/A	N/A		The information is published in June each year for the preceding financial year.	⇔	A	No

15. Promote and champion inclusion, diversity, accessibility and social mobility for all the communities we support

Group	No.	Key Performance Indicators	2019/20 Outturn	2020–21 Progress						DOT	Frq	Changed (Yes / No/ Improved/
				2020/21 Target	Q1	Q2	Q3	RAG	Q3 Commentary			
15	BP44	Increased proportion of Bangladeshi girls/young women take up of youth services (youth services (Universal, holiday, IAG, NEET, City youth forum, young carers)	0	Target not confirmed	N/A	6	5	Green		⇔	Q	Improved
	BP45	Proportion of people with learning difficulties supported to live independently	100%	80%	N/A	73%	82%	Green	Q3 2020/21 – 9 of the 11 people with a learning disability live within the community (82%).	⇧	Q	New
	BP46	Percentage of participants involved in community activities and volunteering reporting an improved quality of life	87%	60%	N/A	N/A	N/A		Information was unavailable due to the impact of COVID-19 and the national lockdown restrictions in place at the time.	⇔	A	No
	BP47	Proportion of residents involved in community activities who are new to volunteering	36%	30%	N/A	N/A	N/A		Information was unavailable due to the impact of COVID-19 and the national lockdown restrictions in place at the time.	⇔	Q	No
	BP48	Proportion of Portsoken Pavilion Café employees from the local community	65% (n=23); (at end of Q3 19/20)	25%	N/A	N/A	N/A		The café was closed during Q2 as a result of vandalism and subsequently open for takeaways only from November–December 2020 with a skeleton staff. The café was closed at the end of Q3. Statistics are therefore not available.	⇔	Q	No

Appendix 2: Q3 2020/21 Departmental Risk Register Summary

Risk Code	Title	Current Risk Rating	Risk Score	Actions Assessment	Target Date	Risk Trend
DCCS ED 001	Failure to deliver City of London Academy expansion programme	R	16		30/07/21	
DCCS ED 002	Failure of the City of London Academies to meet the high performance and financial expectations of the City of London	A	12		01/03/21	
DCCS HS 003	Lone Working	A	12		31/03/21	
CR17	Safeguarding	A	8		31/03/21	
DCCS 001	Departmental Emergency Response	A	8		31/03/21	
DCCS HS 002	Failure to carry out and review effective fire risk assessments for residential and commercial accommodation	A	8		31/03/21	
DCCS HS 006	Failure to deliver new homes programme	A	8		31/10/25	
DCCS 002	Impact of Brexit on Local Communities	G	6		30/09/21	
DCCS HS 001	Health and Safety Procedures	G	6		31/03/21	
DCCS HS 005	Major Works Programme	G	6		31/03/22	
DCCS HS 004	Housing Finance Changes	G	4		31/03/21	

Actions to mitigate the risk are in place and are being delivered to anticipated timescales. Some delays in implementing planned actions

Risk Trend: Unchanged since last report Increased risk rating – see body of report for details.

Risk Score key:

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

Red (Severe)	Urgent action required to reduce rating
Amber (Significant)	Action required to maintain or reduce rating
Green (Manageable)	Action required to maintain rating

Appendix 3: Proposed Revisions to Business Plan Performance measures for Financial Year 2021/22.

27. A short review was undertaken of the key performance indicators reported in 2020/21, which are provided by services as part of operational delivery to residents. There have been changes to the reporting cycle for some indicators and some others were no longer considered relevant for inclusion in financial year 2021/22.

28. There have been amendments to the definition for some key performance indicators and the introduction of new measures was also recommended. These are listed in the table below.

Number	Status/BP KPI	Business Plan objective	Key Performance Indicators
3	New addition	Promoting effective transitions and progression through education and fulfilling employment	'My Child has the opportunity to make friends' To be added
	New addition		'I have the opportunity to make friends' To be added
7	BP21	Improving outcomes and services for children and young people with special education needs and disability (SEND)	Change to 'Proportion of children receiving SEN support attending *a local authority maintained school in the City of London'*
	New addition		The number of children with an Education Health & Care Plan maintained by the City of London To be added
9	BP29b	Safeguarding children, young people and adults at risk	Change to be 'Child in need for a duration of two or more years without an Education, Health & Care Plan'
	BP29c		Child on a Child Protection Plan for one year but less than two years – % and number To be retained
	BP29d		Child on a Child Protection Plan for two years – % and number To be removed
	New addition		'Child Looked After with 3 or more placements measure' To be added
11	New addition	Delivering a programme of major works to maintain and improve our existing homes	'Average time taken to re-let local authority housing (days)' To be added
	New addition		'Percentage of rent collected' To be added

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Committee	**Dated:**
Community and Children's Services Grand Committee	30/04/2021
Subject: School Admissions Update	**Main report is Public** **<u>Appendix A is Non-Public</u>**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	• **Contributing to a flourishing society** • **Support a thriving economy** • **Shape understanding environments.**
Does this proposal require extra revenue and/or capital spending?	**No**
What is the source of Funding?	**The Dedicated Schools Grant – High Needs Block**
Has this Funding Source been agreed with the Chamberlain's Department?	**Yes**
Report of: Andrew Carter, Director of Community and Children's Services	**For Information**
Report author: Theresa Shortland, Head of Service – Education and Early Years	

Summary

The purpose of this report is to inform Members of the allocation of primary and secondary school places to City of London pupils for the academic year 2021/22.

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 whose parents applied on time for a school place for entry in September 2021 received a place on national offer day.

Recommendation

Members are asked to:

- Note the points raised in 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 (SSFA 1998). This Code came into force on 19 December 2014.

3. The Code applies to admissions for all maintained schools in England. It sets out how school applications are processed. It is the responsibility of admission authorities to ensure that admission 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 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 processes.

5. The governing body is the admissions 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 pupil admission places for The Aldgate School is 30 for each year group.

Current Position

Primary School Places

6. The deadline for applications for a primary school place for entry in September 2021 was 15 January 2021. Offers for school places were confirmed on 16 April 2021.

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, which is based on their order of preference and is the highest preference offer that can be allocated. Table 1 illustrates the primary school place offers for City of London pupils offered on 16 April 2021.

Table 1. Primary school place offers for City of London pupils, 16 April 2021			
SCHOOL	**Total number of children offered a place at each school**	**Place offered – 1st preference offer**	**Place offered – other preference offer**
City of London Primary Academy Islington (COLPAI)	14	14	
The Aldgate School	10	9	1 (second)
Prior Weston Primary School and Children's Centre	2	2	
Moreland Primary School	1	0	1 (fifth)
St Mary's Church of England Primary School	1	0	1 (fourth)

8. There were 28 applications received by the closing date (15 January 2021) for primary school places in the City of London. In April 2021, primary school pupils were allocated places. Of City of London pupils, 89% received their first preference and 11% received other preferences. In comparison, in 2020, 89% of primary-aged pupils got their first preference, 4% received other preferences and 7% received no offer. A notable change this year has been that all applicants received an offer from one of their preferred schools.

9. We have also seen a steady increase in the number of children being offered places at The Aldgate School and COLPAI since COLPAI opened in 2017 (see Table 2). Historically, primary-aged children living in the City of London have been offered places in up to 10 different schools in one academic year. This year, 24 (86%) of children living in the City of London have been offered places in two preferred schools. Both schools are rated Outstanding by Ofsted, and both are part of The City of London family of schools.

Table 2: Officers at Aldgate 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

10. In 2021, The Aldgate School was oversubscribed. The school received 83 school applications for places. The governing body met during February 2021 to process all applications and allocate places at the school for entry in September 2021 in line with their oversubscription criteria. Both The Aldgate School and COLPAI received significantly more first-preference applications than places available.

Secondary School Places

11. The deadline for applications for a secondary school place for entry in September 2021 was 31 October 2020. Offers for secondary school places were confirmed on 1 March 2021.

12. 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 3 illustrates the secondary school place offers for City of London pupils on 1 March 2021.

Table 3. Secondary school place offers for City of London pupils, 1 March 2021

SCHOOL	Total number of children offered a place at each school	Place offered – 1st preference offer	Place offered – other preference offer
City of London Academy (Southwark)	4	4	0
City of London Academy – Islington	3	2	1 (fourth)
Haggerston School	3	1	2 (fourth)
The Grey Coat Hospital	3	2	1 (second)
Bishop Challoner Catholic Collegiate Girls School	2	1	1 (third)
Central Foundation Boys School	2	2	0
Mulberry School for Girls	1	1	0
Stepney All Saints School	1	1	0
St Mary Magdalene Academy	1	1	0
The Cardinal Vaughan Memorial RC School	1	1	0
The St Marylebone CE School	1	1	0
City of London Academy Highbury Grove	1	0	1 (allocated)

13. There were 23 applications received for secondary school places in the City of London by the closing date of 31 October 2020. Out of these 23 applications, 74% of City of London secondary-aged pupils got their first preference and 22% received other preferences; 4% received an allocated offer, which equates to one child.

14. In 2020, there were 22 applications received for secondary school places; 59% of secondary-aged pupils got their first preference, 32% received other preferences; and 9% received an allocated offer.

15. There was a 15% increase in the number of applicants receiving their first preference in 2021. This was notably due to more applicants listing the City of London Academy Islington and Southwark as first preferences. Parents have previously listed the academies as lower preferences due to the distance and ease of travel. This was a welcome change and we will monitor closely to find out if the trend continues for future years.

Secondary Admission Appeals

16. In April 2020, temporary regulations (The School Admissions (England) (Coronavirus) (Appeals Arrangements) (Amendment) Regulations 2020) and accompanying guidance were introduced, giving admission authorities, local authorities and admission appeal panels more flexibility when dealing with appeals during the COVID-19 outbreak. The temporary regulations were due to expire on 31 January 2021 but, due to the ongoing nature of the outbreak and the social distance rules, the Department for Education has introduced another set of temporary regulations that came into force on 31 January 2021, which extends the temporary provisions until 30 September 2021.

17. The main changes include the following:

    a. Appeal hearings can be heard by telephone or video conference
    b. Appeals can be decided on the basis of written submissions only
    c. The statutory timescales have been amended.

    The temporary regulations and guidance *only* apply where it is not reasonably practicable to comply with the School Admission Appeals Code for a reason relating to the incidence or transmission of COVID-19.

City resident children

18. As of 31 March 2021, we have identified 409 City of London resident children of statutory school age (Appendix A). We know of 82 schools that City of London pupils attend. A summary of the data held on the schools attended by City of London resident children indicates that:
    - 138 of these children attend schools within the City of London local area. This includes the independent schools.
    - 212 of these children attend schools in the immediate neighbouring boroughs (Camden, Hackney, Islington, Southwark, Tower Hamlets, Westminster).
    - 25 City of London children attend schools in an additional nine London boroughs and four home counties.
    - Fewer than 10 children are being electively home educated.
    - There are 21 children with Education, Health and Care Plans.

19. Each year London Councils produces '*Do the Math*s' an annual report that details the pressures facing the school places planning system in London. It can be difficult to forecast the levels of cross-border pupil mobility as they fluctuate for a number of reasons. (*Do the Maths 2020* can be accessed on the London Councils

website: https://www.londoncouncils.gov.uk/our-key-themes/children-and-young-people/education-and-school-places/do-maths-2020)

20. As the City of London has one maintained primary school in the local area, a shortfall of places for primary school is not a current concern. The Aldgate School remains very popular and oversubscribed for school admissions. The demand for secondary places has also not had any current impact on City pupils. The choice of secondary schools is largely within neighbouring areas, and an increase in those interested in City-sponsored schools has increased. City-sponsored schools continue to offer priority places to City resident children.

Corporate & Strategic Implications

21. Strategic implications – Corporate outcome: Contribute to a flourishing society by ensuring that people have equal opportunities to enrich their lives and reach their full potential

22. 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.

23. Financial implications – There is a cost associated with the school admissions service and access to the Pan-London Admissions Scheme.

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

25. 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 families. Children continue to apply to a wide range of schools primarily in neighbouring areas but also further afield.

26. Equalities implications – All children have the right to a school place. If a child is not offered a school place, then our service will allocate a place at a school within reasonable distance.

27. Climate implications – n/a

28. Security implications – n/a

Conclusion

29. 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 2021 have been offered school places, and therefore the City of London has fulfilled its statutory duty.

Appendices (Non-Public)

- Appendix A – Schools List – April 2021

Theresa Shortland
Head of Service – Education and Early Years

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Committee:	**Dated:**
Community and Children's Services Committee	05/03/2021
Subject: Golden Lane Community Centre Update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	**2, 3, 4**
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Director of Community and Children's Services	**For Information**
Report author: Sam Bedford, Community Engagement Manager	

Summary

This report is an update on all the work undertaken by the Community Engagement team and others to ensure that the Golden Lane Community Centre is COVID-secure and meets the needs of the local community as best as possible within national Government guidelines.

This report was requested by the Chairman as part of the COVID-19 Working Group.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Golden Lane Community Centre is a community facility in the middle of the Golden Lane Estate, managed by the Housing Service in partnership with a resident Advisory Board. The Advisory Board consists of six residents from the estate (three tenants and three leaseholders) and has continued to meet regularly throughout the pandemic.

2. From April 2020, the Square Mile Foodbank occupied the Community Centre with support from the Centre Manager. Square Mile Foodbank moved out of the centre on 10 January 2021.

Current Position

3. Since September 2020, we have been preparing for the reopening of the Community Centre in accordance with national guidelines. Every stage of this process has been undertaken in discussion with the resident Advisory Board. At the time of writing, Government guidance allows us to reopen from 12 April under strict conditions, which we will meet with the help of a comprehensive risk assessment.

4. The two main elements to the plans to mobilise and transition to reopening the Golden Lane Community Centre are as follows. Firstly, the measures we need to put in place to ensure that we are compliant with COVID safety measures; and secondly, our priorities for reopening in terms of what activities and opportunities we focus on first, given that capacity and group numbers will be limited in line with COVID-secure requirements.

5. The Centre Manager has implemented several measures to ensure that the Golden Lane Community Centre is COVID-secure. We have worked with the City Surveyor's Department to complete a risk assessment of how we can use the space in line with national guidelines. This Risk Assessment has been signed off and the building inspected for compliance.

6. The following measures have been implemented in accordance with the risk assessment:

   - Visual social distancing measures have been put in place (floor markings, and so on)
   - Sanitation stations set up throughout the building
   - Public Health England hygiene guidance displayed throughout the building
   - Extra supplies of hand sanitisers, wipes, gloves, paper towels, and hand soap have been obtained
   - Extra cleaning by the cleaning contractor, SERVEST, has been implemented
   - Flushing of taps and toilets has continued regularly throughout, to address legionella-related risks.

7. We have devised a socially distanced system of use for the community centre, including a room-by-room plan for numbers currently permitted in each space and a one-way system. In addition, we have designed track-and-trace processes for users.

8. These arrangements are regularly reviewed to make sure they meet official guidance. We have also taken the opportunity to display new Fire Action notices and review the building's first aid procedures. Certain meeting rooms and the classroom have been taken out of use as their size makes social distancing measures unachievable. Communal seating areas have also been taken out of

use. We have also drawn up a new COVID-compliant Hire Agreement and Hirer Risk Assessment.

9. On reopening, we will have to operate at a much-reduced capacity, at least initially. This is due to restrictions on both the number of people allowed in each space, and the total number of people in the building at any one time. We have been working with the Advisory Board and important stakeholders such as the Adult Skills and Education team, to work out how to best prioritise the limited space available.

10. We have designed a set of principles from which the Centre Manager can approve or reject bookings and enquiries. Again, this has been done in discussion with the resident Advisory Board and with key partners. We will look to focus on services that meet the needs of our most vulnerable residents and those who have been most affected by the pandemic.

11. There is a strong desire to prioritise those who offered services and activities from the Community Centre prior to the pandemic, with a particular focus on the Memory Group and the Youth Club. We will look to strike a balance across the different priorities. We will also focus on activities that benefit the community, rather than those that are income-generating. However, it will of course be worthwhile to maintain relationships with people and organisations that have hired spaces at commercial rates before the pandemic, so that we don't need to start again in terms of building up commercial hirers when we can reopen fully.

Conclusion

12. Through the steps we have taken so far, introducing and installing the COVID-19 compliance measures within the building, alongside working with the resident Advisory Board and other stakeholders to set our priorities for reopening with a much reduced capacity, the Golden Lane Community Centre is well placed to reopen from 12 April, as per the Government guidance at the time of writing.

Appendices

- None

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Department of Community and Children's Services

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Committees: Corporate Projects Board - for decision Community and Children's Service Committee – for information	**Dates:** 31 March 2021 30 April 2021
Subject: Social Care Case Management System **Unique Project Identifier:** *PV ID confirmed post CPB via PMO.*	**Gateway 2:** **Project Proposal** Regular
Report of: Director of Community & Children's Services **Report Author:** Sarah Greenwood	**For Information**
PUBLIC	

Explanatory Note for Members: The Corporate Projects Board discussed this report on 31 March and agreed that the project may or may not require capital funding dependent upon the outcome of the procurement process. The Board agreed that the project should proceed under delegation until such a time that it was determined whether the project would reach the thresholds of the gateway process. Proceeding under delegation means that all usual Gateway reports are submitted to the Director who may then choose to share the reports with Committee for information.

Recommendations

1. Next steps and requested decisions	**Project Description:** IT system designed to manage the caseload for children and adults social care users with interfaces with the NHS **Next Gateway:** Gateway 3/4 - Options Appraisal (Regular) **Next Steps:** Development of Requirements Document/specification and soft market testing, with development of procurement options using existing local risk funding resources. **Funding Source:** potential capital funding from central City Fund reserves (dependent upon procurement process) and revenue funding from Department of Community and Children's Services local risk budget. A bid for allocation of potential capital funding will be made through the next capital bids round. Existing local risk funding will be used to progress the project to the next Gateway. **Requested Decisions:**

<table>
<tr><td></td><td>1. Note the total estimated cost of the project of up to £151,100 (excluding risk and ongoing annual revenue costs) and approve a staff cost budget of £1,500 to proceed to the next Gateway to be funded from within existing local risk resources.</td></tr>
<tr><td>2. Resource requirements to reach next Gateway</td><td>
<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Staff costs</td><td>Development of required specification, Market engagement and options appraisal</td><td>Existing Local risk funding</td><td>£1,500</td></tr>
<tr><td>Total</td><td></td><td></td><td></td></tr>
</table>
Costed Risk Provision requested for this Gateway: None (as detailed in the Risk Register – Appendix 2)
</td></tr>
<tr><td>3. Governance arrangements</td><td>1. Community and Children’s Services Committee are responsible for oversight of statutory social care delivery within the City.
2. The project board consists of the Mosaic Advisory Board (overseeing the delivery of the current contracted solution) chaired by Chris Pelham the Assistant Director for People’s Services (the Senior Responsible Officer) and with additional representation from IT, Comptroller and City Solicitor and City Procurement. The project will be managed by the Commissioning Manager Sarah Greenwood.
3. The Digital Services Sub (Finance) committee will also receive Gateway reports and the City Procurement IT Category Board will sign off the Options report prior to Gateway 5</td></tr>
</table>

<u>Project Summary</u>

4. Context	1. The City of London Corporation (CoLC) has a statutory duty to provide social care services to children and adults including those with disabilities, caring responsibilities, special educational needs or at risk of abuse. The statutory duty includes the submission of statistical and data return to the Government Departments of Education and Health and Social Care.

	2. The CoLC's duties are governed by legislation including the Health and Social Care Act 2012, Mental Capacity Act 2005, Care Act 2014 and the Children and Families Act 2014 and regulated by Ofsted (children's services) and the Care Quality Commission (adults services). As regulators of social care services Ofsted/ CQC interrogate and scrutinise the quality of the social work practice through evidence recorded on a case management system. 3. The CoLC discharges its statutory duties through the Department of Community and Children's Services' (DCCS) Children and Families, Education and Early Years and Adults Social Care Teams and works with a wide range of partners including the NHS, Clinical Commissioning Group and Hackney's Emergency Duty Team to support adults and children in receipt of social care services. 4. DCCS uses a case management system to manage its social care activites, to share information with partners, provide integrated care with other agencies, report on performance and progress (to internal management, Members, regulatory bodies, Government departments and service users) and to plan services. 5. The five year contract for the current solution (Mosaic, provided by Servelec) ends in October 2022 and cannot be extended. A compliant procurement exercise must now be completed for an IT solution post October 2022. 6. The social care case management system enables service users to have joined up services where relevant and approved professionals can access care records (including social care workers, mental health professions, virtual school head and out of hours social work teams).
5. Brief description of project	1. The project is the commissioning and procurement of a new contract to provide an IT system designed to manage the caseload for children and adults supported through DCCS, including the interface with the NHS system. 2. The project is also inclusive of scoping requirements, developing and designing an appropriate specification, mobilisation and migtration of data (if required) to the new system 3. The project will consider the combining of at least one other contract (Resource Allocation Solution) which calculates lengths and costs of care plans and estimates including within this report combine contract costs of all contracts
6. Consequences if project not approved	Without a case management system, the CoLC would be unable to deliver its statutory functions satisfactorily or safely. To meet basic requirements of maintaining a list of clients, the CoLC would need to develop another solution, most likely an excel spreadsheet hosted internally. This is not compatible with the City's strategy of 'buy not build', nor the expectations of the

	regulatory bodies and would significantly increase safeguarding risks for vulnerable children and adults.
7. SMART project objectives	1. The system enables the CoLC to deliver its statutory social care requirements and supports the CoLC's professional workflows. 2. The system has proven capability and capacity to manage the current (and future potential) caseload of the team, including flexibility to responds to changing Government and legislative requirements 3. The system enables a safe and professional experience for social care users and carers with co-ordination of records with the NHS (East London Patient Care record). 4. The solution can be configured to meet statutory reporting requirements and City data intelligence 5. The system supports mobile working on a variety of devices
8. Key benefits	1. The CoLC continues to be at the forefront of excellent social work practice and is recognised by such by regulatory bodies. 2. Accurate data dashboards detailing past and future performance trends leading to improved practice 3. Professional users and recipients of social care services enjoy an enhanced digital experience
4. Project category	2. Statutory
5. Project priority	A. Essential
6. Notable exclusions	There is not requirement for an interface between the system and Oracle or CBIS.

Options Appraisal

7. Overview of options	*1.* Sharing a system with another local authority (e.g. Hackney although Hackney's ability to partake has been hampered by their cyber attack) *2.* Open tender (including through a framework) *3.* Combining with other existing IT systems within the City of London Corporation *4.* Combining a number of other contracts and requirements to achieve value for money/savings *5.* Not utilise a software solution - whilst this remains an option, it would not meet any statutory or regulatory requirements and therefore has essentially been discounted as a credible option All options will be considered during the City's procurement process and development of the options appraisal form PT3

Project Planning

8. Delivery period and key dates	**Overall project:** A timeframe of 18 months to allow for commissioning and procurement activity, and potential migration of data to a new system should the current supplier not be successful in the tender process. **Key dates:** Gateway 3/4: September 2021 Capital Bid Round submission for capital funding: Summer 2021 Invitation to tender: December 2021 Selection of contractor: April 2022 Data Migration: May 2022 – September 2022 (period may not be required if existing supplier is winning bidder) New system go live : October 2022 **Other works dates to coordinate:** Potential other IT system changes (to be confirmed with IT colleagues).
9. Risk implications	**Overall project risk:** Medium Key risks include Safeguarding: the system not meeting statutory or good practice requirements Contractual: the market is too small, or there are no bids for the contract Technological: the system is not sufficiently flexible to meet future statutory or City of London requirements, the system is not mobilised adequately in time for the contract to be required Financial: insufficient capital funding to enable the contract to proceed (capital funding is only required if the current provider is not the provider of the new contract). Further information is available within the Risk Register (Appendix 2)
10. Stakeholders and consultees	1. Social Care and Education and Early Years professionals working within DCCS and the NHS 2. Systems Manager within DCCS 3. Adult and children social care users 4. IT - Business Partner and Infrastructure Architect (engaged via IT PMO) 5. City Procurement – Procurement Operations Manager and IT Category Board 6. Comptroller and City Solicitor (via City Procurement) 7. Chamberlains

Resource Implications

11. Total estimated cost	**Likely cost range (excluding risk):** Lower range estimate: £0 one-off/capital + £337k of annual revenue costs of the current system and the Resource Allocation System (currently a separate contract) but no capital/data migration costs if current provider is the successful bidder. Upper Range estimate: £151.1k one-off/capital + £337k (as lower range plus capital costs of project management, migration of data and interface functionality developed during the contract including interface functionality with NHS). Estimated upper range costs are based on the the current contract costs and assume migration to a new system is required. Should the current provider be the winning bidder for the tender, no one-off/capital costs would be incurred and no capital funding would be required. To this end, a speculative capital bid will be made in 2021 (as part of the 2022/23 annual capital bid round) for potential one-off/capital funding, the need for which is entirely dependent upon the outcome of the procurement process. As a system is undoubtedly required, work completed at this stage is not abortive and funded entirely through existing local risk budgets.

One-Off/Capital Costs:	*£151,100*
System Capital costs (initial training, data migration	*£ 59,000*
External project management (mobilisation, workflow customisation and report configuration)	*£ 84,600*
Internal Project Management etc	*£7,500*
Revenue Costs:	*£337,500*
System revenue costs (5 years)	*£237,500*
Resource Allocation System total	*£100,000*
Total (5 year whole life cost)	*£488,600*

12. Funding strategy	Choose 1: Partial funding confirmed	Choose 1: Internal - Funded wholly by City's own resource

Funds/Sources of Funding	**Cost (£)**
Central funding (if required) from City Fund Reserves to be requested via the 2022/23 annual capital bid process	£143,600

Staff costs from existing local risk resources	£7,500
Total One-off/Capital	**£151,100**
Local risk revenue funding (ongoing revenue costs)	£337,500
Total (5 year whole life) cost	**488,600**

Should the existing system service provider be the preferred supplier, there would be no one-off/capital costs. However, if the procurement process identifies an alternative provider then central funding from City Fund reserves would be required for the cost of transitioning to a new system. Therefore, a capital bid will be submitted as part of the 2022/23 annual capital bid process to cover this eventuality, which would materialise in 2022.

The pre-gateway 5 costs will all be met from within existing local risk resources

13. Investment appraisal	An options appraisal will be considered by City Procurement in line with the City Procurement Code. In order to ensure value for money the steering group will consider a longer contract period.
14. Procurement strategy/route to market	The project is included within the City Procurement's sourcing plan for 2021/22 and a PT 2 (procurement request form) has been submitted. Potential routes to market include the use of a call off framework, open tender or a joint procurement within another Local Authority and more details will be included at Gateway 3/4.
15. Legal implications	A Data Protection Impact Assessment and Data Processing Agreements will be completed as part of the procurement process to ensure the solution is compliant with GDPR The specification will include the relevant statutory requirements for social work practice, data submissions to Government bodies and data security. The Comptroller and City Solicitor will be included within the steering group to draw up legally compliant terms and conditions and the procurement process will be led by City Procurement to be compliant with all Public Contracting Regulations as outlined in the City's Procurement Code
16. Corporate property implications	None
17. Traffic implications	None

18. Sustainability and energy implications	None
19. IS implications	The specification for the service will include all IS requirements including hosting and security. An Opportunity Outline form for the IS Project Management Office has been completed and submitted to identify IS resources for the procurement. An IS representative is on the Project Board and has supported the development of the Gateway documents.
20. Equality Impact Assessment	An equality impact assessment will be undertaken
21. Data Protection Impact Assessment	The risk to personal data is high and a data protection impact assessment will be undertaken

Appendices

Appendix 1	Project Briefing

Contact

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Telephone Number	020 7332 3594

Project Briefing

Project identifier			
[1a] Unique Project Identifier	<A unique project number will travel with the project, and will incorporate a Department lead, within. Will be generated via Project Vision by CPO after CPB>	**[1b] Departmental Reference Number**	N/A
[2] Core Project Name	Social Care Case Management System		
[3] Programme Affiliation *(if applicable)*	Not applicable		

Ownership	
[4] Chief Officer has signed off on this document	Andrew Carter (Director DCCS) 3/2/2021
[5] Senior Responsible Officer	Chris Pelham (Assistant Director)
[6] Project Manager	Sarah Greenwood, Commissioning Manager

Description and purpose
[7] Project Description
IT system designed to manage the caseload for children and adults supported through the DCCS's children and Families Team, Education and Early Years Team and Adults Social Care Team
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
The contract for the current IT system is due to expire in October 2022
[9] What is the link to the City of London Corporate plan outcomes?
[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [3] People have equal opportunities to enrich their lives and those of others and reach their full potential.
[10] What is the link to the departmental business plan objectives?
Safe - People of all ages and all backgrounds live in safe communities, our homes are safe and well maintained and our estates are protected from harm **Potential -** People of all ages are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work **Independence, Involvement and Choice -** People of all ages can live independently, play a role in their communities and exercise choice over their services **Health and Wellbeing -** People of all ages enjoy good mental and physical health and wellbeing The social care case management system enables service users to have joined up services because all professionals can access care records (including social care workers, mental health professions, virtual school head and out of hours social work teams), users can input into their care, and the city can use the information and statistics to plan services.
[11] Note all which apply:

Officer:	Y	**Member:**	N	**Corporate:**	N

Project developed from Officer initiation		Project developed from Member initiation		Project developed as a large scale Corporate initiative	
Mandatory: Compliance with legislation, policy and audit	Y	**Sustainability:** Essential for business continuity	Y	**Improvement:** New opportunity/ idea that leads to improvement	N

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

1) The system meets statutory requirements and identified good practice
2) Safe and professional experience for service users and carers with co-ordination of all records in relation to a service user or carer and their family
3) Accurate reporting of performance and budget trends

[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)

Savings as a result of considering combined services/contracts

[14] What is the expected delivery cost of this project (range values)[£]?

Lower Range estimate: £300k (revenue costs, the inclusion of the Resource Allocation System (currently a separate contract) but limited capital input if current provider the successful bidder).

Upper Range estimate: £450k (based on the previous tender capital costs, revenue costs, project management/migration costs and additional functionality developed in the 5 years since the last contract including interface functionality with other systems including NHS, the inclusion of the Resource Allocation System (currently a separate contract).

Current contract costs:

	At Completion
Capital Costs	
System Capital costs	*£ 59,000*
Project management /migration	*£ 84,600*
Revenue Costs	
System revenue costs (5 years)	*£212,500*
Resource Allocation System total	*£100,000*
Total	*£456,100*

[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:

Included within 14 above

[16] What are the expected sources of funding for this project?

Revenue: Annual hosting and maintenance costs of approx £62k confirmed within current local risk budget
Potential capital costs of up to £ 150k to be sought during annual capital bid round

[17] What is the expected delivery timeframe for this project (range values)?

Are there any deadlines which must be met (e.g. statutory obligations)?
- Lower Range estimate: contract start – March 2022 – to allow for a 6 month contract negotiation/data migration and mobilisation period - existing contract expires on 30th September 2022

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
Not implementing a replacement social care case management system would mean the City could not discharge its statutory functions – this could lead to safeguarding risks and reputational risks	
[19] Who has been actively consulted to develop this project to this stage?	
Chamberlains: Finance	Officer Name: Mark Jarvis
Chamberlains: Procurement	Officer Name: Kayleigh Rippe (Proc Ops)
IT	Officer Name: Matt Cox (Business Partner). Other IT resources to be allocated after Opportunity Outline Submitted
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	N/A
[20] Is this project being delivered internally on behalf of another department? **No**	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A

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