



## Community & Children's Services Committee

**Date:** WEDNESDAY, 1 MAY 2024  
**Time:** 2.00 pm  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

**Members:**

MEMBERSHIP OF THIS COMMITTEE WILL BE  
CONFIRMED AT THE ANNUAL MEETING OF THE  
COURT OF COMMON COUNCIL ON 25<sup>TH</sup> APRIL 2024.

**Enquiries:** [julie.mayer@cityoflondon.gov.uk](mailto:julie.mayer@cityoflondon.gov.uk)

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**Ian Thomas CBE**  
**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 OF COMMON COUNCIL - TO FOLLOW**  
To receive the Order of the Court of Common Council dated 25<sup>th</sup> April 2023.  
**For Information**
4. **ELECTION OF CHAIR**  
To elect a Chair, in accordance with Standing Order 29.
5. **ELECTION OF DEPUTY CHAIR**  
To elect a Deputy Chair, in accordance with Standing Order 30.  
**For Decision**
6. **MINUTES**  
To approve the public minutes and non-public summary of the meeting held on 11<sup>th</sup> March 2024.  
**For Decision**  
(Pages 7 - 16)
7. **OUTSTANDING ACTIONS**  
Members are asked to note the outstanding actions report.  
**For Information**  
(Pages 17 - 18)
8. **APPOINTMENTS TO SUB COMMITTEES, PORTFOLIOS AND ALLOCATED MEMBERS**  
Report of the Town Clerk.  
**For Decision**  
(Pages 19 - 84)

9. **APPOINTMENT OF CO-OPTTEES**  
To appoint two parent governors, as set out in the Order of the Court.  
**For Decision**
10. **HOUSING COMPLAINTS UPDATE**  
Report of the Executive Director, Community and Children's Services.  
**For Decision**  
(Pages 85 - 114)
11. **HOUSING COMPLIANCE POLICIES**  
Report of the Executive Director, Community and Children's Services.  
**For Decision**  
(Pages 115 - 160)
12. **REASONABLE ADJUSTMENTS POLICY**  
Report of the Executive Director, Community and Children's Services.  
**For Decision**  
(Pages 161 - 174)
13. **DEPARTMENTAL FIVE-YEAR BUSINESS PLAN - DIRECTION OF TRAVEL AND PROPOSED SCOPE**  
Report of the Executive Director, Community and Children's Services.  
**For Information**  
(Pages 175 - 182)
14. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND**  
Report of the Managing Director of the City Bridge Foundation.  
**For Information**  
(Pages 183 - 208)
15. **STRONGER COMMUNITIES ANNUAL REPORT**  
Report of the Managing Director of the City Bridge Foundation.  
**For Information**  
(Pages 209 - 242)
16. **SPECIAL EDUCATIONAL NEEDS AND DISABILITIES SELF-EVALUATION FRAMEWORK (SEND SEF)**  
Report of the Executive Director, Community and Children's Services.  
**For Information**  
(Pages 243 - 290)

17. **MEMBER ENGAGEMENT - HOUSING ESTATES**

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

**For Discussion**  
(Pages 291 - 328)

18. **UPDATES FROM SUB COMMITTEES, ALLOCATED MEMBERS AND PORTFOLIO HOLDERS**

**For Information**

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

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

21. **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**

22. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 11<sup>th</sup> March 2024.

**For Decision**  
(Pages 329 - 332)

23. **NON-PUBLIC OUTSTANDING ACTIONS**

The Committee are asked to note the outstanding actions.

**For Information**  
(Pages 333 - 334)

24. **REPORT OF ACTION TAKEN: GREAT ARTHUR HOUSE**

Report of the Town Clerk.

**For Information**  
(Pages 335 - 338)

25. **WINDOWS AND COMMON PARTS REDECORATIONS - GOLDEN LANE ESTATE (PHASE 1 CRESCENT HOUSE) - SERVICE CHARGE ABATEMENT**

Report of the Comptroller and City Solicitor.

**For Decision**  
(Pages 339 - 352)



26. **HOUSING REPAIRS AND MAINTENANCE CONTRACTS - PROCUREMENT  
STAGE 1 REPORT**

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

**For Decision**  
(Pages 353 - 382)

27. **WINDOWS AND COMMON PARTS REDECORATIONS – GOLDEN LANE ESTATE  
(PHASE 2 )**

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

**For Decision**  
(Pages 383 - 394)

28. **INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS**

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

**For Decision**  
(Pages 395 - 436)

29. **SUMNER BUILDINGS & AVONDALE SQUARE ESTATE**

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

**For Decision**  
(Pages 437 - 454)

30. **SYDENHAM HILL REDEVELOPMENT, LEWISHAM**

Report of the City Surveyor.

**For Information**  
(Pages 455 - 468)

31. **MIDDLESEX STREET CAR PARK**

Report of the City Surveyor.

**For Information**  
(Pages 469 - 492)

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

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

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## COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Monday, 11 March 2024

Minutes of the meeting held at Guildhall at 2.00 pm

### Present:

#### Members:

Ruby Sayed (Chair)	Steve Goodman OBE
Helen Fentimen (Deputy Chair)	Beverley Ryan (Co-optee)
Jamel Banda	Naresh Hari Sonpar
Anne Corbett	Ceri Wilkins
Mary Durcan	
Deputy John Fletcher	

### In attendance:

Eamonn Mullalley (Chair of the Homelessness and Rough Sleeping Sub Committee)

#### Officers:

Judith Finlay	- Executive Director, Community and Children's Services
Mark Jarvis	- Chamberlains
Deborah Bell	- Community & Children's Services
Michael Gwyther-Jones	- Community & Children's Services
Jason Hayes	- Community & Children's Services
Simon Cribbens	- Community & Children's Services
Sharon McLaughlin	- Community & Children's Services
Chris Pelham	- Community & Children's Services
Teresa Shortland	- Community & Children's Services
Greg Knight	- Community & Children's Services
Ellie Ward	- Community & Children's Services
Gerri Scott	- Community & Children's Services
Pam Wharfe	- Community & Children's Services
Julie Mayer	- Town Clerks
Chandni Tanna	- Town Clerks
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#### 1. APOLOGIES

Apologies were received from Munsur Ali, Deputy Nighat Qureishi\*, Henrika Priest\*, Ben Murphy\*, Alderman Christopher Makin\*, Alderman Alastair King, Caroline Haines, J Griffiths, Deputy Marianne Fredericks\*, Aaron De Souza, Matthew Bell, Ian Bishop Legatt and Philip Woodhouse\*

*\*Members joining remotely*

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

The Chair reminded Members of their responsibilities in respect of declaring any interests in good time for Committee meetings, as explained by the

Comptroller and City Solicitor/Town Clerk at the last meeting. Members were asked to be mindful of Item 8 on the agenda (Financial Support for Major Works) which is for information/discussion today but is likely to require a Committee decision in the future.

In respect of Agenda item 19, City of London Children Services Centre Review; Beverley Ryan declared a general non-pecuniary interest by virtue of her position as Chair of Governors for the Aldgate School and Deputy John Fletcher by virtue of his position as a Governors of the Aldgate School.

3. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 25<sup>th</sup> January 2024 be approved.

4. **OUTSTANDING ACTIONS**

The Committee received the outstanding actions list.

Members noted that a number of the items had been scheduled for the May meeting.

**Golden Lane Leisure Centre**

- Members had received complaints about the Pool being out of use. The Assistant Director advised that an Options Appraisal in respect of the Sports Strategy was due to be considered by the Resource Allocation Sub Committee (RASC) and the recommended scheme would then be reported to the Community and Children's Services Committee (CCS).
- The Deputy Chair was concerned in that RASC would not be considering a report until July 2024, with the likelihood of CCS receiving it in September 2024. The Chair was aware of an early draft report and the Deputy Chair had asked for this to be shared with the Committee at the earliest opportunity.
- The Chair also asked about the podium works, which are crucial to the sustainability of the Centre, and noted that they would be subject to a Community Infrastructure Levy (CIL) funding bid. The Assistant Director advised that he would be attending a meeting the following day to look at the scope of the works and agreed to provide an update to the next meeting of the Committee.

**Asset Management Strategy**

The Deputy Chair expressed concern at the ongoing delays to progressing the Asset Management Strategy and asked for an update to Members in the next few days.

5. **HOMELESSNESS AND ROUGH SLEEPING SUB COMMITTEE'S TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk in respect of an update to the Homelessness and Rough Sleeping Sub Committee's Terms of

Reference; focussing on External Membership and frequency of meetings. The Chair reminded members that the annual review of the all of the Sub Committees' Terms of Reference would take place at the May Committee meeting; i.e. the first of the civic year

RESOLVED, that:

1. The increased number of co-opted external members, from two to three, and removal of the vacant City of London Police Authority Board membership be approved.
2. The decreased number of meetings to 4 per year be approved.
3. The Schedule detailing the Appointments, Member Scheme, and Annual Plan be approved.

6. **DRAFT HIGH LEVEL BUSINESS PLAN 2023/24**

The Committee considered a report of the Executive Director, Community and Children's Services, which presented the High-level Business Plan for the Community and Children's Services Department for 2024/25. At Members' requests, it also presented a five-year horizon scan.

During the discussion on this item, the following points were noted:

- a) The target for the Adult Social Care Service User Satisfaction Survey was based on an NHS digital survey, which had a low response rate, but the NHS are reviewing their consultation processes.
- b) The Golden Lane refurbishment refers to the windows programme and officers agreed to reword this to make this clearer.
- c) The Social Mobility Target for staff would be reflected in the People Strategy, as well as the 5-Year Business Plan.
- d) The challenged to the methodology for children in care predictions, due to unknown factors.
- e) The officer agreed to look at the Blake Tower and COLPAI figures to make them clearer.
- f) It could take some time to get a SEND plan in place, so consideration should be given to supporting in the interim period.
- g) The scope and direction of travel for the 5-Year Business Plan would be presented to the next meeting, ahead of a detailed report for decision by Members.

RESOLVED, that:

1. The factors taken into consideration in compiling the Community and Children's Services Departmental Business Plan be noted.

2. The departmental Business Plan for 2024/25 be approved.
3. The five-year horizon scan be noted.

7. **CITY OF LONDON ANTI-SOCIAL BEHAVIOUR POLICY**

The Committee considered a report of the Executive Director, Community and Children's Services in respect of the revised City of London Anti-social Behaviour Policy. Members noted that the document would remain as a draft as it was subject to approval by the Safer City Partnership.

The Committee considered a report of the Executive Director, Community and Children's Services in respect of the revised City of London Anti-social Behaviour Policy. Members noted that the document was in draft as it was subject to approval by the Safer City Partnership.

During the discussion the following points were noted:

- a) The Policy collates existing approaches that use the tools and powers of national legislation that define the approach to anti-social behaviour and how it is defined and responded to by the City of London Corporation and its partners.
- b) The Streets and Walkways Sub Committee had received reports on E-Scooters and Dockless bike hire schemes, which would be shared with the Committee. DONE
- c) The Port Health and Environmental Services Committee had received a report on the cleaning contract in respect of dealing with public urination, which would also be shared with the Committee. DONE
- d) The Chair asked if Members could also be sighted on the minutes from these meetings. Link to all City Corporation Agendas, Reports and Minutes:  
<https://democracy.cityoflondon.gov.uk/mgListCommittees.aspx?bcr=1>
- e) The City Corporation's community patrolling (delivered by the organisation Parkguard) do not hold or use the powers under this Policy but can be used to assist in gathering evidence and intelligence that would support the City Corporation's use of powers.

RESOLVED, that:

1. The draft City of London Anti-social Behaviour Policy be approved.
2. Authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Community and Children's Services Committee, to approve any amendments required by the Safer City Partnership.

8. **FINANCIAL SUPPORT WITH MAJOR WORKS (LONG LEASEHOLDERS)**

The Committee considered a report of the Executive Director, Community and Children's Services, which set out the current range of options for financial support for leaseholders in relation to major works costs; provided information on options offered by other landlords and sought to facilitate discussion on possible variations or alternative offers.

During the discussion on this item, the following points were noted:

- a) A Member asked to share queries and concerns from residents with officers and the responses would be shared with the Committee.
- b) The appendix to the report set out a comparator across London Boroughs, noting that 25-year terms on loans are fairly uncommon. Officers in Housing and Chamberlains agreed to look at this modelling and the impact on the Housing Revenue Account (HRA). The Chamberlain's officer explained that, if the HRA borrows from the General Fund, then it has to repay it at 3%. Officers also agreed to look at the cap and discretionary schemes.
- c) It is possible to put a voluntary charge on properties but this is currently restricted to cases of extreme hardship. The Chair asked if this could be explored further, both in terms of options for the City Corporation, and if the family should decide to stay or move into the property following the death of the loan recipient. It was suggested that a number of residents are asset rich but cash poor and, therefore, the risk to the Corporation would be relatively small.
- d) Whilst agreeing that all options should be explored fully, the Chair also reminded Members of their obligations in terms of protecting the HRA.

RESOLVED, that – the report be noted

9. **COMMUNITY & CHILDREN'S SERVICES (NON-HOUSING) REVENUE OUTTURN FORECAST AS AT QUARTER 3 2023/24**

The Committee considered a report of the Executive Director, Community and Children's Services, which set out the Quarter 3 estimated outturn for the Community & Children's Services Committee Budget (excluding the ring-fenced Housing Revenue Account (HRA) Repairs and Maintenance Budget).

RESOLVED, that – the report be noted.

10. **HOUSING STRATEGY UPDATE**

The Committee considered a report of the Executive Director, Community and Children's Services, which provided an update on the development of the new Housing Strategy.

During the discussion, the following points were noted:

- a) From April 2024 all social housing landlords will feature in a league table.
- b) Damp and mould is now captured by building standards and there will be far greater scrutiny arising from the Homes and Fitness for Human Habitation Act .
- c) There is a perception of a lack of consultation with residents and the Chair advised that work is underway with the Comms Team to ensure that the Committee's requirements are met. As Members have access to residents' WhatsApp Groups, they should receive a comms timelines and notification of any residents with SEND and/or communications difficulties.
- d) The Chair had been assured of due diligence in terms of the Strategy's affordability.
- e) The programme of tenancy visits and audits will help new tenants sustain their tenancies and ensure they know where to get assistance. Tenancy audits take place every 3 years, regardless of support needs. Resident Services Officers establish relationships with tenants who might need extra help.
- f) The Chair asked for it to be noted that the Strategy will be applicable to all social housing tenants and leaseholders, both in and out of the City.

RESOLVED, that – the report be noted.

11. **COMMISSIONING UPDATE**

This report provides Members with highlights of current activities, successes, issues and priorities for the Department of Community and Children's Services (DCCS) Commissioning Team.

Members stressed the importance of early notice in respect of initiatives such as the Holiday and Food Programme for children in receipt of free school meals, which is delivered by the Aldgate School. Officers advised that they have additional funding to extend this to the Golden Lane Estate. The Committee noted that all children at the Aldgate School are eligible for free school meals and any comms strategy should reflect this.

RESOLVED, that – the report be noted.

12. **UPDATES FROM THE ALLOCATED MEMBERS, PORTFOLIO HOLDERS AND SUB COMMITTEE CHAIRS**

Members noted the following updates:



## **Homelessness and Rough Sleeping**

- The Strategy for 2023-27 had been published and this would be a live document, linking to the work of the Sub Committee.
- The budgetary requirements for the coming year had been submitted. There had been some modelling in terms of improving the Severe Weather Emergency Plan. (SWEP).
- The Sub Committee had received a presentation on substance abuse from the Public Health Team in Hackney.
- The Assessment Centre is due to have a provisional opening on 13<sup>th</sup> March, following a short delay, which had been beyond the City Corporation's control.
- The annual rough sleeping figures had been published, showing a steady rise since the pandemic.

## **Allocated Members**

Members noted the reports on Middlesex Street and Golden Lane, which they had received ahead of this meeting.

### Middlesex Street

- The Contractors and Project Managers were working to resolve issues with the heating system.
- Residents remain concerned about the sprinkler installation.
- The works to the new Police Estate had been granted Planning Permission.

### Golden Lane

- Residents remain concerned about the leak on the podium.
- Hatfield House basement, where electricity meters are stored, is leaking and damp. This had been chased as it presents a health and safety issue.
- Fundamental structural problems remain due to a lack of maintenance over a number of years, with the biggest issues being roofs and the fabric of the concrete, which should feature in the Major Works Programme.
- Quick fixes, such as broken railings should not be left for weeks and close to a school. There appears to be an issue with the Property Services Repairs Reporting system.
- The Executive Director advised of a meeting this week on Golden Lane, where these issues could be considered further.

The Chair reminded Members that the Committee is still carrying vacancies for 'Allocated Member' positions and asked for expressions of interest.

### **Integrated Care Sub Committee (City and Hackney Place-based Partnership)**

The Deputy Chief Executive at the Homerton Hospital will take up her appointment as Chief Executive (of the Hospital) with effect from May and will continue to be the Neighbourhood Lead. The next meeting of the Board would take place later this week.

#### **13. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

In response to a question about the availability of Adult Education to City of London residents, the Director advised that there are subsidised fees for residents to access these services. There is an annual community event to promote the offer and details of this would be shared with Members after the meeting. It was noted that first aid, food hygiene, caring and languages are very popular with residents. DONE

The Director understood residents' frustration about bureaucratic paperwork when enrolling on courses but the City Corporation are bound by grant funders' requirements. The Chair asked that, if this is a barrier to some residents, the availability of support be made clear. The Director also agreed to feed these comments back to the grant funders.

#### **14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

- Chair thanked officers for the hard work that had gone into all of the reports on today's agenda.
- Members noted that the discretionary business rates exemption for Nurseries and Early Years' Service Providers had been approved at Court of Common Council.
- The Chair asked Members to bid farewell to an officer who would be moving on and two long serving officers who would be retiring shortly.
- The Deputy Chair also noted that it would be the Chair's last meeting before her term expired in May 2024 and paid tribute to her excellent work over the past 3 years; particularly in championing care leavers and ensuring the large number of refugees, who arrived in City over the past couple of years, received a warm welcome and that their education and health needs were met.

*At 3.40 pm Members agreed to extend the meeting to conclude the business on the agenda.*

#### **15. EXCLUSION OF THE PUBLIC**

RESOLVED, 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.

<b>Item Nos</b>	<b>Paragraph No</b>
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16-22	3
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16. **NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the meeting held on 25<sup>th</sup> January 2024 be noted.

17. **OUTSTANDING ACTIONS**

The Committee received the non-public actions list.

18. **COMMISSIONING UPDATE - NON-PUBLIC APPENDICES**

Members noted a non-public appendix in respect of Agenda Item 11.

19. **CITY OF LONDON CHILDREN'S CENTRE SERVICES - REVIEW**

The Committee considered and approved a report of the Executive Director, Community and Children's Services.

20. **SUMNER BUILDINGS AND AVONDALE SQUARE ESTATE**

DEFERRED.

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

There was one question whilst the public were excluded.

22. **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.

**The meeting ended at 4.20 pm.**

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Chairman

**Contact Officer: [julie.mayer@cityoflondon.gov.uk](mailto:julie.mayer@cityoflondon.gov.uk)**

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**PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN’S SERVICES COMMITTEE (CCS) – JANUARY 2024 UPDATE**

<b>TITLE OF REPORT/SUBJECT</b>	<b>Date Added</b>	<b>Initial request and pending Actions</b>	<b>Action Owner</b>	<b>Due Date</b>	<b>LATEST POSITION</b>
City of London Homeless and Domestic Abuse Services- TBD	27/07/2023	A Report on the range of services offered to people fleeing domestic abuse who present as homeless.	AD People	Early 2024	This report is on track to be presented to July CCS Committee.
Window Replacement	27/07/2023	Report requested on HRA implications on window replacements.	AD Housing and Barbican		The Asset Management Strategy contractor has been chosen and information is being shared with the company (Ark Consultancy) to start the work.
Care Leavers Compact- Bridge to the City Update	13/12/2023	Report presented to November Safeguarding Sub-Committee and approved by December CCS	AD People	May 2024	This item is on the agenda for May CCS Committee.
City and Hackney Safeguarding Children Partnership (CHSCP) Annual report	25/01/2024	The legislative change would be presented to members for decision. The chair requested a member briefing ahead of the committee meeting which takes decision in this matter.	AD People	Autumn 2024.	The CHSCP are not changing their governance arrangements immediately. The CHSCP will be working with partners during the year to consider the local options and will update Members in advance of any proposal – likely to be Autumn 2024.
Asset Management Strategy	11/03/2024	The chair requested an update on the strategy in the next few days as members were concerned regarding the delays,	AD Housing		The strategy work is now underway. The next step will be to organise meetings with members and residents.
Golden Lane Leisure Centre	11/03/2024	The chair had requested that an early draft of the options appraisal in respect to the sports strategy be shared with CCS	AD Commissioning and Partnerships	Ongoing	A further update can be provided at committee.

Page 17

Agenda Item 7

**PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN’S SERVICES COMMITTEE (CCS) – JANUARY 2024 UPDATE**

		committee at the earliest opportunity.( this report is due at RASC Committee July 2024). An update was also requested regarding the podium works.			
CCS High Level Business Plan	11/03/2024	It was requested that some language/ figure amendments be made to the report (please look at the last minutes for suggestions). It was requested that the scope and direction of travel for the 5 year business plan presented at the next meeting.	Head of Strategy and Performance	May	The 5-year direction of travel business plan is on the May committee agenda.
Financial Support with Major Works ( Long leaseholders)	11/03/2024	Queries and concerns would be answered by officers and shared with committee. Officers would look at the 25 year terms on loans and how it would impact the HRA. Officers would also look at the cap and discretionary schemes.  The chair requested if a charge could be placed on properties, if a resident is deceased and if this could be explored further.	AD Housing	July	LG is taking a report back to members in July DCCS with an update.

# Agenda Item 8

<b>Committee(s):</b> Community and Children's Services Committee	<b>Date:</b> 1 <sup>st</sup> May 2024
<b>Subject:</b> Appointments and Sub Committees, Portfolios and Allocated Members	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	Contribute to a flourishing Society
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	
<b>Report of:</b> Town Clerk	
<b>Report author:</b> Julie Mayer – Governance Officer	<b>For Decision</b>

## Summary

The purpose of this report is to seek appointments to the Community and Children's Services Committee's various Sub Committees and approve their Composition and Terms of Reference (**Appendices A&B**).

Members are also asked to appoint to the Education Board and Crime and Disorder Committee. The Terms of Reference for all City Corporation Committees and Boards can be found in the City of London Corporation's '*White Paper*', which will be presented to the Court of Common Council on 25<sup>th</sup> April 2024. <https://democracy.cityoflondon.gov.uk/ieListDocuments.aspx?CId=223&MId=23443&Ver=4>

Finally, Members are asked to appoint Lead Members to various portfolios, including Allocated Members to the City's Housing Estates, and are asked to note **Appendix C** and the report on Member Engagement at **item 17** on this agenda.

## Recommendation(s)

Members are asked to appoint to the following:

- a) Housing Management and Almshouses Sub Committee and Allocated Members to the City's Housing Estates;
- b) Safeguarding Sub-Committee;

- c) Homelessness and Rough Sleeping Sub Committee;
- d) Education Board;
- e) Lead Members to the following Portfolios:- Adult and Children Safeguarding; Young People and Carers;
- f) The Chair and Deputy Chair of the Community and Children's Services Committee, together with three Deputies, to the Integrated Care Sub Committee (of the City and Hackney Place-based Partnership);
- g) The Chair and Deputy Chair of the Community & Children's Services Committee, or their representatives, to the Crime and Disorder Scrutiny Committee.

### **Housing Management & Almshouses Sub-Committee**

1. The Committee is requested to approve the Housing Management & Almshouses Sub Committee's Terms of Reference and appoint up to **8 Members**.

#### **Membership 2023/24**

*Chair and Deputy Chair of CCS*

Joanna Abeyie  
 Jamel Banda  
 Mary Durcan  
 John Fletcher  
 Steve Goodman  
 Sue Pearson\*  
 Henrika Priest  
 Ceri Wilkins

### **Safeguarding Sub-Committee**

2. The Committee is requested to approve the Safeguarding Sub Committee's Terms of Reference and appoint up to **6 Members**.

#### **Membership 2022/23**

*Chair and Deputy Chair of CCS*

Joanna Abeyie  
 Anne Corbett  
 Mary Durcan  
 Eamonn Mulally\*  
 Ben Murphy  
 Ceri Wilkins

*\*appointed by the wider Court when the Sub Committee was carrying a vacancy*



## Homelessness and Rough Sleeping Sub Committee

3. The Committee is requested to approve the Homelessness and Rough Sleeping Sub Committee's Terms of Reference, noting 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.

### **Membership 2023/24**

*Eamonn Mullaley – Court appointment – Chair*

*Natasha Lloyd-Owen – Court appointment – Deputy Chair*

*Chair and Deputy Chair of CCS as ex-officio*

Anne Corbett – CCS

Marianne Fredericks - CCS

Henrika Priest - CCS

Mark Wheatley – Court appointment

## The Education Board

4. The Terms of Reference of the Education Board are in Appendix A. The Committee is requested to appoint **1 Member** to the Board.

### **Current appointment**

John Griffiths

## Crime and Disorder Scrutiny Committee

5. The Committee is asked to appoint the **Chair, Deputy Chair or their representatives**.

## Integrated Care Board Sub Committee

6. The Committee is asked to appoint the **Chair, Deputy Chair and 3 Deputies** to the Integrated Care Sub Committee. The full Terms of Reference of the City and Hackney Place-based Partnership can be found at **Appendices D & E**.

### **Membership 2023/24**

Chair and Deputy Chair of CCS

Chair of the Health and Wellbeing Board

### **3 Deputies:**

Mary Durcan

Florence Keelson-Anfu

Ceri Wilkins

## **Lead Members to the Various Portfolios**

7. The Committee is asked to appoint Lead Members to the following Portfolios:  
Adult and Children Safeguarding; Young People and Carers;

### **Current appointments**

- ADULT AND CHILDREN SAFEGUARDING – Ruby Sayed
- YOUNG PEOPLE – Florence Keelson-Anfu
- CARERS' CHAMPION – Anne Corbett

## **Allocated Members to the various Housing Estates.**

8. The Committee is asked to appoint Allocated Members to the various Housing Estates. *Current appointments are set out at agenda item 17, appendix 3*

### **Appendices**

- Terms of Reference for (1) to (3) above can be found at **Appendices A & B**
- Summary of the Trustees Role (Housing Management and Almshouses) can be found at **Appendix A.1**
- The various Lead Member Portfolios can be found at **Appendix C.**
- Terms of Reference of the City and Hackney Place-based Partnership (ICB) can be found at **Appendices D & E .**
- The role of Allocated Members to the City's various Housing Estates can be found at **agenda item 17 (appendices 1-3)**

Contact details: [Julie.Mayer@cityoflondon.gov.uk](mailto:Julie.Mayer@cityoflondon.gov.uk)

## **HOUSING MANAGEMENT & ALMSHOUSES SUB COMMITTEE**

### **Constitution**

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

### **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 8 MEMBERS.**

## **SAFEGUARDING SUB-COMMITTEE**

### **Constitution**

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

### **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 6 MEMBERS.**

## **INTEGRATED CARE SUB COMMITTEE**

### **(CITY AND HACKNEY PLACE BASED PARTNERSHIP)\***

#### **Constitution**

1. 3 Members and three Deputies appointed by the Community & Children's Services Committee. *The Chairman and Deputy Chairman of the Grand Committee are appointed to this Board but not in an ex-officio role.\*\**
2. The Chairman of the Health and Wellbeing Board.

#### **Quorum**

Any three Members.

***The full Terms of Reference for the City and Hackney Place-based Partnership can be found at Appendix B\****

\*\*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 meetings when a full Member gives their apologies.

**Suggested frequency of meetings:** a minimum of 4 a year – arranged by the London Borough of Hackney

**THE COMMITTEE IS ASKED TO APPOINT THREE DEPUTIES.**

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## Summary of a Charity Trustee's role – The City of London Almshouses (1005857)

The City Corporation (the City), acting by the Court of Common Council (the Court) and committees to which functions of The City of London Almshouses (the Charity) have been delegated, is the sole trustee of the Charity. Therefore, all Members of the Court (or those committees) collectively perform that role to discharge the City's duties, and to exercise its powers, as trustee.

Each Member by virtue of their membership of the Court (and its relevant committees and sub-committees) has a duty to support the City to discharge its duties and in the exercise of its powers as trustee, by faithfully acting in accordance with the terms of reference of the relevant committee or sub-committee and the City's corporate governance framework. (Officers may also act under delegated authority).

All charity trustees must always act in the best interests of their charity and manage any conflicts of interest or loyalty accordingly. When Members of the Court (at the Court itself or across committees) are dealing with business associated with the Charity, they must ensure that the best interests of the Charity are paramount.

The City, as trustee, has the following main duties:-

1. To ensure the charity is carrying out its purposes for the public benefit.
2. To comply with the charity's governing documents and the law.
3. To act in the charity's best interests.
4. To manage the charity's resources responsibly.
5. To act with reasonable care and skill.
6. To ensure the charity is accountable.

The courts have developed principles of trustee decision-making which trustees should be able to show that they have followed. These are that in making decisions about their charity, trustees must:

1. act within their powers (i.e. consistent with the charity's objects and powers);
2. act in good faith, and only in the interests of the charity;
3. make sure they are sufficiently informed, taking any advice they need;
4. take account of all relevant factors;
5. ignore any irrelevant ones;
6. manage conflicts of interest;
7. make decisions that are within the range of decisions that a reasonable trustee body could make in the circumstances.

While the City is acting in its general corporate capacity as trustee of The City of London Almshouses Trust, the Charity Commission's guidance for local authorities when acting as a charity trustee is helpful in providing clarification where an organisation, such as the City in this case, must balance its competing duties and interests (available on the Charity Commission's website at : <https://www.gov.uk/government/publications/local-authorities-as-charity-trustees>; as is the Charity Commission's Conflicts of Interest Guidance, CC29 (also available on their website at: <https://www.gov.uk/government/publications/conflicts-of-interest-a-guide-for-charity-trustees-cc29>).

22 May 2017  
Comptroller & City Solicitor's Department

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## HOMELESSNESS AND ROUGH SLEEPING SUB COMMITTEE

### Constitution<sup>1</sup>

- i. The Chair & Deputy Chair of the Community and Children's Services Committee;
- ii. A total of six Members elected by the Community and Children's Services Committee, consisting of:
  - a. Members of the Community and Children's Services Committee; with
  - b. Up to two Members of the Court of Common Council
- iii. One Member appointed by and representing the City of London Police Authority Board;
- iv. A representative of the City Churches;
- v. Chair of the Safer City Partnership or his/her/their representative;
- vi. Three external members in accordance with the Membership Scheme<sup>2</sup>

The **quorum** of the Sub Committee shall consist of any three Members of the Court of Common Council.

### Terms of Reference<sup>3</sup>:

To scrutinise, give consideration, and make recommendations to the Grand Committee of:

1. Strategies and proposals to alleviate rough sleeping and homelessness in the City of London together with other associated activities.
2. Government and regional policies on rough sleeping; and their impact on the City of London Corporation's Rough Sleeping and Homelessness Strategy and practice arrangements.

**Suggested frequency of meetings – 4 times a year**

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<sup>1</sup> As set out in the Schedule approved by the Community & Children's Services Committee on 11 March 2024.

<sup>2</sup> As set out in the Schedule approved by the Community & Children's Services Committee on 11 March 2024.

<sup>3</sup> As set out in the Schedule approved by the Community & Children's Services Committee on 11 March 2024.

## **Homelessness and Rough Sleeping Sub Committee Schedule of Constitution and Terms of Reference**

### **Appointments**

1. The Representative of City Churches is appointed by the Community and Children's Services Committee, following recommendation by the Archdeacon of London.
  - a. This appointment is reviewed every 3 years
2. Even as an appointee, a City of London Officer does not have voting rights.

### **Member Scheme**

1. The Sub Committee will have the power to co-opt up to three external members outside of the Court of Common Council.
  - a. These individuals will provide specialism and experience relevant to the subject matter; or
  - b. Who are currently working in the field of homelessness, or who have lived expertise and experience of homelessness, or expertise and experience of accessing services related to homelessness.
  - c. Two appointments are two-year terms, and one appointment a three-year term.
2. In the first instance of an external member vacancy, The City of London Police Authority Board has priority to appoint a second Member appointed by and representing the City of London Police Authority Board.
3. The external member appointment process is as follows:
  - a. Offer a vacant external membership to the City of London Police Authority Board. With up to two City of London Police Authority Board representatives on the Sub Committee.
  - b. Advertise the vacant external membership(s) on the City of London Corporation website.
  - c. The Town Clerk to redact personal information for a blind review of applications to the Panel.
  - d. The lead officers to create a shortlist of candidates.
  - e. The Recruiting Panel will consist of the Chairs and Deputy Chairs of CCS and HRS (or their representatives) along with a maximum of two officers appointed by the Executive Director, Community and Children's Services.
  - f. The Panel to approve the shortlist, conduct interviews, and present to CCS Grand Committee recommendations of appointments for final approval.

### **Annual Plan**

Officers will report on:

1. new approaches to working with rough sleepers;
2. financial implications in delivering a service to rough sleepers;
3. the health and wellbeing of rough sleepers, what services are required and how they can be delivered;
4. implications of any enforcement activities;
5. collection of data, including the number of rough sleepers on the City streets, and other relevant evidence of outcomes; and
6. officer liaison with other local authorities and agencies working towards tackling homelessness and rough sleeping.

## 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
<p><b>Children Safeguarding Lead Member</b>  <b>THE COMMITTEE IS ASKED TO APPOINT <u>1</u> MEMBER</b></p>	<p>The Lead members are expected to attend the following statutory meetings:</p> <ol style="list-style-type: none"> <li>1. The City and Hackney Safeguarding Board</li> <li>2. OFSTED</li> <li>4. Children in Care Council</li> <li>5. Safeguarding Sub Committee</li> </ol> <p>The Lead Members will receive regular updates on key areas of Children's' Safeguarding and will have involvement in relevant commissioning areas.</p>
<p><b>Adult Safeguarding</b>  <b>THE COMMITTEE IS ASKED TO APPOINT <u>ONE</u> MEMBER.</b></p>	<p>Lead members are expected to attend the following statutory meetings:</p> <ol style="list-style-type: none"> <li>1. Quarterly City and Hackney Adult safeguarding board.</li> <li>2. Quarterly Adult Advisory Board</li> <li>3. Homelessness and Rough Sleeping Sub Committee</li> <li>4. Care Quality Commission</li> <li>5. Safeguarding Sub Committee</li> </ol> <p>The Lead Members will receive regular updates on key areas of Adult Safeguarding and will have involvement in relevant commissioning areas.</p>

<p><b>Young People THE COMMITTEE IS ASKED TO APPOINT <u>ONE</u> MEMBER.</b></p>	<p>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;</p> <ol style="list-style-type: none"> <li>1. Universal youth provision in the square mile</li> <li>2. City Youth Forum</li> <li>3. Apprenticeship, work experience, volunteering opportunities and Culture Mile learning, within the Terms of Reference of the Community and Children’s Services Committee.</li> </ol>
<p><b>Carers THE COMMITTEE IS ASKED TO APPOINT <u>1</u> MEMBER OF THE GRAND COMMITTEE.</b></p>	<p>To act as a point of contact for the City’s carers.</p>

**CITY & HACKNEY**

**PLACE-BASED PARTNERSHIP**

**TERMS OF REFERENCE**

**Contents**

**Introduction**

**Section 1:** Terms of reference for the City & Hackney Health and Care Board ('the Health and Care Board')

**Section 2:**

**Part A:** Terms of Reference for the City & Hackney Section 75 Board

**Part B:** Terms of reference for the City & Hackney Sub-Committee of the North East London Integrated Care Board (the '**Place ICB Sub-Committee**').

**Annex 1:** Functions which the North East London Integrated Care Board has delegated to the Place ICB Sub-Committee.

## INTRODUCTION

1. The following health and care partner organisations, which are part of the North East London Integrated Care System ('**ICS**') have come together as a Place-Based Partnership ('**PBP**') to enable the improvement of health, wellbeing and equity in the City & Hackney area ('**Place**'):
  - (a) The NHS North East London Integrated Care Board (the '**ICB**')
  - (b) London Borough of Hackney ('**LBH**')
  - (c) City of London Corporation ('**COLC**')
  - (d) East London NHS Foundation Trust ('**ELFT**')
  - (e) Homerton Healthcare NHS Foundation Trust ('**Homerton FT**')
  - (f) Hackney Council for Voluntary Service
  - (g) City of London Healthwatch
  - (h) Healthwatch Hackney
  - (i) City & Hackney GP Confederation
  - (j) City & Hackney's Primary Care Networks ('**PCNs**')
2. 'Place' for the purpose of these terms of reference means the geographical area which is coterminous with the administrative boundaries of LBH and COLC.
3. These terms of reference for the PBP incorporate:
  - (a) As **Section 1**, terms of reference for the City & Hackney Health and Care Board (the '**Health and Care Board**'), which is the collective governance vehicle established by the partner organisations to collaborate on strategic policy matters relevant to Place, and oversee joint programmes of work relevant to Place.
  - (b) As **Section 2**, terms of reference for any committees/sub-committees or other governance structures established by the partner organisations at Place for the purposes of enabling statutory decision-making. Section 2 currently includes terms of reference for:
    - The City & Hackney Section 75 Board, which brings together the Place ICB Sub-Committee referred below and a sub-committee of each of the local authorities in order to enable aligned commissioning decisions at Place in relation to partnership arrangements made under section 75 of the National Health Service Act 2006.
    - The City & Hackney Sub-Committee of the North East London Integrated Care Board (the '**Place ICB Sub-Committee**'), which is a sub-Committee of the ICB's Population Health & Integration Committee ('**PH&I Committee**').

4. As far as possible, the partner organisations will aim to exercise their relevant statutory functions within the PBP governance structure, including as part of meetings of the Health and Care Board. This will be enabled (i) through delegations by the partner organisations to specific individuals or (ii) through specific committees/sub-committees established by the partner organisations meeting as part of, or in parallel with, the Health and Care Board.
5. Section 2 contains arrangements that apply where a formal decision needs to be taken solely by a partner organisation acting in its statutory capacity. Where a committee/sub-committee has been established by a partner organisation to take such statutory decisions at Place, the terms of reference for that statutory structure will be contained in Section 2 below. Any such structure will have been granted delegated authority by the partner organisation which established it, in order to make binding decisions at Place on the partner organisation's behalf. The Place ICB Sub-Committee is one such structure and, as described in Section 2, it has delegated authority to exercise certain ICB functions at Place.
6. There is overlap in the membership of the Health and Care Board and the governance structures described in Section 2. In the case of the Health and Care Board and the Place ICB Sub-Committee, the overlap is significant because each structure is striving to operate in an integrated way and hold meetings in tandem.
7. Where a member<sup>1</sup> of the Health and Care Board is not also a member of a structure described in Section 2, it is expected that the Health and Care Board member will receive a standing invitation to meetings of those structures (which may be held in tandem with Health and Care Board meetings) and, where appropriate, will be permitted to contribute to discussions at such meetings to help inform decision-making. This is, however, subject to any specific legal restrictions applying to the functions or partner organisations and subject to conflict of interest management.
8. All members of the Health and Care Board or a structure whose terms of reference are contained at Section 2 shall follow the Seven Principles of Public Life (also commonly referred to as the Nolan Principles), which are: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

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<sup>1</sup> Generally where the term 'member' is used in this document, it means a member of a governance structure within these terms of reference (i.e. the Health and Care Board, Section 75 Board, or Place ICB Sub-Committee), rather than being a reference to a 'local authority member' (i.e. a councillor).

## Section 1

### Terms of reference for the City & Hackney Health and Care Board

<p><b>Status of the Health and Care Board</b></p>	<ol style="list-style-type: none"> <li>1. The City &amp; Hackney Health and Care Board ('the Health and Care Board') is a non-statutory partnership forum, which commenced its operation on 1 July 2022. It brings together representatives from across Place, who have the necessary authority from the partner organisation they represent to consider strategic policy matters and oversee joint programmes of work relevant to Place.</li> <li>2. Where applicable, the Health and Care Board may also make recommendations on matters a partner organisation asks the Health and Care Board to consider on its behalf.</li> </ol>
<p><b>Geographical coverage</b></p>	<ol style="list-style-type: none"> <li>3. The geographical area covered will be Place, which for the purpose of these terms of reference is the area which is coterminous with the administrative boundaries of the London Borough of Hackney and the City of London Corporation.</li> </ol>
<p><b>Vision</b></p>	<ol style="list-style-type: none"> <li>4. The Board's vision is:  Working together with our residents to improve health and care, address health inequalities and make City and Hackney thrive.  The Board currently has three population health priority areas: <ul style="list-style-type: none"> <li>• Giving children the best start in life</li> <li>• Improving mental health and preventing mental ill health</li> <li>• Improving outcomes for people with long term health and care needs</li> </ul> The following cross cutting approaches will support the Board in its work: <ul style="list-style-type: none"> <li>• Increasing social connection</li> <li>• Ensuring healthy local places</li> <li>• Supporting greater financial wellbeing</li> <li>• Joining up local health and care services around residents' and families' needs</li> <li>• Taking effective action to address racism and other forms of discrimination</li> <li>• Supporting the health and care workforce</li> </ul> </li> </ol>



## Role of the Health and Care Board

5. The purpose of the Health and Care Board is to consider the best interests of service users and residents in City & Hackney, when taken as a health and care system as a whole, rather than representing the individual interests of any of the partner organisations over those of another. Health and Care Board members participate in the Health and Care Board to - as far as possible - promote the greater collective endeavour.
6. The Health and Care Board has the following core responsibilities:
  - (a) To set a local system vision and strategy, reflecting the priorities determined by local residents and communities at Place, the contribution of Place to the ICS, and relevant system plans including:
    - the Integrated Care Strategy produced by the NEL Integrated Care Partnership ('ICP');
    - the 'Joint Forward Plan' prepared by the ICB and its NHS Trust and Foundation Trust partners;
    - the joint local health and wellbeing strategies produced by the City of London and Hackney Health and Wellbeing Boards ('HWBs'), together with the needs assessments for the area.
    - the Place Mutual Accountability Framework.<sup>2</sup>
  - (b) To develop a Place-based Partnership Plan ('PBP Plan'), which shall be:
    - aimed at ensuring delivery of relevant system plans, especially those listed above.
    - developed in conjunction with the governance structures in Section 2 (e.g. the Place ICB Sub-Committee and wider Section 75 Board).
    - agreed with the Board of the ICB and the partner organisations.
    - developed by drawing on population health management tools and in co-production with service users and residents of City & Hackney.
  - (c) As part of the development of the Place-Based Partnership Plan, to develop the Place objectives and priorities and an associated outcomes framework for Place. A summary of

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<sup>2</sup> The Place Mutual Accountability Framework describes what NHS North East London ICB asks the seven Place ICB Subcommittees and wider Place Based Partnerships to have responsibility for and, in turn, what the Place Based Partnerships can expect the ICB to achieve for them. The framework needs to be read alongside the equivalent document that focuses on the role of the provider collaboratives which operate across the ICS area. The current versions of these frameworks are published in the ICB's Governance Handbook.

these priorities and objectives can be found [here](#).

- (d) To oversee delivery and performance at Place against:
- national targets.
  - targets and priorities set by the ICB or the ICP, or other commitments set at North East London level, including commitments to the NHS Long Term Plan.
  - the PBP Plan, the Place objectives and priorities and the associated outcomes framework.
- (e) To provide a forum at which the partner organisations operating across Place can routinely share insight and intelligence into local quality matters, identify opportunities for improvement and identify concerns and risk to quality, escalating such matters to the NEL ICS System Quality Group as appropriate. Meetings of the Health and Care Board will give Place and local leaders an opportunity to gain:
- understanding of quality issues at Place level, and the objectives and priorities needed to improve the quality of care for local people.
  - timely insight into quality concerns/issues that need to be addressed, responded to and escalated within each partner organisation through appropriate governance structures or individuals, or to the System Quality Group.
  - positive assurance that risks and issues have been effectively addressed.
  - confidence about maintaining and continually improving both the equity, delivery and quality of their respective services, and the health and care system as a whole across Place.
- (f) To oversee the use of resources and promote financial transparency;
- (g) To make recommendations about the exercise of any functions that a partner organisation asks the Health and Care Board to consider on its behalf;
- (h) To ensure that co-production is embedded across all areas of operation, consistent with the City & Hackney co-production charter;
- (i) To support the ICS with the achievement of the 'four core purposes' of Integrated Care Systems, namely to:
- improve outcomes in population health and healthcare;

**Statutory decision-making**

- tackle inequalities in outcomes, experience and access;
- enhance productivity and value for money;
- help the NHS support broader social and economic development.

(j) To support the North East London Integrated Care System to deliver against its strategic priorities and its operating principles, as set out [here](#).

7. In situations where any decision(s) needs to be taken which requires the exercise of statutory functions which have been delegated by a partner organisation to a governance structure in Section 2, then these shall be made by that governance structure in accordance with its terms of reference, and are not matters to be decided upon by the Health and Care Board.

8. However, ordinarily, in accordance with their specific governance arrangements set out in Section 2, a decision made by a committee or other structure (for example a decision taken by the Place ICB Sub-Committee on behalf of the ICB) will be with Health and Care Board members in attendance and, where appropriate, contributing to the discussion to inform the statutory decision-making process. This is, however, subject to any specific legal restrictions applying to the functions of a partner organisation and subject to conflict of interest management.

**Making recommendations**

9. Where appropriate in light of the expertise of the Health and Care Board, it may also be asked to consider matters and make recommendations to a partner organisation or a governance structure set out in Section 2, in order to inform their decision-making.

10. Note that where the Health and Care Board is asked to consider matters on behalf of a partner organisation, that organisation will remain responsible for the exercise of its statutory functions and nothing that the Health and Care Board does shall restrict or undermine that responsibility. However, when considering and making recommendations in relation to such functions, the Health and Care Board will ensure that it has regard to the statutory duties which apply to the partner organisation.

11. Where a partner organisation needs to take a decision related to a statutory function, it shall do so in accordance with its terms of reference set out in Section 2, or the other applicable governance arrangements which the partner organisation has established in relation to that function.

**Collaborative working**

12. The Health and Care Board and any governance structure set out in Section 2 shall work together collaboratively. It may also work with other governance structures established by the partner organisations or wider partners within the ICS. This may include,

where appropriate, aligning meetings or establishing joint working groups.

13. The Health and Care Board may establish working groups or task and finish groups, to inform its work. Any working group established by the Health and Care Board will report directly to it and shall operate in accordance with terms of reference which have been approved by the Health and Care Board.

*Collaboration with the City & Hackney HWBs*

14. The Health and Care Board will work in close partnership with the HWBs and shall ensure that the PBP Plan is appropriately aligned with the joint local health and wellbeing strategies produced by the HWBs and the associated needs assessments, as well as the overarching Integrated Care Strategy produced by the ICP.

*Collaboration with Safeguarding Adults/Children's Board*

15. The Health and Care Board will also work in close partnership with the City & Hackney Safeguarding Children Partnership and the City & Hackney Safeguarding Adults Board.

16. The members of the Health and Care Board set out below at paragraph 23 and the partner organisations they represent agree to:

- Encourage cooperative behaviour between constituent members of the ICS, including the partner organisations, and engender a culture of "Best for Service" including no fault, no blame and no disputes where practically possible.
- Ensure that sufficient resources are available, including appropriately qualified staff who are authorised to fulfil the responsibilities as allocated.
- Assume joint responsibility for the achievement of outcomes within their control.
- Commit to the principle of collective responsibility for the functioning of the Health and Care Board and to share the risks and rewards associated with the performance of the objectives and priorities for Place, and the associated outcomes framework, set out in the PBP Plan.
- Adhere to statutory requirements and best practice by complying with applicable laws and standards including procurement and competition rules, data protection and freedom of information legislation.
- Work together on a transparent basis (for example, open book accounting where possible) subject to compliance with all applicable laws, particularly competition law, and agreed information sharing protocols and ethical walls.

## Chairing and partnership lead arrangements

- Commit to evolving these partnership arrangements as national policy and legislation aimed at health and social care integration develops.

17. In addition to the Seven Principles of Public Life, members of the Health and Care Board will endeavour to make good two-way connections between the Health and Care Board and the partner organisation they represent, modelling a partnership approach to working as well as listening to the voices of patients and the general public.

18. The Health and Care Board will adopt a rotating arrangement in relation to its Chair, with responsibility being shared between the chairs of the two local authority sub-committees which form part of the City & Hackney Section 75 Board, namely:

- (a) The Deputy Chairman of the Community and Children's Services Committee (Chair of the COLC Sub-Committee);
- (b) Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture (Chair of the LBH Sub-Committee).

19. For the first twelve months following the Health and Care Board's formal approval of these terms of reference, the Chair of the COLC Sub-Committee shall be the Chair; following which the Chair of the LBH Sub-Committee shall chair for a period of twelve months. Thereafter the role of Chair shall swap every twelve months.

20. The member mentioned at paragraph 18 above who is not the Chair for the time-being will be the Deputy Chair of the Health and Care Board.

21. If for any reason the Chair and Deputy Chair are absent for some or all of a meeting, the members shall together select a person to chair the meeting.

22. The Chief Executive of the Homerton will be the Place Partnership Lead.

## Membership

23. There will be a total of **26** members of the Health and Care Board, as follows:

### *ICB:*

- (a) Delivery Director for City & Hackney
- (b) Clinical Care Director for City & Hackney
- (c) Director of Finance or their nominated representative
- (d) Director of Nursing/Quality or their nominated representative

### *Local authority officers:*

(e) Director of Community and Children's Services (COLC)

(f) Group Director for Adults, Health and Integration (LBH)

(g) Group Director for Children and Education (LBH)

(h) Director of Public Health for City & Hackney

*Local authority elected members:*

(i) The Chairman of the Community and Children's Services Committee (COLC)

(j) The Deputy Chairman of the Community and Children's Services Committee (COLC) (**Chair, rotating**)

(k) The Chairman of the Health and Wellbeing Board (COLC)

(l) Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture (LBH) (**Chair, rotating**)

(m) Cabinet Member for Education, Young People and Children's Social Care (LBH)

(n) Cabinet Member for Finance, Insourcing and Customer Service (LBH)

*NHS Trusts/Foundation Trusts:*

(o) Chief Executive (Homerton) (**Place Partnership lead**)

(p) Non-Executive Director of Homerton

(q) Director of ELFT

(r) Non-Executive Director ELFT

*Primary Care:*

(s) Place-Based Partnership Primary Care Development Clinical Lead

(t) Chief Executive, City & Hackney GP Confederation

(u) Chair, City & Hackney GP Confederation

(v) PCN clinical director

(w) PCN clinical director

*Voluntary sector*

(x) Chief Executive Officer, Hackney Council for Voluntary Service

*Healthwatch*

	<p>(y) Chief Executive, City of London Healthwatch</p> <p>(z) Chief Executive, Healthwatch Hackney</p> <p>24. With the permission of the Chair of the Health and Care Board, the members, set out above, may nominate a deputy to attend a meeting of the Health and Care Board that they are unable to attend. However, members will be expected not to miss more than two consecutive meetings. The deputy may speak and vote on their behalf. The decision of the Chair regarding authorisation of nominated deputies is final. Each member should have one named nominee to ensure consistency in group attendance. Where possible, members should notify the Chair of any apologies before papers are circulated.</p>
<b>Participants</b>	<p>25. The Health and Care Board may invite others to attend meetings, where this would assist it in its role and in the discharge of its duties. This shall include other colleagues from the partner organisations or across the ICS, professional advisors or others as appropriate at the discretion of the Chair of the Health and Care Board.</p>
<b>Meetings</b>	<p>26. The Health and Care Board will operate in accordance with the evolving ICS governance framework, including any policies, procedures and joint-working protocols that have been agreed by the partner organisations, except as otherwise provided below:</p> <p><i>Scheduling meetings</i></p> <p>27. It is expected that the Health and Care Board will meet on a bi-monthly basis (subject to a minimum of four occasions each year) and that such meetings will be held in tandem with the Place ICB Sub-Committee and the broader Section 75 Board.</p> <p>28. However, the expectation for such bi-monthly meetings to be held in tandem will not preclude the Health and Care Board from holding its own more regular or additional meetings.</p> <p>29. Changes to meeting dates or calling of additional meetings will be convened as required in negotiation with the Chair.</p> <p><i>Quoracy</i></p> <p>30. For a meeting of the Health and Care Board to be quorate, six members will be present and must include:</p> <ul style="list-style-type: none"> <li>(a) Two of the members from the ICB;</li> <li>(b) At least one member from each local authority;</li> <li>(c) One of the members from an NHS Trust or Foundation Trust;</li> <li>(d) One primary care member.</li> </ul> <p>31. If any member of the Health and Care Board has been disqualified</p>



from participating on an item in the agenda, by reason of a declaration of conflicts of interest, then that individual shall no longer count towards the quorum.

32. If the quorum has not been reached, then the meeting may proceed if those attending agree, but no recommendations may be made.

#### *Papers and notice*

33. A minimum of seven clear working days' notice is required. Notice of all meetings shall comprise venue, time and date of the meeting, together with an agenda of items to be discussed. Supporting papers must be distributed at least five clear working days ahead of the meeting.

34. On occasion it may be necessary to arrange urgent meetings at shorter notice. In these circumstances the Chair will give as much notice as possible to members. Urgent papers shall be permitted in exceptional circumstances at the discretion of the Chair.

#### *Virtual attendance*

35. It is for the Chair to decide whether or not the Health and Care Board will meet virtually by means of telephone, video or other electronic means. Where a meeting is not held virtually, the Chair may nevertheless agree that individual members may attend virtually. Participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting. How a person has attended a meeting shall be specified in the meeting minutes.

#### *Admission of the public*

36. Meetings will usually be open to the public, unless the Chair determines, at his or her discretion, that it would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, or for some other good reason.

37. The Chair shall give such directions as he/she thinks fit with regard to the arrangements for meetings and accommodation of the public and representatives of the press such as to ensure that the business shall be conducted without interruption and disruption. This shall include the Chair asking any person who is not a member to withdraw from all or part of a meeting in order to facilitate open and frank discussion on particular matters.

38. A person may be invited by the Chair to contribute their views on a particular item or to ask questions in relation to agenda items. However, attendance shall not confer a right to speak at the meeting.

#### *Recordings of meetings*

39. Except with the permission of the Chair, no person admitted to a meeting of the Health and Care Board shall be permitted to record



the proceedings in any manner whatsoever, other than in writing.

#### *Meeting minutes*

40. The minutes of a meeting will be formally taken and a draft copy circulated to the members of the Health and Care Board together with the action log as soon after the meeting as practicable. The minutes shall be submitted for agreement at the next meeting where they shall be signed by the Chair. Verbatim minutes of the meeting will not be held, instead key points of debate, actions and decisions will be captured.
41. Where it would promote efficient administration meeting minutes and action logs may be combined with those of the Place ICB Sub-Committee and/or the Section 75 Board.

#### *Governance support*

42. Governance support will be provided to the Health and Care Board by the ICB's governance team.

#### *Confidential information*

43. Where confidential information is presented to the Health and Care Board, all those present will ensure that they treat that information appropriately in light of any confidentiality requirements and information governance principles.

### **Decision-making**

44. The Health and Care Board is the primary forum within the PBP for bringing a wide range of partners across Place together for the purposes of determining and taking forward matters relating to the improvement of health, wellbeing and equity across Place. It brings together representatives from across Place, who have the necessary authority from the partner organisation they represent to consider strategic policy matters and oversee joint programmes of work relevant to Place.
45. The Health and Care Board does not hold delegated functions from the partner organisations. However, each member shall have appropriate delegated responsibility from the partner organisation they represent to make decisions on behalf of their organisation as relevant to the Health and Care Board's remit or, at least, will have sufficient responsibility to discuss matters on behalf of their organisation and be ready to move programmes of work forwards by holding discussions in their own organisation and escalating matters of importance.
46. Members of the Health and Care Board have a collective responsibility for its operation. They will participate in discussion, review evidence and provide objective expert input to the best of their knowledge and ability, and endeavour to reach a collective view and reach agreement by consensus. Externally, members will be expected to represent the Health and Care Board's views and act as ambassadors for its work.

## Conflicts of Interest

47. In the event that the Health and Care Board is unable to agree a consensus position on a matter it is considering, this will not prevent any or all of the statutory committees/sub-committees in Section 2 taking any applicable decisions they are required to take. To the extent permitted by their individual terms of reference, statutory committees/sub-committees may utilise voting on matters they are required to take decisions on.

48. Conflicts of interests will be managed in accordance with relevant policies, procedures and joint protocols developed by the ICS, and consistently with the partner organisations' respective statutory duties, their own policies on conflict management<sup>3</sup> and applicable national guidance. As a minimum, this shall include ensuring that:

- (a) a register of the members interests is maintained;
- (b) any actual or potential conflicts are declared at the earliest possible opportunity;
- (c) all declarations and discussions relating to them are minuted.

## Accountability and Reporting

49. The Health and Care Board shall comply with any reporting requirements that are specifically required by a partner organisation for the purposes of its constitutional or other internal governance arrangements. The Health and Care Board will also report to the ICP.

50. Members of the Health and Care Board shall disseminate information back to their respective organisations as appropriate, and feed back to the group as needed.

51. The Health and Care Board and the HWBs will provide reports to each other, as appropriate, so as to inform their respective work. The reports the Health and Care Board receives from the HWBs will include the HWBs' recommendations to the Health and Care Board on matters concerning delivery of the Place objectives and priorities (see [here](#)) and delivery of the associated outcomes framework. The HWBs will continue to have statutory responsibility for the joint strategic needs assessments and joint local health and wellbeing strategies.

52. Given its purposes at paragraph 6(e) above, the Health and Care Board will regularly report upon, and comply with any request of the System Quality Group for information or updates on, matters relating to quality which effect the ICS and bear on the System Quality Group's remit.

## Monitoring Effectiveness and Compliance with Terms of

53. The Health and Care Board will carry out an annual review of its effectiveness and provide an annual report to the ICP and to the partner organisations. This report will outline and evaluate the Health and Care Board's work in discharging its responsibilities, delivering its objectives and complying with its terms of reference.

<sup>3</sup> For the City of London Corporation the key guidance includes [ ].

**Reference**

As part of this, the Health and Care Board will review its terms of reference and agree any changes it considers necessary.



## Section 2 (Part A)

### The City & Hackney Section 75 Board

#### Introduction

1. The arrangements for the City & Hackney Section 75 Board set out in these terms of reference enable aligned decision-making between the following statutory partners who have established integrated commissioning arrangements under powers conferred by section 75 of the National Health Service Act 2006 (**'Section 75'**) and associated secondary legislation:
  - (a) The City of London Corporation (**'COLC'**)
  - (b) The London Borough of Hackney (**'LBH'**)
  - (c) The North East London Integrated Care Board (**'ICB'**)
2. The expectation is that many of the discussions that will inform the statutory partners decisions under these arrangements will take place within overall City & Hackney Place-Based Partnership (**'PBP'**). This will happen through aligned meetings between the sub-committees which comprise the Section 75 Board, and also the City & Hackney Health and Care Board, with decisions being taken as appropriate by each statutory sub-committee on matters within the sub-committee's authority.

#### Composition and authority

3. The Section 75 Board brings together the following sub-committees of the statutory partner organisations:
  - (a) COLC's Integrated Commissioning Sub-Committee, which is established as a sub-committee under the COLC's Community and Children's Services Committee (**'the COLC Sub-Committee'**);
  - (b) LBH's Integrated Commissioning Sub-Committee, which is established as a sub-committee reporting to the LBH Cabinet (**'the LBH Sub-Committee'**); and
  - (c) the City & Hackney Sub-Committee of the ICB, which is established as a sub-committee reporting to the ICB's Population Health and Integration Committee (**'the Place ICB Sub-Committee'**).
4. The COLC Sub-Committee has authority to make decisions on behalf of COLC, which shall be binding on COLC, in accordance with the terms of reference set out here and the scheme of delegation and reservation for the integrated commissioning arrangements.
5. The LBH Sub-Committee has authority to make decisions on behalf of LBH, which shall be binding on LBH, in accordance with these terms of reference and the scheme of delegation and reservation for the integrated commissioning arrangements.
6. The Place ICB Sub-Committee has authority to exercise the functions

## Section 75 pooled fund arrangements

delegated to it by the ICB and to make decisions on matters relating to these delegated functions, in accordance with its terms of reference and the associated ICB governance framework.

7. Where section 75 pooled fund arrangements have been established, the following arrangements will apply:
  - (a) Members of the COLC Sub-Committee and the Place ICB Sub-Committee will manage the pooled funds for which they have been assigned authority in accordance with a section 75 agreement in place between COLC and the ICB ("**City Pooled Funds**");
  - (b) Members of the LBH Sub-Committee and the Place ICB Sub-Committee will manage the pooled funds for which they have been assigned authority in accordance with a section 75 agreement in place between LBH and the ICB ("**Hackney Pooled Funds**").
8. The LBH Sub-Committee shall have no authority in respect of City Pooled Funds and vice versa.
9. For services where no pooled fund arrangement is in place, the Section 75 Board arrangements may be used to make recommendations to the Place ICB Sub-Committee, COLC Community and Children's Services Committee or LBH Cabinet as appropriate and in accordance with the relevant section 75 agreement. Recommendations about services may also be made through the City & Hackney Health and Care Board.

## Objectives

10. The Section 75 Board will support the development of the City & Hackney Place-Based Partnership, through:
  - (a) taking commissioning decisions in relation to the services which fall within the scope of the section 75 arrangements referred above (including in relation to, for example, service re-design, contracting and performance, planning and oversight);
  - (b) supporting the City & Hackney Health and Care Board to develop the plans for the Place, achieve its priorities and objectives, and to fulfil its responsibilities as set out in its terms of reference;
  - (c) developing and scrutinising commissioning intentions, including the monitoring, review, commissioning and decommissioning of activities;
  - (d) approving clinical and social care guidelines, pathways, service specifications, and new models of care;
  - (e) ensuring its decisions are made in a timely manner, with full consideration to:
    - statutory duties of the relevant organisation(s);
    - relevant in term and longer term Place, system and national

**Accountability and reporting**

plans, policy, priorities and guidance (as appropriate);

- the City & Hackney Co-Production Charter;
- best practice and benchmarked performance;
- relevant financial considerations.

11. The Section 75 Board will report to the relevant forum as determined by the ICB, LBH and COLC. The matters on which, and the arrangements through which, the Section 75 Board is required to report shall be determined by the ICB, LBH and COLC (and shall include requirements in respect of Better Care Fund budgets).
12. The Section 75 Board will present for approval by the ICB, LBH and COLC as appropriate proposals on matters in respect of which authority is reserved to the ICB and/or COLC and/or LBH (including in respect of aligned fund services).
13. The Section 75 Board will receive reports from the statutory partners on decisions made by those bodies where authority for those decisions is retained by them, but the matters are relevant to the work of the Section 75 Board. Discussions about such matters will be facilitated through the aligned meetings with the City & Hackney Health and Care Board.
14. The Section 75 Board will provide reports to the Health and Wellbeing Boards, the ICB Board or the NEL Integrated Care Partnership and other committees as required. The City & Hackney Health and Care Board may provide such reports on behalf of the Section 75 Board as part of its wider reporting arrangements.
15. The Section 75 Board functions through the scheme of delegation and financial framework agreed by the ICB, COLC and LBH respectively, who remain responsible for their statutory functions and for ensuring that these are met and that the Section 75 Board is operating within all relevant requirements.

**Chairing Arrangements**

16. The chairing arrangements set out in the City & Hackney Health and Care Board's terms of reference shall apply equally to the Section 75 Board, meaning that the Chair of the City & Hackney Health and Care Board shall also be the Chair of the Section 75 Board.

**Membership**

17. The membership of the sub-committees which the Section 75 Board brings together is as follows:
18. COLC Sub-Committee:
  - (a) The Deputy Chairman of the Community and Children's Services Committee (**Chair of the COLC Sub-Committee**);
  - (b) The Chairman of the Community and Children's Services Committee;

(c) The Chairman of the Health and Wellbeing Board.

19. LBH Committee:

(a) Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture (**Chair of the LBH Sub-Committee**);

(b) Cabinet Member for Education, Young People and Children's Social Care;

(c) Cabinet Member for finance, Insourcing and customer Service.

20. The membership of the Place ICB Sub-Committee is set out in its terms of reference.

*Nominated deputies*

21. Any member of the LBH Sub-Committee may appoint a deputy who is a Cabinet Member.

22. The COLC Community and Children's Services Committee may appoint up to three of its members who are members of the Court of Common Council to deputise for any member of the COLC Sub-Committee.

23. The Place ICB Sub-Committee's terms of reference set out its provision for nominating deputies.

24. Notwithstanding the above, any member appointing a deputy for a particular meeting of the Section 75 Board must give prior notification of this to the Chair.

**Participants**

25. As the three sub-committees shall meet in common, the members of each sub-committee shall be in attendance at the meetings of the other two sub-committees. It is also expected that meetings of the Section 75 Board will largely take place within the PBP structure and, therefore, subject to conflict of interest management and ensuring compliance with each component part of the Section 75 Board's governance requirements, members of the City & Hackney Health and Care Board and its participants (as specified in the City & Hackney Health and Care Board's terms of reference) may be in attendance at meetings of the Section 75 Board.

26. The following will be expected to attend the meetings of the Section 75 Board, contribute to all discussion and debate, but will not participate in decision-making:

(a) The Director of Community and Children's services (Authorised Officer for COLC);

(b) The City of London Corporation Chamberlain;

(c) LBH Group Director – Finance and Corporate Resources;

(d) LBH Group Director for Adults, Health and Integration;



	<p>(e) LBH Group Director for Children and Education</p> <p>27. Others may be invited to attend the Section 75 Board's meetings in a non-decision-making capacity. This shall include other colleagues from the partner organisations or across the ICS, professional advisors or others as appropriate at the discretion of the Chair.</p>
<b>Quorum</b>	<p>28. Quoracy requirements are as follows:</p> <p>(a) For the COLC Sub-Committee the quorum will be all three members (or deputies duly authorised in accordance with these terms of reference).</p> <p>(b) For the LBH Sub-Committee the quorum will be two of the three Council Members (or deputies duly authorised in accordance with these terms of reference).</p> <p>(c) For the Place ICB Sub-Committee the quorum will be as set out in its Terms of Reference.</p>
<b>Voting</b>	<p>29. Each of the COLC, LBH and ICB sub-committees must reach its own decision on any matter under consideration and will do so by consensus of its members where possible. If consensus within a sub-committee is impossible, that sub-committee may take its decision by simple majority, and the Chair's casting vote if necessary. The COLC Sub-Committee, the LBH Sub-Committee and Place ICB Sub-Committee will each aim to reach compatible decisions.</p> <p>30. Matters for consideration by the three sub-committees meeting in common as the Section 75 Board may be identified in meeting papers as requiring positive approval from all three sub-committees in order to proceed. Any matter identified as such may not proceed without positive approval from all of the COLC Sub-Committee, the LBH Sub-Committee and the Place ICB Sub-Committee.</p>
<b>Meetings and administration</b>	<p>31. The Section 75 Board's members will be given no less than seven clear working days' notice of its meetings. Notice of all meetings shall comprise venue, time and date of the meeting, together with an agenda of items to be discussed. Supporting papers must be distributed at least five clear working days ahead of the meeting. In urgent circumstances these timescales may be truncated.</p> <p>32. The Section 75 Board shall meet whenever COLC, LBH and the ICB consider it appropriate that it should do so but the three sub-committees meeting as the Section 75 Board would usually meet bi-monthly and at least four times a year, noting that the City &amp; Hackney Health and Care Board may meet more frequently (i.e. monthly).</p> <p>33. Meetings of the Section 75 Board shall be held in accordance with Access to Information procedures for COLC, LBH and the ICB, rules and other relevant constitutional requirements. The dates of the meetings will be published by the ICB, LBH and COLC. The meetings of the Section 75 Board will be held in public, subject to any exemption provided by law or any matters that are confidential or commercially</p>

sensitive. This should only occur in exceptional circumstances and is in accordance with the open and accountable local government guidance (August 2014).

34. Governance support will be provided to the Section 75 Board and minutes shall be taken of all of its meetings. These may be incorporated into the minutes of the City & Hackney Health and Care Board. The ICB, COLC and LBH shall agree between them the format of the joint minutes of the Section 75 Board which will separately record the membership and the decisions taken by the Place ICB Sub-Committee, the COLC Sub-Committee and the LBH Sub-Committee. Agenda, decisions and minutes shall be published in accordance with partners' Access to Information procedures rules.

35. Decisions made by the COLC Sub-Committee may be subject to referral to the Court of Common Council in accordance with COLC's constitution. Cabinet decisions made by the LBH Sub-Committee may be subject to call-in by members of the Council in accordance with LBH's constitution. Decisions made by the Place ICB Sub-Committee may be subject to review by the ICB's board or its Population Health & Integration Committee, or as further set out in the Place ICB Sub-Committee's terms of reference or the wider governance arrangements. However, the ICB, LBH and COLC will manage the business of the Section 75 Board, including consultation with relevant forum and/or officers within those organisations, such that the incidence of decisions being reviewed or referred is minimised.

#### Conflicts of interest

36. The partner organisations represented in the Section 75 Board are committed to conducting business and delivering services in a fair, transparent, accountable and impartial manner. Section 75 Board members will comply with the arrangements established by the organisations that they represent or the ICS as a whole, and any national statutory guidance applicable to the organisation. As a minimum, this shall include ensuring that:

- (a) a register of the members interests is maintained;
- (b) any actual or potential conflicts are declared at the earliest possible opportunity;
- (c) all declarations and discussions relating to them are minuted.

37. In respect of the COLC Sub-Committee and the LBH Sub-Committee, it is for the members to declare any conflicts of interests which exist (taking into account any guidance from the Chair) and, if so, to adopt any arrangements which they consider to be appropriate. Members of the Place ICB Sub-Committee shall act in accordance with the sub-committee's terms of reference and the ICB's conflicts of interest policy and procedures.

#### Review

38. The terms of reference will be reviewed at least annually, to coincide with reviews of the section 75 agreements.

## Section 2 (Part B)

### Terms of reference for the City & Hackney Sub-Committee of the North East London Integrated Care Board

<p><b>Status of the Sub-Committee</b></p>	<ol style="list-style-type: none"> <li>1. The City &amp; Hackney Sub-Committee of the North East London Integrated Care Board (<b>'the Place ICB Sub-Committee'</b>) is established by the Population Health &amp; Integration Committee (the <b>'PH&amp;I Committee'</b>) as a Sub-Committee of the PH&amp;I Committee.</li> <li>2. These terms of reference set out the membership, remit, responsibilities and reporting arrangements of the Sub-Committee and may only be changed with the approval of the Board of the ICB (<b>'the Board'</b>). Additionally, the membership of the Sub-Committee must be approved by the Chair of the Board.</li> <li>3. The Sub-Committee and all of its members are bound by the ICB's Constitution, Standing Orders, Standing Financial Instructions, policies and procedures of the ICB.</li> <li>4. These terms of reference should be read as part of the suite of terms of reference for the City &amp; Hackney Place-Based Partnership (<b>'PBP'</b>), including the terms of reference for the City &amp; Hackney Health and Care Board (<b>'the Health and Care Board'</b>) in Section 1, which define a number of the terms used in these Place ICB Sub-Committee terms of reference.</li> </ol>
<p><b>Geographical coverage</b></p>	<ol style="list-style-type: none"> <li>5. The geographical area covered will be Place, as defined in the Health and Care Board's terms of reference in Section 1.</li> </ol>
<p><b>Purpose</b></p>	<ol style="list-style-type: none"> <li>6. The Place ICB Sub-Committee has been established in order to:             <ol style="list-style-type: none"> <li>(a) Enable the ICB to exercise the Delegated Functions at Place in a lawful, simple and efficient way, to the extent permitted by the ICB's Constitution and as part of the wider collaborative arrangements which form the PBP.</li> <li>(b) Support the development of collaborative arrangements at Place, in particular the development of the PBP.</li> </ol> </li> <li>7. The Delegated Functions which the Place ICB Sub-Committee will exercise are set out at <b>Annex 1</b> and described in further detail in the Place Mutual Accountability Framework which the annex refers to.</li> <li>8. The Place ICB Sub-Committee, through its members, is authorised by the ICB to take decisions in relation to the Delegated Functions.</li> <li>9. Further functions may be delegated to the Place ICB Sub-Committee over time, in which case Annex 1 may be updated with the approval of the Board, on the recommendation of the PH&amp;I Committee. The remit</li> </ol>

of the Place ICB Sub-Committee is also described in the Place Mutual Accountability Framework, which may be updated by the Board taking into account the views of the PH&I Committee.

10. The Delegated Functions shall be exercised with particular regard to the Place objectives and priorities, described in the plan for Place (**‘the PBP Plan’**), which has been agreed with the PH&I Committee and the partner organisations represented on the Health and Care Board. A summary of the PBP’s priorities and objectives can be found [here](#).
11. In addition, the Place ICB Sub-Committee will support the wider ICB to achieve its agreed deliverables, and to achieve the aims and the ambitions of:
  - (a) The Joint Forward Plan;
  - (b) The Joint Capital Resource Use Plan;
  - (c) The Integrated Care Strategy prepared by the NEL Integrated Care Partnership;
  - (d) The HWBs’ joint local health and wellbeing strategies with the HWBs’ needs assessments for the area;
  - (e) The Place Mutual Accountability Framework and the NHS North East London Financial Strategy and developing ICS Financial Framework;
  - (f) The PBP Plan.
12. The Place ICB Sub-Committee will also prioritise delivery against the strategic priorities of the North East London Integrated Care System (see [here](#)) and its design and operating principles set out [here](#).
13. In supporting the ICB to discharge its statutory functions and deliver the strategic priorities of the ICS at Place, the Place ICB Sub-Committee will, in turn, be supporting the ICS with the achievement of the ‘four core purposes’ of Integrated Care Systems, namely to:
  - (a) Improve outcomes in population health and healthcare;
  - (b) Tackle inequalities in outcomes, experience and access;
  - (c) Enhance productivity and value for money;
  - (d) Help the NHS support broader social and economic development.
14. The Place ICB Sub-Committee is a key component of the ICS, enabling it to meet the ‘triple aim’ of better health for everyone, better care for all and efficient use of NHS resources.
15. When exercising any Delegated Functions, the Place ICB Sub-Committee will ensure that it acts in accordance with, and that its decisions are informed by, the guidance, policies and procedures of the

**Key duties relating to the exercise of the Delegated**

## Functions

ICB or which apply to the ICB.

16. The Sub-Committee must have particular regard to the statutory obligations that the ICB is subject to, including, but not limited to, the statutory duties set out in the National Health Service Act 2006 and listed in [the Constitution](#). In particular, the Place ICB Sub-Committee will also have due regard to the public sector equality duty under section 149 of the Equality Act 2010.

## Collaborative working

17. In exercising its responsibilities, the Place ICB Sub-Committee may work with other Place ICB Sub-Committees, provider collaboratives, joint committees, committees, or sub-committees which have been established by the ICB or wider partners of the ICS. This may include, where appropriate, aligning meetings or establishing joint working groups.

### *Collaboratives*

18. In particular, in addition to an expectation that the Place ICB Sub-Committee and Health and Care Board shall collaborate with each other as part of the PBP, the Place ICB Sub-Committee will, as appropriate, work with the following provider collaborative governance structures within the area of the ICS:

- (a) The North East London Mental Health, Learning Disability & Autism Collaborative;
- (b) The Combined Primary Care Provider Collaborative;
- (c) The North East London Acute Provider Collaborative;
- (d) The North East London Community Collaborative;
- (e) The evolving Voluntary, Community and Social Enterprise Sector Alliance/Collaborative.

19. Some members of the Place ICB Sub-Committee may simultaneously be members of the above collaborative structures, to further support collaboration across the system.

### *Health & Wellbeing Boards and Safeguarding*

20. The Place ICB Sub-Committee will also work in close partnership with:

- (a) The HWBs and shall ensure that plans agreed by the Place ICB Sub-Committee are appropriately aligned with, and have regard to, the joint local health and wellbeing strategies and the assessments of needs, together with the NEL Integrated Care Strategy as applies to Place; and
- (b) the Safeguarding Adults Board for the Place established by the local authority under section 43 of the Care Act 2014; and
- (c) the Safeguarding Children's Partnership established by the local authority, ICB and Chief Officer of Police, under section 16E of

the Children Act 2014.

*Establishing working groups*

21. The Place ICB Sub-Committee does not have the authority to delegate any functions delegated to it by the ICB. However, the Place ICB Sub-Committee may establish working groups or task and finish groups. These do not have any decision-making powers but may inform the work of the Place ICB Sub-Committee and the PBP. Such groups must operate under the ICB's procedures and policies and have due regard to the statutory duties which apply to the ICB.

**Chairing and partnership lead arrangements**

22. The Place ICB Sub-Committee will be chaired by the Chair of the City & Hackney Health and Care Board who is appointed on account of their specific knowledge, skills and experiences making them suitable to chair the Sub-Committee.

23. The Chair will be responsible for agreeing the agenda and ensuring matters discussed meet the objectives as set out in these terms of reference.

24. The Deputy Chair of the Place ICB Sub-Committee is the Deputy Chair of the Health and Care Board.

25. If the Chair has a conflict of interest then the Deputy Chair or, if necessary, another member will be responsible for deciding the appropriate course of action.

26. The Chief Executive of the Homerton will be the Place Partnership Lead.

**Membership**

27. The Place ICB Sub-Committee members will be appointed by the Board in accordance with the ICB Constitution and the Chair of the ICB will approve the membership of the Sub-Committee.

28. The Place ICB Sub-Committee has a broad membership, including those from organisations other than the ICB. This is permitted by the ICB's Constitution and amendments made to the National Health Service Act 2006 by the Health and Care Act 2022.

29. The membership of the Place ICB Sub-Committee includes members drawn from the following partner organisations which operate at Place:

- (a) The NHS North East London Integrated Care Board (the '**ICB**')
- (b) London Borough of Hackney ('**LBH**')
- (c) City of London Corporation ('**COLC**')
- (d) East London NHS Foundation Trust ('**ELFT**')
- (e) Homerton Healthcare NHS Foundation Trust ('**Homerton FT**')

- (f) Hackney Council for Voluntary Service
- (g) City of London Healthwatch
- (h) Healthwatch Hackney
- (i) City & Hackney GP Confederation
- (j) City & Hackney's Primary Care Networks ('PCNs')

30. There will be a total of 17 members of the Place ICB Sub-Committee, as follows:

*ICB:*

- (a) Delivery Director for City & Hackney
- (b) Clinical Care Director for City & Hackney
- (c) Director of Finance or their nominated representative
- (d) Director of Nursing/Quality or their nominated representative

*Local authority officers:*

- (e) Director of Community and Children's Services (COLC)
- (f) Group Director for Adults, Health and Integration (LBH)
- (g) Group Director for Children and Education (LBH)
- (h) Director of Public Health for City & Hackney

*Local authority elected members:*

- (i) The Deputy Chairman of the Community and Children's Services Committee (COLC)
- (j) Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture (LBH)

*NHS Trusts/Foundation Trusts:*

- (k) Chief Executive (Homerton) (**Place Partnership Lead**)
- (l) Director of ELFT

*Primary Care:*

- (m) Place-Based Partnership Primary Care Development Clinical Lead
- (n) PCN clinical director

*Voluntary sector*



- (o) Chief Executive Officer, Hackney Council for Voluntary Service

*Healthwatch*

- (p) Chief Executive, City of London Healthwatch

- (q) Chief Executive, Healthwatch Hackney

31. With the permission of the Chair of the Place ICB Sub-Committee, the members, set out above, may nominate a deputy to attend a meeting of the Place ICB Sub-Committee that they are unable to attend. However, members will be expected not to miss more than two consecutive meetings. The deputy may speak and vote on their behalf. The decision of the Chair regarding authorisation of nominated deputies is final.

32. When determining the membership of the Sub-Committee, active consideration will be made to diversity and equality.

**Participants**

33. Only members of the Sub-Committee have the right to attend Sub-Committee meetings, but the Chair may invite relevant staff to the meeting as necessary in accordance with the business of the Sub-Committee.

34. Meetings of the Sub-Committee may also be attended by the following for all or part of a meeting as and when appropriate:

- (a) Any members or attendees of the Health and Care Board (i.e. in Section 1)

- (b) Any members or attendees of the City & Hackney Section 75 Board (i.e. in Section 2: Part A)

35. The Chair may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion on particular matters.

**Resource and financial management**

36. The ICB has made arrangements to support the Place ICB Sub-Committee in its exercise of the Delegated Functions. Financial responsibilities of the Place ICB Sub-Committee are contained in the list of Delegated Functions in Annex 1, and further information about resource allocation within the ICB is contained in the ICB's Standing Financial Instructions and associated policies and procedures, which includes the NHS North East London Financial Strategy and developing ICS Financial Framework.

37. The Chair will be invited to attend the Finance Performance and Investment Committee where the Committee is considering any issue relating to the resources allocated in relation to the Delegated Functions.

**Meetings, Quoracy and Decisions**

38. The Place ICB Sub-Committee will operate in accordance with the ICB's governance framework, as set out in its Constitution and Governance Handbook and wider ICB policies and procedures, except as otherwise



provided below:

#### *Scheduling meetings*

39. The Place ICB Sub-Committee will aim to meet on a bi-monthly basis and, as a minimum, shall meet on four occasions each year. Additional meetings may be convened on an exceptional basis at the discretion of the Chair.
40. The Place ICB Sub-Committee will usually hold its meetings together with the Health and Care Board and other sub-committees which comprise the City & Hackney Section 75 Board, as part of an aligned meeting of the PBP. Although the Place ICB Sub-Committee may meet on its own at the discretion of its Chair, it is expected that such circumstances would be rare.
41. The Place ICB Sub-Committee acknowledges that the Health and Care Board and other sub-committees which comprise the City & Hackney Section 75 Board may convene their own more regular meetings, for instance where agenda items do not require a statutory decision of the Place ICB Sub-Committee.
42. The Board, Chair of the ICB or Chief Executive may ask the Sub-Committee to convene further meetings to discuss particular issues on which they want the Sub-Committee's advice.

#### *Quoracy*

43. The quoracy for the Place ICB Sub-Committee will be six and must include the following of which one must be a care or clinical professional:
  - (a) Two of the members from the ICB;
  - (b) At least one member from each local authority;
  - (c) One of the members from an NHS Trust or Foundation Trust;
  - (d) One primary care member.
44. If any member of the Sub-Committee has been disqualified from participating on an item in the agenda, by reason of a declaration of conflicts of interest, then that individual shall no longer count towards the quorum.
45. If the quorum has not been reached, then the meeting may proceed if those attending agree, but no decisions may be taken.

#### *Voting*

46. Decisions will be taken in accordance with the Standing Orders. The Sub-Committee will ordinarily reach conclusions by consensus. When this is not possible, the Chair may call a vote. Only members of the Sub-Committee may vote. Each member is allowed one vote and a simple majority will be conclusive on any matter. Where there is a split

vote, with no clear majority, the Chair of the Sub-Committee will hold the casting vote. The result of the vote will be recorded in the minutes.

#### *Papers and notice*

47. A minimum of seven clear working days' notice is required. Notice of all meetings shall comprise venue, time and date of the meeting, together with an agenda of items to be discussed. Supporting papers must be distributed at least five clear working days ahead of the meeting.
48. On occasion it may be necessary to arrange urgent meetings at shorter notice. In these circumstances the Chair will give as much notice as possible to members. Urgent papers shall be permitted in exceptional circumstances at the discretion of the Chair.

#### *Virtual attendance*

49. It is for the Chair to decide whether or not the Place ICB Sub-Committee will meet virtually by means of telephone, video or other electronic means. Where a meeting is not held virtually, the Chair may nevertheless agree that individual members may attend virtually. Participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting. How a person has attended a meeting shall be specified in the meeting minutes.

#### *Admission of the public*

50. Meetings at which public functions of the ICB are exercised will usually be open to the public, unless the Chair determines, at his or her discretion, that it would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted or for some other good reason.
51. The Chair shall give such directions as he/she thinks fit with regard to the arrangements for meetings and accommodation of the public and representatives of the press such as to ensure that the business shall be conducted without interruption and disruption.
52. A person may be invited by the Chair to contribute their views on a particular item or to ask questions in relation to agenda items. However, attendance shall not confer a right to speak at the meeting.
53. Matters to be dealt with by a meeting following the exclusion of representatives of the press and other members of the public shall be confidential to the members of the Place ICB Sub-Committee and others in attendance.
54. There shall be a section on the agenda for public questions to the Sub-Committee, which shall be in line with the Integrated Care Board's agreed procedure as set out on our website [here](#).

#### *Recordings of meetings*

55. Except with the permission of the Chair, no person admitted to a meeting of the Place ICB Sub-Committee shall be permitted to record

the proceedings in any manner whatsoever, other than in writing.

#### *Confidential information*

56. Where confidential information is presented to the Place ICB Sub-Committee, all those who are present will ensure that they treat that information appropriately in light of any confidentiality requirements and information governance principles.

#### *Meeting Minutes*

57. The minutes of a meeting will be formally taken in the form of key points of debate, actions and decisions and a draft copy circulated to the members of the Place ICB Sub-Committee, together with the action log as soon after the meeting as practicable. The minutes shall be submitted for agreement at the next meeting where they shall be signed by the Chair.
58. Where it would promote efficient administration meeting minutes and action logs may be combined with those of the Health and Care Board and/or Section 75 Board.

#### *Legal or professional advice*

59. Where outside legal or other independent professional advice is required, it shall be secured by or with the approval of the Director who is responsible for governance within the ICB.

#### *Governance support*

60. Governance support to the Place ICB Sub-Committee will be provided by the ICB's governance team.

#### *Conflicts of Interest*

61. Conflicts of interest will be managed in accordance with the policies and procedures of the ICB and those contained in the Handbook and shall be consistent with the statutory duties contained in the National Health Service Act 2006 and any statutory guidance issued by NHS England.

## **Behaviours and Conduct**

62. Members will be expected to behave and conduct business in accordance with:
- (a) The ICB's policies and procedures including its Constitution, Standing Orders and Standards of Business Conduct Policy which includes the Code of Conduct which sets out the expected behaviours that all members of the Board and its committees will uphold whilst undertaking ICB business.
  - (b) The NHS Constitution;
  - (c) The Nolan Principles.
63. Members must demonstrably consider equality diversity and inclusion

<p><b>Disputes</b></p>	<p>implications of the decisions they make.</p> <p>64. Where there is any uncertainty about whether a matter relating to a Delegated Function is within the remit of the Place ICB Sub-Committee in its capacity as a decision-making body within the ICB's governance structure, including uncertainty about whether the matter relates to:</p> <ul style="list-style-type: none"> <li>(a) a matter for wider determination within the ICS; or</li> <li>(b) determination by another placed-based committee of the ICB or other forum, such as a provider collaborative,</li> </ul> <p>then the matter will be referred to the Director who is responsible for governance within the ICB for consideration about where the matter should be determined.</p>
<p><b>Referral to the PH&amp;I Committee</b></p>	<p>65. Where any decision before the Place ICB Sub-Committee is 'novel, contentious or repercussive' across the ICB area and/or is a decision which would have an impact across the ICB area, then the Place ICB Sub-Committee shall give due consideration to whether the decision should be referred to the PH&amp;I Committee.</p> <p>66. With regard to determining whether a decision falling within the paragraph above shall be referred to the PH&amp;I Committee for consideration then the following applies:</p> <ul style="list-style-type: none"> <li>(a) The Chair of the Place ICB Sub-Committee, at his or her discretion, may determine that such a referral should be made.</li> <li>(b) Two or more members of the Place ICB Sub-Committee, acting together, may request that a matter for determination should be considered by the PH&amp;I Committee.</li> </ul> <p>67. Where a matter is referred to the PH&amp;I Committee under paragraph 65, the PH&amp;I Committee (at an appropriate meeting) shall consider and determine whether to accept the referral and make a decision on the matter. Alternatively, the PH&amp;I Committee may decide to refer the matter to the Board of the ICB or to another of the Board's committees/subcommittees for determination.</p> <p>68. In addition to the Place ICB Sub-Committee's ability to refer a matter to the PH&amp;I Committee as set out in paragraph 65:</p> <ul style="list-style-type: none"> <li>(a) The PH&amp;I Committee, or its Chair and Deputy Chair (acting together), may determine that any decision falling with paragraph 65 should be referred to the PH&amp;I Committee for determination; or</li> <li>(b) The Board of the ICB, or its Chair and the Chief Executive (acting together), may require a decision related to any of the ICB's delegated functions to be referred to the Board.</li> </ul>
<p><b>Accountability</b></p>	<p>69. The Place ICB Sub-Committee shall be directly accountable to the PH&amp;I</p>

## and Reporting

Committee of the ICB, and ultimately the Board of the ICB.

70. The Place ICB Sub-Committee will report to:

- (a) **The PH&I Committee**, following each meeting of the Place ICB Sub-Committee. A copy of the meeting minutes along with a summary report shall be shared with the PH&I Committee for information and assurance. The report shall set out matters discussed and pertinent issues, together with any recommendations and any matters which require disclosure, escalation, action or approval.

And will report matters of relevance to the following:

- (b) **Finance, Performance and Investment Committee**. Such formal reporting into the ICB's Finance, Performance and Investment Committee will be on an exception basis. Other reporting will take place via Finance and via NEL wide financial management reports.
- (c) **Quality, Safety and Improvement Committee**. Reports will be made to the Quality Safety and Improvement Committee in respect of matters which are relevant to that Committee and in relation to the exercise of the quality functions set out [here](#).

71. In the event that the Chair of the ICB, its Chief Executive, the Board of the ICB or the PH&I Committee requests information from the Place ICB Sub-Committee, the Place ICB Sub-Committee will ensure that it responds promptly to such a request.

### *Shared learning and raising concerns*

72. Where the Place ICB Sub-Committee considers an issue, or its learning from or experience of a matter, to be of importance or value to the North East London health and care system as a whole, or part of it, it may bring that matter to the attention of the Director who is responsible for governance within the ICB for onward referral to the PH&I Committee, the Chair or Chief Executive of the ICB, the Board, the Integrated Care Partnership or to one or more of ICB's committees or subcommittees, as appropriate.

## Review

73. The Place ICB Sub-Committee will review its effectiveness at least annually.

74. These terms of reference will be reviewed at least annually and more frequently if required. Any proposed amendments to the terms of reference will be submitted to the Board for approval.

**Date of approval:** 8 September 2022 (Initial version by ICB Board on 1 July 2022)

**Version:** 2.0

**Date of review:** 1 April 2023

## Annex 1 - ICB Delegated Functions

### Commissioning functions

In addition to the specific activities set out in this Annex 1 below, the Place ICB Sub-Committee will have delegated responsibility for exercising the functions described in the Place Mutual Accountability Framework at Place. These functions are referred to below as ‘the **Place Commissioning Functions.**’

The Place Mutual Accountability is contained in the ICB’s Governance Handbook and should be read alongside the equivalent accountability framework which describes the role of the provider collaboratives.

Where Place Commissioning Functions relate to a particular service they must be exercised in line with the ICB’s relevant commissioning policy for that service.

### Health and care needs planning

The Place ICB Sub-Committee will undertake the following specific activities in relation to health and care needs planning, through embedding population health management:

1. Making recommendations to the PH&I Committee in relation to, and contributing to, the Joint Forward Plan and other system plans, in so far as relates to the exercise of the ICB’s functions at Place.
2. Overseeing, and providing assurance to the PH&I Committee regarding, the implementation and delivery at Place of the Joint Forward Plan, the Integrated Care Strategy and other system plans, in so far as they require the exercise of ICB functions.
3. Overseeing the development of service specification standards needed in connection with the exercise of the Place Commissioning Functions and in line with relevant ICB policy.
4. Working with the Health and Care Board on behalf of the ICB, to develop the PBP Plan including the Place objectives and priorities and a Place outcomes framework.

*The PBP Plan shall be developed by drawing on data and intelligence, and in coproduction with service users and residents of City & Hackney. It is aimed at ensuring delivery of the Joint Forward Plan, the Integrated Care Strategy, each HWBs’ joint local health and wellbeing strategies and associated needs assessments, and other system plans.*

*In particular, this shall include developing the Place priorities and objectives to be set out in the PBP Plan, and summarised [here](#), and an associated outcomes framework developed by the PBP.*

*The PBP Plan shall be tailored to meet local needs, whilst maintaining ICB-wide operational, quality and financial performance standards. It shall also be consistent with, and aimed at delivery of, the Place Mutual Accountability Framework at Place.*

5. Overseeing, and providing assurance to the PH&I Committee regarding, the implementation and delivery of the PBP Plan, in so far as the plan requires the exercise of ICB functions.

6. Overseeing, and providing assurance to the PH&I Committee regarding, the implementation and delivery of the Place objectives and priorities, contained within the PBP Plan and summarised [here](#), in so far as they require the exercise of ICB functions.
7. Overseeing the implementation and delivery of each HWB's joint local health and wellbeing strategy, in so far as the strategy requires the exercise of ICB functions.

### **Market management, planning and delivery**

The Place ICB Sub-Committee will undertake the following specific activities in relation to market management, planning and delivery:

1. Making recommendations to the Board of the ICB / PH&I Committee in relation to health service change decisions (whether these involve commissioning or de-commissioning).
2. Approving commissioning policies, connected with the exercise of the Place Commissioning Functions, in line with ICB policy.
3. Approving demographic, service use and workforce modelling and planning, where these relate to the Place Commissioning Functions.

### **Finance**

The Place ICB Sub-Committee will have delegated financial management and control, as detailed below and within the ICB's SFIs. The Finance, Performance and Investment Committee will continue to have oversight of NEL wide financial decisions, including where coordination/planning for the services concerned is best undertaken over a larger footprint. However, there will be ongoing dialogue in order to ensure a joined up approach, ensure financial sustainability, and as the NHS North East London Financial Strategy and ICS the ICB's Financial Framework develops.

1. Plan and monitor the budgets delegated to the Place ICB Sub-Committee and take action to ensure they are delivered within the financial envelope.
2. The Sub-Committee will take shared responsibility, along with partners, for the health outcomes of their population, and will work with those partners to develop a shared plan for improving health outcomes and maintaining collective financial control.
3. Review and understand any variations to plan within the delegated budget and take appropriate action to mitigate these.
4. Oversee any required recovery plans in order to ensure financial balance is achieved at Place.
5. Ensure financial plans are triangulated with performance and quality.
6. Ensure any known financial risks are escalated to the ICB's Finance, Performance and Investment Committee and the ICS Executive, as appropriate.
7. Review performance of the contracts within Place, to ensure services and activity are being delivered in line with contractual arrangements.
8. Review and understand the financial implications of new investments and transformation schemes, and ensure there is sufficient funding across the life of the investment.
9. Oversee implementation of investments/transformation schemes, ensuring financial activity,



Key Performance Indicators and required outcomes are delivered.

10. Review and agree any procurement decisions in relation to services connected with the Place Commissioning Functions, as appropriate, in line with the ICB's Standing Financial Instructions and Procurement Policy.
11. Ensure financial decisions are taken in line with the ICB's Standing Financial Instructions, and NHS North East London Financial Strategy and developing ICS Financial Framework.
12. In relation to financial risk share arrangements (including but not limited to section 75, 76 and section 256 agreements), the Place ICB Sub-Committee shall:
  - Review any current in year arrangements applicable to Place, ensuring that funding is spent appropriately in line with contractual agreements;
  - Review the risks and benefits of the allocation of funding and approve spend on pooled budgets based on recommendations from those leading the work and where all parties are in agreement;
  - Receive reports on the schemes funded through this mechanism to ensure it is delivering the expected outcomes and benefits;
  - Review the funding and arrangements for the subsequent financial year and ensure there are adequate governance and arrangements in Place that are consistent with other places across the ICB's area;
  - Review and make recommendations in relation to proposals for the ICB to enter into new agreements under section 75 of the National Health Service Act 2006 with the local authority at Place. In accordance with the Constitution, any such arrangements must be authorised by the Board of the ICB.

## Quality

The Place ICB Sub-Committee will undertake the following specific activities in relation to quality:

1. Providing assurance that health outcomes, access to healthcare services and continuous quality improvement are being delivered at Place, and escalate specific issues to the Population Health & Integration Committee, the Quality Safety and Improvement Committee and/or other governance structures across the ICS as appropriate.
2. Complying with statutory reporting requirements relating to the exercise of the Place Commissioning Functions, in particular as relates to quality and improvement.
3. In addition, the Place ICB Sub-Committee will have the following responsibilities on behalf of the ICB at Place, in relation to quality:
  - Gain timely evidence of provider and place-based quality performance, in relation to the exercise of the Place Commissioning Functions at Place.
  - Ensure the delivery of quality objectives by providers and partners within Place, including ICS programmes that relate to the place portfolio.
  - Identify, manage and escalate where necessary, risks that materially threaten the delivery of the ICB's objectives at Place and any local objectives and priorities for Place.

- Identify themes in local triangulated intelligence that require local improvement plans for immediate or future delivery.
  - Gain evidence that staff have the right skills and capacity to effectively deliver their role, creating succession plans for any key roles within the services being delivered at Place.
  - Hold system partners to account for performance and the creation and delivery of remedial action/improvement plans where necessary.
  - Share good practice and learning with providers and across neighbourhoods.
4. Ensure key objectives and updates are shared consistently within the ICB, and more widely with ICS and senior leaders via the ICS System Quality Group and other established governance structures.

### **Primary Care**

The Place ICB Sub-Committee will undertake the following specific activities in relation to primary care:

1. To develop arrangements for integrated services, including primary care, through local neighbourhoods

### **Communication and engagement with stakeholders**

The Place ICB Sub-Committee will undertake the following specific activities in relation to communications and engagement:

1. Overseeing and approving any stakeholder involvement exercises proposed specifically in Place, consistent with the ICB's statutory duties in this context and the ICB's relevant policies and procedures. Such stakeholder engagement shall include political engagement, clinical and professional engagement, strategic partnership management and public and community engagement.
2. Overseeing the development and delivery of patient and public involvement activities, as part of any service change process occurring specifically at Place.

### **Population health management**

The Place ICB Sub-Committee will undertake the following specific activities in relation to population health management:

1. Ensuring there are appropriate arrangements at Place to support the ICB to carry out predictive modelling and trend analysis.

### **Emergency planning and resilience**

The Place ICB Sub-Committee will undertake the following specific activities in relation to emergency planning:

1. At the request of the any of the PH&I Committee or the Board, in relation to a local or national emergency, prepare or contribute to an emergency response plan for implementation at Place,

coordinating with local partners as necessary.

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## A framework for mutual accountability between north east London's place partnerships and NHS North East London

### Introduction

North east London's place partnerships are uniquely placed to drive the integration between health and care that will improve local people's wellbeing, through co-produced approaches that build on community assets. As partnerships, they understand their communities and the inequalities that local people face. Reshaping north east London's health and care system so that it is equitable, delivers improved wellbeing for everyone, and is financially sustainable, will happen only if we work together to deliver at neighbourhood, place, collaborative, and system. Each element of the system needs to be accountable for its part of our improvement journey and to work together alongside local people and communities to effect change sustainably.

This draft document continues our discussion about what NHS North East London asks place partnerships to hold accountability for and, in turn, what the partnerships can expect NHS North East London to achieve for them. We recognise that place partnerships will also need support from a wide range of partners notably local authorities, NHS Trusts, provider collaboratives and the voluntary, community and social enterprise sector in order to achieve their potential. Support will come in various forms as the partnership is enabled by the strengths and contributions of each and every partner.

This document will sit alongside an equivalent document that focuses on the role of provider collaboratives to help build our understanding of how the system overall will work best.

We recognise that our system is new and evolving, and much of this draft document seeks to outline the principles which will guide this evolution to support improved health and wellbeing for local people.

*Zina Etheridge* – Chief Executive Officer, NHS North East London

### Background

The North East London Health and Care Partnership (NELHCP) brings together the NHS, local authorities, and community organisations across north east London to work in partnership with local people to support them to live healthier, happier lives.

Our approach is built on an understanding that partnership, conversation, and collaboration underpin all that we do. We see that place shapes and strengthens system and that system enables and builds place, underlining our appreciation of the need for our workforce to participate through a range of inter-connecting networks (operating at neighbourhood, place, collaborative, system, region, and nation) in order to be most effective in improving outcomes for everyone. NHS North East London has adopted the principle of subsidiarity to encapsulate this approach as applied to governance, decision-making, strategy, and delivery of models of care. This means we will facilitate tasks being performed at the most local level, closest to those most likely to be directly affected, and only carry out tasks that cannot be carried out at that more local level.

As north east London's integrated care system, we are ambitious and actively draw on best practice locally and internationally. We are clear that we are moving beyond performance management to maximising value, and beyond our individual responsibilities to create a shared endeavour and mutual accountability for delivering benefit and opportunity for local people. We are committed to continuous improvement and innovation across and with all partners, meaningful co-production and resident participation, and working in integrated ways together to provide better health and care outcomes for our growing and diverse population of over two million people. At the heart of our partnership is a shared commitment to meaningful participation with local people and partners, a passion for equality and addressing health inequalities, and ensuring that system collaboration underpins continuous improvements to population health and the integrated delivery of health and care services. To operate effectively, we understand that our system needs to develop continually, to be resilient, and to respond coherently and in partnership to emergencies and emerging challenges.

Our seven place partnerships and our five provider collaboratives are crucial building blocks of North East London's integrated care system. Together they play distinct but crucially interdependent roles in driving the improvement of health, wellbeing, and equity for all local people. As we mature as a system, we will increasingly call on each other to support the achievement of outcomes and to enable the collaboration and partnership on which we all rely. We recognise that this support will look different for different pathways but we recognise the fundamental importance of building relationships, sharing perspectives and working alongside local people to facilitate this support.

The places of north east London have a long history of successful place-based working. Strengthening and spreading this across north east London is critical to our overall success because places are:

- where the NHS, local authorities, and the voluntary and community sector integrate delivery, supporting seamless and joined up care;
- where local authorities can seek partner input into, and support for, their work to improve the wider determinants of health, which extends into areas including housing, education, employment, food security, community safety, social inclusion and non-discrimination, leisure and open spaces, and air pollution;
- where we will most effectively tackle many health inequalities through prevention, early intervention, and community development, including at neighbourhood level;
- where diverse engagement networks generate rich insight into local people's views;
- where we can build detailed understandings of need and assets on a very local basis and respond with appropriate support; and
- where the NHS and local authorities as a partnership are held democratically accountable, through health and wellbeing boards and overview and scrutiny committees.

Aligned to this, our collaboratives play a critical role in bringing together NHS provider trusts, primary care networks, and VCSE organisations across the whole of north east London to make use of their combined resources and expertise. We have collaboratives for acute care; mental health, learning disabilities, and autism; community services; primary care; and the VCSE sector. Across these five collaboratives, partners are focused on:

- reducing unwarranted variation and inequality in health outcomes, access to services and experience;
- improving resilience by, for example, providing mutual aid;
- ensuring that specialisation and consolidation occur where this will provide better outcomes and value;

- spreading innovation and best practice; and
- ensuring a strong voice for users of their services and other provision in ICS decision-making.

#### Principles for working together as place, collaborative, and system

- Our approach is built on a shared understanding of subsidiarity: that decisions are best taken closest to those most affected by them. There is freedom to lead, innovate, experiment, and deliver through place partnerships, without non-value-adding interventions from NEL-wide structures.
- Subsidiarity will be enabled by financial and functional delegation to place sub-committees and to provider collaboratives where required.
- Aligned to this is a shared belief that the place partnerships created in our new arrangements are equal partnerships, with organisations, including collaboratives, coming to the table as equal partners to improve outcomes for local people.
- Our model of working together sees place partnerships holding responsibility for the health and wellbeing of their local population across all age groups, for key local outcomes, for improving care and support, and for reducing health inequalities, calling on collaboratives and NHS North East London to support.
- Our ambition is for system to support the journey towards greater integration strategically and operationally, building on best practice in places and recognising this might look different in each place.
- We are committed to working from existing arrangements in each place to develop the capacity and infrastructure that best supports place partnerships to respond to the specific and varied health and wellbeing needs of their local populations.
- NHS North East London will play a role in facilitating partners across the patch to enable effective place working, including problem-solving with and on behalf of place partnerships, advocating for the centrality of place, and organising teams and processes in ways that recognise the relevance of place.
- NHS North East London supports the approach that places shape the system and the system shapes places, and will address behaviours that promote the idea of it as an organisation standing apart from places rather than built from them, such as how its teams communicate and how north east London-wide work is described.
- Place partnerships and provider collaboratives are equal and co-dependent partners in the improvement of health, wellbeing, and equity. They will frequently rely on each other to achieve their objectives. For example, provider collaboratives will often depend on place partnerships for the insight required to ensure that north east London-wide programmes of work meet the varied needs of communities across north east London. Equally, place partnerships will rely on provider collaboratives to leverage the capacity and expertise that enables local people to be cared for in the quickest and safest way possible. The links between place partnerships and provider collaboratives will come from the overlap of leaders, focused engagement on particular areas work, and formally through the population health and integration committee of the Integrated Care Board.
- Place partnerships will recognise their role within, and contribution to, the wider system in line with the principle of subsidiarity. This means that, whilst places work principally to respond to the needs and aspirations of their local people and communities, they will also work in alignment with co-created wider approaches and, along with provider collaboratives, to deliver local elements of wider programmes. Whilst some such approaches and programmes may span north east London, some may cover identified geographies within this or dedicated communities for example.

Delivering care and support that improve health, wellbeing, and equity

Our shared work to improve health, wellbeing, and equity combines outcomes and priorities identified by each place partnership with north east London-wide programmes in which places play a critical strategic and delivery role alongside collaboratives and NHS North East London.

We are already identifying clear and quantifiable outcomes goals – co-produced with local people – so that we can be clear about the impact we are making. Where these already exist, they will be at the front and centre of the outcomes model.

Area	Place partnership accountabilities
<p><b>Overall ambition</b></p>	<p>Place partnerships will be responsible for the health and wellbeing of their local populations. In order to support this, a key role of place partnerships will be to convene a range of partners and enable their contribution to the delivery of integrated local care, based on smaller neighbourhoods and reflecting the system and community assets held locally.</p> <p>Each place will facilitate and co-ordinate the work necessary across collaboratives and geographies to ensure that all local people can access same-day urgent care when they need it and deliver continuity of care for agreed cohorts of local people in line with the Fuller Stocktake and any associated policy or legislative developments.</p> <p>Through prevention and earlier intervention, across the age range, focused on the wider determinants of health and wellbeing, place partnerships will help to reduce the proportion of the population needing the most acute health and social care, including hospital stays and residential and nursing care, creating health and wellbeing for a wider range of local people for longer. Partners will also work together in integrated ways to minimise pressure on the social care front door, including by promoting earlier intervention and the use of community assets that support local people to avoid reaching crisis.</p> <p>In the context of a rapidly growing population, this approach is key to moderating the growth in demand for both NHS health provision and local authority social care, which is critical to our system’s long-term sustainability.</p>
<p><b>Leadership and infrastructure</b></p>	<p>Places hold a number of key strategic functions for the integrated care system, including:</p> <ul style="list-style-type: none"> <li>• relationships with local authorities, local providers, community groups, and local people;</li> <li>• participation and co-production with local people;</li> <li>• the insight to understand and tackle local population health and inequalities;</li> <li>• supporting system financial sustainability; and</li> <li>• building integrated models of insight, planning, and delivery.</li> </ul> <p>In order to fulfil these functions, places will need the resources identified in the proposal for core place teams, as well as support from north east London-wide teams who will provide embedded teams or individuals working at place. Places will be supported by an effective financial strategy and the requisite delegations for decision making.</p> <p>We envisage the leadership role at place as a system leadership role that builds on the strengths and assets of local communities and of our system, actively convening conversations, facilitating different perspectives, hosting partners to share best practice and building collaborative approaches. We will need to remind ourselves constantly of our system gaze, scanning a range of</p>



	elements to build the strengths-based system we need.
<b>Neighbourhood working</b>	<p>The place partnership will facilitate strong connections within each neighbourhood, building integrated teams encompassing NHS and social care services, the wider local government offer, and community-led care and support. Along with a central role for primary care, including the primary care collaborative, this joined-up locality working will strengthen the integration of health and care and directly drive better local outcomes.</p> <p>➤ <i>How NHS North East London will help</i></p> <p>Where a lack of geographical coherence of primary care networks poses a challenge to neighbourhood working in a place, NHS North East London will work with the primary care collaborative and places to support and drive the alignment of footprints to maximise the impact of neighbourhood working.</p>
<b>Partnership working</b>	<p>The place partnership will promote and enable the widest possible view of partnership working. This means working beyond statutory health and care organisations and ensuring that representatives from (for example) the voluntary sector, housing, and police are actively involved in the work of the partnership. This wide view of partnership includes a default to meaningful engagement of, and co-production with, local people.</p> <p>The place partnership lead and NHS North East London will together support the development of the partnership as a high-functioning executive team. This includes the encouragement of peer collaboration and constructive debate between partners, along with transparency and candour about organisational challenges. The Place Partnership Lead, the Director of Partnerships, Impact and Delivery, the Clinical Lead, and the collaboratives' leads in each place will together manage the business of the partnership as well as leading co-production, innovation, and the sharing of best practice.</p> <p>On safeguarding specifically, there is an important opportunity to join up existing statutory forums with the work of the broader partnership. Statutory arrangements are not affected by the development of the place partnership or the sub-committee of NHS North East London. However, the place partnership can play a vital role in facilitating the contribution of safeguarding leads' expertise into the broader agenda of the place partnership, including care model and pathway design. Equally, the place partnership can help to facilitate all partners' contribution towards additional preventative work across the safeguarding agenda.</p> <p>➤ <i>How NHS North East London will help</i></p> <p>NHS North East London will connect place partnerships with each other, including robust mechanisms to share learning and leading practice across place partnership leads, clinical and care professional leaders, and staff from all levels in partner organisations. NHS North East London will also provide elements of development support across the seven places, by agreement with the place partnership leads.</p>
<b>Mental health and wellbeing</b>	<p>The place partnership, working closely with provider collaboratives at place, will develop and, through its partners, deliver integrated services that enable local people, from children and young people to older people, with mental ill-health to live well in the community. This will focus on agreed priority cohorts and prioritise prevention and more equitable access to services.</p> <p>The place partnership lead will ensure a strong focus on the wider mental wellness agenda, including access to support for children and young people, access to employment and access to community-based care and support</p>

	networks, rather than our collective historic default to focus on the acute end of mental health services.
<b>Babies, children, and young people</b>	<p>Place partnerships, working closely with provider collaboratives at place, will make sure that north east London's places are the best places for babies, children and young people to develop and grow.</p> <p>Place partnerships will take an all-age approach, with parity between the needs of babies, children, young people, and adults, as the basis for sustainable long-term improvements to population health and wellbeing.</p> <p>The place partnership lead will drive creation of a coherent approach to early years, adolescents, and young people up to the age of 24, bringing in partners from across the NHS, local government (families, education, housing), and community organisations, working with parents and families and building holistic support for all babies, children and young people.</p>
<b>Workforce</b>	<p>The place partnerships will lead local design of more integrated workforce models, based around neighbourhoods and focused on community delivery by a broad range of clinical and care professionals alongside VCSE. Place partnerships will also enable local employment by forging effective links with local education and training institutions.</p> <p>The place partnership lead will sponsor this work whilst participating in, and facilitating broader place contributions to, NEL-wide work on broader systemic issues relating to recruitment, retention, design of new roles, and skills development across north east London.</p>
<b>Long-term conditions</b>	<p>Place partnerships have a significant role in ensuring a strong focus on prevention and early intervention, convening work across collaboratives, places and system and facilitating the creation of health-promoting communities and neighbourhoods. Partnerships will support the co-ordination of end-to-end pathway responses for local people at risk of and experiencing long-term conditions, working at different geographies and across different age cohorts to facilitate the best outcomes for local people and communities.</p> <p>Please see the annex for further detail.</p>
<b>Community-based care</b>	<p>Place has a significant role in co-ordinating care in the community, ensuring a strong focus on prevention and early intervention, working across collaboratives, places and system and creating health-promoting communities and neighbourhoods for all.</p> <p>Much of the focus will be on a multi-agency approach to Ageing Well, ensuring that north east London is a good place to age, for example with dementia-friendly policies which could be met by the all-age approach supported by place partnerships.</p> <p>Place partnerships will seek to ensure local people can be supported at the end of their lives, dying with dignity in the place of their choice. This could include ensuring good information, advice, and guidance, palliative care at home, effective community support, and residential options are all available, reflecting the cultural and specific needs of our diverse populations. Place partnerships will ensure informal carers are well supported through the experience of end-of-life care for their loved ones.</p> <p>Please see the annex for further detail.</p>
<b>Learning disability and autism</b>	<p>Recognising the leadership role for local authorities in valuing people with learning disabilities and autism to lead fulfilling lives, place partnerships will bring together partners at a place level, including to improve the levels of</p>

	<p>employment, independent living, and quality of life for people with a learning disability. Place partnerships will enable good system working and ensure the needs of people with learning disabilities and autism are considered across all pathways.</p> <p>Place partnerships will work with all partners to seek to ensure people with learning disability and autism do not experience inequality of outcomes across any health or wellbeing domain, as reflected here and in performance and quality metrics.</p> <p>Place partnerships working across partners will be accountable for improving the rates of Learning Disability Health Checks carried out annually, and how the outcomes of these checks are followed through. Place partnerships will work with the Mental Health, Learning Disability and Autism Collaborative to ensure that Transforming Care responses are timely and support the principles of independent, community-based living for this cohort.</p>
<b>Carers</b>	<p>Place will play an active role in facilitating and joining up work across partners to ensure that carers are valued, supported to care, and able to enjoy fulfilling lives beyond their caring responsibilities. This will include developing a joint carers' strategy and action plan, as well as delivering on the NHSE metrics and deliver against specific targets on carer assessments, commissioning carer support agencies, etc.</p> <p>Place partnerships will work with local authority leads to ensure carers' strategies reflect wider system working and build awareness of the need for identification and support to carers to be system-wide. Place partnerships will deliver strengthened carers' offers that reflect the needs of their local communities and build best practice.</p>
<b>Homelessness</b>	<p>Recognising the leadership role of local authorities, place partnerships will be responsible for improving the health and wellbeing of those sleeping rough or facing homelessness by:</p> <ul style="list-style-type: none"> <li>• ensuring GP registration and primary care support to this cohort;</li> <li>• improving access to secondary and tertiary care as appropriate;</li> <li>• recognising the needs of the homeless population for all levels of support, care, and treatment across mental and physical health; and</li> <li>• co-ordinating local support to the street homeless population and participating in work led by local authorities work to improve their health and wellbeing outcomes.</li> </ul>
<b>Asylum seekers and refugees</b>	<p>Recognising the leadership role of local authorities, place partnerships will be responsible for improving the health and wellbeing of asylum seekers and refugees, including those accommodated in Home Office hotels, by:</p> <ul style="list-style-type: none"> <li>• ensuring GP registration and primary care support to this cohort;</li> <li>• improving access to secondary and tertiary care as appropriate;</li> <li>• recognising the needs of the asylum seekers for all levels of support, care, and treatment across mental and physical health; and</li> <li>• co-ordinating local health and wellbeing support to the asylum seeker and refugee population and participating in work led by local authorities to improve their health and wellbeing outcomes.</li> </ul>
<b>Person-centred care</b>	<p>Place partnerships will be held accountable for enabling person-centred care in their local area. This will include bringing together a range of initiatives that support local people and communities to be at the centre of decisions that</p>

	are made around their care, reflecting the principle of ‘Nothing about us, without us’. Ways of testing effectiveness in this area could include rates of satisfaction and levels of personal health budgets and direct payments in a specified area and for specific communities.
<b>Health creation and primary prevention</b>	Place partnerships will lead for ensuring that the wider determinants of health are effectively understood and influence approaches to all areas of accountability. Place partnerships will lead on the involvement of the whole local authority and wider partners to build an effective model for addressing wider determinants and their impacts on health and wellbeing. Place partnerships will be held accountable for supporting models to reduce health inequalities and improve health and wellbeing through a series of performance and quality metrics, attached.
<b>Immunisations</b>	Place partnerships are key in enabling uptake of immunisations across all communities in a local area. They will be accountable for the vaccination and immunisation rates of their local population, across children and adults and for routine and reactive vaccination programmes. Places will be required to ensure capacity for all vaccination and immunisations activity and to support take up with a focus on inequalities and ensuring equitable take up across all communities.
<b>Local system flow</b>	As the principal forum for local health, care and wellbeing partners, place partnerships have a critical role in addressing more immediate operational pressures whose resolution require input from multiple organisations. The place partnership lead will ensure that place-based mechanisms exist to convene relevant partners as required to maintain consistent and adequate system flow, as well as to respond to periodic additional pressures. This will be with the support of the relevant commissioning and transformation teams from within NHS North East London and will ensure the pressures on all parts of the system are paid equivalent attention.

#### Accountability for improving performance and quality at place

Many of the performance and quality metrics – and related outcomes for local people – that NHS North East London is required to deliver can be achieved only through effective collaboration in place partnerships. Each partnership is working on a performance and quality metrics framework that will set out in greater detail the metrics for which place partnerships are responsible and will be held accountable, whether the lead is with the NHS, the local authority, or other partners.

These metrics are a combination of performance and quality metrics contained in NHS North East London’s operating plan, which is agreed each year with NHS England; the Better Care Fund Plans approved by Health and Wellbeing Boards in each local authority area; and in place partnership delivery plans, based on locally-identified priorities. The partnership will monitor performance and quality, identify trends and clusters of concern, agree and implement corrective action where necessary, and sense check data quality, with the support from the relevant local and north east London-wide commissioning and transformation teams from NHS North East London.

Target set by NHSE// London or national or regional policy or guidance ambitions driving locally developed targets	Requirement set by national guidance for both health and care
<b>22/23 Operational Planning Metrics</b> <ul style="list-style-type: none"> <li>Hospital Discharge Pathway activity</li> <li>Community Waiting List</li> <li>2 Hour Crisis Response</li> <li>Virtual Ward</li> <li>NHS 111 referrals into SDEC</li> <li>LD Healthchecks</li> <li>LD Inpatients</li> <li>Personal Health Budgets</li> <li>Social Prescribing</li> <li>Personalised Care and Support Plans</li> <li>GP appointments</li> <li>Extended access</li> <li>18 weeks access for Children's Wheelchair</li> </ul>	<b>Better Care Fund</b> <ul style="list-style-type: none"> <li>Percentage of inpatients who have been in hospital for longer than 14 days</li> <li>Percentage of inpatients who have been in hospital for longer than 21 days</li> <li>Percentage of hospital inpatients who have been discharged to usual place of residence</li> <li>Unplanned hospitalisation for chronic ambulatory care sensitive conditions</li> </ul>

### How NHS North East London will help

NHS North East London will direct its people to work with place partnerships to develop their approaches in each of the areas described above, specific to the local context. This includes offering the tools, capacity, and skills required. It will build up north east London-wide approaches from work done at place. These north east London-wide approaches will aim to remove systematic barriers which obstruct effective place-level work. It will also work with places to direct additional available financial resources to support work in these areas.

In this role, NHS North East London will also work across the system to enable the contributions of partners including NHS Trusts, the provider collaboratives and local authorities to each place partnership to enhance their understanding and delivery.

Additional commitments from NHS North East London:

Theme	Commitment
<b>Localism and subsidiarity</b>	<ul style="list-style-type: none"> <li>NHS North East London will operate, and shape the wider north east London health and care partnership, around a <i>default to place</i> – the assumption that places (and neighbourhoods within them) are the optimum organising footprint for our work unless there is a clear reason for operating at a larger scale</li> <li>NHS North East London will provide its leaders at place with sufficient autonomy and flexibility to work in the ways required to deliver for their places, as well as encouraging and enabling this way of working in provider trusts</li> <li>NHS North East London will ensure the ICB Board effectively delegates to Place Sub-Committees the functions and financial influence required to deliver its accountabilities – with an objective of this coming into place from 1 April 2023, with the requisite place-level engagement on new sub-committee terms of reference approvals happening in advance of this</li> </ul>
<b>Capacity to deliver</b>	<ul style="list-style-type: none"> <li>NHS North East London will lead all partners across the health and care partnership to devise an integrated workforce strategy that sets out how the workforce needed in each place will be delivered</li> <li>NHS North East London will organise its own workforce so that it</li> </ul>



	<p>supports the work of each place partnership, including through a core team based permanently in each place and an extended team at place drawn from colleagues working in NEL-wide structures</p> <ul style="list-style-type: none"> <li>• NHS North East London colleagues who are part of the extended team will spend time in the places to which they are aligned, building local knowledge and relationships</li> <li>• NHS North East London will encourage other partners who work across multiple places to align their structures and teams to place partnerships, where this supports delivery of place partnerships' objectives</li> <li>• NHS North East London will fund the substantial portion of clinical and care professional leadership roles operating at place</li> </ul>
<b>Money</b>	<ul style="list-style-type: none"> <li>• NHS North East London will lead the codesign of a system-wide financial strategy, including place partnerships, which will move investment into community health services and support the transformation required for place partnerships to deliver their objectives</li> <li>• This will include NHS NEL working with partners to agree the specific budgets for which place sub-committees hold responsibility, along with and the associated requirements (such as reporting and treatment of over/under-spends). NHS NEL's objective is that, subject to system agreement, place sub-committees take on these responsibilities during the 2023/24 financial year (potentially at different points in the year for different places), with all places responsible for delegated budgets ready for the 2024/25 planning round</li> <li>• An underpinning principle of the financial strategy will be that allocations are made to trusts and place sub-committees on the assumption of active and meaningful engagement with partners in how they are invested, through the place sub-committees and the broader place partnerships as well as through the provider collaboratives</li> <li>• NHS North East London will support the development of a strategic overview of all funding enabling health and wellbeing in each place – including money spent by the NHS, local government, the direct schools grant and other education spending, and other public services – to create the insight required for each place partnership to exert influence across a greater spread of relevant investment</li> <li>• NHS North East London's financial strategy will drive a levelling up agenda so that the money spent on health services in each place is increasingly in line with relative need and reflects the pressures of population growth</li> </ul>
<b>Data and insight</b>	<ul style="list-style-type: none"> <li>• NHS North East London will provide place partnerships with the shared data and insight collectively agreed to be required to improve local outcomes, focused on outcome measures, service performance, and the information needed to plan and evaluate local transformation work</li> <li>• This will be in the form of a defined data set agreed between NHS NEL and the place partnerships</li> <li>• As part of the financial development programme, NHS NEL will lead the co-design of a suite of reports and tools that support</li> </ul>

	<p>discussions between place partners within places about the best allocation of capacity. These will include benchmarking of finance and performance and operational data and support transparency within and between places.</p> <ul style="list-style-type: none"> <li>• NHS North East London will provide capacity for bespoke local analysis commissioned and directed by place partnerships</li> <li>• NHS North East London will also lead on working across partners to resolve issues that inhibit effective provision and sharing of data, including information governance, conflicting data sets, and unclear points of contact</li> </ul>
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## Annex

We recognise that there are some specific areas where place partnerships and collaboratives working together will need to determine by pathway how we best enable population health and wellbeing.

Examples of areas where we may work to define roles in more detail include:

- **Long Term Conditions**

- In addition to the roles and functions outlined above, places could be required to:
  - understand local needs, have insight into local communities and plan for future needs;
  - deliver engagement and outreach into our diverse communities to build awareness and community support;
  - innovate to deliver primary and secondary prevention;
  - identify and manage long-term conditions;
  - develop integrated teams that support people with rising and complex needs, which will encompass a lot of long-term conditions management (Fuller);
  - empower patients to manage their own health as far as possible;
  - support people to live independently and well at home, avoiding admission to hospital or long-term care;
  - develop out of hospital services that support people with long-term conditions;
  - implement a consistent community-based rehabilitation offer; and
  - share best practice, identifying opportunities to work on a cross-borough basis and making pathways into secondary care as simple as possible.

- **Ageing Well**

- In addition to the roles and functions outlined above, places could be required to:
  - understand local needs, have insight into local communities and plan for future needs;
  - deliver engagement and outreach into our diverse communities to build awareness and community support;
  - innovate to deliver primary and secondary prevention for older local people and those in need of community-based care;
  - develop integrated teams that support people in need of community-based care, aligning with implementation of the Fuller Stocktake;
  - empower patients to manage their own health as far as possible;

- support people to live independently and well at home, avoiding admission to hospital or long-term care;
- develop out-of-hospital services that support and are accessible to local people;
- implement a consistent community-based rehabilitation offer; and
- share best practice, identifying opportunities to work on a cross-borough basis and making pathways into secondary care as simple as possible.



<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Dated:</b> 17/04/2024
<b>Subject:</b> Housing Complaints Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	2, 4, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay, Executive Director of Community and Children’s Services	<b>For Decision</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management, Department of Community and Children’s Services	

## Summary

This report addresses two actions contained in the Housing Management and Almshouses Sub-Committee action tracker, relating to housing complaints and the potential use of arbitration as a means of resolving complaints.

The Housing Ombudsman’s expectation of social landlords in complaints handling has changed, with a new Complaint Handling Code, which is now statutory following the passing of the Social Housing (Regulation) Act 2023. This Code requires landlords to identify a senior lead person and a Member responsible for complaints, and two recommendations are made about the proper people to hold these positions.

This report also outlines recent complaints and compensation figures and provides an update on how officers intend to incorporate complaints learning into current processes through a Complaints Learning Panel.

The current policies on complaints and compensation are under review and will be submitted to this Sub-Committee for approval, once they have been amended to ensure compliance with the changed Complaint Handling Code.

## Recommendations

Members are asked to:

- Note the report
- Comment on the suitability of arbitration as a potential dispute resolution measure for housing complaints at the City Corporation

- Endorse the suggestion that the Assistant Director for Housing Management acts as the 'senior lead person' for housing complaints in accordance with the Housing Ombudsman's Complaint Handling Code
- Endorse the suggestion that the Chairman of this Sub-Committee acts as the Member Responsible for Complaints (MRC) under the same Code
- Agree the reporting cycle for complaints matters proposed in section 11

## **Main Report**

### **Background**

1. This report is intended to update Members on our management of housing complaints and outline regulatory changes relating to the handling of complaints by social landlords.
2. Our current policies on Complaints and Compensation are under review and are attached to this report. Members may wish to comment on any matters they would like officers to consider as part of the review of these policies.
3. At the April 2023 meeting of this Sub-Committee, Members suggested that officers should examine the possibility of using arbitration as a means of resolving complaints. The example of Southwark Council's housing arbitration service was suggested, and officers have been in contact with counterparts at that authority regarding their process. Further information is provided below.

### **Housing Ombudsman - Complaints Handling Code**

4. The City Corporation is a compulsory member of the Housing Ombudsman Scheme. The Ombudsman provides a free, independent, and impartial service which investigates complaints from tenants and leaseholders of social landlords, in accordance with the rules set out in the Housing Ombudsman Scheme.
5. The Ombudsman has a Complaint Handling Code, which sets out the Ombudsman's expectations of landlords and how they manage complaints. Some key areas of the Code are:
  - a universal definition of a complaint
  - providing easy access to the complaints procedure and ensuring residents are aware of it, including their right to access the Housing Ombudsman Service
  - the requirement to have two complaints stages, and clear times set out for responses
  - ensuring fairness in complaint handling with a resident-focused process
  - taking action to put things right and appropriate remedies
  - creating a positive complaint handling culture through continuous learning and improvement
  - completing an annual self-assessment against the Code

6. With effect from 1 April 2024, the Code became statutory in accordance with the Social Housing (Regulation) Act 2023. Landlords with more than 1,000 homes are now required to return an annual self-assessment of their compliance with the Code, at the same time as they submit their Tenant Satisfaction Measures (TSMs) return to the Regulator for Social Housing.
7. The deadline for the next TSMs return and submission of the self-assessment is 30 June 2024. Officers are due to complete the latest self-assessment in April 2024. This will be published on our website so that residents can see how we are performing against the requirements of the Code.
8. A service improvement plan will be developed to address any areas of non-compliance with the Code, which will be submitted to this Sub-Committee and published on our website.

### **‘Senior Lead Person’ and ‘Member Responsible for Complaints’**

9. The Complaint Handling Code requires:

- A ‘senior lead person’ to be appointed as being responsible for complaints handling, who must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision
- A member of our governing body to be appointed to have lead responsibility for complaints, to support a positive complaints culture (referred to as the Member Responsible for Complaints or ‘MRC’). The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord’s complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings

10. It is suggested that:

- the Assistant Director for Housing Management acts as the named senior lead officer for this purpose
- the Chairman of the Housing Management and Almshouses Sub-Committee should hold the responsibilities of the Member Responsible for Complaints

11. The Code states that the MRC must receive:

- regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance
- regular reviews of issues and trends arising from complaint handling
- regular updates on the outcomes of the Ombudsman’s investigations and progress made in complying with orders related to severe maladministration findings
- an annual complaints performance and service improvement report

12. To meet the requirements of the Code in relation to the MRC's responsibilities, it is proposed that officers submit a quarterly report to this Sub-Committee, outlining performance and key information on complaints.
13. Subject to Members' comments, the first such report can be submitted to this Sub-Committee's next meeting on 8 July 2024, to cover the full 2023/4 financial year, and including the self-assessment against the Code. Subsequent reports can then be provided, covering each quarter, and providing the information outlined in paragraph 8 above.

### **Complaints Learning Panel**

14. Officers have set up a Complaints Learning Panel, which will be held quarterly to review the outcomes of complaints from residents. The purpose of the Complaints Learning Panel is to identify themes, trends and potential service improvements (including amendments to policies and procedures) arising out from resident complaints. Any identified actions will be tracked by the responsible officers. The Panel will be chaired by the Assistant Director or their delegate, as the senior lead person for complaints purposes.
15. The activity of the Panel will be used to create reports to this Sub-Committee and support the role of the MRC, as well as informing communications with residents on service improvements identified.

### **Complaints Figures, 2021 – 2024**

16. **Appendix One** shows the total Stage One complaints received over the past three financial years.
17. There has been a marked increase in total complaints, particularly for repairs related matters (which includes Major Works complaints). In 2023/4, there was an increase in repairs complaints of 84% based on the previous year. The increase for housing management complaints was 55% for the same period.
18. A change in the Housing Complaints Policy came into force in September 2021, bringing the process in line with the Housing Ombudsman Complaint Handling Code. Changes to the policy removed the third investigation stage, with stage two being the final stage for internal investigation. Stage Three investigations were honoured for those complaints currently under investigation at the time of the policy change.
19. In line with the Complaint Handling Code, we promoted resident awareness of how to make a complaint by promoting the service and policy changes, including updating the webpage, ways to make a complaint, attending estate drop-ins and placing articles in the @Home residents' magazine.
20. We increased complaints awareness among staff at this time, ensuring that officers are clear on what defines a complaint, and their responsibility in ensuring that complaints are forwarded appropriately and that residents are signposted to the service.

21. Increased awareness of the complaints process might explain some of the increase, however the standard of service provided in some areas, for example in responsive repairs, will likely account for a sizeable part of the noted increase. Members are aware of the challenges faced by the Repairs service at present, and the actions being taken by officers to address under-performance.
22. An analysis of trends and themes arising from these complaints is being compiled for discussion at the Complaints Learning Panel, to try to isolate the drivers for the increase in complaints over the past three years, and enable remedial action to be planned. Officers will present this further analysis to Members in July 2024.

### **Compensation and Housing Complaints**

23. The aim of complaints resolution is to put matters right as far as is reasonably practicable. Sometimes, the appropriate solution is an amount of financial compensation, for instance where there has been a quantifiable loss to a complainant (e.g. damage to their property).
24. In some cases, it is appropriate to offer an amount in recognition of distress or inconvenience caused to a complainant. Our current Compensation Policy gives some examples of the sums that might be offered in these circumstances:
  - £25 for a missed appointment
  - Goodwill gesture up to £50 for distress and inconvenience
25. Officers have discretion under this policy to make an award of financial compensation appropriate to the circumstances. If a service failure results in serious inconvenience or distress to a complainant, a decision will be made on an appropriate amount of compensation with reference to previous complaints and typical amounts awarded by the Housing Ombudsman.
26. As outlined below, the Compensation Policy is being reviewed and it is intended that more detail will be provided about financial compensation and the typical amounts that might be offered in given circumstances.
27. The table below shows the total compensation paid to complainants over the past three years.

<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
£750.00	£7,351.00	£9,221.61

28. The figures above include some substantial amounts of compensation which were payable by contractors, however they are included in the figures as they were offered in response to complaints investigated through our complaints procedure.
29. There are several possible reasons for the increase in compensation besides the increase in complaints which are upheld:

- the compensation policy had not always been referred to correctly by complaints investigators, to determine if the level of service failure warranted an award, however this has been addressed
- investigating officers for repairs and maintenance complaints had been relying on complainants requesting compensation, rather than referring to the policy to determine if the service failures identified warranted compensation

30. The changing requirements of the Complaint Handling Code and improved awareness among officers has meant that complaints investigators are now clearer on the expectations regarding awards for service failures which have caused distress and inconvenience to residents.

### **Policy Reviews**

31. Officers are currently reviewing both the Housing Complaints Policy (Appendix Two) and the Compensation Policy (Appendix Three), to ensure that they are compliant with the expectations of the Housing Ombudsman and the Complaint Handling Code.

32. The Housing Complaints Policy was last reviewed in 2021 and best practice in this area has developed in the meantime, however it is not anticipated that the policy will change significantly. Some improvements and clarifications have been identified, to better meet the requirements of the Complaints Handling Code.

33. The Compensation Policy was last approved in 2020. Officers have identified that the current policy requires improvement in some respects, to give more detail about typical circumstances in which compensation will be offered, and, where financial remedies are appropriate, list standard amounts that will normally be offered as compensation.

34. Officers intend to submit the revised policies to the 8 July 2024 meeting of this Sub-Committee.

### **Arbitration as a Complaints Resolution Method**

35. At the meeting of HMASC on 17 April 2023, an action was added to the Action Tracker regarding the potential for an 'Arbitration Panel' for resolving complaints from tenants and leaseholders.

36. The model used by the London Borough of Southwark was suggested as an example of the kind of solution that could be considered. Officers have spoken to a counterpart at Southwark Council about the Southwark Arbitration Service, which is used to resolve disputes between that authority and its tenants or leaseholders. It is believed that Southwark's service is the only one of its type operated by a local authority in London.

37. Southwark's Arbitration Service operates two 'tribunals'; one for tenants and one for leasehold disputes. The average caseload pre-COVID was around 45 cases

per year, however this has since fallen. It should be noted that Southwark has a housing stock of approximately 38,000.

38. Each tribunal has a set of rules, which outline the sort of disputes which can be entertained, the composition of the panels and the rules for findings and remedies. The legal basis for the service is the Arbitration Act 1996 and the provisions of the Tenancy Agreement or lease. The Tenancy Agreement lists the sort of disputes which can be referred for arbitration.

39. In outline, Southwark's Arbitration Service works as follows:

- The two tribunal panels are made up of an independent chair (often a housing professional), a Member (not from the Ward in which the dispute arose) and a resident (usually nominated by a Tenants' Association, again not from the area in which the dispute arose)
- A barrister acts as Clerk to the panel to ensure the rules are followed and to record the proceedings and decisions
- The complainant can apply to have their complaint considered by the panel once they have been through the formal housing complaints process (i.e. stages one and two)
- Taking the arbitration route is done by mutual agreement and the parties consent to being bound by the findings of the panel
- The tribunal may award compensation, require specific performance of works up to £50,000, or make a declaration as to the rights of the parties

40. Although the formal complaints process must be exhausted before arbitration may be applied for, it is not strictly a 'third' stage to the housing complaints process, as it is not compulsory; the complainant still has the choice to go to the Housing Ombudsman instead of using arbitration if they wish.

41. The status of arbitration as a quasi-legal method of dispute resolution means that arbitrated complaints will not normally be entertained by the Housing Ombudsman if the complainant subsequently approaches them, as their jurisdiction precludes becoming involved in legal and quasi-legal processes.

42. The types of complaints from tenants that Southwark Arbitration can deal with are contained in the Council's Tenancy Agreement (Conditions of Tenancy) booklet, and include:

- disrepair
- missed appointments
- lack of heating and hot water
- standard of repair

43. The types of complaints from leaseholders that the panel can deal with are:

- alleged unreasonable action regarding the Right to Buy sales process
- alleged breaches of covenant, excluding those which fall under the jurisdiction of the First-Tier Tribunal (Property Chamber).

44. While arbitration is not a 'third stage' of the complaints process, we would still need to clarify how an arbitration process would interact with the revised Complaints Handling Code expectations. The new Code requires that:

*Where a landlord's complaint response is handled by a third party (e.g. a contractor or **independent adjudicator**) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.*

45. The justification for providing arbitration is presumably that it is a voluntary option open to the complainant; they may instead elect to pursue their complaint to the Ombudsman if they wish.

46. Were we to consider this further, the following implications would need to be addressed:

- Tenancies and leases would need to be reviewed to ensure that they provided for arbitration. There is reference to arbitration as a dispute resolution option in current leases, however the scope of this would need to be determined. Current tenancies make no reference to alternative methods of dispute resolution
- The potential cost of maintaining the system would need to be determined (this would largely consist of legal fees and officer time)
- The responsibility for administering any arbitration service would need to be decided (i.e. which Department it would sit in, to ensure independence and confidence in the process)
- The compliance of any process with the Housing Ombudsman's expectations would need to be clarified

47. Members are asked to comment on this process and indicate whether they would like officers to consider it further.

## **Corporate & Strategic Implications**

### **Strategic implications**

A clear, transparent and fair complaints process will support the achievement of the outcomes in our proposed Housing Strategy, which is designed to support the delivery of quality resident-focused services.

Financial implications – none.

Resource implications – none.

Legal implications – none.



Risk implications – none.

Equalities implications – none.

Climate implications – none.

Security implications – none.

## **Conclusion**

48. This report addresses two actions contained in the Housing Management and Almshouses Sub-Committee action tracker, relating to housing complaints and the potential use of arbitration as a means of resolving complaints.

49. The Housing Ombudsman's Complaint Handling Code, which is now statutory, outlines expectations of social landlords in complaints handling. Officers are currently reviewing the existing Complaints and Compensation Policies to ensure that our practice in this area accords with these requirements.

50. Housing complaints have increased significantly in 2023/4 and officers will analyse trends and themes in complaints to inform learning and service improvements, through a new Complaints Learning Panel. Members will be kept informed of developments in this area through Committee reports.

51. The model for housing dispute arbitration used by the London Borough of Southwark has been examined and Members are asked to comment on whether this might be suitable for our purposes. The implications of using arbitration, particularly how such a service would interact with the Complaint Handling Code, need further investigation.

## **Appendices**

- Appendix 1 – Complaints totals 2021 - 2024
- Appendix 2 – Complaints Policy
- Appendix 3 – Compensation Policy

**Liam Gillespie**

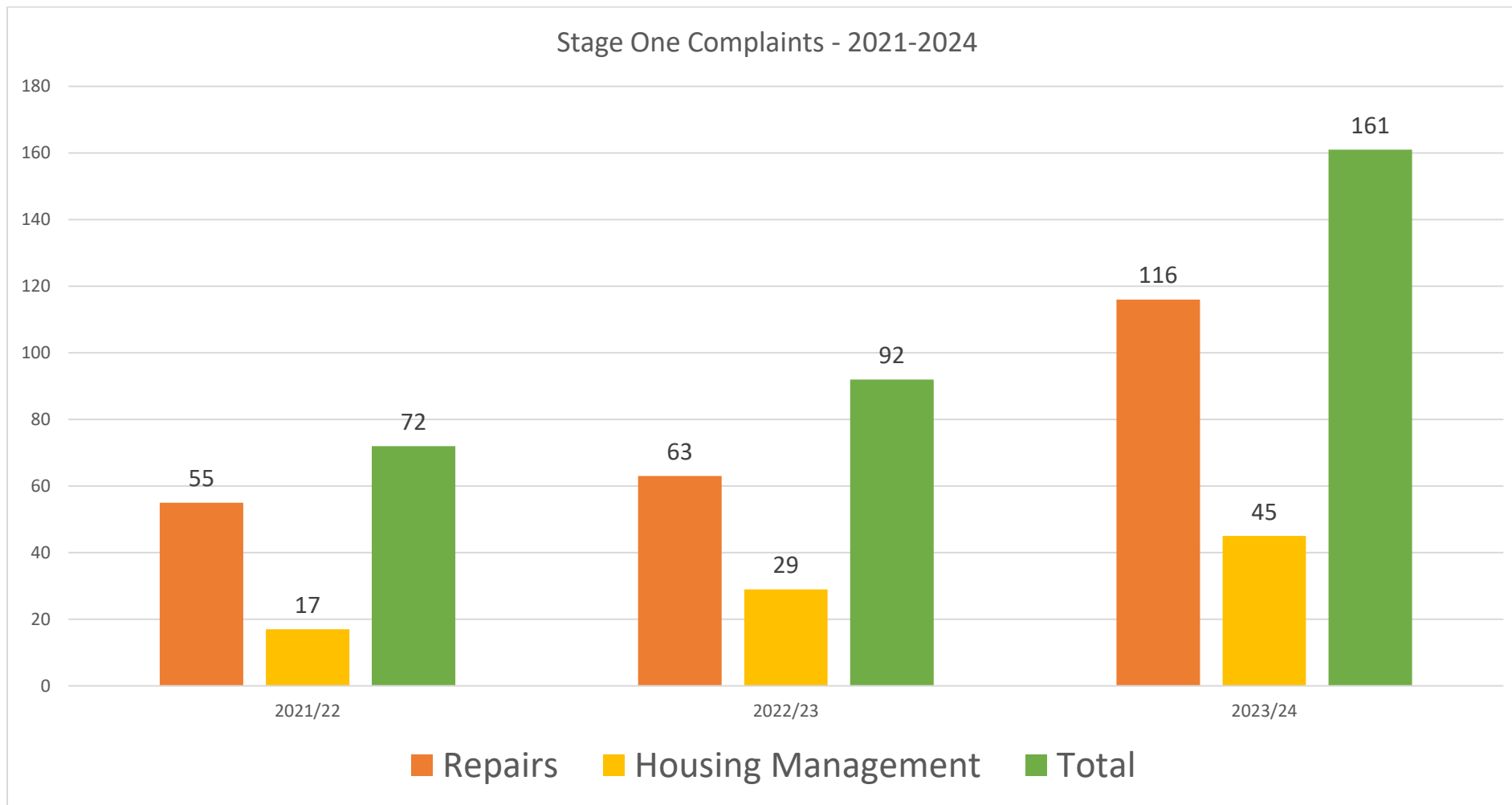
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**Total Complaints: 2021/22, 2022/23 & 2023/24**



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**City of London Corporation**  
**Department of Community & Children's Services**  
**Housing Service**

## **Housing Complaints Policy**

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<b>Approved by:</b>	<i>Housing Management &amp; Almshouses Sub-Committee</i>
<b>Original Approval Date:</b>	<i>May 2017 (v.1), May 2019 (v.2)</i>
<b>Review Date:</b>	<i>September 2021 (this version – v.3)</i>
<b>Re-Approval Date:</b>	<i>20/09/2021</i>
<b>Next Review Date:</b>	<i>September 2024</i>

## **1. Purpose and scope**

1.1 We have this policy because we want our residents and service users to know about our approach to complaints. We aim to provide good quality services but sometimes we get it wrong. When this happens, we want to make it as easy as possible for residents to tell us and know that we will respond positively, quickly and fairly.

1.2 This policy applies to:

- City of London tenants, leaseholders and freeholders who receive services from the Housing Service
- Those affected by the City of London Housing Service
- Those applying for services delivered by the City of London Housing Service

## **2. Policy aims and objectives**

2.1 Our priority is to put things right when they go wrong. To help us do this, we aim to deliver an excellent complaint handling service that puts the complainant at the heart of what we do and gives them the chance to express their point of view and the outcome they are seeking.

2.2 A key objective of this policy is to help us better understand the resident experience. We will use this insight as an opportunity to learn and continually improve our services.

## **3. Definitions**

3.1 We have adopted the following definition of a complaint from the Housing Ombudsman's Complaints Handling Code:

*A complaint is an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.*

3.2 Regardless of the definition that we adopt, if a resident tells us that they are not satisfied with a service we will take steps to resolve the issue as quickly as possible.

## **4. Exclusions**

4.1 We cannot always accept a complaint. Sometimes we will have valid reasons such as the following:

- **Age** – The issue giving rise to the complaint occurred more than 6 months ago, unless it is a recurring problem.
- **Legal action** – A complainant pursues the issue through a legal route. This will not stop us trying to resolve the issue.
- **Previous complaints** – A matter has already been considered and reviewed using the complaints service
- **Not within our control** – Complaints about services, people or bodies over which we have no control.
- **Insurance claims** - A claim for damages or personal injury which will be dealt with as an insurance claim.
- **Alternative appeals or review procedures** – Issues over which there is an alternative redress process.

If we cannot accept a complaint, we will explain the reasons to the complainant.

## 5. **Service standards**

- 5.1 When we provide a complaints service, residents can expect the following from us:

- To be provided with information about our complaints service in a variety of formats
- If we do not accept a complaint, we will explain the reasons why
- Use plain language and make clear the outcome of the complaint
- Acknowledge a complaint within 2 working days
- Provide a response at Stage 1 of our process within 10 working days
- Provide a response at Stage 2 of our process within 20 working days of the complaint being escalated.
- When we offer a remedy, we will set out what we intend to do and the timescales
- If we decide not to escalate a complaint, we will provide an explanation

## 6. **Legislation and regulation**

- 6.1 This policy will have regard to the following requirements of the Regulator of Social Housing:

Value for Money Standard – We will make the best use of our resources by learning from complaints and minimising mistakes.

Tenant Involvement and Empowerment Standard - We will adopt an approach to complaints that is clear, simple and accessible and ensure that complaints are resolved promptly, politely and fairly.

- 6.2 In July 2020 The Housing Ombudsman published a Complaints Handling Code. In addition, the November 2020 Social Housing White Paper proposed a new charter for social housing which includes an expectation that residents will have their complaints dealt with promptly and fairly. This policy will ensure we comply with the Code and that we are able to meet the expectations of the White Paper and subsequent legislation.

## **7. Our approach to complaints**

### **7.1 Access**

We will make the complaints service accessible to all residents using a range of channels through which residents can make a complaint, including our website and any official social media platforms. We will comply with our Equality Act duty and tailor our service to meet an individual's needs, making whatever adjustments are required.

We will accept complaints made by a resident's representative and fully engage with representative when we handle the complaint. We will also encourage and signpost residents to advice and advocacy services as appropriate.

We will ensure that all staff understand the difference between a service request and a complaint and are aware that complaints can be received verbally.

### **7.2 Awareness**

We will raise awareness of our complaints service. We will use our website, newsletters and leaflets to ensure residents know how to complain.

As part of the information that we make available to residents we will include contact information for the Ombudsman. We will explain the role of the Ombudsman and ensure residents are aware that they can contact the service at any point for help and advice throughout their complaint.



### 7.3 Complaints handling

We want to make complaint handling a resident friendly experience. Our Housing Complaints Team will take responsibility for a complaint and work with colleagues to find a speedy resolution. Complaints will be acknowledged and recorded, and early contact made to ensure we understand the issues and the outcome the resident is seeking.

Our priority will be to resolve the complaint at the earliest opportunity. We will ask residents to allow us the opportunity to find a speedy resolution. Where the complaint requires formal consideration, we have a two-stage process.

The first stage will be a full and fair investigation. The investigation will be carried out by a senior manager who will be impartial and seek the information they need to find an outcome that would resolve the matter for the resident.

When it is not possible to find a resolution, we have a second stage in our process that allows residents to request a review of their complaint. The review will give residents the opportunity to challenge the earlier decision.

We will not unreasonably refuse to escalate a complaint to the next stage. If we refuse to allow escalation, we will explain the reasons for our decision.

When a resident is not satisfied with our response, we will ensure that are aware of how to contact the Housing Ombudsman. We will fully co-operate with the Ombudsman and continue to look to resolve the complaint.

### 7.4 Communication

We will make information about our complaints service available in clear and accessible formats. All our communications will use plain language. When we respond to complaints, we will make the outcome clear and explain the reasons for any decision made. We will keep residents regularly updated using methods of communication agreed with the resident.

Where a resident's expectation is unrealistic or unreasonable, we will explain this to the resident. If we consider that it may help to resolve a complaint, we seek the complainant's permission to engage with professional mediators as an alternative means of finding an effective resolution.

We will report back to our involved residents on our performance and ensure that information is regularly provided to all residents on how well we are delivering

our complaints service and improvements that have come about as a result of complaints.

### **7.5 Putting things right**

We know that for most complainants when we have failed to provide a service the priority is to put things right. We will apologise and set out the actions we will take to resolve the complaint. Any remedy that is offered by us will reflect the extent of the service failure and the impact on the resident. When needed we will exercise appropriate discretion to find a remedy.

We recognise that finding a remedy may not in itself repair our relationship with our resident. In order to build confidence, we may at times engage the services of an independent third party to investigate or review a complaint.

### **7.6 Learning and improvement**

We will ensure that we learn from complaints to keep improving. We will look beyond individual complaints to identify where our processes or policies need to change. We will ensure that this approach is part of our service planning framework and informs staff training.

### **7.7 Unacceptable complainant behaviour**

If a complainant behaves unreasonably at any stage of the complaints process, we will apply our policy on unreasonable behaviour. Unacceptable or unreasonable behaviour could include:

- making numerous complaints about minor matters or matters which staff cannot change, which take up an unreasonable amount of staff time
- contacting multiple officers to complain about the same issue
- being abusive or offensive to staff or using inappropriate language
- making unfounded or unsupported complaints that may be malicious in nature.

If we consider a complainant to be unreasonable, we may close an existing complaint down or limit the means by which the resident can communicate with us. Once a decision has been made, we will inform the complainant and explain the reasons for our decision.

## **8. Responsibilities, monitoring and performance**

- 8.1 Overall responsibility for this policy and its implementation rests with the Head of Housing Management. The Head of Housing Management will ensure that staff receive the appropriate training and support to achieve the aims of this policy. Where needed we may establish appropriate operational procedures.
- 8.2 Monitoring of the implementation of this policy and our performance in handling complaints will be the responsibility of the Housing Management and Almshouses Sub-Committee. We will provide complaints performance information to this Committee twice per year. Performance on complaints will also be included in our Annual Report for Tenants. We will carry out regular self-assessments against the Complaints Handling Code and ensure that our performance measures drive improvements.

## **9. Associated policies**

- Compensation Policy
- Vexatious Complaints Policy (DCCS)

**10. Document Management**

Policy title	Housing Complaints Policy
Date created	September 2021 (v.3)
Policy owner	Head of Housing Management
Authorised by	Housing Management and Almhouses Sub-Committee
Date authorised	20 September 2021
Review period	3 years
Date of next review	September 2024

<b>Consultation and assessment</b>	
Resident consultation	Housing User Board (HUB), September 2021
Data Protection Impact Assessment	Not required. Minimal risk of data breaches. Use of personal data covered by Privacy Notice.

<b>Document review history</b>			
<b>Version</b>	<b>Date amended</b>	<b>Date approved</b>	<b>Key changes</b>
1.0		May 2017	New policy
2.0		May 2019	Re-approval only
3.0	Sept. 2021	20/09/2021	Stage three removed to comply with Ombudsman's Complaints Handling Code  Stage Two timescale extended to 20 working days



**City of London Corporation**  
**Department of Community & Children's Services**  
**Housing Service**

**Compensation Policy**

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<b>Approved by:</b>	<i>Housing Management &amp; Almshouses Sub-Committee</i>
<b>Original Approval Date:</b>	<i>September 2016</i>
<b>Review Date:</b>	<i>April 2020</i>
<b>Re-Approval Date</b>	<i>30/09/2020 (v.2 – this version)</i>
<b>Next Review Date</b>	<i>30/09/2023</i>

## **1. Introduction**

Compensation is often requested as a resolution to complaints, or in response to damage to goods caused by the alleged negligence of City of London employees or agents. This policy outlines our approach to dealing with requests for compensation from our residents.

## **2. Aims of this Policy**

The aims of this policy are:

- To provide a framework for the compensation that may be due to a customer where we fail to meet our own service standards, or provide a poor service, and a customer suffers a material loss because of this failure.
- To assist staff in balancing the needs of the individual with a recognition that all compensation paid by the Department of Community and Children's Services will be funded from the Housing Revenue Account.

## **3. Scope**

The policy applies to residents living on City of London Housing Service estates which are managed as part of the Housing Revenue Account (HRA), namely:

- tenants (including sub-tenants of leaseholders)
- leaseholders
- freeholders
- occupiers of City of London and Gresham Almshouses properties

In exceptional circumstances, this policy may apply to non-residents, subject to the Assistant Directors' discretion.

## **4. Policy Statement**

Paying financial compensation, or compensation in kind, is an exceptional course of action and will only be considered if other outcomes are not deemed appropriate. In most cases it is reasonable to resolve complaints by:

- Apologising for the failure
- Providing the service asked for
- Changing the service provision or procedures for future use where a complaint has highlighted that a change is required
- Reconsidering a decision which may have been unreasonable or unfair

In exceptional circumstances, where the situation cannot be rectified by apology or practical action, compensation may be appropriate. The types of service failures that may trigger compensation, whether caused by City of London staff, or contractors or agents acting on our behalf, are as follows:

- Failing to deliver /provide a specified benefit, service or other entitlement
- Loss of amenities
- Loss of, or damage to, personal property
- Where a customer has incurred an expense as a result of our failure to provide a service

Compensation will only be considered where a service failing, or a consequence of action or inaction on our part, has caused material loss or harm to the resident and compensation would offer an appropriate form of remedy.

## **5. Compensation for Loss of/Damage to Goods**

This policy is not intended to cover situations where an insurance claim is a more appropriate solution. If a resident believes that they have suffered loss or damage to goods and this was due to the negligence of the City's staff, agents or contractors, an insurance claim will normally be the most appropriate course of action (whether on their own policy or a relevant policy held by the Housing Service).

Please see the Insurance Cover and Claims Policy for more information.

## **6. What is compensation?**

Compensation is taken to mean something, typically money, which is given to someone in recognition of loss, suffering or injury.

Compensation may take three forms:

- Direct replacement of items or payment to the value of those items.
- A goodwill gesture such as flowers or vouchers
- Financial recompense for actual loss or in recognition of the significant distress and inconvenience caused

## **7. When may compensation be considered?**

Compensation may be considered at any stage in our complaints process – our complaints policy promotes resolution of the situation as rapidly as possible.

The event giving rise to the consideration of compensation should have occurred within the last six months. Compensation in respect of an event that happened more than six months previously will only be considered in exceptional circumstances. An exception may be made if there has been continuous contact with the resident or delays in bringing the matter to a conclusion have been as a result of actions (or inaction) by those working for the City.

## **8. Factors that will be taken into consideration**

Compensation is discretionary. Each case is different and will be considered on its own merits. Staff may discuss the situation with the resident, and their views as to what would be an acceptable remedy will be considered.

The following will be taken into consideration when considering making a compensation payment:

- **Money not paid**

Where money due to the resident has not been paid, the City will pay the money due

- **Quantifiable Costs**

Where the resident can evidence incurred costs which would not have been necessary but for the service failure, reimbursement of those costs may be appropriate. The exception to this is where the resident incurs costs unreasonably.

- **Loss of a non-monetary benefit**

The resident may have been deprived of a non-monetary benefit, such as a service or amenity which under normal circumstances they would have received. An attempt should be made to quantify the loss of such benefits, to determine the amount of compensation due. It may be possible to base this on what it would have cost the City of London Corporation to make the appropriate provision for the relevant period or what value may be put on the facility.

- **Loss of value**

Where something owned by the resident has lost value as a result of the department's actions, an objective assessment of the loss may be possible. The matter may be referred for assessment where appropriate by an independent valuer.

- **Maladministration**

Maladministration is usually considered to be a fault with the way something has been done or not done, rather than the decision or outcome. It may occur where an organisation has failed to act reasonably in accordance with the law, its own policies and generally accepted standards.

- **Distress and Inconvenience**

In exceptional circumstances, compensation may be considered for distress or inconvenience. All the relevant circumstances will be considered, including the severity of the inconvenience, the length of time involved, and the number of people affected.



It is important to note that severe inconvenience may be caused over long periods of time without fault – for example where the City is engaged in legitimate and timely repairs. In such instances, this does not warrant compensation if the City has managed the problem in a fair and proper way, for example, in accordance with our policies and procedures.

## **10. Offer of Compensation**

Offers of compensation will be made in writing and expressed to be '*in full and final settlement*' of the matter.

## **11. Offsetting Compensation**

Any offers of financial compensation will be offset against arrears of rent, service charges or any other debts owed to the City of London Corporation Housing Service.

## **13. Policy Variations**

In exceptional circumstances, we may consider making a variation to this policy. Our reasoning can be provided to the affected parties on request.

## **14. Monitoring and Performance**

We will monitor our use of this policy and the way in which it is implemented, ensuring that any relevant information is reported at appropriate intervals.

## **15. Training**

We will provide all staff responsible for implementing this policy with comprehensive training as required.

## **16. Equality and Diversity**

This Policy has been subject to a full Equalities Analysis and will be implemented in accordance with our responsibilities and duties under relevant legislation, including the Equalities Act 2010.

## **17. Accessibility**

We will ensure that tenants' needs are considered when implementing this Policy to ensure that they are treated fairly. We will make appropriate arrangements to ensure that customers with distinct communication needs are not unreasonably and disproportionately affected. This could involve providing communications in alternative languages or formats, or providing interpretation or transcription as appropriate.

## **18. Data Protection and Information Exchange**

We will comply with our obligations under relevant data protection legislation and regulations. We will process and store personal information securely.

There are some circumstances in which we are required by law to disclose information given to us.

## **19. Policy Review**

We will review this policy at least every three years, or following relevant changes to legislation, regulation or policy.

## **20. Legislation**

- Secure Tenants of Local Authorities (Right to Repair) Regulation 1994

## **21. Related documents**

- Complaints Policy
- Insurance Cover and Claims Policy
- Disposal of Personal Property Policy
- Tenants' Agreement and Handbook

<p>Department of Community &amp; Children's Services</p> <p>Housing Service</p>	
<p>Policy Title: Compensation Policy</p>	
<p>Document Owner: Head of Housing Management</p>	
<p>Date Approved:</p> <ul style="list-style-type: none"> <li>• September 2016 (original)</li> <li>• 30/09/2020 (version 2)</li> </ul>	
<p>Version: 2</p>	<p>Last amendment: September 2020</p>
<p>Effective date: 30/09/2020</p>	<p>Next review date: 30/09/2023</p>
<p>Changes in this version:</p> <ul style="list-style-type: none"> <li>• Formatting</li> </ul>	

## **Appendix 1: Examples of Compensation Amounts**

All service failures and requests for compensation are different and will be considered on their own merits in accordance with our policies, including the Compensation Policy.

The information provided below is to help officers to assess how much compensation may be due in different types of circumstance, and to provide a benchmark to ensure compensation for similar types of service failure is considered fairly.

The City is under no obligation to pay the compensation amounts outlined in this policy.

### **1. Distress and Inconvenience**

We are aware that for any person to have had cause to make a complaint, they will have suffered some inconvenience or distress. In exceptional circumstances, or cases where disproportionate levels of distress and inconvenience have been caused, it may be appropriate to provide a goodwill gesture such as flowers or gift vouchers up to the value of £50. It may be appropriate to talk to the resident about what they would appreciate.

### **2. Missed Appointment – failure of contractor to attend appointment**

If one appointment is missed, no compensation is due.

If more than one appointment is missed, or a second appointment is required because the contractor attended the first appointment but was unprepared, the value of £25 per missed appointment may be appropriate. The officer considering the complaint may add a further amount of up to £50 if there are other relevant factors, for example if the customer has suffered a high level of distress and inconvenience. More compensation may be offered at the discretion of the Head of Service or Assistant Director.

### **3. Failure to set up direct debit details correctly leading to rent arrears**

If the City of London Corporation fail to set up a direct debit arrangement correctly, a tenant's account will go into rent arrears. Whilst the responsibility to pay rent lies with the tenant, where they think the arrangement is in place they may not check. Should a

resident receive correspondence regarding rent arrears, the department will explain and resolve the situation.

Should there be a repeated failure, crediting some of the rent owed would be appropriate, linked to the amount of time that the failure had occurred. For example, if the direct debit had taken more than 6 months to resolve, the credit of an amount equivalent to 2 week's rent in recognition of the service failure, the distress and the inconvenience may be appropriate.

#### **4. Failure to administrate steps in the Right to Buy process within published timescales**

If the City of London Corporation fail to meet these timescales, and there is no negative impact on the sale, then no compensation would be due.

If we fail to meet these timescales and a negative impact is caused, then the City should look at the impact and determine what compensation may be due. For example, if a mortgage that had been arranged is no longer available to the resident, we should recompense any fees charged for that mortgage arrangement.

#### **5. Failure to place a bid on Choice Based Lettings on behalf of a person**

If the City of London Corporation had agreed to place bids on appropriate properties on behalf of an applicant, and on a particular property we failed to do so, if the data shows that the applicant would not have won the bid, there is no negative impact and no compensation is due.

However, if the applicant would have had sufficient priority to win the bid and be offered first choice on the property, the service failure is more serious. In addition to an apology and an explanation, compensation or a goodwill gesture of up to £50 may be appropriate. It may be appropriate to talk to the resident about what they would appreciate.

#### **Further Information**

There are examples of case studies, the findings made by the Ombudsman and the levels of compensation paid on the Housing Ombudsman website:

<http://www.housing-ombudsman.org.uk/learning-faqs/case-studies/>

## Appendix 2 – Right to Repair

This document provides a summary of The Secure Tenants of Local Authorities (Right to Repair) Regulation 1994.

The Right to Repair is a statutory compensation scheme. Therefore the process and amounts are not subject to discretion. The scheme only applies to 'qualifying repairs' including insecure windows and doors, unsafe power sockets or electrical fittings, leaking roofs and broken entry phone systems.

A repair only qualifies if the City of London Housing Service is responsible for it and it is estimated to cost less than £250.

If a resident claims a repair should be subject to the scheme, we may inspect it before we decide. We must write to the resident to confirm if the scheme does not apply.

When a resident reports a qualifying repair, and we have confirmed it qualifies, we must issue a repair notice to a contractor and send the resident a copy with information on how the right to repair scheme works. The time limit for the contractor to do the work will be set by our established timescales for completing that type of repair.

If the repair work is not done within that specified time limit, the resident must bring that to our attention and request another contractor to do the work. We must then issue a repair notice to a second contractor, subject to procurement restrictions, and send the resident a copy.

If the second contractor does not do the repair work within the policy timescales, the resident must be paid £10 in compensation. For every extra day the repair is not done, the resident must be paid another £2. The most compensation that must be paid for any one repair job is £50.

If the resident is not at home to let the contractor in as arranged, the scheme no longer applies.

The compensation may be used to reduce rent arrears if there are any.

<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Dated:</b> 17/04/2024
<b>Subject:</b> Housing Compliance Policies	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,5,6,9,11,12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay, Executive Director of Community & Children's Services	<b>For Decision</b>
<b>Report author:</b> Zoe Gayle, Service Improvement Manager, Department of Community and Children's Services, Housing Division	

## Summary

The regulatory environment is continually evolving, with new laws, regulations, and compliance requirements emerging regularly. As a housing provider we must stay abreast of these changes and implement and adapt policies accordingly to remain compliant.

We are committed to delivering excellent and safe services for residents, employees, contractors, and other persons who may work on, occupy, visit, or use its premises. To support this, we have drafted policies covering compliance with our obligations in relation to asbestos management, water hygiene, electrical safety and lift safety.

The policies outline legal requirements and our approach to identifying, managing and/or mitigating risks in these areas.

## Recommendations

Members are asked to:

- Approve the Asbestos Management Policy for use by the Housing Division
- Approve the Electrical Safety Policy for use by the Housing Division
- Approve the Lift Safety Policy for use by the Housing Division
- Approve the Water Safety Policy for use by the Housing Division

## **Main Report**

### **Background**

1. The City Corporation is the landlord for 1,900 social tenanted properties and over 950 leasehold properties, on twelve estates across London.
2. We are required to ensure compliance with the regulatory framework and Home Standard for social housing in England, which is monitored by the Regulator of Social Housing. The Home Standard required outcomes are:

#### *1.1 Quality of accommodation*

Registered providers shall:

- (a) ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard
- (b) meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance if these standards are higher than the Decent Homes Standard
- (c) in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section six of the Government's Decent Homes Guidance.

#### *1.2 Repairs and maintenance*

Registered providers shall:

- (a) provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time
  - (b) meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes
3. Draft policies have been produced for Members' consideration which are meant to outline how we meet legal requirements and regulations, and provide a safe environment for residents, employees and visitors who live, work at, or visit our estates.
  4. The policies aim to ensure that all employees understand and adhere to the highest standards of conduct and regulatory compliance. In addition to outlining the expected standards, the policies also outline roles and responsibilities, record keeping, performance reporting and the mechanisms for reporting any concerns related to compliance issues.

### **Current Position**

5. In response to the recommendations in the Pennington Choices report completed as part of a review of our housing management activity, the Housing Division is working to improve the services delivered to residents. There will be further



developments to promote the customer first culture and ensure there is capacity and capability to improve service delivery. Recommendations being implemented include, but are not limited to:

- Review of all policy documents and introduction of new approaches and changes
  - Review and development of Key performance indicator (KPI) measures for all services
  - Review of job roles and descriptions, and clarification of ownership and accountability in key areas
  - Introduction of a Housing Compliance Manager role
6. The regulatory environment is continually evolving, with new laws, regulations, and compliance requirements emerging regularly. As a housing provider we must stay abreast of these changes, implement and adapt policies accordingly to remain compliant. Work has been carried out to identify key services and ensure they're covered by policies and any policy gaps. To ensure an excellent service and ongoing compliance, amongst others, the following policies were identified as being required:
- Asbestos Management
  - Electrical Safety
  - Lift Safety
  - Water Hygiene
7. The Housing Division employs external contractors to carry out most compliance related activities. These include routine inspections and maintenance and recording and reporting of data. Employees and external contractors are to adhere to legal guidelines and procedures. The implementation of the policies clarifies the clear and responsible approach we take to ensure homes and communal areas are safe.
8. Property Services, within the Housing Division, is undertaking recruitment with some roles being responsible for compliance related activity. The policies will provide clear accountability of duties and responsibilities to ensure a smooth transition of duties and promote ongoing compliance to ensure the safety of residents, employees and other service users.
9. Key performance indicators (KPIs) have been established and are maintained to ensure we are able to report on performance in relation to compliance safety. KPI measures are produced and provided to Senior Management monthly and will be included in the Committee reporting cycle to ensure Members are aware of performance.
10. The Housing Division follows a systematic approach to the management of compliance related activities to ensure it meets the requirements set out by legislation and regulations, these policies outlines procedure that are already in practice.

11. Draft policies have been shared with colleagues and the Housing User Board (HUB), our virtual consultation mechanism. Residents have engaged and provided feedback which has been acknowledged and reflected in the policies where appropriate (please see Appendix 5).

## **Options**

12. The risk of not implementing such policies is a lack of clarity of roles and responsibilities leading to ineffective monitoring, maintenance and reporting therefore presenting the possibility of being non-compliant. The consequence of non-compliance can result in:

- Legal sanctions: non-compliance with regulations can lead to legal sanctions, including fines, penalties, legal action, and regulatory enforcement actions. These can have significant financial implications and damage our reputation.
- Reputational damage: instances of non-compliance can tarnish an organisation's reputation, eroding trust among stakeholders and undermining its value. Rebuilding trust and credibility after reputational damage can be a lengthy and arduous process.
- Financial losses: non-compliance can result in financial losses stemming from fines, legal fees and remediation costs. These losses can have a detrimental impact on the organisation's bottom line and long-term viability.
- Operational disruptions: regulatory non-compliance can disrupt business operations, leading to delays, interruptions, and inefficiencies. This can impede productivity and damage relationships with our customers and suppliers.

13. On approval, the policies will be made readily accessible to all employees through SharePoint and uploaded to the public website for residents and service users ensuring easy reference whenever needed. All contractors performing compliance related activities will also be issued a copy of the relevant policy.

14. These policies will also be used to support procurement processes, for instance the one due to take place for the HRA responsive repairs contract beginning in 2025.

## **Proposals**

15. It is therefore proposed that the policies are approved to:

- provide an overview of the legal and regulatory framework governing social housing identifying relevant laws, regulations, and standards that must be adhered to by the City Corporation and relevant contractors
- outline the roles and responsibilities, establishing mechanisms for co-ordination, communication, compliance and escalation
- help navigate any complexities and ensure consistent compliance throughout the supply chain

- establish the standards for the maintenance of social housing properties to ensure they are safe, habitable, and sustainable over the long term, including provisions for regular inspections, maintenance schedules, contingency plans and response procedures for emergencies
- describe the mechanisms for monitoring compliance with policies, including regular audits, inspections, and reporting requirements.

## **Corporate & Strategic Implications**

**Strategic implications** – This proposal aligns with key objectives in the Corporate Plan for 2024-29 where there is a commitment to ensure people receive good services, live in good quality homes, and can live independent and healthy lives.

### **Financial implications**

None

### **Resource implications**

None

### **Legal implications**

None

### **Risk implications**

None

### **Equalities implications**

None

### **Climate implications**

None

### **Security implications**

None

## **Conclusion**

16. These policies demonstrate our commitment to upholding the highest standards of compliance and accountability in the performance and administration of safety related activity. By implementing and adhering to these policies, we aim to achieve our mission of providing excellent and safe housing and services for residents, employees, contractors, and other persons who may work on, occupy, visit, or use our premises.

17. These policies will not only mitigate the risk of legal and reputational harm but also foster a culture of integrity and accountability within the Housing Division.

## **Appendices**

- Appendix 1 - Asbestos Management Policy
- Appendix 2 - Electrical Safety Policy

- Appendix 3 - Lift Safety Policy
- Appendix 4 - Water Safety Policy
- Appendix 5 – Consultation responses

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**City of London Corporation**  
**Department of Community & Children's Services**  
**Housing Division**

## **ASBESTOS MANAGEMENT POLICY**

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<b>Approved by:</b>	<i>Housing Management &amp; Almshouses Sub-Committee</i>
<b>Original Approval Date:</b>	
<b>Review Date:</b>	
<b>Re-Approval Date</b>	-
<b>Next Review Date</b>	<i>**3 years from re-approval**</i>

## 1. Purpose

This policy sets out our approach to managing risks associated with asbestos and asbestos-containing materials in buildings owned or managed by us. This includes residential premises, communal areas in residential buildings and on wider estates, and other premises such as community rooms.

## 2. Scope

This policy applies to:

- Properties owned or managed as part of the Housing Revenue Account (HRA), including communal facilities such as car parks, commercial premises, and community rooms
- Properties managed on behalf of the City of London Almshouses Trust and the Gresham Almshouses Trust
- The Barbican residential estate and associated communal facilities

## 3. Aims of this Policy

The Asbestos Management Policy details how the Housing Division fully complies with the Control of Asbestos Regulations (CAR) 2012. In addition to the policy, we have an Asbestos Management Plan that documents the controls in managing asbestos safely and an Asbestos Register which holds records of the assets with Asbestos Containing Material (ACMs).

The Housing Division recognises that the main hazard in relation to asbestos is the non-identification of asbestos and the presence of ACMs and as such will protect those potentially exposed to asbestos as far as is practical by minimising the exposure using appropriate control measures and working methods. The Housing Division accepts that asbestos is likely to be present in many of its properties built prior to the year 2000 and will therefore manage these properties accordingly.

The Housing Division will follow a systematic approach to the management of asbestos to ensure it meets the requirements set out in the Control of Asbestos Regulations 2012 and other relevant legislation. This is to ensure the safety of employees, tenants, contractors and other persons and stakeholders. This policy will be used to formulate the Housing Division Asbestos Management Plan (AMP)

## 4. Definitions

**Asbestos** - Asbestos is the general term used for naturally occurring fibrous minerals that have crystallised to form fibres. Asbestos fibres do not dissolve in water or evaporate, they are resistant to heat, fire, chemical and biological degradation and are mechanically strong. The main types of asbestos commonly used in construction prior to 1990 are:

- crocidolite (commonly known as blue asbestos)
- amosite (commonly known as brown asbestos)
- chrysotile (commonly known as white asbestos)

**Asbestos Containing Material (ACM)** - Refers to any material containing asbestos.

**Licensed contractors** - The HSE only allows certain works on ACM to be carried out by contractors. Contractors will only be issued with a 'licence' if they can demonstrate that have the necessary skills, competency, expertise, knowledge, and experience of work with asbestos, together with excellent health and safety management systems.

**Management survey** – A survey to locate as far as is practical the presence and extent of asbestos containing materials in a property which could be damaged or disturbed by normal occupancy and to assess their condition. This is the principal survey used to populate the asbestos register.

**Refurbishment and Demolition surveys** – A more detailed survey required before any work is carried out and asbestos materials are likely to be disturbed as part of a refurbishment or demolition project.

**Re-inspection surveys** – A re-inspection of management surveys and are used to monitor the condition of any identified asbestos containing materials.

## **5. Regulator for Social Housing – Regulatory Standards**

The Safety and Quality Standard is applicable to this area of practice.

We will ensure that we meet all our legal responsibilities under the relevant and current compliance legislation for the health and safety of occupants in their homes.

## **6. Policy Approach**

City of London Housing Division will manage – as far as reasonably practicable – all asbestos containing materials (ACM) falling under its control in such a manner as to minimise the risk of any person being exposed to asbestos fibres. We will aim to achieve this policy by:

- identifying ACM within our buildings. Where it is not reasonably practicable to identify ACM, for example ACM that may be in inaccessible areas, then the City of London will presume that asbestos is present and manage accordingly.
- risk assessing each identified ACM considering the likelihood, and the number of people that might be exposed, in the event of an uncontrolled release of asbestos fibres
- implementing appropriate control measures to reduce the risk of exposure of people to asbestos fibres from each ACM. The following general principles will be applied:
  - where ACM is assessed as being in good condition then this will generally be left in situ and managed
  - where ACM is assessed as posing a risk to health it will be, as far as is reasonably practicable, removed or encapsulated

- where removal or encapsulation are not reasonably practicable then access to the ACM will be managed to reduce the risk of exposure to as low as is reasonably practicable
  - implementing a system of monitoring of each remaining ACM at intervals determined by the risk assessment
- carrying out a Refurbishment and Demolition (R&D) survey as an integral part of the planning process for any refurbishment or demolition works carried out in City of London owned, managed, or occupied premises
  - planning, managing, delivering, and monitoring all work that could result in the release of asbestos fibres. In the case of works that involve the removal or encapsulation or other activities that will lead to the release of asbestos fibres, regardless of asbestos type, these will only be carried out by organisations licensed to carry out such works by the Health and Safety Executive (HSE)
  - devising and implementing emergency procedures to reduce the risk of exposure of people as low as is reasonably practicable in the event of an unplanned and/or uncontrolled release of asbestos fibres
  - providing suitable and sufficient information, instruction, training and supervision to employees and contractors to reduce the risk of uncontrolled release of asbestos fibres as low as is reasonably practicable
  - review this policy and any associated procedures at regular intervals, or following any uncontrolled release of asbestos fibres, to ensure that it is working efficiently and effectively

## **7. Duties of Employers and Landlords**

To comply with the Control of Asbestos Regulations (CAR) 2012 and other relevant legislation relating to asbestos the Housing Division will:

- Appoint competent and qualified Responsible Person(s) to coordinate the management of asbestos.
- Take reasonable steps to find materials likely to contain asbestos.
- Presume materials contain asbestos, unless there is strong evidence to support that the material is not ACM.
- Assess the risk of likelihood of anyone being exposed to asbestos from these materials.
- Make a written record of the location and condition of ACMs and presumed ACMs and keep it up to date.
- Repair or remove any material that contains or is presumed to contain asbestos, if necessary, because of the likelihood of disturbance or its location or condition.
- Prepare a plan that manages the risk and put into effect to ensure that Information on the location and condition of ACMs is given to people who may disturb them and any material known or presumed to contain asbestos is kept in a good state of repair;



- Monitor the condition of ACMs and presumed ACMs; and
- Review and monitor the management plan and the arrangements made to put it in place.

## **8. Responsible Persons**

Full details of individual responsibilities are identified in the Asbestos Management Plan.

Duty Holder – Chief Executive of City of London

Appointed Person(s) – Assistant Director of Housing and Property Services and Assistant Director of Barbican

Responsible Person – Housing Compliance Manager

## **9. The Asbestos Management Plan**

The Asbestos Management Plan should be read in conjunction with the Asbestos Policy. The plan details the measures that are in place to identify, manage and/or mitigate risks associated with asbestos.

The Asbestos Management Plan is relevant for maintaining a safe environment for all tenants, employee, and contractors. It is designed to be a 'live document' that is to be regularly reviewed, amended, and updated as changes happen within the organisation and its operating processes.

The Asbestos Policy and Asbestos Management Plan will assist The Housing Division in ensuring compliance with asbestos in accordance with the Control of Asbestos Regulations (CAR) 2012.

## **10. Asbestos Register**

The Housing Division holds information on ACMs on the Asbestos Register. This register has been developed and holds surveyed data on approximately 60% of our properties as of January 2024. The asbestos register is held in SharePoint and transferred to the Civica Housing Management System.

## **11. Responsive, Void and Planned Maintenance Works**

### ***Non-Domestic Properties (communal)***

The Housing Division will review existing asbestos management survey information prior to carrying out any responsive, void, or planned maintenance works which may involve working on or adjacent to any ACMs within a non-domestic (communal) property. This is to ensure that any ACMs likely to pose a risk are identified prior to works commencing and the details passed onto the relevant in-house operatives or external contractors and managed in an appropriate way.

The Housing Division will ensure that all non-domestic (communal) properties in ownership or management have an asbestos management survey and will be re-

inspected annually or at a period dictated by the previous survey/re-inspection. Re-inspection dates may change following the re-categorisation of a property or a building.

### ***Domestic Properties***

The Housing Division will review the asbestos register and any existing asbestos survey information prior to carrying out any responsive, void, or planned maintenance works which may involve working on or adjacent to any ACMs within a domestic property. This is to ensure that any ACMs likely to pose a risk are identified prior to works commencing and are managed and dealt with appropriately. Where intrusive works is to be undertaken a Refurbishment and Demolition survey (R&D) will be undertaken.

Where there is no record of asbestos related information for a domestic property, a survey will be undertaken ahead of any works taking place should the contractor work within proximity of potential ACM.

### ***Refurbishment Work***

The Housing Division will carry out Refurbishment and Demolition survey prior to any refurbishment or demolition work. If the refurbishment works are restricted to small areas e.g. kitchen or bathroom replacement, then a localised survey of the areas likely to be affected may be completed and not the entire building.

## **12. Asbestos Remedial Work**

The Housing Division will ensure there is a robust process in place for the management of any follow-up works required following the completion of an asbestos management survey.

The Housing Division will ensure that following asbestos surveys, any asbestos containing materials that are found to be in a poor condition or that are likely to be regularly/easily damaged or disturbed through the normal use of a dwelling will be repaired, protected, or removed at the earliest opportunity.

Where there is any doubt as to the composition of the material uncovered, a sample will be taken and analysed to facilitate the instruction of remedial works where required.

Where asbestos is positively identified and because of a risk assessment removal, sealing or encapsulation is recommended, this will be carried out for:

- **Non-licensed works** – as defined in regulation 2 of the CAR 2012 – by specifically trained contractors with appropriate equipment and working procedures in place which are sufficient to comply with the CAR 2012.
- **Notifiable non-licensed works** – as defined in regulation 2 of the CAR 2012 – by a licensed asbestos removal contractor (LARC) licensed by the Health & Safety Executive in compliance with the CAR 2012
- **Licensed works** - as defined in regulation 2 of the CAR 2012 – by a licensed asbestos removal contractor (LARC), licensed by the Health & Safety Executive in compliance with the CAR 2012.

Where an asbestos containing material has been removed in whole or in part, it will be replaced with a material that has no asbestos content and fulfils the equivalent function of the original asbestos material, e.g. for fire protection.

### **13. Asbestos Information**

The Housing Division considers good communication essential in the safe delivery of asbestos management and will therefore ensure that information about asbestos containing materials (known or suspected) is provided to every person liable to disturb it.

The Housing Division will ensure all employees and contractors have adequate asbestos survey information to enable them to manage and/or work safely with asbestos.

The Housing Division will provide advice to customers regarding asbestos containing materials through leaflets and information on our website.

### **14. Record Keeping**

The Housing Division has an established and maintained Asbestos Register which details every non-domestic (communal) and domestic property.

The Asbestos Register is used to record the details of all asbestos surveys undertaken on The Housing Division properties. This will include the date of the inspection, the findings from the survey, any remediation works identified and subsequently completed. The register will also record the date of any subsequent re-inspection.

### **15. Non-Compliance / Escalation Process**

Any non-compliance issue identified at an operational level will be formally reported to the Compliance Manager in the first instance.

The Compliance Manager will agree an appropriate course of corrective action with the operational team to address the non-compliance issue and report details of the same to the Housing Management Senior Leadership Team, which will consider the implications and act as appropriate.

### **16. Performance Indicators and Reporting**

Key performance indicator (KPI) measures will be established and maintained to ensure City of London is able to report on performance in relation to asbestos management.

KPI measures will be produced and provided to Senior Management on a monthly basis and Committee at an agreed interval. As a minimum, these KPI measures will include reporting on the total number of:

- Blocks requiring asbestos surveys/re-inspection
- No. of blocks with valid asbestos survey/re-inspection
- Proportion of blocks with valid asbestos survey/inspection (%)

- Homes requiring asbestos survey/re-inspection
- Homes with valid asbestos survey/re-inspection
- No. of homes in blocks requiring an AMS or re-inspection
- No. of homes in blocks with valid AMS or re-inspection
- Proportion of properties with valid AMS or re-inspection (%)

## **17. Training**

The Housing Division will ensure that:

- The Responsible Person(s) for asbestos management is trained to a minimum standard of BOHS P405 'The Management of Asbestos in Buildings' Operational Managers, Team Leaders, and Supervisors whose services area has direct contact with asbestos materials will undertake Duty to Manage (Appointed Person) Asbestos Training.
- Employees who have direct, or potentially indirect, contact with asbestos materials will complete Asbestos Awareness Training.
- Competent (UKAS accredited) contractors and surveyors are procured and appointed to undertake asbestos management surveys on its stock. HSE strongly recommends the use of accredited contractors and surveyors (UKAS accredited).
- The Housing Compliance Manager has the responsibility to check the competency of contractors and surveyors on an annual basis.
- Competent licensed asbestos removal contractors (LARC) are procured and appointed for all notifiable non-licensed work or licensed works.
- The Housing Compliance Manager will check the relevant qualifications of employees working for these contractors on an annual basis

## **18. Related documents**

- Housing Strategy
- Housing Asset Management Strategy
- Estate Management Policy
- Repairs & Maintenance Policy
- Health and Safety Policy
- Record Management Policy

## **19. Legislation**

Principal Legislation:

- Control of Asbestos Regulations 2012
- Hazardous Waste (England and Wales) Regulations 2005
- Health and Safety at Work Act 1974
- Landlord and Tenant Act 1985

Guidance and Codes of Practice:

- L143 Managing and working with asbestos (2013)
- HSG 264 Asbestos: The Survey Guide (2012)
- HSG 247 Asbestos: The licensed asbestos contractor's guide (2006)
- HSG 227 A comprehensive guide to managing asbestos in premises

**Additional Legislation:**

- The Management of Health and Safety Regulations 1999
- The Workplace (Health Safety and Welfare) Regulations 1992
- The Housing Act 2004
- The Defective Premises Act 1972
- Construction Design and Management Regulations 2015
- Reporting of Injuries, Disease and Dangerous Occurrences Regulations (RIDDOR) 2013

**20. Equalities**

This Policy has been subject to an equalities test of relevance and will be implemented in accordance with our responsibilities and duties under relevant legislation, including the Equalities Act 2010.


**21. Data Protection**

We will comply with our obligations under relevant data protection legislation and regulations. We will process and store personal information securely. There are some circumstances in which we are required by law to disclose information given to us.

**22. Exceptions**

We may make an exception to the approach outlined in this policy if the circumstances require it and it is reasonable to do so. Our reasoning can be provided to the affected parties on request.

**23. Document management**

<b>Department of Community &amp; Children’s Services</b>  <b>Housing Service</b>	
<b>Policy Title: Asbestos Management</b>	
<b>Document Owner: Head of Repairs and Maintenance</b>	
<b>Date Approved:</b> <ul style="list-style-type: none"><li>• (original)</li></ul>	

<ul style="list-style-type: none"> <li>• [DATE] (this version)</li> </ul>	
Version:	Last amendment:
Effective date:	Next review date:
Changes: <ul style="list-style-type: none"> <li>•</li> </ul>	

DRAFT



**City of London Corporation**  
**Department of Community & Children's Services**  
**Housing Division**

## **ELECTRICAL SAFETY POLICY**

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<b>Approved by:</b>	<i>Housing Management &amp; Almshouses Sub-Committee</i>
<b>Original Approval Date:</b>	
<b>Review Date:</b>	
<b>Re-Approval Date</b>	-
<b>Next Review Date</b>	<b>**3 years from re-approval**</b>

## **1. Purpose**

This policy provides an overview of how we will meet legal requirements for electrical safety within tenanted properties and associated premises we manage. This policy provides assurance that measures are in place to ensure compliance with regulations and to identify, manage and/or mitigate risks associated with electrical installations and electrical portable appliances.

We will follow a systematic approach to the management of electrical work to ensure it meets the requirements set out in relevant legislation relating to electrical safety. This is to ensure the safety of residents, employees, and members of the public.

## **2. Scope**

The policy applies to all employees, residents, contractors, and other persons who may work on, occupy, visit, or use its premises, or who may be affected by its activities or services. It should be used by all to ensure they understand the obligations placed upon City of London to maintain a safe environment for residents and employees within the home of each tenant and within all non-domestic (communal) premises or shared areas of buildings.

## **3. Legislation and Regulation**

The application of this policy will ensure compliance with the regulatory framework and consumer standards (Home Standard) for social housing in England, which was introduced by the Regulator of Social Housing (RSH).

The principal legislation applicable to this policy is:

- Landlord and Tenant Act 1985;
- the Electricity at Work Regulations 1989
- Electrical Equipment (Safety) Regulations 2016

Code of Practice – the principal approved codes of practice applicable to this policy are:

- IET Wiring Regulations British Standard 7671: 2018 (18th edition)
- The Code of Practice for In-Service Inspection and Testing of Electrical Equipment (ISITEE) 2012 (4th edition)
- HSE INDG236: 'Maintaining portable electrical equipment in low-risk environments' (as amended 2013)
- Electrical Safety Council: 'Landlords' Guide to Electrical Safety 2009'.
- Code of Practice for the Management of Electro technical Care in Social Housing

This Electrical Safety Policy also operates in the context of the following additional legislation:

- Health and Safety at Work Act 1974
- The Management of Health and Safety at Work Regulations 1999
- The Workplace (Health Safety & Welfare) Regulations 1992
- Management of Houses in Multiple Occupation (England) Regulations 2006
- Regulatory Reform (Fire Safety) Order 2005



- The Building Regulations for England and Wales (Part P)
- The Housing Act 2004
- The Occupiers' Liability Act 1984
- Health and Safety (Safety Signs and Signals) Regulations 1996
- Provision and Use of Work Equipment Regulations 1998
- Construction, (Design and Management) Regulations 2015
- Data Protection Act 2018
- RIDDOR 2013

A process is in place to identify changes to regulation and legislation through City of London's compliance reporting framework, any changes relating to this policy will be highlighted and implemented, including a review of policy and procedural documents.

This policy also has links to other policies, including:

- Health and Safety Policy
- Record Management Policy

#### **4. Regulator for Social Housing – Regulatory Standards**

- Home Standard (Quality of Accommodation and Repairs and Maintenance)

The Housing Division acknowledges and accepts its responsibilities in accordance with the regulatory standards, legislation, and approved codes of practice. We understand the consequences of not meeting our duties and are committed to ensuring we have adequate measures in place to ensure the health and safety of occupants in their homes.

#### **5. Aims**

The Housing Division acknowledges and accepts its responsibilities regarding electrical safety under the Landlord and Tenant Act 1985, the Housing Act 2004, the Electricity at Work Regulations 1989, and the Electrical Equipment (Safety) Regulations 2016.

The Landlord and Tenant Act 1985 places duties on landlords to ensure that electrical installations in rented properties are:

- Safe when a tenancy begins
- Maintained in a safe condition throughout the tenancy

To comply with these duties, electrical installations are required to be periodically inspected and tested. The intervals between inspections are not absolutely set within any regulations, however, best practice guidance from the Electrical Safety Council and from BS7671:2008 states that electrical installations should be tested at intervals of no longer than 5 years from the previous inspection.

The key objectives of the policy are to establish:

- Electrical safety management principles
- Approach to compliance remedial work

- Record keeping
- Competent persons
- Training
- Audit procedure
- Non-compliance
- Electrical Safety Information

## **6. Policy Statement**

The Housing Division will ensure that all electrical installations, including any fire alarm systems and hardwired smoke and carbon monoxide (CO) alarms shall be in a satisfactory condition following completion of an electrical installation inspection and test.

We will ensure that only suitably competent NICEIC electrical contractors and engineers (or equivalent) undertake electrical works for the organisation.

We will require an electrical installation inspection and request a Minor Electrical Works Certificate (MEW) when completing planned component replacement works within domestic properties.

We will have a process in place to gain legal access should any tenant refuse access to carry out essential electrical safety related inspection and remediation works, taking into consideration our residents' vulnerabilities. Our tenancy and lease agreements enable us to obtain access for these purposes.

We will ensure that processes and controls are in place to manage the completion of follow up works identified during inspection and testing of electrical installations.

Where appropriate any compliance risks will be considered, mitigated, or removed as part of any major refurbishment works or included in new development design briefs.

We will ensure our contractors will provide a risk assessment for electrical safety management and operations. This risk assessment will set out the contractors' key electrical safety risks together with appropriate means of mitigation.

## **7. Key Roles and Responsibilities**

The Assistant Director of Housing Management will have overall operational responsibility for ensuring the Electrical Safety Policy is fully implemented to ensure full compliance with the regulatory standards, legislation, and approved codes of practice. As such the Assistant Director of Housing Management will review this policy periodically. The policy will be reviewed every three years (or sooner if there is a change in regulation, legislation, or codes of practice).

The Assistant Director of Housing Management will receive quarterly updates on the implementation of the Electrical Safety Policy and electrical safety performance along with notification of any non-compliance issue which is identified. This is so they have assurance that the policy is operating effectively in practice.

The Housing Division will produce at least quarterly reports in respect of electrical safety management performance and ensure compliance is being achieved.

## **8. Appointed Duty Holder**

The Housing Compliance Manager will fulfil the role of appointed 'Duty Holder' on behalf of the Housing Division to ensure the appropriate management of the risks associated with electrical safety. As a result, the Housing Compliance Manager will hold responsibility for the implementation of this document, and supporting Electrical Safety Procedure, as well as ensuring compliance is achieved and maintained.

Although the organisation has an appointed Duty Holder, the Assistant Director of Housing Management will be responsible for ensuring compliance with current legislation, ensuring that the organisation fulfils its duties and responsibilities as outlined in this policy document and the supporting procedures.

## **9. Responsible Persons**

The Head of Major Works shall ensure that there are suitable arrangements in place for the delivery of the Electrical Safety programme and the implementation of the Electrical Procedure. This includes the prioritisation and implementation of any works arising from the electrical safety inspections.

The Area Managers will provide key support in gaining access to properties where access is proving difficult and use standard methods to do so. They will also facilitate the legal process to gain access, as necessary.

## **10. Competent Persons**

Any contractor undertaking electrical installation work must be registered through the National Inspection Council for Electrical Installation Contractors (NICEIC) the Electrical Contractors Association (ECA), National Association for Professional Inspections (NAPIT) or other accredited body. Individual engineers working on electrical installations must be trained, competent and hold a relevant industry recognised qualification.

## **11. Obligations**

The Landlord and Tenant Act 1985 places duties on landlords to ensure that electrical installations in rented properties are:

- Safe when a tenancy begins
- Maintained in a safe condition throughout the tenancy,

To be compliant under these duties electrical installations are required to be periodically inspected and tested. The intervals between inspections are not fixed in law, however, best practice guidance from the Electrical Safety Council and from BS7671:2018 states that electrical installations should be checked at intervals of no longer than 5 years from the previous inspection. Any deviation from these intervals should be at the recommendation of a competent NICEIC qualified (or equivalent)

person and should be backed up by sound engineering evidence to support the recommendation.

All electrical installations will be inspected and checked prior to the commencement of any new schemes and a satisfactory Electrical Installation Condition Report (EICR) should be issued to City of London upon request.

The Electricity at Work Regulations 1989 place duties on employers that all electrical installations and appliances within the workplace are safe and that only competent persons work on the electrical installations, systems, and equipment.

The Electrical Equipment (Safety) Regulations 2016 require Landlords to ensure that any electrical appliances provided as part of a tenancy are safe when first supplied and gifted to the tenant. If the appliance is not gifted an annual check will be undertaken as part of the annual portable appliance testing (PAT) programme.

We will hold accurate and up to date records and certificates against each property we own or manage, identifying when the electrical installation was last inspected and tested and when re-inspections are due.

## **12. Compliance remedial works**

The Housing Division will ensure there is a robust process in place for the management of any follow-up works required following the completion of a periodic inspection and test of an electrical installation or electrical portable appliance.

We will as a minimum make safe and/or where endeavour to repair all code 1 and code 2 defects identified by a periodic electrical installation inspection and test before leaving site after completing the inspection and testing works. Any further remedial works to code 1 and 2 defects will be completed within 10 working days (except where a rewire is required) and an EICR will be issued stating that the installation is in a satisfactory condition.

We will establish and implement programmes of electrical installation upgrading works to improve electrical installations, that have been identified as not meeting current standards but are in a satisfactory condition for the purposes of an EICR, up to a standard that meets all current requirements of BS7671.

We will ensure there is a robust process in place to investigate and manage all RIDDOR notices issued regarding electrical safety.

## **13. Contract Management**

On at least an annual basis all qualifications, competencies and KPI's will be reviewed for all areas of work contractors undertake on our behalf. We will ensure that all external contractors are provided with up-to-date information relating to all relevant compliance areas.

## **14. Record Keeping**

City of London will establish and maintain accurate and up to date records of all completed EICRs, Minor Electrical Works Certificates (MEW) and smoke/heat/CO detector works.

Installation of emergency lighting and Building Regulation Part P notifications associated with remedial works from these reports and Electrical Installation Certificates and keep these as per the EHA's Data Retention Policy.

City of London will ensure processes and controls are in place to provide and maintain appropriate levels of security for all electrical safety related data.

## **15. Training**

City of London will ensure that all operatives working for, or on behalf of them have the relevant training required for their role. Property Services Officers will undertake periodic assessments of training needs and resulting programmes of internal and/or external training will be implemented.

All relevant staff will understand electrical safety and their roles and responsibilities in ensuring that we maintain full compliance.

## **16. Performance Reporting**

Key performance indicator (KPI) measures will be established and maintained to ensure City of London is able to report on performance in relation to electrical safety. KPI measures will be produced and provided to Senior Management on a monthly basis and to Committee at agreed intervals. As a minimum, these KPI measures will include reporting on the total number of:

- No. of blocks requiring EICR certificate
- No. of blocks with valid EICR certificate
- Proportion of blocks with a valid EICR certificate (%)
- Homes requiring an EICR certificate
- Homes with a valid EICR certificate
- Proportion of homes with a valid EICR certificate (%)
- 

Narrative - an explanation of the:

- Current position;
- Corrective action required, if any; anticipated impact of any corrective action;
- Completion of follow-up/remedial works
- Properties which are due to be inspected and tested within the next 30 days.

We may carry out an independent audit of electrical safety periodically. This audit will specifically test for compliance with regulation, legislation and codes of practice and identify any non-compliance issues for correction. It will also look at and test processes to ensure that they are being adhered to and are still fit for purpose.

## **17. Non-Compliance / Escalation Process**

Any non-compliance issue identified at an operational level will be formally reported to the Compliance Manager in the first instance.

The Compliance Manager will agree an appropriate course of corrective action with the operational team to address the non-compliance issue and report details of the same to the Housing Management Team. The Housing Management Senior Leadership Team will consider the implications and take action as appropriate.

## **18. Communication**

The Housing Division considers effective communication essential in the safe delivery of electrical safety management and will therefore ensure that relevant information is provided to residents.

## **19. Related documents**

- Estate Management Policy
- Health and Safety Policy (Corporate)
- Fire Safety Policy
- Gas Safety Policy
- Housing Strategy
- Housing Asset Management Strategy
- Repairs & Maintenance Policy

## **20. Equalities**


This Policy has been subject to an equalities test of relevance and will be implemented in accordance with our responsibilities and duties under relevant legislation, including the Equalities Act 2010.

## **21. Data Protection**

We will comply with our obligations under relevant data protection legislation and regulations. We will process and store personal information securely.

## **22. Exceptions**

We may make an exception to the approach outlined in this policy if the circumstances require it and it is reasonable to do so. Our reasoning can be provided to the affected parties on request.

<b>Department of Community &amp; Children's Services</b>  <b>Housing Service</b>			
<b>Policy Title: Electrical Safety</b>			
<b>Document Owner: Head of Housing Management</b>			
<b>Date Approved:</b> <ul style="list-style-type: none"> <li>• (original)</li> <li>• [DATE] (this version)</li> </ul>			
<b>Version:</b>		<b>Last amendment:</b>	
<b>Effective date:</b>		<b>Next review date:</b>	
<b>Changes:</b> <ul style="list-style-type: none"> <li>•</li> </ul>			

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**City of London Corporation**  
**Department of Community & Children's Services**  
**Housing Division**

**LIFT SAFETY POLICY**

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<b>Approved by:</b>	<b><i>Housing Management &amp; Almshouses Sub-Committee</i></b>
<b>Original Approval Date:</b>	
<b>Review Date:</b>	
<b>Re-Approval Date</b>	-
<b>Next Review Date</b>	<b><i>**3 years from re-approval**</i></b>

## **1. Purpose**

The City Corporation owns and manages properties which contain lifts and lifting equipment. We have a duty of care to ensure all lifts are safe to use when needed. This Policy outlines how we will comply with our legal and regulatory obligations relating to lift safety.

As a Registered Provider of social housing, we must, under the Homes Standard, meet all applicable regulatory requirements that provide for the health and safety of the occupants in their homes.

## **2. Scope**

This Policy applies to all the lifts in all properties owned and/or managed by City Corporation's Department of Community and Children's Services, Housing Division.

The following lifts are covered by this Policy:

- Building cleaning cradles and suspension equipment
- Ceiling tracks
- Goods lifts
- Passenger lifts
- Stair lifts

## **3. Aims**

The aim of this Policy is to protect the occupiers of our properties, visitors, staff, contractors, and the public, from the hazards associated with lifts so far as is reasonably practicable. This document sets out key policy objectives, performance measures and responsibilities to help protect those mentioned above from harm.

## **4. Regulator for Social Housing – Regulatory Standards**

The relevant regulatory standard is the Safety and Quality Standard.

The Housing Division acknowledges and accepts its responsibilities in accordance with the regulatory standards, legislation and approved codes of practice. We understand the consequences of not meeting our duties and are committed to ensuring we have adequate measures in place to ensure the health and safety of occupants in their homes.

## **5. Key Roles and Responsibilities**

The Assistant Director of Housing Management will have overall responsibility for ensuring the Lift Safety Policy is fully implemented to ensure full compliance with the regulatory standards, legislation and approved codes of practice.

The Assistant Director of Housing Management will receive quarterly updates on the implementation of the Lift Safety Policy along with prompt notification of any non-compliance issues which are identified. This is so they have assurance that the policy is operating effectively in practice.

The Housing Management Senior Leadership Team will receive at least quarterly reports in respect of Lift Safety and ensure compliance is being achieved. They will also be notified immediately of any non-compliance issue identified.

## **6. Appointed Duty Holder**

The Housing Compliance Manager will fulfil the role of appointed 'Duty Holder' to ensure the appropriate management of risk associated with any internal or external lifts at our properties. As a result, the Housing Compliance Manager will hold responsibility for the implementation of this document, and supporting lift safety management, as well as ensuring compliance is achieved and maintained.

Although the organisation has an appointed Duty Holder, the Assistant Director of Housing Management will be ultimately responsible for ensuring compliance with current legislation, ensuring that the organisation fulfils its duties and responsibilities as outlined in this policy document and the supporting procedures.

## **7. Responsible Persons**

The Housing Compliance Manager shall ensure that there are suitable arrangements in place for the inspection of any internal or external lifts. This includes the prioritisation and implementation of any works arising from these inspections, often these fall under local council provision for repairs and/or replacements.

We will ensure that all staff involved in monitoring lift safety are competent and receive appropriate training.

## **8. Policy Statement**

The Housing Division acknowledges and accept its responsibilities under PUWER (Provision and Use of Work Equipment Regulations) 1998 and LOLER (Lift Operation Lift Equipment Regulations) 1998. LOLER only applies to lifting equipment which is used at work; however we carry health and safety duties to third parties in accordance with relevant legislation. Regulations for the maintenance and safety of lifting equipment in residential buildings we own and control will therefore follow the LOLER provisions as a way of meeting our wider health and safety of our residents.

We will hold accurate records against each property we own, or manage, identifying when the lifts were last inspected and tested. Lift safety inspections, servicing, installation and upgrade programmes will be undertaken by competent contractors. Lift safety servicing inspections will be undertaken within the required inspection date.

Independent safety checks are carried out as required under LOLER (Lift Operation Lift Equipment Regulations) 1998.

Only suitably competent persons accredited to ISO/IEC17020 standard (or equivalently accredited) will be procured and appointed to undertake lift inspection, testing, installation, and repair works. We will commission a Lift Consultant to support us to deliver lift replacements and to assist with operational issues where necessary.

## **9. Management Plan**

The Housing Division will maintain a Lift Safety Management Plan (LSMP) and associated Operational Guidance which shall:

- Provide additional guidance on how the commitments outlined within this Policy will be implemented.
- Provide clear lines of responsibility for the management of Lift Safety.
- Set out key Operational Processes.
- Ensure that a clear and consistent process is in place to obtain access to properties where this is required. This will include pro-active assessment of available data for relevant information about the customer to help gain access (disability, vulnerability, local connections, etc.). Tenancy enforcement action will be used where required.
- Maintain a process for dealing with unsafe situations.
- Identify all other policies linked to delivery of this policy.

All staff who have roles identified in the LSMP will receive associated training appropriate to their role.

## **10. Repairs and Maintenance**

City of London Property Services will carry out any reported repair requirements in accordance with the Repairs and Maintenance Policy. All works will be undertaken by people competent and qualified to do so.

## **11. Planned and Major Works**

Planned maintenance or upgrade programmes commissioned by us to buildings that include work to lifts will be subject to review by a competent person to consider their impact. The Housing Division will ensure that any existing risk assessments, maintenance and inspection programmes and examination schemes are reviewed before and after major works programmes where required. We will ensure that for any lift works:

- Anyone appointed to undertake design or construction activities can demonstrate the necessary competence to discharge their responsibilities relating to lift safety.
- Request reasonable assurance that duty holders have demonstrated that resident safety and accessibility can be assured during the works.

- Engage with residents on matters that affect them.
- Request reasonable assurance that duty holders have complied with the building regulations and other applicable standards in relation to lift work where required.
- Request reasonable assurance that there is an appropriate site inspection and sign-off programme in place for the stages of the work.
- We will ensure that all necessary information relating to commissioning and installation certification, and future maintenance requirements is completed and handed over prior to the lift being put in to service.

## **12. Resident Commissioned Works**

The Housing Division will maintain a consent process for any resident commissioned works that involve lifting equipment in accordance with the Alterations Policy. Approval will not be unreasonably withheld, although consent may be refused, or conditions imposed where appropriate. Conditions may include a requirement for the resident to commission appropriate maintenance and inspection activity.

Where unauthorised work with the potential to impact safety is discovered, we will take the appropriate action to remove or remedy. The cost of doing so may be recovered from the resident.

## **13. Record Keeping**

We will maintain accurate records of all completed inspections and services. Certificates associated with those visits will be held in Civica / Keystone Housing Management System. We will carry out validation checks following inspection reports and approve works which will be carried out in accordance with the manufacturer's instructions.

## **14. Performance Reporting**

Key performance indicator (KPI) measures will be established and maintained to ensure the Housing Division is able to report on performance in relation to lift safety. KPI measures are recorded on a monthly basis.

Data includes:

- No. of passenger lifts in operation requiring LOLER inspections
- No. of passenger lifts in operation with valid LOLER inspection
- No. of homes within blocks (HRA) requiring LOLER inspections
- No. of homes within blocks with valid LOLER inspections in timescale
- Proportion of homes for which LOLER inspections completed (%)

## **15. Communication**

We will encourage lift safety by the following actions:

- Periodically inform residents of the importance of reporting any issues with lifts through the provision of information via website, newsletters, and leaflets.
- Maintain a clear approach to gaining access to carry out works and be clear that enforcement action may be taken when it is necessary to do so.
- Maintain a clear complaints process and monitor and record complaints that indicate a risk to safety.

## **16. Legislation**

- Health & Safety at Work Act 1974
- Housing Act 1985
- Housing Act 2004
- Landlord and Tenant Act 1985
- Lift Operation Lift Equipment Regulations 1998 (LOLER)
- Lift Regulations 2016
- Management of Health and Safety at Work Regulations (1999)
- Provision and Use of Work Equipment Regulations 1998 (PUWER)
- Supply of Machinery (Safety) Regulations 2008

## **17. Training**

The Housing Division will ensure that:

- All staff who have roles identified in the LSMP will receive associated training appropriate to their role.
- competent contractors and surveyors are procured and appointed to undertake works on its stock.
- The Housing Compliance Manager has the responsibility to check the competence of contractors and surveyors on an annual basis.

## **18. Equalities**

In applying this policy, we will comply with our duties under the Equality Act 2010 and our own policies on equal treatment.

## **19. Data Protection**


We will comply with our obligations under relevant data protection legislation and regulations. We will process and store personal information securely. There are some circumstances in which we are required by law to disclose information held by us. Where possible, we will explain this duty to the person providing us with the information before disclosing it.

## **20. Exceptions**

We may make an exception to the approach outlined in this policy if the circumstances require it and it is reasonable to do so. We will confirm this in writing to the affected person(s) upon request.



## 21. Document Management

Department of Community & Children’s Services  Housing Service		
<b>Policy Title:</b>		
<b>Document Owner: Head of Repairs and Maintenance</b>		
<b>Date Approved:</b> <ul style="list-style-type: none"> <li>• (original)</li> <li>• [DATE] (this version)</li> </ul>		
<b>Version:</b>	<b>Last amendment:</b>	
<b>Effective date:</b>	<b>Next review date:</b>	
<b>Changes:</b> <ul style="list-style-type: none"> <li>•</li> </ul>		





**City of London Corporation**  
**Department of Community & Children's Services**  
**Housing Service**

**WATER SAFETY POLICY**

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<b>Approved by:</b>	<b><i>Housing Management &amp; Almshouses Sub-Committee</i></b>
<b>Original Approval Date:</b>	
<b>Review Date:</b>	
<b>Re-Approval Date</b>	
<b>Next Review Date</b>	<b><i>**3 years from re-approval**</i></b>

## 1. Purpose

This policy provides an overview of how City of London's water safety obligations will be met in buildings owned or managed by the Housing Division. This includes residential premises, communal areas in residential buildings and on wider estates, and other premises such as community rooms.

It will be supported by a Water Safety Management Plan providing more detailed guidance and procedures.

## 2. Aims of this Policy

The aims of this policy are to:

- ensure that we provide a safe environment for residents, employees and visitors who live, work at, or visit our properties
- establish key principles that will provide water safety and control the legionella bacteria
- help us achieve and sustain 100% water safety management compliance
- provide clear lines of responsibilities for the management of potable water, non-potable water and the control of legionella

## 3. Scope

This policy applies to:

- Properties and offices owned or managed as part of the Housing Revenue Account (HRA), including communal facilities such as community rooms
- The City of London and Gresham Almshouses
- The Barbican residential estate and associated communal facilities

## 4. Legislation

This policy operates within the context of regulatory legal frameworks as follows:

- The Health & Safety at Work Act 1974
- The Health and Safety at Work Regulations (1999)
- Management of Health & Safety at Work Regulations (1999)
- Workplace (Health, Safety & Welfare) Regulations 1992
- The Control of Substances Hazardous to Health Regulations 2002 (COSHH)
- The Building Regulations 2010 (and amendments)
- Provision and Use of Work Equipment Regulations 1998
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (2013)
- Construction Design and Management Regulations 2015
- Landlord and Tenant Act 1985
- The RSH Regulatory Standards (Safety and Quality Standard)
- Approved Codes of Practice (ACoP) (Health and Safety Commission)
  - ACoP L8: Legionnaires Disease – The control of legionella in water systems

- HSG 274. Legionnaires Disease Technical Guidance
  - Part 1: The control of legionella bacteria in evaporative cooling systems.
  - Part 2: The control of legionella bacteria in hot and cold-water systems.
  - Part 3: The control of legionella bacteria in other risk systems.
- BS 8580:2010 (Water Quality – Risk assessments for Legionella control – Code of Practice).
- Notification of Cooling Towers and Evaporative Condensers Regulations 1992

## **5. Regulator for Social Housing – Regulatory Standards**

We will ensure that we meet all our legal responsibilities under the relevant and current compliance legislation for the health and safety of occupants in their homes.

This policy will assist us in complying with the Safety and Quality Standard set by the Regulator for Social Housing.

## **6. The Policy Approach**

The Housing Division will:

- ensure each property has a valid legionella risk assessment
- ensure annual and regular testing, checking, monitoring, sampling and cleaning of tanks are carried out in line with the recommendations of the legionella risk assessment for the property
- ensure the actions undertaken, or readings taken, are recorded in the Control of Legionella Logbook.
- ensure the routine management and monitoring of water safety will include temperature testing with escalation actions where temperatures are between 20-45°C, flushing low use water outlets, cleaning and disinfection of relevant components
- ensure the routine monitoring and testing regimes are detailed within the site management procedure
- take appropriate action if access is refused to assess or maintain an installation where responsibility for the management of water safety and the control of legionella rests with the Housing Division
- ensure all potable (drinking) water and non-potable water installations that are the responsibility of the Housing Division will be maintained and repaired to 'approved standards' and regularly tested, checked, monitored, sampled and cleaned in line with the actions and intervals recommended in the legionella risk assessment
- consider information regarding the support needs of the tenant(s) and staff. The process will be detailed in the Water Safety Management Procedure.
- proactively assess data (where available) for relevant information about the tenant to help gain access (disability, vulnerability etc). The process will be detailed in the Water Safety Management Procedure.

## **7. Water Safety (Legionella) Risk Assessments**

Legionella risk assessments shall be undertaken in accordance with the Water Safety Management Procedure and shall include the property type/tenure and frequency of inspections.

## **8. The Control of Legionella**

Property legionella risk assessments will be routinely assessed and validated to ensure suitability and validity; recorded on the water safety management tracker and will be retained for 5 years after a reassessment has taken place and include the following as a minimum:

- Consider who may be especially at risk
- Evaluate and eliminate or reduce the risk from legionella as far as is reasonably practical and provide general legionella precautions to deal with any residual risk
- There are any major works undertaken that affect the hot and/or cold water supply such as the replacement of the boiler, the replacement or provision of a main hot water heater, the installation or replacement of bath/shower room appliances, etc.
- It becomes apparent through the regular checks that the existing control measures are no longer effective highlighted by a pattern of increased contaminated samples.
- Any other reason that demonstrates that the legionella risk assessment is no longer valid.

Legionella control measures and remedial work resulting from the legionella risk assessment will be prioritised and a timescale for action applied; a regular regime of monitoring and testing will be undertaken to minimise the risk of legionella. The procedures, including timescales for completing all water risk assessment actions, are detailed in the Water Safety Management Procedure.

## **9. Scalding**

Scalding can occur in many situations in all properties or offices owned and/or managed by the Housing Division. Where deemed necessary by an Occupational Therapist or other appropriate person, temperature controls in the form of a Thermostatic Mixing Valve (TMV, sometimes called a thermostatic blending valve) will be implemented.

The TMVs will be set in accordance with the Health Technical Memorandum 04-01: Safe water in healthcare premises guidelines which refers to maximum hot water and surface temperatures for safe use.

## **10. Water Safety Management Commitments**

The Housing Division will work within the following commitments:

- The Housing Division will implement this policy to aim to achieve 100% compliance with the requirements Section 3 (2) of the Health and Safety at Work Act 1974 (HASWA), Management of Health and Safety at Work

Regulations 1999, Control of Substances Hazardous to Health Regulations 2002 (COSHH) and HSG 274 Approved Code of Practice (ACOP)

- Identify and assess the risks of Legionellosis where water systems are present in the workplace and to domestic properties and remove or minimise the risks by taking reasonable precautions.
- All detailed water risk assessments will be undertaken within the inspection programme timescales by persons who are competent, experienced and have been correctly trained to carry out these duties
- Legionella risk assessments are desktop reviewed annually.
- General precautions are taken and/or actively seek to remove potential water safety risks through the delivery of ad-hoc or planned programmes of work in all our properties
- If properties are going to be untenanted and empty for a period of more than 7 days, the hot and cold water outlets will be flushed on a weekly basis during the period when the property is void
- If properties are going to be void for longer periods, the water supply should be turned off and the pipework drained down. Prior to occupation or reoccupation, the system is to be flushed and shower heads & spray taps disinfected before a tenant occupies the property
- Regular routine water checks and testing are undertaken to mitigate the risk of the legionella bacteria developing and actions/findings following these checks will be actioned
- Where required/recommended all hot water outlets in bath/shower rooms, en-suites and W.C.s will have TMVs fitted
- Regular routine temperature checks and testing of TMVs (where installed) will be undertaken to mitigate the risk of scalding
- Ensure that, in line with the recommendations of HSE ACoP L8, all City of London employees that are involved in the management of water safety receive appropriate training and refresher training in order to understand and appreciate our responsibilities as Landlord and the actions required to ensure water safety is not compromised

## 11. Record Keeping

The certificate and details of the legionella risk assessments will be held in the Water Safety Management Tracker (WSMT) section of the Compliance Master Spreadsheet. The water safety management contractor will provide an electronic copy of the risk assessment, the details of which are to be checked and recorded in the WSMT and filed in a public Compliance folder by year and property.

- Compliance with the WSMT shall be reported to Senior Management on a quarterly basis
- All records relating to WSM shall be kept for a minimum of 5 years
- Legionella risk assessments will be held for a period of 5 years after the LRA is no longer valid
- We will carry out regular validation checks to ensure all properties have a valid LRA and any new properties added to the WSMT
- An LRA will be undertaken on all new properties to be brought into management plus any properties where the LRA is considered to be invalid due to a fundamental change in the profile of the tenant(s), major works have been

undertaken, there has been a pattern of issues with contamination or other issues which suggest that the LRA is no longer valid. The new LRA will supersede the old LRA. The WSMT will be updated with details of the new LRA and an electronic copy of the new LRA filed in the WSM folder by year and property

- There will be a detailed record of all attempts to gain access and we will take all necessary steps to ensure access is obtained through following legal best practice. The process will be detailed in the Water Safety Management Procedure
- The water safety contractor will provide an electronic copy of any additional or ad-hoc works record sheet which will be checked and retained

## **12. Contractor's competence**

We will ensure that water safety management works are only undertaken by technicians that are competent and the following controls will operate to ensure competence can be demonstrated:

- Only those legionella/water safety management contractors registered with and licensed by the HSE and/or Legionella Control Association and approved by the Housing Division, will be permitted to carry out work in properties that we own or manage.
- Contractors will only use UKAS approved laboratories for the analysis of water or other samples taken.
- All associated water safety related works will be undertaken by appropriately trained and competent operatives. This will include a competence assessment against the nature of the work to be completed.
- Contractor accreditations will be monitored and regularly updated.

## **13. Regular temperature checking and flushing**

Regular weekly or monthly temperature checking and flushing of little used outlets is to be carried out by competent site staff that have the appropriate equipment.

- Only site staff that have received suitable training and instruction can undertake the regular temperature checking, flushing, monitoring and recording regimes
- The regular weekly or monthly temperature checking, flushing, monitoring and recording regimes should be undertaken, as far as possible, at the same time and day each week/month
- The fact that the action has been undertaken and the findings from the action are to be recorded in the Control of Legionella Logbook
- If any issues are identified during the checks these should be reported to City of London without delay

## **14. Site Staff Competence**

The Responsible Person is responsible for undertaking the regular weekly or monthly temperature checking, flushing, monitoring and recording regimes stipulated in the LRA.

City of London will ensure that the Responsible Person is aware of their responsibility to ensure that all their staff that are involved in water safety management have received appropriate training and provided with the appropriate equipment in order to carry out the regular temperature checking, flushing, monitoring and recording regimes as required.

The Responsible Person is responsible for the ongoing review of the competence of the site staff carrying out water safety management actions any refresher training found to be necessary and the induction and training in water safety management of any new or temporary staff expected to undertake the regular water safety management actions.

## **15. Monitoring**

The Assistant Director of Housing Management will act as Duty Holder and will receive regular reports on the performance of this policy. The Duty Holder is accountable for ensuring its implementation and are responsible for ensuring that any necessary remedial work necessary and remedial actions are undertaken to comply with the policy.

The Assistant Director of Housing Management will retain the overall responsibility for the monitoring and consistent implementation of this policy.

The Housing Compliance Manager will be the designated Responsible Person and will be responsible for:

- Implementing the policy on a day-to-day basis ensuring that any necessary remedial works or actions are undertaken and that sufficient competent resources are in place to ensure their capability to comply with this policy. The duties are detailed in the Water Safety Management Procedure.
- Ensuring that any properties which are added to the portfolio are assessed, added to the water safety management tracker and included in the water management programme. The WSMT to be reconciled against the Housing Division stock list on a quarterly basis, i.e. where new build properties, new acquisitions or new leased properties are taken into management by us.

The Compliance Manager will be responsible for producing a monthly report to ensure performance can be measured. Metrics will include:

- No. of homes requiring Legionella Risk Assessments
- No. of homes with valid Legionella Risk Assessment
- Proportion of properties with Legionella Risk Assessment (%)
- Cold Water Storage Tanks
- Cold Water Storage Tanks with valid Legionella Risk Assessment
- Proportion of Cold Water Storage Tanks which are compliant

The Compliance Manager will, on a regular basis, check that a copy of the current LRA and Written Statement are available on site.

The Compliance Manager will also ensure that the Control of Legionella Logbook is up to date.

Water Safety Management will be monitored on a quarterly basis by the Compliance Manager to ensure that relevant issues are identified at an early stage.

## **16. Commitment and Review**

Bearing in mind the profile and/or vulnerabilities of some of City of London Housing Division's tenants, water safety is a high-risk area, and this policy will be reviewed on a three-year basis. A strategic review will be undertaken every 3 years which will include all operating procedures.

## **17. Communication**

The Housing Division considers good communication essential in the safe delivery of water safety management and will therefore ensure that relevant information is provided to residents.

## **18. Related documents**

- Housing Strategy
- Housing Asset Management Strategy
- Estate Management Policy
- Repairs & Maintenance Policy
- Health and Safety Policy

## **19. Equalities**

This Policy has been subject to an equalities test of relevance and will be implemented in accordance with our responsibilities and duties under relevant legislation, including the Equalities Act 2010.

## **20. Data Protection**


We will comply with our obligations under relevant data protection legislation and regulations. We will process and store personal information securely.

## **21. Policy Exceptions**

We may make an exception to the approach outlined in this policy if the circumstances require it and it is reasonable to do so. Our reasoning can be provided to the affected parties on request.



## 22. Document Management

<b>Department of Community &amp; Children's Services</b>  <b>Housing Service</b>			
<b>Policy Title: Water Safety</b>			
<b>Document Owner: Head of Repairs and Maintenance</b>			
<b>Date Approved:</b> <ul style="list-style-type: none"> <li>• (original)</li> <li>• [DATE] (this version)</li> </ul>			
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<b>Changes:</b> <ul style="list-style-type: none"> <li>•</li> </ul>			

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### Housing User Board (HUB) Comments

<p>I have read all the documents. They are all clear and easy to read for a literate reader.</p>	
<p>Thank you for the asbestos and electrical safety draft documents. I seemed to recall many years ago, when I lived at [address], that I did have to have asbestos removed from my bedroom, so it is most welcome that you are acknowledging these issues. I assume that where I now live has already been checked for asbestos?</p> <p>Perhaps you should also consider, if not already undertaken, that the issue of reinforced autoclaved aerated concrete (RAAC) should also be fully investigated.</p> <p>With regard to your electrical safety draft document, I cannot recall ever having an electrical safety inspection undertaken by the City of London. You mention doing these every five years, so this needs explaining</p>	<ul style="list-style-type: none"> <li>• We can confirm that we have asbestos data for this property</li> <li>• Regarding RAAC, we have completed the desktop analysis of our housing portfolio and undertaken the requisite visual inspections. There is no evidence from the visual inspections that RAAC was used in the construction of the Corporation's housing stock.</li> <li>• The electrical safety inspection query has been referred to the Property Services Team and a response will be provided to the resident</li> </ul>
<p>Asbestos management policy - I have read policy and it seems to be clear and detailed.</p>	
<p>Asbestos</p> <p>Point 4.        Licenced contractors - The HSE only allows certain works on ACM to be carried out by contractors.</p> <p>Should this be 'licensed contractors'?</p> <p>Refurbishment and Demolition surveys – A survey required before any work is carried out which cannot be undertaken using controlled measures and is used to determine the extent and scope of any asbestos removal or remediation works required before works.</p> <p>Don't really understand this</p> <p>6. We will aim to achieve this policy by:        - identifying ACM within their buildings. Where it is not reasonably practicable to identify ACM, for example ACM that may be located in inaccessible</p>	<p>Asbestos</p> <ul style="list-style-type: none"> <li>• Point 4 – this has been amended</li> <li>• Refurbishment and Demolition survey - agreed, the definition could be clearer. This has been amended to "A more detailed survey required before any work is carried out and asbestos materials are likely to be disturbed as part of a refurbishment or demolition project. "</li> <li>• Point 6 – this has been amended</li> </ul>

<p>Should 'their' be 'our'?</p> <p>Lifts</p> <p>10. Repairs and Maintenance        City of London Property Services will carry out any reported repair requirements in accordance with the Repairs and Maintenance Policy. All works will be undertaken by people competent to do so.</p> <p>What does 'competent' cover?</p> <p>12. Resident Commissioned Works        The Housing Division will maintain a consent process for any resident commissioned works that involve lifting equipment in accordance with the Alterations Policy. Approval will not be unreasonably withheld, although consent may be refused or conditions imposed where appropriate. Conditions may include a requirement for the resident to commission appropriate maintenance and inspection activity. Where unauthorised work with the potential to impact safety is discovered, We will take the appropriate action to remove or remedy. The cost of doing so may be recovered from the resident.</p> <p>Does this refer to lifts in homes?</p> <p>22. Exceptions        We may make an exception to the approach outlined in this policy if the circumstances require it and it is reasonable to do so. Our reasoning can be provided to the affected parties on request.</p> <p>Seems a bit vague – who is potentially affected? Who are the parties?</p>	<p>Lifts</p> <ul style="list-style-type: none"> <li>Point 10. Thank you and amended to "competent and qualified to do so", as works will only be carried out by accredited contractors as outlined in section 17, training.</li> <li>Point 12. This refers to the rare occasions on which residents are carrying out authorised works in their property and require lifting equipment to be on site i.e. a fork lift to transfer heavy materials.</li> </ul> <p>This also covers instances where a resident may have installed lifting equipment i.e. a stairlift, that has been deemed as unsafe by a City of London representative.</p> <ul style="list-style-type: none"> <li>Point 22 – this is a standard part of our policy documents, which makes clear that we can depart from usual policy rules if the circumstances demand it, and it is reasonable to do so. This is to avoid fettering our discretion and being overly rigid in our application of the policy, which could theoretically lead to legal challenge (which could happen in the case of some policies but is unlikely here).</li> </ul> <p>The 'relevant parties' are most likely to be residents.</p>
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<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Dated:</b> 17/04/2024
<b>Subject:</b> Reasonable Adjustments Policy	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	2, 3
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay, Executive Director, Community and Children's Services	<b>For Decision</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management	

## Summary

We are committed to ensuring that our services can be accessed by residents with disabilities and additional needs. To support this commitment, a Reasonable Adjustments Policy has been drafted for the Housing Division.

The policy provides a brief statement on how we will respond to the need to vary our services for individuals in line with the requirements of the Equality Act 2010. It is good practice for housing providers to maintain such a policy given the varied needs of residents accessing housing services.

The policy is intended to promote fairness and ensure that those accessing our services have their individual needs considered promptly and sensitively. Implementation of the policy will be supported by training and awareness-raising for Housing Division staff, and a brief procedure to ensure compliance.

## Recommendation

Members are asked to:

- Approve the Reasonable Adjustments Policy for use by the Housing Division

## Main Report

## Background

1. The Equality Act 2010 (“the 2010 Act”) places an obligation on public sector organisations to make reasonable adjustments to their services to ensure that they are accessible to disabled people, to reduce the likelihood of discrimination against those with this protected characteristic.
2. ‘Reasonable adjustments’ refers to modifications or changes to physical environments, or policies, procedures and practices, to make them more accessible to disabled people so they are not placed at a disadvantage when compared to those without a disability.
3. Under the 2010 Act, the legal duty to make reasonable adjustments arises in three circumstances:
  - Where there is a provision, criterion or practice which puts a disabled person at a **substantial disadvantage** in relation to a relevant matter in comparison with persons who are not disabled
  - Where a physical feature puts a disabled person at a substantial disadvantage in comparison with persons who are not disabled
  - Where a disabled person would, but for the provision of an auxiliary aid, be put at a substantial disadvantage in comparison with persons who are not disabled.
4. Landlords must also consent to the making of disability-related improvements to rented residential premises unless the request is unreasonable. For our purposes, this relates to requests for disabled adaptations following an occupational health assessment.
5. ‘Substantial disadvantage’ means something which is ‘more than minor or trivial’. What is reasonable depends on the context of the request and the resources of the landlord. It is about putting in place what is practical to minimise disadvantages, taking into account what is affordable and achievable.

## Examples of Reasonable Adjustments

6. The policy does not aim to describe every situation in which we might make a reasonable adjustment. It is a general statement of our commitment to ensuring that disabled residents (and other service users, such as housing applicants) are not at a disadvantage when using our services.
7. The following are typical examples of reasonable adjustments that we might be asked to make:
  - Altering physical features: installing automatic door openers, building ramps, widening a doorway, converting bathrooms into wet rooms

- Auxiliary aids: replacing taps or door handles, adapting doorbells/entry systems, installing a stairlift, fitting grab rails
8. Another area in which reasonable adjustments might be considered relates to the application of housing management policies or decisions. For instance, we may consider:
- Giving someone longer to respond to requests for information
  - Extending a deadline as part of our complaints process
  - Giving someone longer to complete a task, such as clearing a property at the end of a tenancy
  - Finding someone an alternative parking space or garage, which better suits their needs
  - Finding temporary alternative accommodation for a resident while works are carried out in their home
  - Assisting an applicant to bid for properties through our Choice-Based Lettings system, for instance by auto-bidding or placing manual bids for them
  - Providing communications in a specific format (e.g. Braille, large print or coloured paper), or using a sign-language interpreter at a meeting or event
9. When deciding what is reasonable, we will consider:
- How effective the adjustment(s) will be in assisting someone with a disability and in preventing or reducing the possibility of them being at a disadvantage
  - The practicality of us making the adjustment(s)
  - The cost of the adjustment(s) and whether this is possible within our resources, and
  - Any disruption to the service that making the adjustment(s) may cause.
10. In circumstance where we are unable to make an adjustment due to cost or resources, we will work together with the individual to find the most appropriate alternative solution for them.
11. In most cases, we will be able to assist people and staff often make very quick decisions on adjustments as a routine part of their work. The requests that require more detailed consideration tend to be those involving making physical changes to a property, which must be assessed for cost and suitability.

12. A well-established process exists for property adaptations for disabled residents, which involves professional referrals to occupational health experts, who will recommend adjustments to make the home more suitable for the resident.

13. In 2023/4, we carried out work to adapt 25 homes to meet tenants' needs, at an approximate cost of £83,000. These works included converting bathrooms to accessible wet rooms, providing accessible shower enclosures, fitting handrails and grab rails, and installing stairlifts.

## **Staff Training**

14. Equalities duties and reasonable adjustments considerations are included in our 2024/5 training plan for the Housing Division. We will ensure that mandatory training is delivered on these subjects to support the implementation of this policy.

## **Corporate & Strategic Implications**

### **Strategic implications**

This policy and related practise supports the following outcomes of our Corporate Plan 2024-29:

- Diverse, engaged communities
- Providing excellent services

Ensuring service provision is accessible and meets the needs of service users is key, and will be promoted by the implementation of this policy, and associated staff training and awareness.

Financial implications - none

Resource implications – none.

Legal implications – none.

Risk implications – none.

### **Equalities implications**

This policy promotes compliance with the Public Sector Equality duty and our obligations under the Equality Act 2010 regarding reasonable adjustments. The impact on those with relevant protected characteristics will be positive, as the policy promotes greater awareness of the need to consider reasonable adjustments and supports the delivery of more accessible services.

Climate implications – none.

Security implications – none.

## **Conclusion**

15. To support our commitment to eliminating discrimination and ensuring that our services are as accessible as possible to those with disabilities or additional needs, a Reasonable Adjustments Policy has been drafted for use by the Housing Division.



16. The policy outlines how we will meet the requirement to make reasonable adjustments to avoid substantial disadvantage to disabled people, as required by the Equality Act 2010.

17. The implementation of the policy will include delivering training to Housing Division staff on relevant equalities considerations when responding to service requests.

### **Appendices**

- Appendix 1 – Draft Reasonable Adjustments Policy
- Appendix 2 – Responses to Housing User Board (HUB) consultation, March 2024
- 

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**City of London Corporation**  
**Department of Community & Children's Services**  
**Housing Service**

**REASONABLE ADJUSTMENTS POLICY**

<b>Approved by:</b>	<i>Housing Management &amp; Almshouses Sub-Committee</i>
<b>Original Approval Date:</b>	
<b>Review Date:</b>	<i>+ 3 years from approval</i>
<b>Re-Approval Date</b>	-
<b>Next Review Date</b>	<i>**3 years from re-approval**</i>

## **Introduction**

1. This policy outlines the approach to implementing reasonable adjustments to accommodate the needs of housing residents and service users living in homes managed by the City of London Corporation, or accessing services provided by us, in compliance with relevant legislation, including the Equality Act 2010.

## **Scope**

2. This policy is specifically applicable to services provided by the Housing Division of the City of London's Department for Community and Children's Services. It covers adjustments for residents or service users with disabilities or specific needs.
3. The policy applies to the management of homes on the housing estates forming part of the Housing Revenue Account (HRA). It also applies to the management of the City of London Almshouses and Gresham Almshouses, which is undertaken by the Housing Division on behalf of the respective charitable trusts.

## **Legal Framework**

4. Local authorities must adhere to the Equality Act 2010, which prohibits discrimination on the grounds of disability. Housing providers are obliged to make reasonable adjustments to ensure that disabled residents or service users are not disadvantaged in comparison to non-disabled people.

## **Definition of Reasonable Adjustments**

5. Reasonable adjustments refer to modifications, accommodations, or changes to policies, practices, or physical environments to ensure equal access and opportunities for disabled people. Adjustments may include alterations to premises, provision of auxiliary aids, changes to policies, or adjustments to services.

## **Request Process**

6. Residents or service users accessing our services are encouraged to formally request reasonable adjustments by submitting a request to us.
7. Requests should include details of the specific adjustments required and any supporting documentation, such as medical certificates or assessments.

8. Staff will also identify any reasonable adjustments they believe may be appropriate when in contact with residents or service users, or when responding to a service request from them. These will be discussed with the individual to ensure that they are appropriate.

### **Assessment and Approval**

9. We will assess the reasonableness and feasibility of any requested adjustments. Adjustments will be approved unless it is shown that they are not reasonable or practicable within the resources available to us.
10. For minor adjustments identified or requested during routine service delivery, a decision might be made immediately. For more complex requests, we will aim to decide as quickly as possible and will reply within our standard customer service timescales. This time scale may be extended if we require further information from the resident or service user.

### **Record Keeping**

11. We will maintain a written record of any requests made to us, and decisions made in respect of them. We will also record details of any adjustments we elect to put in place at our own initiative.

### **Communication**

12. We will maintain open communication with residents and service users throughout the adjustment process. Timely responses will be provided to acknowledge, assess, and implement reasonable adjustments.

### **Confidentiality**

13. Information related to an individual's disability and reasonable adjustments will be treated confidentially and shared only with relevant staff on a need-to-know basis.

### **Training**

14. Staff members involved in the implementation of reasonable adjustments will receive appropriate training to ensure a clear understanding of their responsibilities.
15. Training will include awareness of the Equality Act 2010 and the importance of providing equal opportunities to residents and other service users.

## **Review and Monitoring**

16. This policy will be regularly reviewed to ensure compliance with legislative changes and best practice.
17. We will monitor the effectiveness of implemented adjustments and make improvements, as necessary.

## **Accessibility Information**

18. We will make information regarding the availability of reasonable adjustments easily accessible to residents and service users through various channels, such as websites, newsletters, or information leaflets.

## **Review Process**

19. Residents and service users who are dissatisfied with the outcome of a reasonable adjustment request may ask that the matter is reviewed by a more senior decision-maker or use our complaints process if they believe there has been a service failure.

## **Policy Exceptions**

20. In exceptional circumstances, we may consider making a variation to this policy. Our reasoning can be provided to the affected parties on request.

## **Equality and Diversity**

21. This Policy has been subject to an equalities impact assessment and will be implemented in accordance with our responsibilities and duties under relevant legislation, including the Equalities Act 2010.
22. We will ensure that tenants' needs are considered when implementing this Policy to ensure that they are treated fairly. We will make appropriate arrangements to ensure that customers with distinct communication needs are not unreasonably and disproportionately affected. This could involve providing communications in alternative languages or formats or providing interpretation or transcription as appropriate.

## **Data Protection and Information Exchange**

23. We will comply with our obligations under relevant data protection legislation and regulations. We will process and store personal information securely.

24. There are some circumstances in which we are required by law to disclose information given to us.

## **Policy Review**

25. We will review this policy at least every three years, or following relevant changes to legislation, regulation, or policy.


## **Legislation**

- Equality Act 2010

## **Related documents**

- Reasonable Adjustments Procedure

DRAFT

<b>Department of Community &amp; Children's Services</b>  <b>Housing Service</b>		
<b>Policy Title: Reasonable Adjustments</b>		
<b>Document Owner: Head of Housing Management</b>		
<b>Date Approved:</b> <ul style="list-style-type: none"> <li>• (original)</li> <li>• [DATE] (this version)</li> </ul>		
<b>Version: 1</b>	<b>Last amendment:</b>	
<b>Effective date:</b>	<b>Next review date:</b>	
<b>Changes:</b> <ul style="list-style-type: none"> <li>• New policy</li> </ul>		



**Feedback from the Housing User Board (HUB) – Reasonable Adjustments Policy**

- I read [the] document on Reasonable Adjustments and it is clear and easy to understand. I am very elderly so read the Reasonable Adjustment with particular interest. I found it reassuring to know that if I had a request someone would be prepared to consider it and I also understood that adjustments might not always be possible and the answer to a request might be negative.
- As with the reasonable Adjustment policy, it is comprehensive in all that it covers, and I cannot think of anything that it does not include

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<b>Committee:</b> Community and Children’s Services Committee	<b>Dated:</b> 01/05/2024
<b>Subject:</b> Departmental Five-Year Business Plan – Direction of travel and proposed scope	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	Diverse Engaged Communities Leading Sustainable Environment Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay, Executive Director, Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Ellie Ward, Head of Strategy and Performance, Community and Children’s Services	

## Summary

Each year the Department of Community and Children’s Services (DCCS) produces a one-year Headline Business Plan which aligns with our departmental objectives and the new Corporate Plan. This is part of a wider corporate process of alignment and a move to five-year departmental business plans.

The DCCS Headline Business Plan is recognised as being of high quality and is well regarded. As such, the Department has the opportunity to be a trailblazer in shaping and trialling a five-year business plan model which could then be adopted corporately.

This paper sets out the direction of travel and proposed scope of the Departmental Five-Year Business Plan and a timeline for its production.

## Recommendation

Members are asked to:

- Note this report







## **Main Report**


### **Background**

1. Members have requested a Five-Year Business Plan for the Department, and this aligns with corporate plans for five-year business plans, building on the current one-year Headline Business Plan that the Department produces.
2. The DCCS one-year Headline Business Plan is well regarded and considered to be of excellent quality. As a result, it is a strong base to use to build a five-year business plan. This also gives us the opportunity to be a trailblazer in shaping and trialling a plan that can then be rolled out across the City of London Corporation.

### **Current Position**

3. The new Corporate Plan, associated strategies and the organisational Transformation Programme provide the context for the development of five-year business plans.
4. One of the areas that the organisation will focus on in the future is Objectives and Key Results (OKRs) which supplement Key Performance Indicators.
5. OKRs are part of a goal-setting methodology that can help set and track measurable goals. The OKR framework pairs the objectives to be achieved with the key results that will be used to measure progress.
6. The table below sets out the difference between KPIs and OKRs. Although KPIs still have a place, OKRs allow for a better focus on delivery of goals. They are especially pertinent in relation to long-term business planning.

OKR vs. KPI		
	Objectives and key results (OKRs)	Key performance indicators (KPIs)
 <b>Definition</b>	Actionable goals with measurable components	Numbers that track business goals
 <b>Basis</b>	Based on company missions and aspirations	Based on past results and current projects
 <b>Criteria</b>	Measures bolder, more aggressive goals	Measures steadiness and benchmarks
 <b>Purpose</b>	Motivational tool	Performance evaluation tool
 <b>Duration</b>	Quarterly or yearly	Variable
 <b>Variation</b>	Goals change each cycle	Metrics can stay the same for months or years



Source: Asana, 'OKR vs. KPI: Which goal-setting framework is better?'  
<https://asana.com/resources/okr-vs-kpi>

7. The Five-Year Business Plan will also reflect some of the priorities for the Corporate Transformation Programme, which includes themes around a customer access strategy and modernising our community service delivery. Although this is still in development, for DCCS, this is likely to include work around improved outcomes for the communities we serve and enhanced service design and user experience.
8. Underpinning all the work of the City Corporation is the further embedding of Equalities, Diversity and Inclusion in decision-making and service delivery, the Digital Strategy, harnessing new technologies, and the People Strategy, focused on engaging and developing our people and our leaders.

### Proposals

9. Based on guidance from the Corporate Team and some of the emerging themes noted above, it is proposed that the Five-Year Departmental Plan is built around:
  - a picture of what the next five years may look like in terms of demand for services and the likely financial position
  - the Department's aspirations for responding to this with specific actions and expenditure (actions should be funded wherever possible)
  - how the Department will contribute to the Corporate Plan outcomes

- key headline workstreams (reframed as OKRs), timelines and stakeholders (as in the current one-year Headline Business Plan).
10. The proposed content of the Departmental Five-Year Business Plan is set out in Appendix 1.
11. The timeline for development of the Five-Year Departmental Business Plan is as follows:
- **June 2024:** Engagement work with Members and with the Corporate Strategy and Performance Team
  - **September 2024:** Outline draft Five-Year Business Plan for shaping and refining with Members
  - **December 2024 to January 2025:** Update information, e.g. financial position
  - **February 2025:** final Five-Year Business Plan agreed by Committee.

### **Corporate & Strategic Implications**

12. *Strategic implications* – none for this report, but the Five-Year Business Plan will specifically set out how it meets the Corporate Plan outcomes. The primary outcomes for DCCS are Diverse Engaged Communities, Leading Sustainable Environment and Providing Excellent Services.
13. *Financial implications* – none for this report
14. *Resource implications* – none for this report
15. *Legal implications* – none for this report
16. *Risk implications* – none for this report
17. *Equalities implications* – none for this report, but Equalities, Diversity and Inclusion will be an underlying principle of the Five-Year Business Plan.
18. *Climate implications* – none for this report, but climate implications and sustainability will be underlying principles of the Five-Year Business Plan.
19. *Security implications* – none for this report

### **Conclusion**

20. DCCS will be a trailblazer in developing a Five-Year Business Plan which will then inform the corporate approach. It will reflect and build on the Corporate Plan and associated strategies, and will reflect the Corporate Transformation programme.
21. Members of DCCS Committee will be actively involved in shaping and refining a Five-Year Business Plan for the Department. The report sets out a timeline for this.

## **Appendices**

- Appendix 1 – Proposed contents of the Five-Year Departmental Business Plan

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## Appendix 1 – Proposed Contents of Five-Year Business Plan

### Context

Corporate

Departmental

External

*What has our impact been over last 5 years?*

*What might some of our pressures and challenges be over the next five years?*

*Who are our key partners?*

*What are our assets (inc staff)*

### Aims, objectives and outcomes

Corporate (inc Corporate Plan, Digital, People's Transformation Programme)

Departmental

External

*Highlight which of these the Department specifically delivers to*

### Delivery

Key areas of work to deliver the above

Milestones

How we measure progress and impact – OKRs, KPIs etc

Which objectives its delivers against

### Enablers

People

Digital

Working in partnership

*How these things will meet objectives but also changes to help us deliver*

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<b>Committee(s):</b> Community and Children’s Services Committee	<b>Date(s):</b> 01/05/2024
<b>Subject:</b> Community Infrastructure Levy Neighbourhood Fund – Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 3, 4, 7, 10
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Report of:</b> Managing Director of the City Bridge Foundation	<b>For Information</b>
<b>Report author:</b> Jack Joslin, Head of the Central Grants Unit	

## Summary

The City Corporation adopted a Community Infrastructure Levy (CIL) in 2014. National CIL Regulations require that 15% of CIL receipts be reserved for neighbourhood funding. Local authorities are required to engage with communities on how this neighbourhood funding should be used to support development of the area. The process and nature of this engagement is outlined in the City Corporation’s Statement of Community Involvement (May 2023).

A consultation with City communities took place for seven weeks from 6 September to 25 October 2023 to: identify community priorities; assess support for the introduction of three cross-cutting criteria to differentiate between equally strong applications; to consider the introduction of a fallow period of 12 months for applicants who have received five year’s funding; to identify areas for improvement in the processes and management of the CILNF. 207 completed surveys were received. A new policy was agreed by the Policy and Resources Committee at its meeting in December 2023.

## Recommendation

Members are recommended to:

1. Note the response and key findings of the consultation on the City CIL Neighbourhood Fund, set out in **Appendix 1**;
2. Note the new CIL Neighbourhood Fund Policy at **Appendix 2**

## Main Report

### Background

1. Under the 2008 Planning Act and the Community Infrastructure Levy Regulations 2010 (as amended), a local authority may adopt a Community Infrastructure Levy (CIL) setting out how it will require contributions from development towards the cost of providing new infrastructure. CIL regulations allow for up to 5% of CIL receipts to be used to fund the administrative costs incurred in operating a CIL. Regulations also require that 15% of CIL receipts shall be reserved for neighbourhood funding. Where a neighbourhood plan or neighbourhood development order has been made 25% of CIL receipts from development in the plan area is reserved for the delivery of neighbourhood priorities as identified in the neighbourhood plan.
2. Regulations require that the Neighbourhood Fund must be used to support the development of the local council's area, or any part of that area. CIL Regulations (59C) and 59(F) allows a wider scope of projects to be funded through the CIL Neighbourhood Fund than that allowed for other CIL funding, including:
  - a) the provision, improvement, replacement, operation or maintenance of infrastructure; (the same criteria as for other CIL funds) or
  - b) anything else that is concerned with addressing the demands that development places on an area (additional flexibility for neighbourhood fund).
3. Where there is no existing parish, town or community council, neighbourhood plan or development order, then the local authority will retain neighbourhood CIL funds. In accordance with national Planning Practice Guidance, local authorities should set out clearly and transparently how they will engage with communities and the use of the neighbourhood fund should match the priorities expressed by these local communities.
4. The City of London's Statement of Community Involvement (May 2023) section 3.30 sets out how the City Corporation will engage with City communities to understand community priorities for the allocation of monies from the CIL Neighbourhood Fund.

### Current Position

5. The City of London CIL came into effect on 1 July 2014. Management of the City CIL Neighbourhood Fund (CILNF) process is aligned with the City's existing grant allocation process, through the Central Grants Unit. The current neighbourhood portion of the City CIL funding available for distribution as at April 2024 is just over £7 million.

<b>Financial year</b>	<b>Funds committed</b>
2020/21	£544,327
2021/22	£2,050,344
2022/23	£3,099,542

6. The City CILNF has been in operation since September 2020, providing a wide range of funding to support City of London Communities. The grant programme is open access and available to apply to throughout the year.
7. Within the City of London, there are no existing parish, town or community councils. There are no adopted neighbourhood plans or neighbourhood development orders. There is one neighbourhood forum – the Barbican & Golden Lane Neighbourhood Forum. The Barbican & Golden Lane Neighbourhood Forum was designated in July 2023 and is in the process of establishing safe, secure and fit for purpose infrastructure. Given that the City is little over one square mile in area, the City Corporation considers that there are now two neighbourhood areas for the purposes of collection and spending of CIL Neighbourhood Funds. The proposed priorities and policy for the City CIL Neighbourhood Fund will cover all of the square mile whilst the CGU and Planning Teams undertake further work with the Barbican & Golden Lane Neighbourhood Forum in relation to how it applies to the Barbican & Golden Lane Neighbourhood Area.
8. At the meeting of Policy and Resources on 14<sup>th</sup> December 2023, members received a report outlining that a consultation took place for seven weeks between 6 September and 25 October 2023 on the Neighbourhood Fund Policy. Responses were received from 207 respondents. **Appendix 1** sets out a summary of the community priorities and key issues arising from these representations and suggested amendments to the CILNF policy.
9. At the same meeting members approved the new Policy for the CIL Neighbourhood Fund going forward, this can be found at **Appendix 2**. Officers at the Central Grants Unit have been working on advertising these new priorities and seeking applications to the fund with a steady pipeline of applicants developing.
10. At the meeting of the Policy and Resources Committee on 14 December 2023, members approved a minimum CILNF grant of £10,000 to provide a progression between Central Grants Unit's smaller grant programmes and CLINF. In line with the CILNF's Equalities Impact Assessment, Members also approved that CILNF could specifically fund access audits. However, further research has indicated that the average cost for an access audit is £3,500 which is substantially less than the CILNF minimum grant. A further decision was taken at Policy & Resources Committee in February 2024 to remove a minimum level of grant for applications towards the costs of access audits
11. The assessment and grant management process of the Neighbourhood Fund is delivered by the Central Grants Unit, with recommendations on grants being made to the CIL Neighbourhood Fund Officer Panel. All applications undergo rigorous due diligence in line with good practice. During the Panel a multi-disciplinary group of officers look at each application on its merit, ensuring that value for money has been considered amongst other things. The Panel also needs to make judgements on applications to ensure the process is equitable to all, so will at times look to recommend applications to Committee where an organisation does not have the same infrastructure and influence as others. The Panel is committed to breaking down barriers to public funds for organisations from a diversity of backgrounds.

The Panel can award grants under £100,000, with all grants above going to RASC for decision.

### **Corporate & Strategic Implications**

12. **Corporate Plan Implications:** the CILNF can resource community-led infrastructure improvements and activities across the City. The cross-cutting criteria agreed during the consultation reflect key themes within the City of London's Corporate Plan 2024 and EDI objectives.
13. **Security Implications:** the CILNF fulfils a statutory requirement for the spending of CIL. There are no direct security implications, though future funded projects may bring security benefits.
14. **Financial Implications:** the CILNF makes use of that proportion of City CIL monies which are required by statute to be used to assist in the delivery of new infrastructure to meet community needs (15% of CIL funds). The costs of management of the grant application process will be met through the 5% of CIL funds set aside by statute to cover CIL administration.
15. **Equalities and resourcing implications:** the CIL Neighbourhood Fund and proposed revised policy have been subject to a full Equality Analysis. The Equality Analysis has concluded that there are no adverse impacts arising from these proposals for equality groups and social mobility. The CGU has developed an Equalities Action Plan outlining the actions it will take to improve the positive equalities impact of the CILNF.

### **Conclusion**

16. Community Infrastructure Levy legislation requires local authorities to reserve between 15% and 25% of CIL receipts for neighbourhood funding. Where there is no recognised parish or town council or neighbourhood forum, the local authority will retain the neighbourhood fund but must spend it on infrastructure which meets community needs. The local authority must consult the community on how these funds will be used. A Public Consultation has taken place to identify key community priorities between 6 September and 25 October 2023.

### **Appendices**

**Appendix 1** – CILNF 2023 Consultation Key Findings

**Appendix 2** – City of London Community Infrastructure Levy Neighbourhood Fund Policy (Dec 2023)

### **Background Papers**

Report of the Policy & Resources Committee 14/12/2023: City of London Community Infrastructure Levy – Approval of Neighbourhood Fund

Report to Policy & Resources Committee 02/05/2019: City of London Community Infrastructure Levy – Approval of Neighbourhood Fund

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## **Community Infrastructure Levy Neighbourhood Fund: 2023 Consultation Key Findings**

### Context

1. Local authorities are required to engage with communities on how CIL neighbourhood funding should be used to support development of the area. The process and nature of this engagement for the City of London is outlined in the City Corporation's Statement of Community Involvement (May 2023) Section 3.30.
2. The CILNF and the CILNF consultation are managed within the City Corporation by the Central Grants Unit. The Central Grants Unit undertakes consultation on community funding priorities to inform changes to the CILNF structure and funding regime. The City's Statement of Community Involvement requires that consultation will take place over a minimum six-week period, with information published on the City Corporation website and information sent to consultees on the City Plan consultee database, plus other interested parties identified by the Central Grants Unit.
3. CGU's previous consultations and updates to the Community Infrastructure Levy Neighbourhood Fund (CILNF) policy were undertaken in May 2019 and Spring 2022.
4. The current consultation sought to engage with City communities to determine their priorities for the CILNF and to seek their views on the introduction of potential cross-cutting criteria as a mechanism to support decision-making of equally strong applications and ensure that the CILNF embedded and delivered the City Corporation's EDI objectives. In anticipation of growing demand for funding, the survey also asked members of the City's communities their views on the potential introduction of a fallow period for applicants who had received five years' continuous funding. The consultation also sought community views on how to improve the delivery of the CILNF and asked about the current challenges communities were facing.

### Structure

5. The 2023 CILNF survey was timed to miss the school summer holidays. The survey was open from 6 September and ran for seven weeks until 25 October 2023.
6. In preparation for initiating improved promotion and outreach for the CILNF in 2024, CGU worked through 73 third-party audience owners to cascade information to residents and City workers through e-newsletters, organisation websites, direct email and social media. In addition the survey was promoted through newspaper advertising alongside a tightly focused poster and leaflet distribution campaign. For communities with no access to the internet hard copy questionnaires in English and Bengali were distributed through community centres and group organisers.

	<b>Audience Owner to cascade/Specific Comms Channel</b>
<b>Reaching individual Residents</b>	
Via CoL Teams/Members	CoL Members Briefing ; City Resident Newsletter; City Plan Consultation Database; Home Newsletter; Golden Lane & Middlesex St Socials; Barbican Bulletin; Golden Lane Community Centre Newsletter; Estate Notice Boards; City Family Arts Network; Guildhall Newsletter; Family Information Service; eShot newsletter; Library Notice Boards; DCCS Internal Newsletter; Family of Schools Newsletter; Golden Lane Community Centre & Portsoken Community Centre notice boards; CoL Corporation social media; CoL website CGU & Consultation pages; Central Grants Unit previous grant applicants (last 3 years)
Via Commissioned Services	Healthwatch; Age UK East London; Carer Connections; Age UK City of London; City Connections; St Luke's Newsletter; Family Action
Via Local Networks & Groups	Portsoken Community Centre Advisory Board; City Parents & Carers Group; Golden Lane Estate Residents Association Newsletter; Middlesex Street Estate Residents Association; Guinness Trust (Mansell Street Estate); Portsoken Gardening Club; Toynbee Art Club (Artisan Library); Forget Me Not Memory Group; Golden Baggers Gardening Club; Hive Curates; Library User Groups; Friends of City Gardens
Via Neighbourhood Forum	Barbican & Golden Lane Neighbourhood Forum
Via Grantees	Age UK London; East London Dance; London International Festival of Theatre website; Learning Through the Arts; Imagine Golden Lane; Pollinating London Together; Barbican Communities
<b>Reaching individual Residents/Workers</b>	
Via Religious Groups	PwC Hindu Network; City Hindus; City Sikhs; Bevis Marks Synagogue; St Pauls Cathedral; Dean for the City of London; St Mary Le Bow
Via Commissioned Services	Business Healthy Network; City Advice;
Via Adverts	City Matters; City AM
<b>Reaching individual Workers</b>	
Via CoL Teams	City Network Group; CityHR Network; Small Business Enterprise Centre; CoL Livery Website & Livery Newsletter; City Belonging Project; Destination City Hotels & Attractions
Via BIDs	Eastern City Partnership BID; Primera; Aldgate Connect BID; Cheapside Business Alliance BID; Fleet Street Quarter BID; Culture Mile BID
Via Local Networks	The Heart of the City
Via grantees	Whizz Kidz Sponsor Newsletter; Historic Royal Palaces Sponsor Newsletter

## Response

7. Completed surveys were received from 207 respondents. This represents a 550% increase on the number of respondents compared to the 2022 survey and a 1,200% increase on the number of respondents compared to 2019.
8. 12% of responses were collected as hard copy surveys, 88% of responses were collected through the online survey.
9. Respondents were evenly spread between those that lived and those that worked in the City. 40% of respondents live in the City, 38% of respondents work in the City and 22% of respondents both live and work in the City.

## CIL Neighbourhood Fund Priorities

10. The CILNF funds projects that deliver community benefit and value for money. As the number of good quality applications for funding increases, we need additional criteria to help steer decision making whilst still ensuring that the fund remains responsive to changing community needs.
11. Respondents were asked to score how important they felt three cross-cutting criteria would be in informing the final decision-making between similarly strong proposals: Prioritising proposals that enable everyone to flourish and reach their full potential regardless of their socio-economic background; Prioritising proposals that create a greener City by addressing climate change and managing our environment for this generation and generations to come; Prioritising proposals that ensure community engagement and empowerment in decision making about activities and services offered. These cross-cutting criteria reflect key themes from the City of London's Corporate Plan and the City of London's EDI objectives.
12. 71% of those surveyed strongly agreed or agreed with prioritising proposals that enable everyone to flourish and reach their full potential regardless of their socio-economic background. 16% neither agreed nor disagreed. Only 13% disagreed or strongly disagreed. The 71% who strongly agreed or agreed were comprised of 27% residents, 28% City workers and 15% who were both residents and City workers.
13. 72% of those surveyed strongly agreed or agreed with prioritising proposals that create a greener City by addressing climate change and managing our environment for this generation and generations to come. 11% neither agreed nor disagreed. Only 17% disagreed or strongly disagreed. The 72% who strongly agreed or agreed were comprised of 30% residents, 27% City workers and 14% who were both residents and City workers.
14. 75% of those surveyed strongly agreed or agreed with Prioritising proposals that ensure community engagement and empowerment in decision making about activities and services offered. 15% neither agreed nor disagreed. Only 10% disagreed or strongly disagreed. The 75% who strongly agreed or agreed were comprised of 32% residents, 26% City workers and 17% who were both residents and City workers.

15. There was strong alignment between the views of residents and City workers in support of all three cross-cutting criteria.
16. In addition to the introduction of cross-cutting criteria, respondents were asked to list any other priorities they thought the Neighbourhood Fund should consider when distributing funding.
17. Priorities identified by over 5% or more of respondents were (in descending importance): Preserving existing and creating of more green space in the City including estate gardens and gardening clubs (9%); Prioritise proposals that address the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty (7%); Sport, exercise and health activities including promoting walking and cycling (6%); Activities and services for children, young people and families (6%); Making public spaces and services fully accessible for disabled people and the elderly (6%); Prioritise proposals and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support (5%); Mitigating climate change & enhancing biodiversity & wildlife (5%); Improving street cleanliness (5%).
18. The eight community identified CILNF priorities closely align with the challenges that respondents reported their communities were facing.
19. The most pressing challenge reported (17% of respondents) was the lack of trees and green space (with seating), poorly maintained green spaces & lack of biodiversity. An important aspect of this issue was the need for additional seating so that these spaces could be enjoyed by workers, residents and the elderly.
20. This challenge is directly addressed within the community identified CILNF priorities and suggested cross-cutting priorities.
21. Significant challenges for communities (in descending order of importance were): High levels of air pollution (14%); Lack of well-maintained playgrounds, sports facilities, pitches and activities for children and young people (13%); Noise pollution from vehicles, construction & late licence bars (12%); Lack of community centres/spaces for people to gather (11%).
22. Other challenges, identified by over 5% or more of respondents, were (in descending importance): Lack of services, activities and day centre for elderly residents (9%); Social isolation, loneliness and lack of community cohesion events and networks (9%); Poor traffic management, congestion, bus re-routing (9%); Overdevelopment and poor planning decisions (9%); Littering, lack of bins & lack of street cleanliness (9%); Antisocial behaviour (8%); Struggling retail especially at weekends (8%); Lack of step-free access, narrow pavements and unsafe uneven pavements causing difficulty for wheelchair users, older people and prams (7%); Cost of living increases including rise in service charges, heating costs and food poverty (7%); Lack of consultation with residents about their needs and how best to deliver them (7%); Dangerous use of bikes & e-scooters including riding and discarding on pavements (6%); Need to bring workers back to the City to work (6%); Closure and lack of local amenities including banks, local shops, family

businesses, difficulty accessing doctors and NHS dentists (6%); Poor maintenance and repair of housing & poor estate management (5%). Many of these issues fall outside of the remit of CILNF but might inform other areas of the City Corporation's work.

#### Eligibility for CIL Neighbourhood Funding

23. Currently organisations can apply for funding for up to five years either as a single grant or a series of grants. To ensure new applicants have access to funding, members of the City's communities were asked how strongly they agreed with the proposal to introduce a 12-month fallow period before organisations who have received continuous funding for five years can reapply.
24. 39% of those surveyed strongly agreed or agreed with the introduction of a 12-month fallow period. 37% neither agreed nor disagreed. 23% disagreed or strongly disagreed. The 39% who strongly agreed or agreed were comprised of 17% residents, 14% City workers and 8% who were both residents and City workers.

#### Suggested improvements to how CILNF operates

25. Respondents to the survey were asked whether they had any suggestions on how the Neighbourhood Fund could improve how it operates. This question only received responses from 52% of respondents with a further 2% stating they had no suggestions. This reflects the fact that many respondents had little or no prior knowledge of CILNF.
26. Suggested improvements identified by over 5% or more of respondents were (in descending importance): Actively identify and reach out to potential applicants including grassroots community groups, sole traders, independents and businesses to make sure their needs are met (14%); Improve awareness of the fund through improved comms and promotion of success stories (11%); Transparency in relation to investment decisions (8%); Provide more information about the CILNF's funding criteria (6%).
27. These suggested improvements will inform and shape our future CILNF comms and engagement work.

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## Revised City of London Community Infrastructure Levy Policy (Nov 2023)

### Summary of key changes

1. Key changes to the CLINF Policy proposed in response to comments received through community consultation undertaken in September/October 2023 and suggested improvement to CILNF management and processes are:
  - a. Greater clarity has been provided to potential applicants on the scope of infrastructure improvements that can be funded through the Neighbourhood Fund (Clause 10) and the length of provision of maintenance costs (Clause 11).
  - b. Introduction for provision of funding for Access Audits (Clause 12) and the requirement for an access audit and consideration of its findings within all large funded CILNF infrastructure projects (Clause 57) to better embed equalities and inclusion requirements within the fund's criteria.
  - c. Expanded information for applicants to provide a clearer description of the breadth of activities that can be funded through CILNF (Clause 13).
  - d. Diversification of applications through the introduction of a 12-month fallow period for applicants who have received funding for five years (Clauses 16 and 43) to allow new applicants to be funded as demand for CIL Neighbourhood funding increases.
  - e. Alignment of the CILNF Policy with the updated City of London's Statement of Community Involvement approved by Planning and Transportation Committee in May 2023 (Clauses 18 and 22), the designation of the Barbican & Golden Lane Neighbourhood Area, the replacement of Regulation 123 Lists and the government's introduction of Infrastructure Funding Statements (Clause 26).
  - f. Adoption of eight community priorities to guide CILNF decision-making in line with community concerns and to address community identified challenges (Clause 20).
  - g. Introduction of three cross-cutting criteria endorsed by the City's communities to provide a transparent and equitable mechanism for decision-making between equally strong applications that meet community priorities (Clause 21).
  - h. Greater clarity has been provided to reinforce that only infrastructure projects or activity undertaken within the City of London and which benefit City of London communities are eligible for CILNF funding. This revision acknowledges that many organisations delivering activity and projects in the City of London are not necessarily based in the City of London (Clauses 23 and 34).
  - i. Greater transparency has been provided to potential applicants on the assessment of applications through the provision of a comprehensive list of eligibility and assessment criteria (Clauses 30 to 34, Clauses 38 to 40, Clauses 48 to 54 and Clauses 65 and 66).
  - j. Confirmation that grants can be awarded on the condition of receipt of planning and other consents in order to not unnecessarily delay the development of

important projects whilst retaining mechanisms to assure the successful delivery of funded projects (Clause 49).

- k. Clarification that applications for large infrastructure projects in excess of £100,000 should demonstrate how the project will deliver value for money and how this can be evidenced in terms of environmental value, social value as well as financial value (Clauses 55 and 56).
- l. Increase in the minimum level of funding for which applications can be made to £10,000 (Clause 58), in response to the lack of demand for grants of less than £10,000, to ensure that small applications do not lead to disproportionate administrative cost and to provide a natural progression of applicants from the Stronger Communities Fund (applications to £10,000) to the CILNF (applications from £10,000 to £500,000).
- m. Confirmation that the maximum level of funding for which applications can be made is £500,000 (Clause 59), removing any ambiguity about the maximum level of request.
- n. Introduction of a maximum total level of any grant/s awarded or consecutive grants awarded to the same applicant organisation of £500,000 within any five year period to ensure wide distribution of CIL neighbourhood funding to a diverse range of grassroot, small and well-established organisations (Clause 60).
- o. In line with Members' request, increase to the thresholds for delegated authority to align with those already used by City Bridge Foundation, providing for delegated authority to determine a proportion of applications, whilst retaining the requirement for Committee approval for larger value applications (Clauses 62 to 64):
  - i. Applications under £100,000 – to be determined by officer delegation.
  - ii. Applications for £100,000 and over – determined by the Resource Allocation Sub-Committee, with advice from the CILNF Officers Panel.
- p. Greater accountability has been provided through the inclusion of a comprehensive complaints procedure for applicants (Clause 67).



Updated & approved by P&R Committee: 25 January 2024

# City of London

## Community Infrastructure Levy

### Neighbourhood Fund Policy



# City of London Community Infrastructure Levy

## Neighbourhood Fund Policy

### CIL introduction and legislative background

1. The Community Infrastructure Levy is a charge levied on new development, introduced by the Planning Act 2008. It is intended to help local authorities deliver the infrastructure needed to support development. The power to set a charge came into effect from April 2010, through the Community Infrastructure Levy Regulations 2010, which have subsequently been amended.
2. The City of London Corporation implemented a Community Infrastructure Levy (CIL) for the City of London from 1 July 2014.
3. Further information on the City of London's CIL is available on the City Corporation's website at <https://www.cityoflondon.gov.uk/services/planning/planning-policy/community-infrastructure-levy-cil-and-planning-obligations-s106>

### CIL Neighbourhood Fund Requirements

4. Community Infrastructure Levy Regulations require that 15% of CIL receipts should be reserved to enable the delivery of neighbourhood priorities. These receipts should be passed directly to existing parish and town councils where development has taken place. Where a neighbourhood plan or neighbourhood development order has been made 25% of CIL receipts from development in the plan area is reserved for the delivery of neighbourhood priorities as identified in the neighbourhood plan.
5. Where there is no existing parish, town or community council, neighbourhood plan or development order, then the local authority will retain neighbourhood CIL funds, but should engage with communities where development has taken place and agree with them how best to spend the neighbourhood CIL.
6. Within the City of London, there are no existing parish, town or community councils. There is one neighbourhood forum – the Barbican & Golden Lane Neighbourhood Forum. There are no adopted neighbourhood plans or neighbourhood development orders. Given that the City is little over one square mile in area, the City Corporation

considers that it should be regarded as two neighbourhoods for the purposes of collection and spending of CIL Neighbourhood Funds. The City Corporation therefore retains the CIL Neighbourhood Fund and should seek community views on how this Fund should be used.

## **Community Definition**

7. The City of London has a resident population of approximately 8,000 and a daily working population of approximately 513,000 occupying nearly 9 million square metres of office floorspace. For the purposes of the CIL Neighbourhood Fund, 'community' is defined as local residents, City workers and the owners and occupiers of City buildings.

## **What can the City of London's CIL Neighbourhood Fund be used for?**

8. CIL Regulations 59(C) and 59(F) require that the Neighbourhood Fund be used to support the development of the neighbourhood. The scope of projects that can be funded by the Neighbourhood Fund is wider than that for general CIL funds and comprises:
  - a. The provision, improvement, replacement, operation or maintenance of infrastructure; or
  - b. Anything else that is concerned with addressing the demands that development places on an area.
9. This definition is deliberately wide and allows the City Corporation to work collaboratively with local communities to determine priorities and how the Fund should be used.
10. For the purposes of the CIL Neighbourhood Fund the City Corporation considers infrastructure to include the construction, refurbishment, repair, restoration, repurposing, expansion or fit out of new or existing buildings or open space; lighting; public art; street furniture or other physical improvement that enhances the neighbourhood for the benefit of City of London communities.
11. The CIL Neighbourhood Fund can also fund the reasonable on-going maintenance costs of funded infrastructure improvements for up to a maximum of three years from the completion of the infrastructure provided that the maximum grant award of £500,000 is not exceeded and that the maximum five year length of grant award is not exceeded.

12. The CIL Neighbourhood Fund can fund the costs of an Access Audit prior to a subsequent application for infrastructure improvements.
13. CIL Regulations allow greater flexibility in the use of the Neighbourhood Fund compared with other CIL expenditure. Neighbourhood Funds may therefore be used to fund revenue expenditure and activities including events, workshops, celebrations, projects or anything else that addresses the impact of development on the neighbourhood.
14. To avoid creating long term commitments on the Neighbourhood Fund, any requests for revenue funding should be clearly justified, showing demonstrable community benefit, and time limited to a maximum of 5 years.
15. Projects should be delivered within the agreed timescale (maximum 5 years from the date of grant awarded) unless a grant extension is agreed.
16. In recognition of the value in providing continuous and consistent support to City communities through work funded via the CIL Neighbourhood Fund, organisations will be permitted to reapply for funding at the end of a grant to provide funding for up to a maximum of 5 years from the date of the initial grant awarded. Applicants in receipt of 5 years of funding will not be eligible to reapply for CIL Neighbourhood Funding for a period of 12 months. Any organisation seeking to reapply to the CILNF will have to demonstrate a successful track record of delivering positive outcomes for City communities in their previously funded work. The CIL Neighbourhood Fund will need to balance a portfolio of existing organisations and new applicants to the CIL Neighbourhood Fund to ensure that the funds available are not concentrated in a small number of returning organisations.

## **Community Priorities**

17. The City of London's Statement of Community Involvement May 2023 as approved by the Planning and Transportation Committee sets out how the City Corporation will engage with City communities to ensure that consultations are effective, inclusive and open and accessible for everyone.
18. The Statement of Community Involvement (May 2023) section 3.30 states that public consultation should be carried out on a regular basis a The CIL Neighbourhood Fund and consultation are managed within the City Corporation by the Central Grants Unit. The Central Grants Unit should undertake occasional consultation on community funding priorities to

inform changes to the CIL Neighbourhood Fund structure and funding regime. This consultation will take place over a minimum six-week period, with information published on the City Corporation website and information sent to consultees on the City Plan consultee database, plus other interested parties identified by the Central Grants Unit.

19. The City Corporation community consultation on priorities for the use of the City's CIL Neighbourhood Fund undertaken in 2019 identified support for the Fund to be used primarily to deliver infrastructure and services that meet local community identified needs.

20. Community consultation on priorities for the use of the City's CIL Neighbourhood Fund undertaken in 2023 identified support for the Fund to be use for the following priorities and identified needs:

- a) Preserving existing and creating of more green space in the City including estate gardens and support for gardening clubs.
- b) Addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty.
- c) Sporting, exercise and health activities including promoting walking and cycling.
- d) Activities and services for children, young people and families.
- e) Making public spaces and services fully accessible for disabled people and the elderly.
- f) Proposals and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support.
- g) Mitigating climate change & enhancing biodiversity & wildlife.
- h) Improving street cleanliness.

21. When there are too many strong applications for the Neighbourhood Funds available, determination of applications will consider the extent to which the application meets one or more of the following cross-cutting criteria:

- a. Proposals that enable everyone to flourish and reach their future potential regardless of their socio-economic background.

- b. Proposals that create a greener City by addressing climate change and managing our environment for this generation and generations to come.
  - c. Proposals that ensure community engagement and empowerment in decision making about activities and services offered.
22. A full review of the Neighbourhood Fund, including priorities and governance, will be undertaken at least every 5 years.

## **Governance Process**

23. The City Corporation's CIL Neighbourhood Fund will be allocated following the assessment of eligible applications that meet the assessment criteria for infrastructure projects or activities that take place within the City of London and which benefit City of London communities.
24. The determination of these applications will rest with the City Corporation.
25. The City Corporation will publish details of funded applications on the City Corporation's website at: [CIL Neighbourhood Approved Grants](#).
26. The City Corporation will prepare an annual report for the CIL Neighbourhood Fund as a separate item within the wider annual CIL and s106 monitoring report. The Neighbourhood Fund monitoring will include details of:
- Total CIL Neighbourhood Fund receipts for the reporting year;
  - Total CIL Neighbourhood Fund expenditure for the reporting year;
  - Details of CIL Neighbourhood Fund expenditure for the reporting year, including the amount spent on each individual project;
  - Total CIL Neighbourhood Fund monies remaining.

## **Application Process**

27. The application process will be managed by the City Corporation's Central Grants Unit. Information about the Neighbourhood Fund and how to apply will be posted on the City Corporation's website at: <https://www.cityoflondon.gov.uk/about-us/working-with-community/community-infrastructure-levy-neighbourhood-fund>

28. Applications can be made at any time and should be submitted via an online application form which will be posted on the City Corporation's website at:  
<https://citycorporationgrants.my.site.com/fundingprograms/s/funding-program/a028d00000Bp70V/cil-neighbourhood-fund>

## **Eligibility Criteria**

29. CIL Neighbourhood Fund applications will be accepted from the following types of organisation:
- Constituted voluntary organisations and resident associations
  - Constituted business organisations and associations
  - UK Registered charities
  - Registered community interest companies (CIC)
  - Charitable companies (incorporated as not for profit)
  - Registered charitable incorporated organisations
  - Exempt or excepted charities
  - Registered charitable industrial and provident society (IPS) or charitable community benefit society (BenCom).
30. Applicant organisations should have a clear set of governing rules and governing document appropriate to their legal status.
31. Applicant organisations should have a minimum of three unrelated members on their governing body.
32. Applicant organisations are required to provide at least one year's signed, audited or independently examined accounts for the organisation.
33. Applicants should have robust financial procedures in place to ensure that funds are used appropriately. The applicant must have an ordinary business bank account and all cheques from the bank account must be signed by at least two individual representatives of the organisation who are not related to one another and who do not live at the same address.
34. Applications must be for infrastructure or activities that benefit City of London communities and take place within the City of London. Applications should demonstrate City-based support.

35. Applications cannot be accepted from individuals. Individuals who wish to apply for funding should do so through a City-based constituted organisation or group falling into the above definition.
36. Applications will not be accepted from political parties or organisations involved in political lobbying.
37. Applications from City Corporation service departments will be accepted where they:
  - Have the support of a City-based community group, or
  - Can demonstrate that delivery will meet community priorities, either through consultation with communities, or through an adopted City Corporation strategy which can demonstrate community support.
38. Applicant organisations should have a safeguarding policy that ensures the organisation provides a safe and trusted environment which safeguards anyone who comes into contact with it, including beneficiaries, staff and volunteers. Application organisations seeking funding for activities with or for young people and vulnerable adults must have a robust safeguarding policy in place which outlines procedures, training, incident reporting and safeguarding risks.
39. Applicants in receipt of a rejected application cannot reapply to CIL Neighbourhood Fund for 12 months from the submission date of the rejected application.
40. Applicants may have no more than one active CIL Neighbourhood grant at any time.
41. Applications for infrastructure funding to mitigate the direct impacts of specific development will not be accepted. Such mitigation should be delivered as part of the development process and funded through s106 Planning Obligations.
42. Applications to fund projects which are already in receipt of other City CIL funding, s106, or s278 funding for site specific mitigation will not normally be accepted.
43. Applicant organisations who have received five year's funding will be subject to a fallow period of 12 months before they can reapply for CIL Neighbourhood Funding. The start of funding will be measured from the date of first grant awarded. Continuous funding will be considered as funding in each of the five calendar years from the date of grant awarded irrespective of short gaps between the allocation of



continuation grants. The 12 month fallow period will be measured from the date of approval of the applicant's Year Five Information & Learning End of Project report.

## **Application Advice**

44. The Central Grants Unit provides pre-application advice and support to applicants. The Central Grants Unit will also provide feedback to unsuccessful applicants. Requests for advice should be emailed to [grants@cityoflondon.gov.uk](mailto:grants@cityoflondon.gov.uk)
45. The Central Grants Unit cannot provide assistance with project management or delivery of schemes funded through the Neighbourhood Fund.

## **Assessment Criteria**

46. Applications should demonstrate that funding will be used to meet the Regulatory requirements for CIL funding set out in Community Infrastructure Levy Regulations, namely to support the development of the area by:
  - d. the provision, improvement, replacement, operation or maintenance of infrastructure; or
  - b. anything else that is concerned with addressing the demands that development places on an area.
47. Applications should evidence of the feasibility, deliverability and sustainability of the project.
48. Applications should set out clear timescales for delivery.
49. Applications for infrastructure projects should have obtained all necessary planning and other consents prior to the release of funding.
50. Applications should not include expenditure for any spending commitments made before the date of grant awarded.
51. Applicants should not apply to CLINF for any part of a project that is already funded.
52. Applications that include a request for funding towards a post where the post holder will work more than 17.5 hours per week must submit a job description to outline the key roles and responsibilities of the post, the hours, the pay rate/salary.

53. We are a Living Wage Friendly Funder. Any post paid for in full or part by a grant must be paid the London Living Wage as a minimum.
54. Applications for funding to support infrastructure and projects should specify the activities (outputs) that will be delivered and the differences (outcomes) that will be achieved as a result of delivering the project. Applicants should submit a monitoring framework with measurable targets that sets out how the organisation will track progress against intended outputs and outcomes.
55. Applications for funding in excess of £100,000 should demonstrate how the project will deliver value for money, including through the identification of any contributory or match funding. This can include contributions in time or expertise, for example, where a local community delivers infrastructure improvements themselves, but is not necessary for a successful bid.
56. Applications for infrastructure projects in excess of £100,000 should seek three quotes for all elements of intended work/materials over the value of £10,000. Submission of original quotes may be requested during the assessment process. Applicants should indicate which quote they consider represents best value for money. When assessing value for money the City Corporation will consider environmental value, social value as well as financial value.
57. Applications for the realisation of infrastructure projects of £100,000 or more should usually evidence that an access audit has been undertaken in relation to the proposed project and that its recommendations have informed the submitted proposal.

## **Value of Bids**

58. The minimum value for applications to the CIL Neighbourhood Fund is £10,000, with the exception of applications for the funding of access audits for which there is no minimum. Applicants seeking smaller grants should consider applying to the City Corporation's Stronger Communities Fund: <https://www.cityoflondon.gov.uk/about-us/working-with-community/central-grants-programme/stronger-communities>
59. The maximum grant awarded from the CIL Neighbourhood Fund is £500,000.
60. The total value of any grant/s awarded or consecutive grants awarded to the same applicant organisation cannot exceed £500,000 within any

5 year (60 month) period measured from the date of grant awarded of the initial grant to the applicant organisation.

## **Awards Process**

61. The determination of applications will be made through a combination of officer delegation and Committee approval, depending on the financial value of the application.
62. Funding applications for under £100,000 will be determined by City Corporation officers under delegated authority. Decisions should normally be made within 12 weeks of the receipt of a valid application.
63. Decisions taken under delegated authority will be reported to the Resource Allocations Sub-Committee.
64. Applications for £100,000 and over will be considered by the City Corporation's Resource Allocation Sub-Committee, normally on a quarterly basis. Applications will be considered as items in the public part of the meeting agenda. Decisions should normally be made within 6 months from the receipt of a valid application.
65. Where a grant has been awarded for revenue expenditure, applicants have up to one year from the date of the grant letter in which to begin to draw down funds. Where a grant has been awarded for capital expenditure, applicants have up to two years from the date of the grant offer letter in which to draw down funds. The grant offer may be revoked where the grant is not drawn down as outlined above unless an alternative timescale has been agreed in writing. The City Corporation will monitor delivery of projects, including taking action to ensure that projects are delivered on time, or seek to recover funds if projects do not proceed within agreed parameters.
66. Applicants who withdraw their application during the assessment process may reapply to the CIL Neighbourhood Fund at any time.

## **Complaints Process**

67. Any applicant wishing to complain or express dissatisfaction about the conduct, standard of service, actions or lack of action by the Central Grants Unit during the assessment of their application should follow the City of London's simple three-stage procedure outlined on the Corporation's website at: [Feedback - City of London](#). At Stage 1 complainants should contact [grants@cityoflondon.gov.uk](mailto:grants@cityoflondon.gov.uk) upon which their complaint review will be undertaken by the Head of Central Grants

Unit. A full response should be provided within ten working days. At Stage 2 a complaint review will be undertaken by the Chief Officer of the Department or a nominated Senior Officer (Chair of CILNF Officer Panel). A full response should be provided within ten working days or the complainant will be advised of any delay. At Stage 3 complainants should contact [complaints@cityoflondon.gov.uk](mailto:complaints@cityoflondon.gov.uk) upon which a complaint review will be undertaken by the Town Clerk & Chief Executive or a Senior Officer acting on his/her behalf. A full response should be provided within ten working days or the complainant will be advised of any delay.

<b>Committee(s):</b> Community and Children’s Services Committee	<b>Date(s):</b> 01/05/2024
<b>Subject:</b> Stronger Communities Annual Report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 3, 4, 7, 10
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Report of:</b> Managing Director of the City Bridge Foundation	<b>For Information</b>

### Summary

The Stronger Communities theme of the Central Grants Programme (CGP) opened in October 2016. The integration of the Small Grants Scheme into the Stronger Communities Programme took place in February 2018. The Central Grants Unit (CGU) offers the Stronger Communities scheme on a rolling basis to ensure that the funds were more accessible to City of London communities. This report provides an overview of projects funded through the programme in 2023/24 Financial Year.

### Recommendations

Members are asked to:

- Note the criteria for the Stronger Communities Programme at **Appendix 1**
- Note the recent grants awarded from the Stronger Communities Fund at **Appendix 2**.

### Main Report

#### Background

1. The Stronger Communities theme is a strand of the City of London Corporation’s (CoLC’s) CGP that awards grants to projects or services that are being delivered for the benefit of communities or individual beneficiaries within the City of London and its housing estates across London.
2. The Community and Children Services Committee delegate the award of grants to Officers of the Department of Community and Children’s Services (DCCS).
3. The grant assessment process for this and other themes in the programme is overseen by the CGU. It draws on the unit’s expertise in the field of grant-making and demonstrates good practice. The CGU manage a number of other grant programmes on behalf of the City of London including the CIL Neighbourhood Fund and Proceeds of Crime Act Funding.
4. Grant applications are subject to a series of due diligence checks by the CGU to ensure compliance with the established eligibility criteria. All eligible applications are then considered by a panel of expert departmental officers.

## **Stronger Communities Programme**

5. In February 2018, the Community and Children's Services Committee agreed to add Small Grants to the Stronger Communities Programme, as there was no longer resource in the Department to deliver a Small Grants Scheme of its own. A discreet budget was made available to ensure that Small Grant applications would be available under the main programme. The funding is open all year round with decisions made on a rolling basis.
6. Delivering the grants programme on a rolling basis has allowed for communities to seek funding when it is required and receive quicker responses to applications.
7. In 2023/24 the CGU received 17 applications in total. 8 organisations were awarded funding under the main grants programme, with 3 organisations awarded funding under the small grants programme. 6 Applications were rejected or withdrawn with most of these applications being for projects outside the City of London and its managed housing estates.
8. The Central Grants Programme has an annual City's Estate budget of £220,000 split across three grant programmes. The Stronger Communities programme receive an annual budget of the £73,000 to allocate to eligible applications. In 2023/24 funding of £77,612 was awarded over 11 grants, a list of all of these grants and more detail on the projects funded can be found at **Appendix 2**. The overspend on this programme have been covered by funds written back in year and allocated to the programme.
9. The CGU is in the process of reviewing its grant programmes, which will include a review of the Stronger Communities programme later in the year. With a substantive update brought back to Committee in due course.

## **Corporate & Strategic Implications**

10. The CGP Stronger Communities funding strand was created to promote a fair system of grant-giving by the CoLC.
11. The Stronger Communities Programme is a rolling programme, making it more accessible to the City of London communities and those who live in its housing estates across London.

## **Conclusion**

12. The Stronger Communities Programme will be established on a rolling basis to ensure consistent community access for all levels of funding. The CGU will provide advice and guidance to applicants about all of the funding that may be available to City of London communities or those living in its housing estates.

## **Appendices**

- Appendix 1 – CoLC Stronger Communities Eligibility 2024
- Appendix 2 – Stronger Communities – Approved Assessments

### **Jack Joslin**

Head of Central Grants Unit

E: [jack.joslin@cityoflondon.gov.uk](mailto:jack.joslin@cityoflondon.gov.uk)

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## Where we fund

Grants issued through the Stronger Communities theme will be awarded to projects or services that are being delivered for the benefit of communities or beneficiaries:

- Within the [City of London\(external link\)](#) (the Square Mile)

**and/or**

- The City of London Corporation's [Housing Estates](#) across London.

Please make sure that you meet the geographical eligibility criteria before applying. If you are unsure, please get in touch to confirm your eligibility.

## What we fund

Your application needs to fit one or more of the following sub-themes:

### **Developing stronger neighbourhoods and communities**

This sub-theme has been developed to actively support local community-based projects within the City of London and its Housing Estates across London. The projects you put forward should enable more people to become involved in their communities and encourage a broader understanding of the diverse needs of these communities. Projects may either promote a higher take up of existing projects or services or encourage new and innovative ones.

### **Promoting community health and wellbeing**

The activities supported through this sub-theme should contribute to the health and wellbeing of communities and should be able to demonstrate positive outcomes that

address the Health and Wellbeing priorities set out in the [Joint Health and Wellbeing Strategy](#)

## Who we fund

Your organisation must be one of the following:

- Registered charity
- Registered community interest company
- Registered charitable incorporated organisation
- Charitable company (incorporated as a not-for-profit)
- Exempt or excepted charity
- Registered charitable industrial and provident society or charitable cooperative (bencom)
- Constituted voluntary organisation

If you are an individual seeking funding, please refer to our FAQ below.

## Types of grants

### Main Grants

A Main Grants scheme is available for requests up to £10,000. Grants of up to £20,000 will be considered in exceptional circumstances if the project takes place over a two-year period. Exceptional grants will be those that demonstrate how greater funding over a longer period will make a demonstrable difference to the community they work with.

Decisions will be made within 12 weeks of the application submission.

## **Small Grants**

If your request is for £3,000 or less, you should apply under our Small Grants scheme. The minimum amount you can apply for is £500.

Decisions will be made within eight weeks of the application submission.

## **Deadline**

Applications for the Stronger Communities grant programme can be received throughout the year. It is a rolling programme with no deadlines.

## **Your questions answered**

### **How do we apply for a grant?**

To apply for a grant, you will need to complete an online application form and submit this electronically with your supporting documents to the City Corporation's Central Grants Unit.

We will only consider one application from your organisation at any one time.

All application forms should be completed through the City Corporation's online grants portal. Application forms in large print, Braille or audio would be offered to applicants by special request.

### **Will you fund individuals?**

Proposals that support individuals can be accepted under this theme. However, if you are an individual wanting to make an application, we ask that you apply for funding through a City-

based constituted group or organisation, residents association or a charity who will be able to support and countersign your application and thus have “ownership” of the project.

Should you be a resident on one of [City Corporation's Housing Estates](#) and would like to consider establishing a Residents Association (should there not be one already operating in your area), you should contact your local Resident Services Officer, who will be able to provide you all the necessary advice and guidance on how to proceed. Their contact details can be found on your estate page on the website, or you can [contact the Resident Involvement team directly](#).

Your local Council for Voluntary Service would be able to provide you advice and guidance in constituting any other type of organisation.

### **How are applications assessed?**

Once we have received your online application and all supporting documents, it will be passed to one of the City Corporation’s officers for assessment. As part of this process, an officer may contact you for more information.

We will acknowledge receipt of your application within ten working days of it being received. If your application is not complete, it will be returned to you and you will have a further ten working days to send us the missing information.

A Funding Officer may also arrange to visit or call your organisation as part of the assessment process. Once a full assessment has been completed, your request will be referred to an appropriate Committee.

### **How do you monitor and evaluate grant recipients once an award has been made?**

If we fund your project, we will need you to complete an end-of-grant monitoring report to confirm how the grant has been spent and what you achieved. Please make sure that you

keep receipts for all the items or services you buy with the grant and that you keep them somewhere safe as we may ask you to provide them.

We may also visit you to check how the grant has been spent.

You will be required to keep us up to date if your project or any of your contact details change at any stage during the period of your grant.

### **What happens if our application is successful?**

If your application is successful, an initial offer letter detailing the level of grant awarded will be issued. This may contain special conditions relating to the grant award or pre-agreement grant conditions.

Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days.

Once all documentation has been received and approved, you would be asked to formally request payment of your grant award.

Note: You cannot start your project until we have received, checked and approved all information that we have requested.

### **Our application was unsuccessful.**

Due to the limited budget available and the number of applications for funding we receive, we unfortunately cannot provide funding to every applicant that applies for a grant. Grants are therefore issued on a discretionary basis; there is no appeal process, and the decision of the City Corporation is final.

If requested, your assessing officer will be able to provide feedback on why your application was unsuccessful.

**We need support with our application.**

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on our website.

If you have an enquiry that is not covered within the online guidance, please contact the City of London Central Grants Unit directly, who will be able provide answers to general queries regarding the application process.

**Can we reapply for funding?**

You may apply for new funding or to deliver a continuation of the same project; however, organisations cannot hold more than one of our grants at any one time.

If you are a current grant holder, you will need to have satisfactorily met all our grant monitoring requirements before applying again.

**What will you not fund?**

Some things we are unable to pay for are shown below:

- Activities that have already taken place or start before we confirm our grant
- Any costs you incur when putting together your application
- Fundraising activities for your organisation or others
- Items that are purchased on behalf of another organisation
- Loans or interest payments
- Projects that actively promote religious or political activities
- Purchase of alcohol

## Appendix 2 – Grants Approved 2023/24

Applying Organisation	Funding Programme	Awarded Date	Awarded Amount	Grant Description
Life Skills Education Charity	Stronger Communities	20/03/2024	£5,640	£5,640 for online resources and workbooks for four primary schools, to aid in the provision of Life Skills Education in primary schools.
Halls4Jumuah	Stronger Communities	29/02/2024	£10,000	£10,000 over 30 weeks to cover the weekly hire of the Dutch Centre in the City for Friday prayers.
Hoxton Health	Stronger Communities	11/01/2024	£11,919	£11,919 over 12 months to provide free foot health services for City of London residents.
Barbican + Golden Lane Neighbourhood Forum	Stronger Communities	14/11/2023	£9,939	£9,939 to support the initial set up and development costs of the Barbican and Golden Lane Neighbourhood Forum including the inauguration of a membership drive and two engagement events.
The Carers Centre	Stronger Communities (small grants)	29/08/2023	£3,000	£3,000 to fund Wellbeing Hubs for carers and those they care for.
City Showtunes Orchestra	Stronger Communities (small grants)	24/08/2023	£2,000	£2,000 towards the hire of rehearsal and performance space for the Orchestra and to offer membership bursaries for new and existing members.
Bloomsbury Football Foundation	Stronger Communities	20/07/2023	£6,788	£6,790 to run 2 weekly football sessions over 40 weeks on the Market Road Football Pitches, targeted at residents of the York Way Estate.
Age UK City of London	Stronger Communities	31/05/2023	£9,726	£9,726 to support health, wellbeing, and social inclusion for older BAMER women on Mansell Street estate.
Tower Hamlets Youth Sport Foundation	Stronger Communities	11/05/2023	£9,600	£9,600 to support community cricket provision for children living in the City of London, and the adjacent areas of Farringdon and Whitechapel.
Society Links	Stronger Communities (small grants)	10/05/2023	£3,000	£3,000 to create a directory of local services for the community to share information about what services and support are available.
Portsocken Activities Group	Stronger Communities	27/04/2023	£6,000	A secondary £6,000 to fund community events for residents/workers of Portsocken and nearby.
			<b>£77,612</b>	



# Stronger Communities

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Assessment Pack – 23-4



## Contents

Life Skills Education Charity

Halls4Jumuah

Hoxton Health

Barbican + Golden Lane Neighbourhood Forum

The Carers Centre

City Showtunes Orchestra

Bloomsbury Football Foundation

Age UK City of London

Tower Hamlets Youth Sport Foundation

Society Links

Portsoken Activities Group

## CENTRAL GRANTS PROGRAMME

### ASSESSMENT CATEGORY: STRONGER COMMUNITIES

**Life Skills Education Charity (ref. 22915)**

**Amount requested: £5,640**

**Amount recommended: £5,640**

**Purpose of grant request: Life Skills Primary Resources - independently evaluated early intervention programmes teaching 'social skills' for children aged 6 - 11.**

#### **The Applicant**

Life Skills Education Charity (LSEC) is a registered charitable company (charity number 1172680, company number 07742739) that provides evidence-based and professional learning programmes and resources to schools, community groups and local authorities across the UK. With over 27 years of experience, LSEC provide learning experiences which help children manage a variety of risks, including drugs, alcohol, online harms, and bullying.

#### **Background and detail of proposal**

LSEC are requesting £5,640 to provide workbooks and resources for the delivery of its various wellbeing programmes in four primary schools across the City of London. LSEC's programmes cover a variety of important risk-related topics for children and young people and aim to provide them with skills which are not usually taught in the classroom. LSEC regularly update their programmes to ensure they remain informative and relevant, and parents have been consulted and involved in the production of its programmes since their inception. The programmes take a scenario-based approach and are guided by the principles of social learning theory, in which children learn effectively by modelling the good behaviour of others.

The mission of LSEC and its programmes is aligned with the priorities outlined in the Joint Health and Wellbeing Strategy, in particular priority four of providing all children with the best start in life, and priority five of promoting healthy behaviours. By equipping children with the awareness, knowledge, and skills to deal with risks such as drugs and alcohol from primary school age, the LSEC programmes promote a healthy lifestyle and work to prevent issues such as addiction in later life.

The delivery of LSEC's wellbeing programmes will be handled by the City of London Police, who will be using their own funding for training and other delivery costs. The City of London Police received training last year in two of LSEC's programmes (Primary Programme and Online Harms) but have since requested a further round of training to be able to deliver the newly developed STaRS programme from September 2024.

The applicant have historically worked with the City of London Police to deliver its programmes, with the work previously being facilitated and funded by a local charity. When this funding ended, the LSEC programme was put on hiatus in the City of

London but was successfully restarted last year after the training mentioned above. The funding requested will provide the resources to allow delivery of LSEC's programmes in City of London schools to continue into the next academic year.

Digital resources will also be provided to the City of London Police, which can be used indefinitely.

### **Financial Information**

LSEC is a small charitable company whose income has decreased slightly in recent years, with a subsequent decrease in reserves in YE 2023. This can be attributed to inflationary pressures, as some of the schools in LSEC's clientele base were no longer able to afford its services and it became difficult to find new schools with the funds to replace them.

LSEC has been able to offset its recent reduction in income by shrinking its body of staff, and still held free reserves equating to around one month's expenditure in YE 2023.

### **Recommendation**

The application made by LSEC aligns with the aims of the Stronger Communities programme, particularly in how it addresses priorities four and five of the health and wellbeing strategy. Based on the organisation's expertise, and the successful implementation of its programmes in City of London schools in the past, your officer is assured that LSEC's resources will be of great value to primary schools in the City of London. Your officer recommends funding as follows:

**£5,640 for online resources and workbooks for four primary schools, to aid in the provision of Life Skills Education in primary schools.**

## CENTRAL GRANTS PROGRAMME

### ASSESSMENT CATEGORY: Stronger Communities

**Halls4Jumuah (ref. 21541)**

**Amount requested: £10,000**

**Amount recommended: £10,000**

**Purpose of grant request: Hiring the Dutch Centre in the City for 30 weeks for Friday prayers.**

#### **The Applicant**

Halls4Jumuah is a charity (no. 1151796) set up in 2013 to assist Muslims working in the City of London to be able to perform Friday Prayers through the hiring, renting, or owning of properties, where the need arises. The group formed originally in 2005 and grew organically through personal connections, consisting of around 800 weekly attendees. During assessment the charity had three trustees, two of which are related (father and son). After discussions with me, Halls4Jumuah decided to appoint a fourth, unrelated trustee, who is a longstanding volunteer and appears on the Charity Commission as of February 2024. The charity employs two people to set up the two larger venues it hires (The Dutch Centre and Holland House), and the other four (Betty Bruncker Hall, Golden Lane Community Centre, Portsoken Community Hall, and St Vedast Hall) are set up by some of the 13 volunteers as needed. Halls4Jumuah covers the travel costs of the 13 paid speakers it works with.

#### **Background and detail of proposal**

Halls4Jumuah is requesting funds to cover the weekly rent of the Dutch Centre for around 30 weeks. Halls4Jumuah is facing rising venue costs at each of the venues it hires and wants to ensure it can continue to provide spaces for its increasing community for Friday prayer in the City.

With no mosques in the Square Mile, Halls4Jumuah was set up to ensure City workers could take part in Friday prayer. Some City workers do not have prayer rooms where they work, and/or are given little time to pray during the day, making it difficult to travel to and from venues outside of the City. On top of this, Friday prayer is regarded in the Muslim faith as weekly lesson time, hence the importance of providing spaces for people to come together and learn from leaders.

Halls4Jumuah has been renting the Dutch Centre since 2018. The Dutch Centre is one of the largest and most popular venues the charity hires, and it can accommodate separate space for men and women. It hosts 550 people across two Khutbahs (formal public preachings) there every week. Costs to hire the Centre have increased from £220 per week in March to May 2023, to £275 from June to August 2023, and £325 from January 2024 onwards.

#### **Financial Information**

Halls4Jumuah is a small charity with an annual turnover of approximately £40,000, with minimal annual profits/losses. Currently its income is solely derived from

donations. The charity holds significant reserves (over twice its annual expenditure). The applicant explained that these reserves are being held with the hope that it can rent or buy a space for the organisation itself, which could accommodate other weekday and mid-afternoon prayers. Trustees are looking into options for this but want to ensure the space is appropriate and is good value. I am not concerned about the financial viability of the organisation but am conscious that it holds significant reserves which are not formally designated in its accounts.

### **Recommendation**

Halls4Jumuah is an important organisation providing a unique service to counter the specific problem that there are no mosques in the City. The charity brings people together to learn and practice their faith. While I have some concerns about the organisation's governance and finances, it is a small charity requesting a relatively small amount of funding as a result of rising costs for an eligible application. Funding is recommended as follows:

**£10,000 over 30 weeks to cover the weekly hire of the Dutch Centre in the City for Friday prayers.**

## CENTRAL GRANTS PROGRAMME

### ASSESSMENT CATEGORY: STRONGER COMMUNITIES

**Hoxton Heath (ref. 22615)**

**Amount requested: £11,919.60**

**Amount recommended: £11,919.60**

**Purpose of grant request: To provide two monthly foot health clinics (Portsoken and Neaman) and carry out home visits to housebound or bedbound residents.**

#### **The Applicant**

Hoxton Health is a charitable company based in St Leonard's Hospital in Hackney. The organisation was registered in 2009 to reduce inequalities and support older people by enabling them to live happier, healthier and more independent lives through low-cost and free services including foot health, acupuncture, osteopathy, massage and exercise classes. Hoxton Health works in close collaboration with social services and GP practices in both the City and Hackney and has a well-established network of patients and practitioners in the area. The charity is managed by three part-time staff, who co-ordinate eight freelance practitioners, and are supported by a group of six trustees including four ex-service users. Hoxton Health is in receipt of five-year funding (£184,863) from the City Bridge Foundation towards the salary costs of the Clinic Manager and Administrator. Annual funding for foot health services specifically for older people in the City of London has been provided through the Stronger Communities Fund since 2021 (2021 - £10,000; 2022 - £11,333).

#### **Background and detail of proposal**

Hoxton Health are seeking continuation funding to provide a foot health service to older people in the City of London for a further twelve months (ideally from late January 2024 to December 2024). The service will provide four home visits per month (48 visits/year) and monthly clinics at both The Neaman Practice and Portsoken Community Centre providing a further 144 appointments/year. Falling between health and social care, toenailing cutting is often overlooked as an essential service to maintain independence, particularly for those who live alone or whose partner may also be disabled. The only general foot health service delivered within the City of London, Hoxton Health's service supports those with arthritis, back pain, lack of strength in hands, blood clotting issues, shaky hands, eyesight issues, obesity and dementia to have their toenails cuts enabling them to put on shoes properly, improve mobility and reduce risk of falls. Thereby creating a significant impact on their wellbeing and physical health. The service, which has been running for the past two years, was originally developed in response to an identified need for foot health services that were no longer available on the NHS, except for patients considered high risk, but were expensive to pay for privately.

Through Stronger Communities funding, last year Hoxton Health extended their service to provide a new clinic at Portsoken Community Centre which has been a catalyst in bringing new users to the centre. The service has confirmed support from a number of stakeholders with Age UK City of London paying the hire fees for the Portsoken clinic and City of London Adult Social Care Team forwarding referrals for the service.

### **Financial Information**

Hoxton Health's annual income has been growing steadily over the last two years (2021/22 £133,518; 2022/23 £126,428) with free unrestricted reserves increasing (£33,887) to meet the aspirations of their published reserves policy. Whilst Hoxton Health's funding base is diversifying with income from service fees, grants and commissioners, the City of London foot health service remains financially reliant on the Stronger Communities Fund for its delivery with the annual funding application process prone to creating a potential hiatus in service delivery.

### **Recommendation**

Hoxton Health has a strong track record of successfully delivering foot health services in the City and Hackney with an established network of City of London based users who depend on this important service. The proposal fully meets the Strong Communities Fund's criteria to promote community health and wellbeing with Hoxton Health having specifically developed their clinic in the East of the City in response to needs identified by DCCS. A grant is recommended as follows:

**£11,919 over 12 months to provide free foot health services for City of London residents.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY: Stronger Communities**

**Barbican & Golden Lane Neighbourhood Forum (ref.21351)**

**Amount requested: £9,735**

**Amount recommended: £9,939**

**Purpose of grant request: Barbican and Golden Lane Neighbourhood Forum – initial set up and development costs**

#### **The Applicant**

The Barbican & Golden Lane Neighbourhood Forum (BGLNF) is a constituted voluntary organisation registered as a private company by guarantee without share capital. Designated in July 2023, BGLNF's primary remit is to create a shared vision for their neighbourhood and develop this into a Neighbourhood Plan. BGLNF's Neighbourhood Area covers the Aldersgate and Cripplegate wards and membership of the Forum is open to everyone living and working in the area and local councillors. BGLNF currently has 74 members including 11 Directors. The Forum aims to help enable a stronger community through neighbourhood planning processes and to engage the whole community especially underrepresented voices such as young families, carers, elderly, SMEs and sole traders to ensure underrepresented voices are heard in statutory planning and development processes.

#### **Background and detail of proposal**

BGLNF are seeking a start-up contribution over an initial four-month period, from December 2023 to the end of March 2024, to create and install organisational infrastructure (digital and design), to inaugurate a membership drive and deliver two engagement events for an estimated 600 attendees. To grow its membership and fully represent community voices, the Forum needs to ensure that its infrastructure and internal processes are safe, secure and fit for purpose. By growing its membership BGLNF seek to create a diverse and inclusive community with a real say in the development of its neighbourhood. To achieve this the Forum intends to hold two engagement events during the start-up phase shaped, timed and located to accommodate local needs. During the start-up phase the Forum intends to develop its safeguarding policy and procedures in anticipation for engaging with more vulnerable groups in the future. No funding has been set aside in the budget for this or related safeguarding training, but BGLNF hope that support could be made available through Funder Plus options available to the Central Grant Unit.

#### **Financial Information**

Funding requested has been increased to address a negative cashflow in the original submission and is split across design, website and membership platform (£1,959), engagement events and evidence gathering (£3,500), annual licences and fees (£1,890) and admin support and costs (£2,590). BGLNF is newly formed has no unrestricted reserves or history of City of London funding, however it is well known to the Planning Department. BGLNF has been awarded £10,000 from the Department for Levelling Up, Housing and Communities specifically towards policy development and is seeking Culture Mile BID funding to identify and map sole traders and



microbusinesses. BGLNF has presented a deficit budget for its first year's operation but can scale back its activity if it is unable to raise additional income. The re-presented cashflow forecast indicates a positive balance throughout the period of this grant funding.

### **Recommendation**

Support for initial set-up will create the essential infrastructure required to enable BGLNF to build and diversify its membership. As such, the proposal meets the Stronger Communities Fund's aim to enable more people to become involved in their communities. The proposal also actively encourages a broader understanding of the diverse needs of these communities and gives them a voice. Funding is recommended as follows:

**£9,939 to support the initial set up and development costs of the Barbican and Golden Lane Neighbourhood Forum including the inauguration of a membership drive and two engagement events.**

## STRONGER COMMUNITIES – SMALL GRANTS

**Organisation:** The Carers Centre

**Request ID:** 21480

**Previous requests:** 19853

**Amount Requested:** £3,000

**Amount Recommended:** £3,000

**Category:** Small Grants

**Organisation Profile:** Company limited by guarantee

**Request:** Wellbeing Hubs for carers and those they care for - specialist massage therapy (pain management); Qi-Gong; healthy refreshments, healthy cooking sessions, crochet, enabling social connections and reducing social isolation.

**Staff:** THOLMES

### **Assessment Summary:**

Carers Centre, Tower Hamlets (CCTH) is an organisation that provides specialist support to unpaid carers. CCTH offers services including opportunities to meet other carers through social activities, counselling, and other therapies as well as signposting to community partners. The City of London commissions CCTH to provide The Carers Connection Service for carers living or working in the City. The Service includes advice, 1:1 support and weekly drop-in sessions. The Central Grants Unit awarded CCTH a Warm Winter Spaces grant in 2022, which was used to help design monthly Wellbeing Hubs for carers and those they care for. In response to requests from service-users, CCTH is applying for a further grant to continue providing the hubs, which it envisages resuming in October 2023 and running twice per month through to the end of January 2024.

CCTH has found the Wellbeing Hubs to be popular as carers reported that they appreciate being able to build supportive relationships with others in the same profession. CCTH is applying for funds for a massage therapist with a specialism in pain management, activities (Qi-Gong, crochet, and healthy cooking), healthy refreshments, project management, monitoring and evaluation, publicity, outreach, and travel. CCTH understands that being a carer can be a psychically and emotionally demanding job and have designed its offer to ensure carers have respite from their work. The activities help carers and those they care for take control of their health and wellbeing and reduce the stigma around discussing mental wellbeing. The hubs will be held in Portsoken Community Centre and the Golden Lane Community Centre. Based on participation in the previous Wellbeing Hubs, CCTH anticipates that around 60 people will benefit from this funding.

**Recommendation:**

CCTH provides a valuable service to a group requiring specialist support. This proposal aligns with the Stronger Communities criteria as well as the City of London Joint Health & Wellbeing Strategy, which identifies that carers are particularly vulnerable to mental health issues.<sup>1</sup> Funding is recommended as follows:

**£3,000 to fund Wellbeing Hubs for carers and those they care for.**

<sup>1</sup> Joint Health and Wellbeing Strategy 2017-2020, City of London Corporation

## STRONGER COMMUNITIES – SMALL GRANTS

**Organisation:** City Showtunes Orchestra

**Request ID:** 21327

**Previous requests:** None

**Amount Requested:** £2,000

**Amount Recommended:** £2,000

**Category:** Small Grants

**Organisation Profile:** Unincorporated Association

**Request:** Hire of rehearsal and performance space for the orchestra and to offer membership bursaries for new and existing members.

**Staff:** THOLMES

### **Assessment Summary:**

City Showtunes Orchestra (CSO) is an Unincorporated Association with around thirty members set up in 2012. CSO does not formally collect data on where participants live and work but are aware that many in the group live and/or work in the City of London. It hires St Mary Aldermary Church for rehearsals on Monday evenings, and twice-yearly free concerts for the local community. Each of its last four concerts has seen 80-125 audience members, with approximately 200-250 people attending each concert pre-Covid. The orchestra is inclusive of players of all levels, and plays music from musicals, TV, and films. CSO provides opportunities for the group to bond outside of rehearsing and performing, hosting tea breaks and other socials throughout the year.

St Mary Aldermary Church's operating costs are rising, and it will have to start increasing hiring costs as a result—rising to 150% of the 2022 rate by Autumn 2024. As a result, CSO's membership fees would have to increase, which may mean that some current members would have to leave, and new players may be discouraged from joining the group. Membership costs are already 30% higher than pre-covid, and this year five players have asked to delay their payment by until they have the funds available to pay. The orchestra consists of players in retirement, parents of young children, students, and early career professionals – CSO seeks to remain open to players regardless of income.

CSO are applying for £1,770 towards the hire of rehearsal and performance space and £230 towards subsidising membership fees for eight players with lower disposable incomes. CSO will spend the money across a year, during which time the orchestra will hold 24 rehearsals, two free concerts and at least two social events.

**Recommendation:**

CSO is an organisation that brings the local community together through music, as locals comprise both the performers and the audience. This grant will support CSO weather rising costs, preventing the group from having to pass these to its players and helping maintain that participating in CSO is accessible to those of all incomes. Funding is recommended as follows:

**£2,000 towards the hire of rehearsal and performance space for the Orchestra and to offer membership bursaries for new and existing members.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY: Stronger Communities**

**Bloomsbury Football Foundation (ref. 21039)**

**Amount requested: £6,788.00**

**Amount recommended: £6,790.00**

**Purpose of grant request: Changing the Game for young people on York Way Estate.**

#### **The Applicant**

Bloomsbury Football Foundation (BFF) is a CIO that was set up in 2018 to make football affordable for Londoners. It recognises that joining football clubs is expensive, which can price young people out of play. BFF believes that football can be a powerful tool for improving physical and mental health, strengthening community cohesion, and improving soft skills, such as communication. BFF currently runs free or subsidised (on a case-by-case basis) football sessions for children between the ages of eighteen months and eighteen years. BFF works with schools, local community groups and housing estates, engaging with young people to encourage them to attend its sessions. It currently works across 5 boroughs in London, with the ambition to run sessions in eighteen boroughs by 2028.

#### **Background and detail of proposal**

BFF is proposing to run 2 weekly football sessions over 40 weeks on the Market Road Football Pitches, targeted at residents of the York Way Estate. One of the weekly sessions will be for children between the ages of 3 and 6, and the others will be for children between the ages of 7 and 10. BFF estimates fifteen children will attend each group, based on attendance of its other sessions. BFF have not discussed this figure with the estate team. BFF have proposed that twenty of the total thirty participants will not pay to attend, and ten from the nearby area will pay a full/subsidised rate. This will provide an environment for children living on the estate to meet other children not living there. However, BFF will not turn a child away if they are unable to pay, and so if there is demand from the estate from thirty participants, it will cover any additional costs from its unrestricted reserves.

BFF has had some engagement with the York Way Estate team about the proposal. The York Way Estate team are positive about the idea, given that children on the estate lack a space to play due to ongoing construction. BFF will continue to work with the team to ensure residents are aware of the opportunity and are supported in registering for sessions online. York Way Estate residents will be given a code when signing up which will make their attendance free.

BFF will measure improvements to physical and mental health, strengthened community cohesion, and improvements in soft skills, via its usual process of surveying participants and parents. BFF follow Sport England metrics to collect and analyse the data. Data from its current programmes shows that 93% of players have

said BFF has made clear improvements to their confidence and ability to speak in a group setting.

BFF has robust safeguarding policies, and two coaches lead every session to mitigate against safeguarding risks. Coaches have regular Continuous Professional Development training on and off the pitch, addressing issues like trauma-management and working with refugees. The trainings are all accredited by The Football Association.

### **Financial Information**

BFF has grown from a small to a medium-sized CIO since 2018, with most of the funding now coming from donations (donors include Nike). BFF hired its first full-time fundraiser in July 2021. For the year end June 2022 BFF was significantly under its reserves policy target of 3 months of running costs. This was partially due to the pandemic and BFFs response, where BFF prioritised hiring to support the key functions of the CIO. To date, BFF are meeting that target and are looking to increase it to 5 months of running costs, as the applicant believes the fundraising pipeline is promising. There are no concerns about the financial viability of BFF for the duration of this proposed grant.

### **Recommendation**

BFF is proposing to deliver a project that will be to the benefit of residents living in one of the City of London's housing estates, York Way Estate. The estate team feel that this will be a good opportunity for children to have a space for physical activity, given construction-related disruptions on the estate. BFF seem not to have engaged with the team regarding the number of beneficiaries proposed, although this figure is based on usual BFF session participation. BFF highlighted that the estate team's involvement in engaging residents will be key to the project's success. Data suggests initiatives such as this have positive impacts for the young people involved, and I am confident that BFF coaches will be well-equipped to deliver successful sessions throughout the year. The funding recommended reflects an updated request in light of the organisation reviewing its project budget. Funding is recommended as follows:

**£6,790 to run 2 weekly football sessions over 40 weeks on the Market Road Football Pitches, targeted at residents of the York Way Estate.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY: Stronger Communities**

**Age UK City of London (ref. 20135)**

**Amount requested: £9,726**

**Amount recommended: £9,726**

**Purpose of grant request: Health, wellbeing, and social inclusion for older BAMER women on Mansell Street estate.**

#### **The Applicant**

Age UK City of London (AUKCL) is an independent charity. Having previously been linked with Age UK London, it has moved to sit as a subsidiary organisation to Age UK Camden. During Covid, it became apparent a new approach to delivery had to be shaped, due to Age UK London's focus on campaigning they were unable to provide the practical support needed. Age UK Camden is a large, well-established organisation and are equipped to provide AUKCL with IT support and volunteer DBS checks. AUKCL has its own board, remains a separate company, limited by guarantee that produces separate company accounts and has its own bank account.

AUKCL works with older people who live, volunteer and study in the Square Mile, with a primary focus on health, wellbeing, maintaining networks and building friendships.

#### **Background and detail of proposal**

AUKCL is seeking to continue its existing successful work with older women from the Bengali community on Mansell Street Estate. Funding is requested to run social afternoons supporting health and wellbeing, women-only Zumba sessions, trips/outings, digital inclusion sessions and a scams awareness session.

AUKCL has had a successful year so far working with the Women's Group, having taken residents on trips to pick fruit and vegetables, to visit Brighton and to visit Cambridge Mosque. It also hosted an end-of-year meal and a cooking lesson about nutrition in later-life. Participants have provided positive anecdotal feedback to the bilingual support worker, for whom funding is also sought. AUKCL's relationship with its service-users continues to grow, with residents' views directly informing plans for this year. Zumba has been extremely popular—even attracting residents beyond the group—so funding is sought to continue to offer 36 sessions. AUKCL hopes to expand and formalise its existing IT support, aiming to offer eleven one-to-one digital inclusion sessions and a scams awareness session. The Volunteer Co-ordinator has reduced the ask for their salary from two days/month to one/month this year, as they feel being able to fund the bilingual support worker and provide activities for the group is the priority. The Co-ordinator is proud to say they feel the women have gelled to become a cohesive group.

#### **Financial Information**



AUKCL has been identified as a going concern in its 2022 accounts, although with a mention of material uncertainty. AUKCL's income is mainly derived of restricted income. In 2022, the organisation accounted for an overspend in unrestricted funding due to an audit view to move salary costs into unrestricted expenditure as opposed to restricted, along with high management costs levied by Age UK London - the Charity has since moved to be a subsidiary of Age UK Camden. The organisation has plans to rebuild free reserves through a fundraising campaign in Spring, as well as looking to diversify income funding partners. Moving to Age UK Camden enables the organisation to benefit from the experienced senior management team, along with access to a fundraising consultant.

### **Recommendation**

AUKCL is running a successful scheme of projects working with women from the Bengali community from Mansell Street Estate. AUKCL has a good relationship with the group it works with and seeks to concentrate resources where participants get the most value. Your Officer is confident the charity will provide a worthwhile scheme that continues to promote community health and well-being as well as strengthen bonds within and beyond the group. Funding is recommended as follows:

**£9,726 to support health, wellbeing and social inclusion for older BAMER women on Mansell Street estate.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY: Stronger Communities**

**Tower Hamlets Youth Sport Foundation (ref. 19941)**

**Amount requested: £9,600**

**Amount recommended: £9,600**

**Purpose of grant request: Community cricket provision for children living in the City of London, and the adjacent areas of Farringdon and Whitechapel.**

#### **The Applicant**

Tower Hamlets Youth Sport Foundation (THYSF) was formed in 2012 to continue the work previously developed and provided under the School Sport Partnerships in the London Borough of Tower Hamlets. THYSF continued to deliver sports activities in the borough's schools, working in partnership with the council. In 2018/19 the Trustees opted to bring these activities to a close, as they were no longer financially viable. Since 2018 the charity has run the Platform Cricket programme for children in Tower Hamlets and other inner London boroughs. As well as seeking to improve young people's health and fitness, it also works to indirectly support educational attainment, social cohesion and reductions in anti-social behaviour. An essential part of THYSF's mission is to address the under-representation of state-educated, BAME and economically disadvantaged people in cricket.

#### **Background and detail of proposal**

THYSF seeks funding to run its Platform Cricket programme for disadvantaged children in the City and Tower Hamlets. The programme has two main aims: to improve the lives and prospects of young people through sport, and to contribute to the diversification of UK elite cricket, in which state educated and BAME players are underrepresented. Drawing on THYSF's experience delivering sports activities in inner London boroughs, THYSF replicates youth cricket teams whilst removing some of the key barriers to participation in cricket such as cost, distance to travel to the activity and clashes with religious commitments (e.g. attending mosque).

THYSF seeks funding for its 'Whitechapel Wolves' and 'Farringdon Phantoms' hubs. THYSF was awarded funding for both these hubs from the Stronger Communities strand in 2020. The 'Whitechapel Wolves' continued to thrive in 2022, sustained by alternative funding, but the charity could not secure further funding for the 'Farringdon Phantoms,' which they hope to now revive. THYSF originally applied to revive the Phantoms and start a new hub in Holborn, however after discussions with Your Officer, decided to amend their proposal. It hopes to divert existing funding from the Wolves to their hub in Wapping and Shadwell, freeing up some funds to start a Holborn hub. THYSF plan to work with year four cohorts from the same schools as it did in 2020, with whom they have good relationships. Hub supervisors and some sessional employees recently received a training session from staff at a school THYSF work with in Southwark on working with children with autism. THYSF is keen to continue developing THYSF staff knowledge around working with children with disabilities.

If awarded, the grant will cover coaching costs and venue hire for the hubs in the winter and summer months. THYSF's Platform Cricket will cover the initial school programme and festivals to engage participants, and their competitive programme in the summer. THYSF evaluate their outcomes based on how demographically reflective hubs are of the communities they operate in, multi-stage fitness tests, Warwick-Edinburgh mental health assessments and feedback from teachers and parents.

### **Financial Information**

THYSF are a small-medium sized charity with an annual turnover of approximately £300k. Covid had a negative impact on THYSF's income and reserves in 2021, but THYSF projects higher turnovers and more healthy reserves in 2022 and 2023, having appointed a full-time fundraiser who aims to shift their focus from fortifying the existing hubs to securing some core funding (which can contribute towards specific projects if necessary). There are no concerns regarding the financial viability of THYSF for the duration of this grant.

### **Recommendation**

THYSF is a well-connected charity with sophisticated monitoring and evaluation to ensure it continues to have a positive impact. Its national mission makes the City an ideal place for the charity to work in, with around 50% of children in Banglatown, Portsoken and Whitechapel; and around 15% in Aldersgate and Cripplegate, entitled to Free School Meals. This project promotes health and wellbeing, and will allow young people to develop stronger bonds in their local communities. As such, funding is recommended as follows:

**£9,600 to support community cricket provision for children living in the City of London, and the adjacent areas of Farringdon and Whitechapel.**

## STRONGER COMMUNITIES – SMALL GRANTS

**Organisation:** Society Links

**Request ID:** 19891

**Amount Requested:** £3,000.00

**Amount Recommended:** £3,000.00

**Category:** Small Grants

**Organisation Status:** Registered Charity

**Request:** To create a directory of local services for the community to share information about what services and support are available

**Staff:** THOLMES

### **Assessment Summary:**

SocietyLinks (SL) is a registered charity located on the Whitechapel Peabody estate, providing opportunities and activities to address the needs of underprivileged people in the London Borough of Tower Hamlets. SL currently provides youth and resettlement services for Afghans newly arrived in the City of London. SL also delivers the City of London Youth and Play Service—running twice weekly youth sessions at the Golden Lane Community Centre and Portsoken Community Centre. Through working closely with residents, SL identified the need for a directory of local services (mapped out, with a brief description and contact details) for the community. The directory will be categorised by service type, using imagery and symbols in order to be accessible to those with limited English language skills. SL has produced a similar information directory about the Shadwell area funded by the Mayor of London's Young Londoners' Fund, which was very well received by residents.

SL will spend the initial phase of the project supplementing their existing knowledge of service providers conducting desk-based research. SL will contact organisations asking if they would like to be part of the directory. SL will focus on long-term projects, and add a disclaimer that programmes are active at the point of printing. The directory will be available online and in hard copy. SL aims to deliver the directory within 12 weeks of receiving funding, from May through to July 2023, so they can distribute it at a time when communities will need it most—while schools are closed during the holidays. SL will distribute the directories as part of its existing outreach work, and also plan to leave copies in local libraries etc as appropriate. SL will evaluate the success of the project by collecting feedback from the community members it continues to have sustained contact with, and maintain contact with service providers to learn about how the directory has impacted their work.

### **Recommendation:**

SL has good connections with communities most in need in the City and has created a successful directory in the past, which will allow it to create and distribute a useful resource. Your Officer recommends funding as follows:

**£3,000 to create a directory of local services for the community to share information about what services and support are available.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY: Stronger Communities**

**Portsoken Activities Group (ref. 20149)**

**Amount requested: £6,000**

**Amount recommended: £6,000**

**Purpose of grant request: Community events for residents/workers of Portsoken and nearby.**

#### **The Applicant**

Portsoken Activities Group (PAG) is a constituted voluntary organisation that provides social activities for people living and working in the ward of Portsoken and surrounding areas. The organisation received previous funding from the City Corporation in 2019, 2020, and 2022 to hold community events such as the successful BaLaCo festival.

#### **Background and detail of proposal**

PAG is a small group of volunteers who put on events for the local people in Portsoken, and these events form a key aspect of community life. PAG are seeking funding for six events: The Big Lunch to celebrate the Coronation (based on the BaLaCo festival), a Podium Party to celebrate Middlesex Street Estate's gardens, a Family Fun Day, a Kid's Halloween Party and two coach trips to the seaside in the summer. The events will be open to all but will focus on ensuring residents from the estates in Portsoken take part and benefit.

#### **Financial Information**

PAG has received grants from the Stronger Communities strand since 2019 and has consistently delivered community projects during this time. Your officer feels the organisation has an appropriate level of experience to deliver a grant of the requested size. There are no concerns about the financial viability of PAG for the duration of this grant.

#### **Recommendation**

PAG's application meets key aspects of the Central Grants Unit's Stronger Communities funding strand, enabling people to become involved in the Portsoken community by ensuring locals have opportunities to come together and celebrate both national and hyper-local events. Funding is recommended as follows:

**A secondary £6,000 to fund community events for residents/workers of Portsoken and nearby.**

<b>Committee:</b> <b>Community and Children’s Services Committee</b>	<b>Dated:</b> 01/05/2024
<b>Subject: Special Educational Needs and Disabilities Self-Evaluation Framework (SEND SEF)</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<ul style="list-style-type: none"> <li>• <b>Diverse Engaged Communities</b> – ensuring that everyone feels like they belong and that they can co-create their services.</li> <li>• <b>Providing Excellent Services</b> – ensuring that our communities live healthy, independent lives where they have access to the services that they need to succeed in life.</li> </ul>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£0</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay, Executive Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Deborah Bell, Strategic Director of Education and Skills, Department of Community and Children’s Services	

## Summary

In its local authority capacity, the City of London Corporation is obliged to produce a Special Educational Needs and Disabilities Self-Evaluation Framework (SEND SEF). This is a duty described in the Ofsted Area SEND inspections: framework and handbook dated January 2024. The Ofsted inspection framework is informed by the duties of local authorities, health bodies, schools and colleges to provide for those with special educational needs under part 3 of the Children and Families Act 2014.

SEND SEFs are intended to be iterative documents, co-produced with parents and carers, health, social care and education partners.

The City of London Corporation's SEND SEF will be subject to monthly review to ensure currency and accurately reflect progress against areas for further development.

### **Recommendation**

Members are asked to note the report.

### **Main Report**

#### **Background**

1. The City of London Corporation and Health partners are anticipating an Area SEND inspection by Ofsted. This follows our last inspection under the previous inspection framework in 2018. As part of our Area inspection preparation, sponsored by the Town Clerk and Executive Director of Community and Children's Services, Achieving for Children (London Borough of Richmond upon Thames) has accepted our invitation to conduct an informal peer review of our arrangements in the City.

#### **Current Position**

2. Members are invited to note the following SEND SEF, noting that this is an iterative document. It will be submitted to Ofsted as part of our evidence when the inspection commences. It is also available to Achieving for Children as part of the preparatory inspection work and will be publicly available on the City's Local Offer webpage.

#### **Corporate & Strategic Implications**

3. Strategic implications – the new Corporate Strategy, Department of Community and Children's Services (DCCS) Strategy and existing SEND Strategy is reflected in this SEND SEF. The City SEND Strategy is due for renewal in 2024, and that work has commenced.
4. Financial implications – none
5. Resource implications – none
6. Legal implications – none, compliant with the Children and Families Act 2014
7. Risk implications – none
8. Equalities implications – this SEF is intended to reflect on and improve the experience of children and young people with SEND who are resident in the City.
9. Climate implications – none
10. Security implications – none

#### **Conclusion**

11. Members are invited to note the current SEND SEF.

#### **Appendix 1**

- SEND SEF



**Dr Deborah Bell**

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

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CITY PARENT CARER FORUM



Page 247

# March 2024 Special Education Needs and/or Disabilities (SEND) Self-Evaluation Framework



East London  
NHS Foundation Trust



North East London

# Contents



City of London Context

3

Summary of Strengths

11

Summary of Priority Development Areas

15

Our Impact

19

The Impact of Leaders and Local Partners

35

# City of London Context

Page 249



*My London* artwork by a City of London Young Person

# Our Local Area Partnership



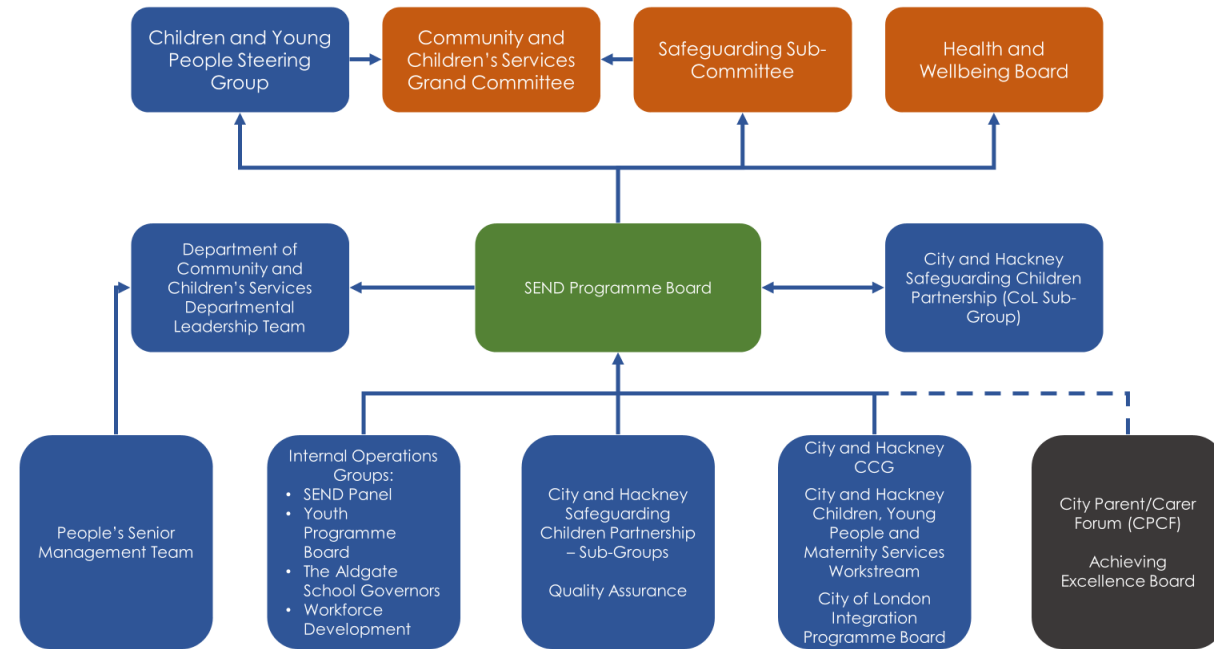
At the heart of our partnership is the SEND Programme Board and its collaboration with our children and young people with SEND and their families. Chaired by the Strategic Education and Skills Director, the Strategic Lead for Children and Young People (Health) and the Assistant Director – People (Social Care), it brings together parent carers, health, education, early years settings, safeguarding, information, advice and support services, and local authority partners to drive ambition and delivery.

Page 250



CITY PARENT CARER FORUM

The City of London Corporation operates a committee system with the Community and Children’s Services Committee having responsibility for SEND. There is strong political commitment to supporting children and young people with SEND and their families.



## City of London Context

# Our Aspirations



## For children and young people with SEND and their families:

- support at the earliest opportunity – delivered in good quality local settings for education, health and care
- happy, healthy long lives with the support to fulfil aspirations and achieve outcomes.
- support to become independent adults, with transition enabled by education, training, volunteering and employment opportunities.
- equity and equality for our children and young people – securing access to services and opportunities that any other child would have,
- opportunities to try new things, make new friends and know that they are valued, successful members of their school, college, and community
- recognition of the experiences and expertise of our children and young people, and their families – to shape their lives, our services and our strategies

## For the services we deliver for children and young people with SEND:

- creating a City that is a safe, accessible place to play, learn and work
- providing access as close as possible to the homes of our children, young people and families
- sharing a determination to evaluate and improve services
- building and delivering services based on a robust understanding and evidence of needs based on qualitative and quantitative information
- celebrating the diversity and strengths of children, young people and families – and placing that at the centre of what we do
- ensuring our children, young people and their families understand who does what, who is responsible and where they seek help, through communications and processes that are clear, easily found and break down barriers
- working collaboratively so that our services are joined up, designed on shared understanding, knowledge and experience of the children, young people and families we work with, and using the strength of that partnership to innovate and develop
- meeting needs by bringing together the best trained staff that can respond to the range of need and opportunity

City of London Context



# About the City of London



The City of London is the birthplace of the capital. At just 1.12 miles in area, it is home to 8,600 residents and a financial centre that draws six hundred thousand workers into the Square Mile every day. It is a place of unique and historic governance, economic vibrancy, cultural richness and diverse communities.

With just one maintained primary school (the Aldgate School) and five independent education settings within the City's boundaries, children and young people attend over 50 different schools across London. The population is served by a single GP practice with 20% of residents (and 50% of children with an educational health and care plan [EHCP]) registered with practices within Tower Hamlets.

Like the seven London local authorities that boundary the City, areas of deprivation sit alongside affluence. Income deprivation is significantly lower than the England average, but in the east of the City lie areas within the top 20% for income deprivation. Academic attainment is high, and issues of crime and anti-social behaviour are consistently low.





# About the City of London



The City is home to a population in which the majority are working age, but also to 1800 children and young people under the age of 25. Our younger population is more diverse (42% Ethnic Minority) than the population as a whole (21%) and that diversity is growing fastest in the areas in which the City borders Tower Hamlets.



The City of London is the oldest and most historic part of London



Smallest local authority area in the country at 1.12 miles



The Square Mile is the financial centre of the capital



We have one primary school, four independent schools, and one independent college in the City



We have a unique system of administration



Half a million workers  
Ten million tourist visits



We have 8600 residents,  
1800 children and  
young people under 25



We provide local and police authority functions

# About the City of London



## Understanding our need

- at March 2024, 23 children and young people have an EHC Plan – compared to 14 in January 2019
- the overall increase in children and young people with an EHC Plan over five years of 70% - echoes national and regional trends
- 78% (18) of children with an EHC Plan are male
- 20 (87%) of those with an EHC Plan attend educational settings outside of the City of London
- 52% of children and young people supported are from BAME communities
- the primary need of 65% of children and young people supported is Autistic Spectrum Disorders
- three of the young people we support are 18-25 years old in 2023; the rest are aged 5 to 17
- currently 0 children with an EHC PLAN are in alternative provision
- the majority of children with an EHC PLAN attend mainstream setting, with a small number attending specialist day provision, two are placed in specialist 52-week residential placements

# Educational attainment in City of London Settings



## Children with SEND in Early Years settings

- five children in Early Years who have additional needs (three with an EHC PLAN and two with SEND support).
- in 2023 all children receiving SEN Support achieved the overall Good Level of Development.
- None of the children with EHC Plans achieved the overall good level of development, due to communication, language and personal, social and emotional development needs

**% of City of London SEND early years pupils that passed Good Level of Development modules in 2023**

Development module	EHCP	SEN
Communication and language	0%	100%
Personal, social and emotional development	0%	100%
Physical development	33%	100%
Literacy	33%	100%
Mathematics	67%	100%

Page 255

# Educational attainment in City of London Settings



KS1 Teacher Assessment % of pupils meeting the expected standard and meeting the higher standard

Year/Subject	No Special Needs			SEN Support			EHCP		
	2019	2022	2023	2019	2022	2023	2019	2022	2023
Reading	98%	84%	69%	67%	67%	75%	0%	N/A	N/A
Writing	94%	84%	69%	50%	67%	75%	0%	N/A	N/A
Maths	98%	79%	69%	83%	67%	50%	50%	N/A	N/A

KS1 Teacher Assessment % of pupils meeting the expected standard

Subject	Year	No Special Needs			SEN Support			EHCP		
		2019	2022	2023	2019	2022	2023	2019	2022	2023
Reading	Aldgate School	53%	53%	39%	50%	56%	75%	0%	N/A	N/A
	England	83%	75%	77%	33%	30%	32%	13%	12%	12%
	Gap	-30%	-22%	-38%	17%	26%	43%	-13%	N/A	N/A
Writing	Aldgate School	71%	74%	54%	50%	56%	75%	0%	N/A	N/A
	England	78%	66%	69%	25%	20%	22%	9%	7%	8%
	Gap	-7%	8%	-15%	25%	36%	53%	-9%	N/A	N/A
Maths	Aldgate School	43%	68%	50%	50%	44%	50%	50%	N/A	N/A
	England	84%	75%	79%	36%	33%	37%	14%	14%	15%
	Gap	-41%	-7%	-29%	14%	11%	13%	36%	N/A	N/A

## Children with SEND at Aldgate School

- at Key Stage One children with SEN support achieve well:
  - the proportion of children with SEN Support meeting the expected standard for reading, writing and maths exceeded national levels in 2019, 2022 and 2023
  - in 2023 the proportion of children with SEN Support meeting the expected standard for reading, writing and maths exceeded the performance of their contemporaries at the Aldgate School without special needs
- 75% of children with SEN support met the higher standard for reading and writing in 2023, and half for maths
- there were no children with an EHC PLAN at KS1 in 2022 and 2023

City of London Context



# Summary of Strengths

Page 257



*My London* artwork by a City of London Young Person

# What works well



- SEND leadership across the City of London and **partners are committed to securing the best possible outcomes** for children and young people with SEND. Leadership of SEND is embedded in all layers of local strategic organisations through the SEND Programme Board which acts as the Local Area Partnership and is tri-chaired to reflect the education, social care and health partnership.
- The **SEND Programme Board provides strong governance**, and consistent and focused scrutiny for improving performance and assuring quality, delivering a co-produced [2020-2024 SEND Strategy for children and young people ages 0-25](#) which gives clear strategic direction for work with our children, families and partners.
- Our SEND service is characterised by **a responsive, outcomes-based, person-centred approach**; changing needs can be responded to immediately and respond to meet individual needs with the commissioning of bespoke and specific services.
- **Our graduated approach**, known as the City of London SEND Ranges, supported by training, is proving effective in strengthening the identification and response to needs for children and young people with SEND and the quality of referrals to the SEND Panel.
- **A strong multi-agency approach** which brings Children's Social Care and Early Help, health and education professionals together, is an effective feature of the local SEND landscape and has a positive effect on the quality of EHC Plans. The City Corporation has commissioned independent evaluation and assessments of the quality of our EHC Plans.
- **Arrangements for joint commissioning** impact positively on provision and in turn, outcomes for children and young people with SEND, with a culture of joint commissioning reflected across the local partnership area of the City of London and Hackney, that meet a broad range of identified needs including speech and language therapies and autism training.

# What works well



- **Arrangements for joint commissioning** impact positively on provision and in turn, outcomes for children and young people with SEND, with a culture of joint commissioning reflected across the local partnership area of the City of London and Hackney, that meet a broad range of identified needs including speech and language therapies and autism training.
- Outcomes for children and young people with SEND include pupils making **good progress towards their aspirations and preparation for adulthood (PfA) outcomes** in line with their special educational needs
- outcomes and progression of each young person with an **EHC Plan are reviewed annually in meetings**, which must enable full involvement of the parent, child or young person and consider their views, wishes and feelings especially when making decisions.
- **Planned and effective transitions are secured** through the Transition Forum which meets termly to monitor young people with EHC Plans aged 14 years and over to facilitate collaboration between Children's Social Care, Adult Social Care, Health and other partners.
- The implementation of recommendations of the Local Area for SEND Inspection 2018 – reported to the City Corporation's Safeguarding Sub-Committee – have delivered **a better start and improved outcomes** for children and young people with SEND. Progress is reported to the Safeguarding Sub-Committee where there is a regular focus on SEND.

# What works well



- **The SENCO Network** includes education settings outside of the City of London where City children and young people with EHC Plans attend, and provides SENCOs with a network for discussing issues – including local, regional and national developments - and sharing best practice with the support of City of London Early Years, Primary and Secondary SENCO toolkits and the SEND Ranges.
- **Co-production has been strengthened** by the development of the City Parent Carer Forum (CPCF) which includes parents with children at a mix of educational settings and with a variety of needs, and played a key role in co-producing the SEND Strategy 2020–2024.
- **Strengthened role for the Designated Medical Officer (DMO) and the Designated Clinical Officer (DCO)** with the DCO attending City of London SEND panels so that medical information is readily available and there is a direct link for any follow up information.



# Summary of Areas of Development

Page 261

*My London* artwork by a City of London Young Person



# Priority Areas for Development



## Co-Production

- Continue to strengthen communication with families around access to services and pathways across borough boundaries.
- Review the Local Offer with the City Parent Carer Forum. Develop a pre-birth section of the Local Offer to ensure women who have a pre-birth diagnosis of SEND are offered information about support as early as possible
- Implement findings from audits about strengthening the voice of the child, building on Inclusive Solutions work during the person centred planning process, annual review activity and film production.

Page 262

Co-produce with children and young people in the development of the SEND and Alternative Provision Strategy 2025. Project plan signed off by Departmental Leadership Team.

strengthen our co-production including working more closely with the CPCF and exploring innovative ways of engaging more children, young people and their families. Develop a new approach to reward and recognition for co-production as exemplified by our forthcoming SEND strategy activity

- deliver a working group to consider how to improve confidence in the system related to decisions around finance for families, including short breaks, personal budgets and travel entitlements

## SEND ranges

- Further disseminate the City of London SEND Ranges in schools and early years settings FE settings to build upon their introduction and welcomed receipt

Summary of Development Areas

# Priority Areas for Development



## Preparing For Adulthood

- Further strengthen pathways to internships, apprenticeships and employment by promoting the opportunities acquired as an option for eligible young people. Seven supported internship vacancies have been sourced as available for eligible City young people.
- Casefile audits of any young people transitioning to adult social care will be undertaken annually as part of a programme of case file audits led by the Principle Social Worker for Adults, building on the existing Transition Forum arrangements.
- Further develop the pathway plan for 15 3/4 to 25-year-olds with complex disabilities which brings partners together to set goals in every aspect of a young person's life, as this will be a new area for care leavers as the cohort ages.

## Identifying children on Sen Support

- Further embed the school tracker and develop this to request data on children and young people who have been placed in alternative provisions by their schools. Currently we know that our resident children attend 59 schools across greater London and receive data from those schools.
- School attendance for children with SEND is available to the SEND Programme Board for scrutiny through the dashboard.
- Maintain an overview of the quality of education for children and young people who are in settings outside area boundaries, in particular those on SEN support through the lens of attendance. Ofsted status of schools educating children with EHC Plans is reported to SEND Programme Board.

# Priority Areas for Development



## Area Development Work

- Health partners are leading on a review of the primary care offer of annual learning disabilities health checks to ensure that those entitled to one receive it and access the services and support offered within health services, building on the existing offer for quality assurance purposes.
- Respond to a local review of the children's centre model to support children, young people and families up to the age of 19 (or 25 for young people with special educational needs and disabilities). Existing services continue to be fully available.
- Ensure the SEND Health Needs Assessment adequately reflects City of London needs through disaggregated data feed for City residents, recently made available.
- Strengthen City of London specific data from health services including agreeing a strategic approach to data collection of specified vulnerable cohorts in the City of London, through disaggregated data feed for City residents, recently made available.
- Continue to work across SEND and youth justice to maintain relationships and knowledge of the local area needs.
- Continue to ensure SEND is high on the political agenda, and use SEND Member champion and ensure CYP and families continue to influence political environment.

## Quality Assurance

- Develop a quality assurance framework for alternative provision to strengthen existing bespoke spot purchased arrangements.
- Consider whether there is a specialist children's social care SEND Social Worker or remain with a Lead Social Worker for SEND.
- Drive our ambition to further develop the local systems to enable more joint commissioning for children and young people with SEND.

Summary of Development Areas



# Our Impact

Page 265



A drawing by one of the City of London's young residents

# Experiences and Outcomes of Children and Young People with SEND



## Children and young people's needs are accurately assessed in a timely and effective manner with:

- Emphasis on early identification of needs across the spectrum
- All Early Years settings have a named special educational needs co-ordinator (SENCO), supported by the City Corporation's Early Years Lead Adviser
- The City Corporation's Education and Early Years Team has two designated Early Years Area SENCOs supporting our settings, their staff and parents through observations, meetings and advisory support
- Level 3 SENCO training is offered annually to Early Years settings by the City Corporation offers annually
- Settings are provided with an Early Years SENCO handbook and SEND range descriptors based on national best practice in determining and describing the needs of children and young people
- Referrals for support in early years are referred to the City of London SEND Panel
- Children and young people coming into care are assessed by the Virtual Head Teacher – who collaborates, where SEND needs are identified, with the SEND teams in the authorities in which they are placed to ensure support
- A Vulnerable Children Register - developed during the pandemic - is reviewed monthly by the Education and Early Years Team, Children's Social Care and Early Help Service and Virtual School to identify any emerging needs; children with an EHC Plan are included on the Register
- An Inclusion Register in Early Years supports early identification of children whose development causes concerns; it is linked with attendance data to identify poor attendance among children or young people with SEND and to explore whether attendance may indicate masked SEND issues

# Experiences and Outcomes of Children and Young People with SEND



- A multi-agency professional group led by Homerton Hospital – and including the City Corporation's Early Help, and Education and Early Years services - meets weekly at the Hackney Ark Multi Agency Referrals (MARS) session to consider children and young people with SEND needs; interventions allocation of a keyworker or setting up a team around the child (TAC) meeting
- The understanding and identification of speech, language and communication skills and needs has been strengthened by the City of London Talks and Listens Enthusiastically ([COLTALE](#)) programme - set up in 2019
- Health visitors carry out development checks early on to identify potential risks, using Early Language Identification Measure (ELIM) – a tool rolled out alongside Speech and Language Therapy practitioners
- A lead social worker for disabled children in Children's Social Care has facilitated joined-up working with Adult Social Care and the Early Years teams in respect of EHC Plans and transitions into adulthood; the Head of Children's Social Care acts as the designated social care officers (DCSO) to strengthen engagement across teams
- Children eligible for NHS continuing care are reviewed at the Joint Complex Care Panel (JCCP) led by the NEL ICB with multi-agency membership across health, social care and education. Joint assessments and reviews are undertaken wherever possible and the NEL ICB supports the continuation of care packages in hospital when this supports the needs of the child, family and provider team
- The needs of high-risk children and young people up to 25 years old are reviewed monthly through multi-agency discussion of City and Hackney Dynamic Support Register
- Robust assessment and annual reviews processes ensure all EHC Plans are issued within the 20-week timescale
- Annual reviews are undertaken within the statutory timescales and attended by the Casework Manager, the PEP and other key partners

# Experiences and Outcomes of Children and Young People with SEND



- Children and young people are actively involved in their annual reviews and the PATH process is used for those at key transition points
- The City of London SEND Ranges provides a framework for staff in all settings 0-25 to address early identification of needs, provide ideas for curriculum adaptation and set out guidance on assessment and the effective deployment of resources including staff; a training package for professionals and families was piloted in Summer term 2023 at the Aldgate School; the approach will be evaluated in 2024
- A school tracker has been developed to record the school settings that City of London children attend in other parts of London to secure better information about the children and young people who receive SEN support

Page 268

## Independent audit May 2023

Fourteen open SEND cases which were selected for independent review in May 2023. The audit noted:

Vulnerabilities associated with SEND are addressed in a timely way with appropriate intervention and allocation of services. Evidence of timely and ongoing communication between social workers and partner agencies is documented in plans, case notes and records of multi-agency/network meetings. The impact of these relationships is evident in the outcomes for children and young people.

There are excellent examples of joined up working with SEN EHC caseworker, Virtual School, Occupational Therapy, Speech and Language Therapy, Educational Psychology, Schools and Colleges and Health Professionals. There is strong evidence on children's files and in discussion with allocated workers of their understanding of the professional network and the importance of their role in coordinating services.

**Our Impact**



# Experiences and Outcomes of Children and Young People with SEND



- The Wellbeing and Mental Health in Schools (WAMHS) Programme aims to improve mental health and wellbeing support for children and young people in schools, colleges, specialist and alternative provision education settings in City & Hackney and provides an allocated CAMHS worker bi-weekly in the Aldgate School
- WAMHS has engaged the school community including staff and parents, to embed wellbeing initiatives throughout the school culture, and provide an adapted offer available to the independent schools within the City of London boundaries
- Our [Local Offer](#) provides clear, accessible information about services for parents, children and young people with SEND, and practitioners supporting them - including information on the CPCF, health, short breaks, SEND, EHC Plans , personal budgets and Preparing for Adulthood (PfA).
- The Local Offer can be found on the City Corporation's online Family Information Service (FIS) which maintained its quality award for information services in February 2024
- Free, impartial advice to parents and young people with SEND is provided by the Tower Hamlets and City of London SEND Information Advice and Support Service ([SENDIASS](#))

# Experiences and Outcomes of Children and Young People with SEND



## Children and young people participate in decision making about individual plans and support

- A person-centred and multiple agency approach to EHC Plans focuses on individual needs and enabling children and young people to make choices
- A stable and experienced workforce across Education and Early Years, Children's Social Care and Adult Social Care enables children and young people to form and sustain meaningful, consistent and stable relationships with professionals throughout their life course
- Education, Early Years and Children's Social Care services trained in systemic practice which uses relationships as a resource and empowers people to participate in decision making about their plans and support
- City and Tower Hamlets SENDIASS provides impartial information, advice and support for families with SEND through a dedicated worker for the City of London who works collaboratively with families, City Corporation's SEND Team and the SEND Programme Board
- Targeted events City of London – such as Year 5 transition event and a Let's Talk SEND event - support parents to forward plan and prepare their child for transition and strengthen their understanding of law, practice and what to expect from local authorities.
- Easy read versions of documents, such as the SEND Strategy and forthcoming Preparing for Adulthood brochure, have been produced to make them more accessible to young people
- Tools such as images and signing support children and young people have their voices heard when reviewing short breaks
- One young person participated in the local Super Youth Hub (commissioned by Public Health) to train as a young researcher – a role that has also supported their securing of part time employment
- a SEND young person participates in the City's Youth Forum

# Experiences and Outcomes of Children and Young People with SEND

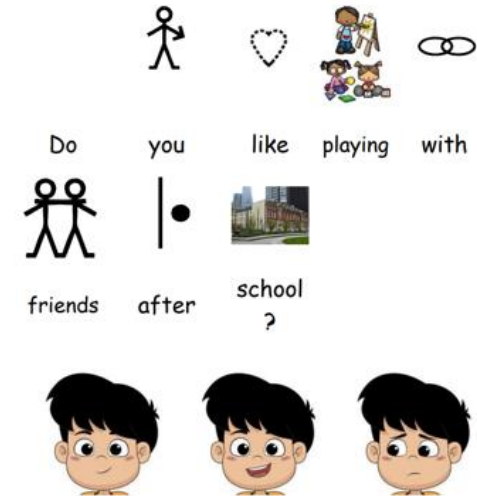
## Case study

A young person with an EHC PLAN has transitioned to a creative media college to pursue a career in creative media production. This was a setting they had researched and decided they would like to go to themselves. This has been a successful transition and they have made friends at the college and are enjoying the placement.

With the support of the SEN team, who assisted with a college application, and brought together the young person, their parents, previous school and future college, a successful transition was secured.



Children and young people have their voices heard as part of their short breaks review through images and signing. This child chose pictures to show they like singing, outside, swimming, dancing, football, music, jumping, horses, museums and computers. They do not like loud noises.



# Experiences and Outcomes of Children and Young People with SEND



## Children and young people receive the right help at the right time

- The City Corporation SEND Panel, which includes professionals from Education, Children's Social Care and Early Help, Adult Social Care and the DCO, confirms provision levels and resourcing for EHC Plans, recommendations for additional provision following annual reviews and early years inclusion fund requests
- The SEND Panel Terms of Reference have been updated to strengthen the focus on more evidenced-based and focused approaches rather than case work discussion, and have widened representation to include SENCOs to provide a better balance of practical evidence and advice
- No City of London children and young people are on the Dynamic Support Register but its review meetings retain representation and space for City children and young people so they can be quickly added
- Children and Young People with SEND benefit from the local CAMHS alliance, including access to some services without referral to the CAMHS Service
- Families of children that attend the City of London's children's centre have access to emotional wellbeing and mental health support provided by Family Lives supporting parents with strategies and approaches to support their child
- All children and young people who Electively Home Educated (EHE) – one of whom has SEND - are known to the Education and Early Years service are visited by an education officer at least once a year to assess suitability of education
- skilled and co-located staff working across education, early years and social care enables the provision of the right help at the right time

# Experiences and Outcomes of Children and Young People with SEND



- Workforce development has included autism training for all Children's Social Care, Social Work and Early Help staff, along with some Education and Early Years service colleagues, to improve knowledge and skills, and anti-racism training to support the identification of the impact of identifying racism and how it affects the early identification of need in children
- Children supported through the Early Years Inclusion Fund (which supports settings to meet their responsibilities to provide inclusive practice) are monitored by the SEND panel to ensure that needs are being best met
- The Inclusion Fund has enabled one child to have 1:1 support for most of the day, impacting positively on the child's development and attention span
- A flexible approach to short breaks enables access to neighbouring borough provision or parents can be assisted to identify activities tailored to the needs of their child and use direct payments to access the identified social activity
- Children and young people have used their short breaks to access music lessons, afterschool programmes, personal trainers, tennis lessons and horseback riding, supporting improved physical and spatial awareness, motor skills and social and communication skills. They also reduce stress and anxiety and support the development of emotional regulation
- Short breaks enabled one young person attended swimming lessons to increase their muscular strength and mobility and played table tennis with friends to improve their spatial awareness and motor skills, be social and build communication skills.

# Experiences and Outcomes of Children and Young People with SEND



- Assessment does not delay provision in relation to urgent need - during the period of assessment, they would be arranged to ensure a child's educational needs were met; one-to-one tuition has been offered during the assessment stage when children are unable to attend school and while suitable school provision is found
- Annual review meetings consider the progress a child has made towards the outcomes in the EHC Plan and whether any changes to their support are required for current or anticipated need – such as school transition
- City of London children are referred to community and acute services based on their GP registration – either to City and Hackney services, or to Tower Hamlets for families registered in the local authority – and experience the same waiting times as children in those authorities based on assessment of needs
- Waiting times are not impacting statutory EHC Plan processes but it is recognised that waiting times for CAMHS and neurodevelopmental assessments do impact on the experience of children, young people and families
- The NEL ICB has invested additional funding into the 0-5 autistic spectrum disorder (ASD) pathway at the Hackney Ark and in 2023/24 the wait has reduced from around 15 months to around 12 months
- For the over 5s, pathways waiting times are approximately 14 months (consistent with the national picture) nationally
- There is ongoing work at the City and Hackney Place-Based Partnership and across NEL to strengthen pre-diagnostic support



# Experiences and Outcomes of Children and Young People with SEND

## Early years case study

The City Corporation's Lead Early Years Advisor worked closely with the nursery SENCO and the parents to support a child. When the child moved from the toddler to pre-school room, it was quickly highlighted that they would need additional support. Inclusion funding was applied for, to cover from Autumn term 2022 to Summer term 2023. The inclusion funding was used to provide 1:1 support for most of the child's days in nursery. Within two terms, the child's development had significantly progressed, and the child could use their voice to make choices about where to sit and which activity to be engaged in.

The child's keyperson, SENCO and parents continued to work together to support the child to develop life skills to prepare them for adulthood; through role play, understanding their world and how to keep safe and be independent. The support in place for the child's language development helped them to be confident in their community, develop friendships and play with their peers.

## Early years parent feedback

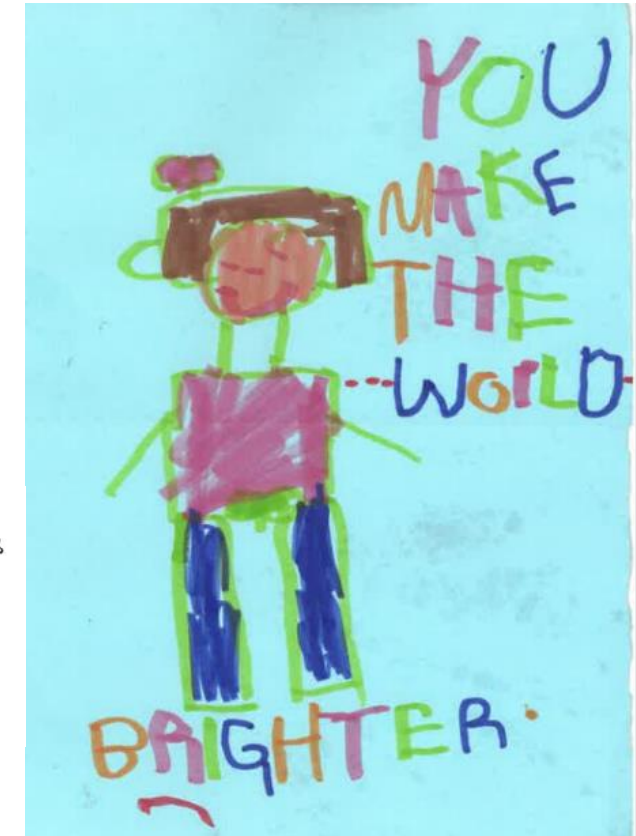
'Our child's development has come very far. When they joined the nursery they could say less than 10 words. Now they can say sentences and communicate their needs. They have learnt to regularise their emotions and share their feelings with others.'  
Parent.

Picture of a City Corporation Early Help worker by a child they have supported.

*Thank you from the bottom of our hearts for your support throughout these years - There is a real improvement in [child's] life and we are so appreciative for the effort you put in in order to see that we are okay.*

*Thank you so much*

Quote from a parent to one of the Early Help team.



# Experiences and Outcomes of Children and Young People with SEND



## Aidhour independent audit May 2023

'Vulnerabilities associated with SEND are addressed in a timely way with appropriate intervention and allocation of services. Evidence of timely and ongoing communication between social workers and partner agencies is documented in plans, case notes and records of multi-agency/network meetings. The impact of these relationships is evident in the outcomes for children and young people.'

'Excellent examples of joined up working with SEN EHC caseworker, Virtual School, Occupational Therapy, Speech and Language Therapy, Educational Psychology, Schools and Colleges, and Health Professionals. There is strong evidence on children's files and in discussion with allocated workers of their understanding of the professional network and the importance of their role in coordinating services.'

'Examples of excellent practice were noted in many cases. As in previous reviews the relationships that allocated workers develop with children and their families are of high quality, with an emphasis on systemic practice. The review found many excellent examples of the positive impact the support offered to children and their families has had and continues to have. One review noted, 'This is a great piece of intervention with demonstrable outcomes for the child and family. The allocated worker has worked closely with the family and network and co-ordinated services and sensitively encouraged them to accept the help being offered'.'



# Experiences and Outcomes of Children and Young People with SEND



## Children and young people are well prepared for Priorities for development and achieve strong outcomes

- Preparing for Adulthood (PfA) is a key priority in early years settings, schools, colleges, and work-based training
- City of London SEND Ranges highlight PfA outcomes from the early years so that all settings 0-25 can plan these across the curriculum at all stages
- A health commissioned Strategic Partnership Lead for PfA works across City and Hackney, that focuses initially on all health pathway transitions arrangements, leading on the development of a transition strategy for health pathway transition arrangements and co-produced with families and professionals
- A Transitions Task and Finish Group - including parent carer and young people representation – was set up to agree and strengthen PfA pathways, leading to a transitions information document that was co-produced with input from the CPCF
- Adult Social Care representatives sit on the SEND Programme Board and Transition Forum, and the service contains social worker transitions champion on transitions to enable early planning of transition cases, and provides peer support and advice to other social workers when they work with children and young people at the transition stage
- A commissioned provider of information and guidance for young people known to Children's Social Care and those who have an EHC Plan or SEN, attends EHC Plan meetings and works with the SEND team to review the progress and map out individual support plans for the year, tailored to individual needs

# Experiences and Outcomes of Children and Young People with SEND



- This service has supported a young person to apply for work in the security industry, and a family to negotiate with an education provider
- The City Corporation established Employer Forum provides a clear, strategic plan to identify pathways into employment, supported internships and meaningful work experience including voluntary work for young people with SEND
- The Employer Forum aims to increase the number of supported internship provision and employer champions across the City of London and Greater London areas, and by April 2023 had seven employers committed to being part of the supported internship programme
- The City Corporation offers two supported internships and hosted [an event](#) in December 2023 to promote supported internships and discuss what employers can offer adults with SEND

# Experiences and Outcomes of Children and Young People with SEND



## Case study

A 12-year-old with physical and complex needs has been carefully supported with their transition to a secondary school provision. The young person has attended transition days at the new school and been visited by school staff. School staff attended the EHC transition review meeting. The family is well supported by professionals from education, health and social care and has been involved in the young person's transition planning. The young person's EHC PLAN has been updated to provide an accurate picture for the new school and the Education and Early Years Service has agreed to provide a personal budget to use for taxis to and from school. The young person will be starting at the secondary provision in September and the family feel positive about this transition. The dad shared he has valued the good and consistent support from the school and SEND Team.

## Case study

An 18-year-old autistic person will be transitioning to a post-16 academy in September to study creative media production. They enjoyed studying a media course at college but have previously had a lot of anxiety about deciding on a career path. The young person received regular advice and guidance from the Youth Participation Lead Prospects Service, but independently researched and decided that they would like to go to this post-16 setting to further progress a career in this area. The EHC transition review meeting provided space to consider the support the young person may need at the placement. The young person had previously completed an independent travel training programme and is now confident about travelling independently. Through this placement, the young person receives support and advice from professionals in the industry to help them progress into employment. The young person feels positive about the new placement and that they have been supported well.

# Experiences and Outcomes of Children and Young People with SEND



## Aidhour independent audit May 2023 (Children's Social Care)

EHC Plans are of high quality and for the most part are easily located on files. Timescales for specialist assessments are well documented and where service are not accessible pending the outcome of the assessment there is excellent evidence of children's social care seeking out alternative provision.

Page 280

## Children and young people are valued, visible and included in their communities

- Children and young people's educational outcomes are celebrated
- A Pan-London Shining Star award was given to a child in care who has an EHC Plan and is in a residential placement, for exceptional progress and excellent attendance. A personal ceremony was arranged for them so that their routine was not disrupted.
- Children, young people and their families have been involved in recruitment exercises – most recently the CPCF has been involved in the recruitment process for senior staff in the Education and Early Years Service.

Our Impact



# The Impact of Leaders and Local Partners



# How local partners work together to plan, evaluate and develop the SEND system



## Leaders are ambitious for children and young people with SEND

- A golden thread sets out strong strategic ambitions for children and young people with SEND and their families across the local partnership and system to ensure:
  - there is a robust and inclusive multi-agency approach to identifying, assessing and meeting the needs of children and young people with SEND
  - all children and young people with SEND are well prepared for and have successful transitions to adulthood
  - children and young people with SEND are integral and valued members of the City of London community
- The SEND Strategy links ambitions in the City Corporation's Children and Young People's Plan 2022-25 which sets out the City Corporation's vision and expected outcomes for all children and young people, including that children can meet their full potential and are ready for adulthood
- the City of London Corporate Plan includes the objective to provide "excellent services supporting people to live healthy, independent lives and achieve their ambitions"
- the North East London Integrated Care System priorities include 'the best start in life for Babies, Children and Young People of North East London' and includes specific objectives around 'supporting our children and families with special educational needs and disabilities through strengthening safeguarding, addressing workforce challenges and supporting data capture' and 'extending our services for autistic children and young people including the introduction of a new keyworker scheme'.
- at a local place level, the City and Hackney Placed Based Partnership sets out a priority to give every child the best start in life, accompanied by a transformation programme focused on children, young people, maternity and family services (CYPMFS)

# How local partners work together to plan, evaluate and develop the SEND system



- A City and Hackney Emotional Health and Wellbeing Partnership Board seeks to deliver a system response to increasing Child and Adolescent Mental Health Services (CAMHS) demand and provide oversight and scrutiny of the shared commitment to provide help at the point of need
- A CAMHS Crisis Summit and Autism Summit have shaped our partnership's focus on the integration of neurodevelopmental pathways across providers to improve efficiencies and a Single Point of Access (SPA) to City and Hackney CAMHS services since November 2022 – an initiative welcomed by schools who have experienced shorter times from referral to allocation

Page 283

## Feedback on partnership working

'Having worked with colleagues from the City of London and from feedback given by parents, we would agree that the City of London use a multi-agency approach and work well with other departments, agencies, and organisations to ensure that the outcomes are met for children and young people with SEND. They have demonstrated this commitment through working collaboratively on cases where children and young people have EHC Plans as well as those on SEN Support. They have been able to bring together colleagues from education, health, and social care as well as voluntary organisations to support young people to improve outcomes. They use a positive outcomes approach and are able to identify and set achievable targets.' Tower Hamlets SENDIASS Family Partnership Officer.

The Impact of Leaders and Local Partners



# How local partners work together to plan, evaluate and develop the SEND system



**Leadership and governance are effective because leaders' responsibilities are aligned with their legal duties and there is strong oversight at various levels.**

- An effective SEND Programme Board brings together partners from health, education, Children's and Adults Social Care, SENCOs, and the CPCF, and makes decisions about our statutory responsibilities
- The City Corporation's Achieving Excellence Board (AEB) was established in 2020 to drive the transition to and sustain excellence across services for children including SEND
- Elected member oversight is provided by a lead member and oversight by the Safeguarding Sub-Committee (of Community and Children's Services), the Health and Wellbeing Board, and Health and Social Care Scrutiny Committee.
- The City and Hackney Health and Care Board brings together the executives of health and social care providers at place level, to provide strategic direction and ambition



# How local partners work together to plan, evaluate and develop the SEND system



## Leaders actively engage with children, young people and their families

- City Corporation staff and relevant health organisations actively engage with the CPCF and bring together parents and carers of children and young people with SEND in the City of London
- The CPCF has been involved in a range of work including the SEND Ranges and associated training, the local leisure centre programme and development of the SEND Programme Board
- City Corporation staff and senior leaders met the CPCF to hear directly from parent carers and a “you said, we did” approach has been developed to provide transparency and accountability around decisions and actions in response to their feedback
- The SEND Programme Board enables better sharing of ideas, development of practical solutions and improved communication
- Children, young people and their families co-produce the SEND Strategy
- A young people produced film – [What Makes Me Happy](#) – was introduced by and involved the elected Member with responsibility for children and young people
- A five-year City and Hackney Autism Strategy was published in 2020 and was co-produced with local residents
- A City young person with SEND was appointed as a young researcher within the Super Youth Hub (a service across City and Hackney to promote the health and well-being of young people) to collect and develop the understanding of young people's views around health, well-being, mental health, alcohol and drug use and sexual health

# How local partners work together to plan, evaluate and develop the SEND system



- parent carers were involved in the development of the City Corporation's new Carers Strategy 2024-27 strengthening the reflection and ambition for that group's needs
- the Children's Social Care Team has reviewed and co-produced a standalone parent carer assessment in response to a parent carer request. This focuses solely on the parent carer's needs
- the Local Offer was reviewed with families, young people, and partners in 2021, and redesigned to reflect parents' request that information was accessible by both age range and by information area.
- resident engagement and co-production is central to the Local Area Partnership, but small population of the City risks overburdening residents with engagement requests

Page 286

## **Leaders have accurate, shared understanding of needs**

- A SEND data dashboard is reviewed quarterly at the SEND Programme Board meetings to provide line of sight and inform decision making and strategic priorities
- Previous Public Health Needs Assessments (HNAs) include a Disabled Children's Needs Assessment (2017) and a 0-19 year old assessment which includes a chapter on SEND to strengthen insight and understanding of the health and wellbeing needs of children and young people with SEND; a new HNA is being undertaken
- Health assessment data (e.g. timescales) has been more difficult to secure but is now coming through, and the Local Area Partnership will continue to work together to improve this.

# How local partners work together to plan, evaluate and develop the SEND system



## Leaders commission services and provision to meet the needs and aspirations of children and young people

- The NEL ICB commissions statutory services, such as therapies for City of London children, augmented by the commissioning of City and Hackney Public Health of health visiting and school nursing service
- There is continued focus on hearing the voices of children, young people and families to ensure services meet local needs.
- A review of the Speech and Language Therapy Service is underway to rationalise the approach to commissioning, and to strategically rebalance the service to offer more early intervention support and less need for specialist support
- Verbo, a digital platform developed by Homerton to strengthen universal screening and intervention with recorded targets and outcomes, is being piloted in the Aldgate School
- Wellbeing and Mental Health Support in Schools (WAMHS) is well embedded within the Aldgate School and again supports a whole school approach.
- The Director of Integrated Commissioning has the mandate to ensure all statutory responsibilities across education, health and social care are reflected in system commissioning plans
- Commissioned provision by the City Corporation strengthens our approach and can respond swiftly to need – and includes spot purchase of alternative provision, SEND mediation, educational psychologists, home to school transport and independent travel training

# How local partners work together to plan, evaluate and develop the SEND system



- The commission of universal services – such as youth services, which have a requirement to deliver SEND inclusion
- There are low levels of alternative provision use for City of London children and young people
- Children and young people are only placed in alternative provision that is OFSTED rated good or outstanding
- Commissioned contract arrangements are in place for tuition services which can be accessed in situations and circumstances where tuition is an interim provision
- Homerton hospital is commissioned to deliver a range of services including effective speech and language therapies which during 2022-23 delivered nine specialist interventions at the Aldgate School resulting in 78% of targets fully met and 22% partially met

Page 288

## Leaders evaluate services and make improvements

- The Education and Early Years Service commissioned the National Development Team for Inclusion (NDTi) in August 2022 to review the City's EHC Plans. The work identified improvements secured since the SEND Area Inspection in 2018
- Colleagues across education, health, social care and early help have ensured a more consistent use of PATH and worked to ensure that the language in EHC Plans is more "ordinary", the outcomes (particularly around friendships) are more specific and that the EHC Plans are even more accessible to young people and parents
- Children, young people and families with an open case in Children's Social Care (including those with an EHC Plan open to Early Help or Children in Need) are surveyed annually by Action for Children
- The City Corporation commissioned an external consultant to review SEN provision at the Aldgate School, supported by the City Corporation's Principle Educational Psychologist (PEP) and the Lead Early Years Advisor which raised the SEND agenda and increased the Governor for SEND's awareness of the issues and quality of provision, and secured the Trust Board's agreement that SEND was a key area for development

**The Impact of Leaders and Local Partners**

# How local partners work together to plan, evaluate and develop the SEND system



## Action for Children survey August 2023

Overall, the majority of responses (66%) indicate a good or very good satisfaction level with the social work support they receive – an improvement on 2022 when 46.3% expressed dissatisfaction. They describe staff as considerate, attentive and calm. They feel listened to and have regular, proactive contact/visits.

Most of the families interviewed have children with disabilities and/or SEN. They gave examples of positive input (e.g. provision of disability aids and equipment for the home, effective care packages and after-school activities, excellent therapeutic placement). One participant said 'my last social worker had a disabled child herself. She understood' and another shared that 'we now have an EHCP, we have direction.'

Families also raised issues including 'monthly payments are a great source of worry' and 'we always go on waiting lists'. They shared concerns around complex multi-agency involvement and accessing appropriate medical, mental health, educational and recreational services.

Families in this cohort shared suggestions for improvements and further advice/support including clearer explanations as to entitlements and rights, and how to access services, greater support around housing needs, and financial advice and support.

A 'You Said, We Did' document is being developed to capture feedback and track what was done, or not, in response to aid transparency and provide a clear feedback loop. The 'You Said, We Did' will go out with the survey next time to demonstrate progress. Activities in response to feedback include the Clinical Lead and Early Help Manager meeting families with short breaks to clearly explain entitlements and redesigning our early help leaflet with feedback from families.

# How local partners work together to plan, evaluate and develop the SEND system



## Leaders create the environment for effective practice and multi-agency work to flourish

- There is sufficient joint working between the Education and Early Years Service and Children's Social Care, with both the Children's Social Care and Early Help Team Manager attending SEND Panel meetings, EHC PLAN review meetings and staff from the education service attending children in need (CIN) meetings and TAF (Team around the Family) meetings when required.
- A lead role for children who are disabled in social care strengthens links and shared learning, and meet twice yearly with the CPCF twice a year, together ensuring children who are disabled have social workers who understand their needs and support their transition to adulthood
- A multi-agency practitioner forum develops effective strategies to support families, children and young people
- The development of an integrated outcomes framework for children and young people's services has begun through the City and Hackney Place-Based Partnership, and the integrated Population Health Hub (Public Health)
- The Place-Based Partnership is working with the ICB to contribute to the development of a SEND dashboard for London, informing the priorities in place
- No City of London child or young person with SEND is involved with the youth justice service, but positive relationships are in place with the provider - Tower Hamlets Service - to enable support to be activated should it be required

<b>Committee:</b> Community and Children’s Services Committee	<b>Dated:</b> 01/05/2024
<b>Subject:</b> Member Engagement – Housing Estates	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	2, 4
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay, Executive Director of Community and Children’s Services	<b>For Discussion</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management, Department of Community and Children’s Services	

## Summary

The City Corporation has 12 social housing estates in the Square Mile and six surrounding Boroughs, with a total of 2,900 homes. Increased legal and regulatory requirements, plus the volume of major works and development activity on these estates, means that Member involvement and oversight is more important than ever.

An Allocated Members Scheme has been in place since 2000, which aims to ensure that Members are aware of the issues on each estate. This scheme requires a refresh and nominations are required to fill two existing vacancies at Avondale Square Estate and the South Bank Estates.

For Members’ benefit, officers have prepared a guide to the estates, and we invite comments on this document before it is finalised.

## Recommendation

Members are asked to:

- Note the report
- Comment on the current Allocated Members Scheme Guidelines
- Note the current Allocated Member vacancies at South Bank Estates and Avondale Square Estate, and appoint Members to act for these locations
- Comment on the draft estate guide for Members.

## Main Report

### Background

1. The City Corporation's Housing Division manages 12 estates in the City of London and the surrounding Boroughs of Hackney, Islington, Tower Hamlets, Southwark, Lambeth and Lewisham.
2. A total of 2,900 homes are located on these estates and Members are aware that a further 270 homes for social rent are being developed, mainly on existing estates at Sydenham Hill and York Way.
3. The effective management and governance of social housing has a growing profile nationally, and new regulatory regimes for building safety and consumer standards are now in force.
4. Additionally, Members will be aware of the amount of activity taking place in relation to improving City Corporation housing stock, building new homes and improving services delivered to residents on our estates. Active Member involvement in housing matters has therefore never been as important as it is now.

### Current Position

#### *Draft Estate Guide for Members*

5. Officers have produced a guide to the City Corporation's social housing estates (**Appendix 1**), which gives Members a concise overview of each estate under our management.
6. It is intended that this document will be reviewed at least annually and circulated to Members. Officers invite Members to indicate what kind of additional information they would like to see in the document, so that the first edition can be finalised.

#### *Allocated Members Scheme*

7. The Allocated Members Scheme, which has been in operation since 2000, matches Members of the Community and Children's Services Committee with one or more of the housing estates in our portfolio. The scheme is particularly valuable for estates outside the City of London, given that they do not have direct elected Member representation within the City Corporation in the same way as Golden Lane and Middlesex Street Estates.
8. The scheme is intended to:
  - give residents and staff a named Member to 'champion' their estate
  - allow Members to take an interest in the estate, its residents, and staff



- develop a group of Members with housing knowledge and experience to contribute to the Community and Children's Services Committee.
9. Further details about the Allocated Members Scheme can be found at **Appendix 2**, with the latest list of Allocated Members at **Appendix 3**.
  10. The expectation is that Allocated Members will carry out an initial familiarisation visit to their estate, followed by two visits annually. Allocated Members will work with the local Area Manager and other officers to keep abreast of the issues affecting each estate. Area Managers will update Members at regular intervals.
  11. The Allocated Member Guidelines require an update, as they have not been examined for several years. Some of the provisions of the scheme have been discontinued or have not been carried out regularly. Members are asked to give their comments on this document and the Allocated Member scheme generally.
  12. Officers will provide a renewed commitment to ensuring that the guidelines are adhered to and will support Members in fulfilling their duties as Allocated Members.
  13. There are currently vacancies for Allocated Members at Avondale Square Estate and the South Bank Estate, both located in Southwark. These vacancies arose due to a change in Committee membership. Officers welcome any expressions of interest from current Members of this Committee to take on the role of Allocated Member at these two sites. This would ideally be one Member for each location.

### **Current Issues**

14. Members are aware of the scale and variety of activity taking place on our estates, particularly in relation to major works projects and new developments. These initiatives have a significant impact on current residents. Effective engagement with residents and Members is vital to ensure the smooth running of these projects. Allocated Members have been playing an integral part in monitoring and delivering projects on several sites, for example, the development of new homes at Sydenham Hill Estate.
15. Members will also be aware of recent reports from Allocated Members for Middlesex Street and Golden Lane Estates, highlighting areas of concern and tracking remedial actions to address the issues raised. Officers continue to work on resolving these matters. A selection of current issues on several estates is shown below.

#### *Avondale Square Estate*

16. Several significant projects are being completed at Avondale Square, including sprinkler installation in the three Point tower blocks. The contractor appointed to complete the installation of new fire doors is now also on site.
17. Officers are also working to resolve some antisocial behaviour issues which have presented problems on the estate, largely related to unauthorised use of communal areas and instances of criminal damage to property. Staff are working with the local

Police team and are taking action under our antisocial behaviour procedures where perpetrators can be identified. Consideration is being given to commissioning a patrols service along similar lines to that provided by ParkGuard at several of our other estates.

#### *Golden Lane Estate*

18. At Members' invitation, the Chairman of Policy and Resources visited Golden Lane Estate on 4 April, with officers in attendance. In common with other locations, repairs and maintenance issues remain a concern. The issue of service charges for planned major works projects was also discussed. Following this visit, officers are preparing an action plan, and Members will receive updates on progress.

19. A report is due to be submitted to this Committee in July on the options for additional support for leaseholders with major works costs, as previously agreed.

#### *York Way Estate*

20. The development of an additional 91 new homes continues at York Way, which is due to complete in the spring of 2025. Several other projects have been carried out to upgrade existing facilities, such as installing new fire doors throughout the estate, and replacement of the communal heating system.

21. Officers from the Housing Division met recently with several Councillors from the London Borough of Islington, along with the Chairman and Deputy Chairman of Community and Children's Services Committee, to discuss issues raised by estate residents during a canvassing exercise carried out by the Islington Councillors. The issues raised by residents were:

- **gardening service charge:** whether this is payable when gardens are inaccessible during development works
- **communal door security:** several door frames and locks were broken, leading to misuse of communal areas and security concerns
- **communal areas:** general cleaning issues; the condition of communal areas requiring improvement; unfinished ceiling work and some inoperative lighting
- **drainage:** drainage problems leading to large puddles in the grounds
- **windows:** windows need replacing
- **damp:** several residents reported damp and mould

22. Officers are responding to these issues and will ensure that residents and Members are updated on progress as soon as possible.

#### **Proposals**

23. It is proposed that the Allocated Members Scheme is refreshed and relaunched, with officers committing to provide the required support to Members to fulfil the functions of Allocated Members. In accordance with the current guidance, officers suggest that the scheme is reviewed annually, with Members being appointed annually for each estate.

## **Corporate & Strategic Implications**

24. Strategic implications – the Allocated Members Scheme supports good governance of our housing management functions. The scheme also helps to achieve Corporate Plan outcomes relating to the proper management of our spaces and supporting residents' wellbeing.
25. Financial implications – none.
26. Resource implications – none.
27. Legal implications – none.
28. Risk implications – none.
29. Equalities implications – none.
30. Climate implications – none.
31. Security implications – none.

## **Conclusion**

32. The effective management and governance of social housing has a growing profile nationally and new regulatory regimes for building safety and consumer standards are now in force. Member oversight of housing management activity is therefore more important than ever. To support this work, officers propose that the long-standing Allocated Member scheme is refreshed and relaunched. Two current vacancies at Avondale Square Estate and the South Bank Estates need to be filled.
33. Officers have produced a draft guide to the City Corporation's housing estates for Members. Members' views are sought on the contents of this document before it is finalised.

## **Appendices**

- Appendix 1 – City of London Corporation Housing Estates – A Guide for Members
- Appendix 2 – Guidelines for Allocated Members
- Appendix 3 – List of Allocated Members

### **Liam Gillespie**

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***City of London Corporation Housing Estates***  
***A Guide for Members***



**Department of Community and Children's Services**  
**Housing Division**

*March 2024*

## CONTENTS

	<b>Avondale Square Estate</b>
	<b>City of London &amp; Gresham Almshouses</b>
	<b>Dron House</b>
	<b>Golden Lane Estate</b>
	<b>Holloway Estate</b>
	<b>Isleden House</b>
	<b>Middlesex Street Estate</b>
	<b>South Bank Estates</b>
	<b>Sydenham Hill Estate</b>
	<b>William Blake Estate</b>
	<b>Windsor House</b>
	<b>York Way Estate</b>

### *Housing Stock Information and Estate Profiles*

*March 2024*

This booklet is intended to give Members an introduction to each estate managed by the City Corporation as part of the Housing Revenue Account (HRA). It also includes some general information about the makeup of the social housing stock managed by the City Corporation.

Information about our estates, including local office contact details, can be found on the City Corporation's website, at <https://www.cityoflondon.gov.uk/services/housing/housing-estates>.

## Housing Stock Profile

### Estates and block names

<b>Avondale Square, Old Kent Road, SE1</b>	<ul style="list-style-type: none"> <li>- Avondale House</li> <li>- Brettinghurst</li> <li>- Centre Point</li> <li>- Colechurch House</li> <li>- East Point</li> <li>- Eric Wilkins House</li> <li>- George Elliston House</li> <li>- Harman Close</li> <li>- Longland Court</li> <li>- Proctor House</li> <li>- Tevatree House</li> <li>- Tovy House</li> <li>- Twelve Acres House</li> <li>- West Point</li> </ul>
<b>City of London and Gresham Almshouses, Ferndale Road, Brixton</b>	<ul style="list-style-type: none"> <li>- City of London Almshouses</li> <li>- Gresham Almshouses</li> </ul>
<b>Dron House, Adelina Grove, Whitechapel E1</b>	
<b>Golden Lane Estate, Fann Street EC1Y</b>	<ul style="list-style-type: none"> <li>- Basterfield House</li> <li>- Bayer House</li> <li>- Bowater House</li> <li>- Crescent House</li> <li>- Cullum Welch House</li> <li>- Cuthbert Harrowing House</li> <li>- Gt Arthur House</li> <li>- Hatfield House</li> <li>- Stanley Cohen House</li> </ul>
<b>Holloway Estate, Parkhurst Road N7</b>	<ul style="list-style-type: none"> <li>- Barnersbury House</li> <li>- Bunning House</li> <li>- Crayford House</li> <li>- Fairweather House</li> <li>- Hilton House</li> <li>- McMorran House</li> <li>- Whitby Court</li> </ul>
<b>Isleden House, Prebend Street, Islington N1</b>	<ul style="list-style-type: none"> <li>- Isleden House (general needs)</li> <li>- Isleden House (sheltered)</li> </ul>
<b>Middlesex Street Estate, Middlesex Street, London E1</b>	<ul style="list-style-type: none"> <li>- Petticoat Tower</li> <li>- Petticoat Square</li> </ul>
<b>South Bank Estates SE1</b>	<ul style="list-style-type: none"> <li>- Bazeley House, Lancaster Street</li> <li>- Collinson Court, Great Suffolk Street</li> <li>- Gt Suffolk St</li> <li>- Horace Jones House, Duchess Walk</li> <li>- Markstone House, Lancaster Street</li> <li>- Pakeman House, Pocock Street</li> <li>- Stopher House, Webber Street</li> <li>- Buildings, Summer Street</li> </ul>

<b>Spitalfields Market (Horner Buildings)</b>	<ul style="list-style-type: none"> <li>- Brushfield Street</li> <li>- Commercial Street</li> <li>- Lamb Street</li> </ul>
<b>William Blake Estate, Hercules Road SE1</b>	<ul style="list-style-type: none"> <li>- Blake House</li> <li>- Donnelly House</li> <li>- Lynton Mansions</li> <li>- McCauley Close</li> <li>- St James Mansions</li> <li>- York House</li> </ul>
<b>Windsor House, Wenlock Road N1</b>	
<b>York Way Estate, Market Road, Islington N7</b>	<ul style="list-style-type: none"> <li>- Kinefold House</li> <li>- Lambfold House</li> <li>- Penfields House</li> <li>- Shepherd House</li> </ul>



## Summary of Housing Stock

Figures compiled March 2024

<b>Total number of homes in management</b>	<b>2,832</b>	
<b>Tenanted homes</b>	<b>1,877</b>	
<b>Leasehold homes</b>	<b>955</b>	
<b>Houses</b>		
<b>Houses</b>	<b>45</b>	
<b>Flats and maisonettes</b>	<b>2,809</b>	
	<i>These figures include 8 guest rooms and 14 properties leased to Habinteg Housing Association</i>	
<b>Properties by bedroom category</b>		
	<b>Studios</b>	<b>531</b>
	<b>1-bedroom</b>	<b>777</b>
	<b>2-bedroom</b>	<b>869</b>
	<b>3-bedroom</b>	<b>594</b>
	<b>4-bedroom</b>	<b>49</b>
<b>Residential blocks</b>		
<b>Residential blocks</b>	<b>58</b>	
<b>Largest block</b>	<b>Crescent House (145 homes)</b>	
<b>Smallest block</b>	<b>York House, William Blake Estate (6 homes)</b>	
<b>Largest estate</b>	<b>Avondale Square (663 homes)</b>	
<b>Smallest estate</b>	<b>Isleden House (80 homes)</b>	

## AVONDALE SQUARE ESTATE, OLD KENT ROAD, SE1



<b>Total homes</b>	663 across 13 blocks
<b>Tenanted</b>	548 (83%)
<b>Leasehold</b>	115 (17%)
<b>Local Authority</b>	London Borough of Southwark
<b>Community spaces</b>	<p>A community centre is provided at Twelve Acres House, featuring a large hall, plus smaller meeting rooms and kitchen facilities.</p> <p>A separate communal lounge facility is provided in Harman Close for sheltered housing residents.</p>
<b>Staffing</b>	<p>x1 Resident Services Officer  x1 Estate Supervisor  x1 Customer Services Officer  x1 Income Recovery Officer  Estate Services Team: x7 Porter/Cleaners, x1 Gardener</p>
<b>Residents' Association</b>	Avondale Community Events (ACE)
<b>Parking (car spaces and garages)</b>	267
<b>Storage Sheds</b>	335

### Other information:

- The land on which the estate is built has been in the City Corporation's ownership since 1251
- The estate was largely built between 1952-67, though Avondale House dates to the 1920s and Twelve Acres House was completed in 2016



- Harman Close, a sheltered housing complex, is located on the estate and provides 48 homes for older residents, with a communal lounge and private garden



*Community event on Avondale Pavement*



*Looking towards West Point*

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**CITY OF LONDON & GRESHAM ALMSHOUSES, FERNDALE ROAD,  
BRIXTON SW9**



<b>Total homes</b>	52 (44 CoL Almshouses, 8 Gresham Almshouses)
<b>Tenanted</b>	52
<b>Leasehold</b>	Not applicable – ineligible for Right to Buy
<b>Local Authority</b>	London Borough of Lambeth
<b>Community spaces</b>	Community Room located in the administrative block of CoL Almshouses
<b>Staffing</b>	x1 Sheltered Scheme Manager (officially known as the “Matron”)
<b>Residents’ Association</b>	None
<b>Parking (car spaces and garages)</b>	6
<b>Storage Sheds</b>	None

**Other information:**

- The Almshouses belong to the City of London Almshouses Trust (CoLAT) and Gresham Almshouses Trust. They are managed by the Housing Division on behalf of the respective trusts
- The City of London Almshouses were constructed in 1884; the Warden’s Lodge dates from 1858



## DRON HOUSE, ADELINA GROVE, WHITECHAPEL E1



<b>Total homes</b>	80 across 3 blocks
<b>Tenanted</b>	44 (55%)
<b>Leasehold</b>	36 (45%)
<b>Local Authority</b>	London Borough of Tower Hamlets
<b>Community spaces</b>	A small community room is provided on the ground floor of Block A. This also serves as an estate office and staff welfare facility.
<b>Staffing</b>	The estate is covered by the Middlesex Street Estate team; there is one Porter/Cleaner for the site and a Gardener whose time is split with other sites
<b>Residents' Association</b>	None
<b>Parking (car spaces and garages)</b>	None
<b>Storage Sheds</b>	32

### Other information:

- The estate was completed in 1925 and was built to house families displaced by the improvement of Smithfield Market
- The estate recently benefited from new windows and roof replacements

## GOLDEN LANE ESTATE, FANN STREET, CITY OF LONDON



<b>Total homes</b>	559 across 9 blocks
<b>Tenanted</b>	285 (51%)
<b>Leasehold</b>	274 (49%)
<b>Local Authority</b>	City of London Corporation
<b>Community spaces</b>	The Golden Lane Estate Community Centre and the Sir Ralph Perring Centre provide a range of facilities for community use
<b>Staffing</b>	X1 Resident Services Officer X1 Estate Supervisor X1 Customer Service Officer X1 Income Recovery Officer (shared with Middlesex Street, Dron House and Windsor House) X5 Porter/Cleaners X1 Gardener (shared with Middlesex Street, Dron House and Windsor House)
<b>Residents' Association</b>	Golden Lane Estate Residents' Association (GLERA)
<b>Parking (car spaces and garages)</b>	93
<b>Storage Sheds</b>	467

### Other information:

- The estate was constructed between 1956 and 1962 and is Grade II and II\* listed





*Basterfield House lawn*



*Stanley Cohen House*

## HOLLOWAY ESTATE, PARKHURST ROAD, LONDON N7



*Holloway Estate*

<b>Total homes</b>	194 across 8 blocks, split over two sites
<b>Tenanted</b>	94
<b>Leasehold</b>	100 (includes 12 homes leased to Habinteg Housing)
<b>Local Authority</b>	London Borough of Islington
<b>Community spaces</b>	A community hall is provided which features a large hall and kitchen facilities, plus a small meeting room
<b>Staffing</b>	Holloway and York Way estates are managed by the same team X1 Resident Services Officer X1 Estate Supervisor X1 Income Recovery Officer  These staff work solely at Holloway Estate: X1 Customer Service Officer (temporary post) X2 Porter Cleaners X1 Gardener
<b>Residents' Association</b>	None
<b>Parking (car spaces and garages)</b>	117
<b>Storage Sheds</b>	82

**Other information:**

- The estate was constructed between 1962 and 1975 on land which has been owned by the City Corporation since 1832



- It is on two sites, either side of Parkhurst Road – the older part of the estate (1962-69) consisting of more traditional blocks of flats is north of Parkhurst Road, the newer part (1975) is Whitby Court on the south side
- Twelve properties located at Whitby Court are adapted for use by disabled residents and leased to Habinteg Housing



*Whitby Court*



*McMorran House*

## ISLEDEN HOUSE, PREBEND STREET, LONDON N1



<b>Total homes</b>	80 (includes 33 sheltered housing properties and x3 new 3-bed flats currently under construction)
<b>Tenanted</b>	73 (91%)
<b>Leasehold</b>	7 (9%)
<b>Local Authority</b>	London Borough of Islington
<b>Community spaces</b>	A community room is provided for use by sheltered housing residents
<b>Staffing</b>	X1 Sheltered Scheme Manager X1 (Part time) Cleaner
<b>Residents' Association</b>	None
<b>Parking (car spaces and garages)</b>	None
<b>Storage Sheds</b>	44

### Other information:

- The estate was constructed in 1948 and opened by Her Majesty Queen Mary
- It was originally managed by the London Parochial Charities before being conveyed to the City of London in 1953
- The estate was intended to provide accommodation which was suitable from “cradle to grave” and even featured a hospital ward as part of the original facilities (now converted into flats)
- The central garden is provided for use by the residents of the sheltered housing, in accordance with the original charitable settlement



- Three new 3-bed homes were recently provided on the site and are now occupied



*Central garden at Isleden House, showing the sheltered housing 'cottages'*



## MIDDLESEX STREET ESTATE, CITY OF LONDON



*Petticoat Square*

<b>Total homes</b>	236 across 2 blocks
<b>Tenanted</b>	168 (71%)
<b>Leasehold</b>	68 (29%)
<b>Local Authority</b>	City of London
<b>Community spaces</b>	Artizan Street Library and Community Centre is located on site
<b>Staffing</b>	<p>X1 Resident Services Officer  X1 Estate Supervisor  X1 Customer Services Officer  X1 Income Recovery Officer (shared)  X2 Porter Cleaners  X1 Gardener (shared)</p> <p>The team also manages Dron House and Spitalfields (tenancy management only for the latter)</p>
<b>Residents' Associations</b>	<p>Middlesex Street Residents' Association (MSERA)  Petticoat Square Leaseholders' Association (PSLA)</p>
<b>Parking (car spaces and garages)</b>	88
<b>Storage Sheds</b>	160

**Other information:**

- The estate was completed in 1972 and features the 23-storey Petticoat Tower (the tallest block managed by the Housing Division) and the lower-rise Petticoat Square

## SOUTHWARK ESTATES, SOUTHBANK, LONDON SE1



*Sumner Buildings (1930)*

<b>Total homes</b>	411 across 8 blocks
<b>Tenanted</b>	277 (67%)
<b>Leasehold</b>	134 (33%)
<b>Local Authority</b>	London Borough of Southwark
<b>Community spaces</b>	None
<b>Staffing</b>	The team below is responsible for the Southwark Estates, as well as Sydenham Hill Estate and William Blake Estate  X1 Resident Services Officer X1 Estate Supervisor X1 Income Recovery Officer X1 Customer Services Officer (temporary post) X 4 Porter Cleaners X2 Gardeners
<b>Residents' Association</b>	None
<b>Parking (car spaces and garages)</b>	69
<b>Storage Sheds</b>	232

- 'South Bank Estates' refers to eight residential blocks which are not on one site but spread across the South Bank, from Waterloo Station to Tower Bridge
- The eight blocks are:
  - Bazeley House, Lancaster Street
  - Collinson Court, Great Suffolk Street
  - Great Suffolk Street
  - Horace Jones House
  - Markstone House, Lancaster Street
  - Pakeman House, Pocock Street
  - Stopher House, Webber Street
  - Sumner Buildings, Sumner Street
- The oldest blocks (Sumner Buildings, Stopher House and Pakeman House) were constructed in the 1930s, with Bazeley, Collinson, Great Suffolk and Markstone following in the 1950s and Horace Jones House in 2015

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## SYDENHAM HILL ESTATE, LONDON SE26

<b>Total homes</b>	87
<b>Tenanted</b>	34 (39%)
<b>Leasehold</b>	53 (61%)
<b>Local Authority</b>	London Borough of Lewisham
<b>Community spaces</b>	A community hall is provided at Lammas Green, which is currently occupied by an early years nursery during weekdays but is available for hire outside those times
<b>Staffing</b>	The estate is managed by the Southwark Estates team
<b>Residents' Association</b>	None
<b>Parking (car spaces and garages)</b>	23
<b>Storage Sheds</b>	43

### Other information:

- The estate is made up of Lammas Green (27 houses and 30 flats) and Otto Close (30 flats and maisonettes) and was built on land held by the Bridge House Estates trust since 1812
- Lammas Green was completed in the 1957 and is now Grade II listed
- Otto Close was constructed in 1976
- A sheltered housing block, Mais House, which was built in 1974, formed part of the site until its recent demolition to make way for a new development of 110 new homes for social rent



*Otto Close, Sydenham Hill*





*Lammas Green, Sydenham Hill*



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## WILLIAM BLAKE ESTATE, HERCULES ROAD, LONDON SE1

<b>Total homes</b>	126
<b>Tenanted</b>	70 (56%)
<b>Leasehold</b>	56 (44%)
<b>Local Authority</b>	London Borough of Lambeth
<b>Community spaces</b>	None
<b>Staffing</b>	The estate is managed by the Southwark Estates team
<b>Residents' Association</b>	None
<b>Parking (car spaces and garages)</b>	33
<b>Storage Sheds</b>	54

### Other information:

- The estate is made up of seven residential blocks in a variety of architectural styles, constructed between 1918 and 1981
- The site is very close to London Waterloo Station
- Commercial premises are situated at street level, below residential accommodation, on the Kennington Road side of the estate



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## WINDSOR HOUSE, WENLOCK ROAD, LONDON N1



<b>Total homes</b>	104
<b>Tenanted</b>	72 (69%)
<b>Leasehold</b>	32 (31%)
<b>Local Authority</b>	London Borough of Hackney
<b>Community spaces</b>	A community hall is located on site, featuring one large room with kitchen and storage facilities
<b>Staffing</b>	Customer Service enquiries are dealt with by Middlesex Street Estate Office; Estate Services functions are managed from Golden Lane
<b>Residents' Association</b>	None
<b>Parking (car spaces and garages)</b>	None
<b>Storage Sheds</b>	38

### Other information:

- The estate was constructed in 1927
- Windsor House recently benefited from replacement windows



## YORK WAY ESTATE, MARKET ROAD, LONDON N7



<b>Total homes</b>	275 (with an additional 91 new homes due by 2025)
<b>Tenanted</b>	205 (75%)
<b>Leasehold</b>	70 (25%)
<b>Local Authority</b>	London Borough of Islington
<b>Community spaces</b>	A new community hall is being provided as part of the new development; the former hall was demolished as part of this scheme
<b>Staffing</b>	Holloway and York Way estates are managed by the same team X1 Resident Services Officer X1 Estate Supervisor X1 Income Recovery Officer  These staff work solely at York Way: X1 Gardener X2 Porter Cleaners
<b>Residents' Association</b>	None
<b>Parking (car spaces and garages)</b>	224
<b>Storage Sheds</b>	108

### Other information:

- The estate was constructed in 1968-69 on a site formerly occupied by the Metropolitan Cattle Market since 1855. The names of the blocks reflect this.

- A further 91 homes are planned for the site, as part of a development which will also provide a new community centre, estate office, gardens and play spaces. Planning permission was granted in 2021 and construction is now underway. Further information can be found on a dedicated [website](#).

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## **Community & Children's Services Housing Service**

### **Guidelines for Allocated Members**

#### **1. Background**

- 1.1 The Allocated Members Scheme matches Members from the Community & Children's Services Committee to each of the City's social housing estates. There are eight Allocated Member positions, with some covering more than one small estates. It is possible for more than one Members to share the Allocated Member role on a large estate if they wish to do so.
- 1.2 The purpose of the Scheme is to:
- Give residents and staff a named Member to 'champion' their estate;
  - Allow Members to take an interest in the estate, its residents and staff;
  - Develop a group of members with housing knowledge & experience to contribute to the CC&S Committee.
- 1.3 Allocated Members are appointed each year by the Chairman of the Housing Management Sub-Committee.

#### **2. Role of the Allocated Member**

- 2.1 The Allocated Member exists to champion the estate and its whole community, covering staff and all residents. This involves:
- Making occasional visits to the estate and attending some events, to ensure familiarity with the estate, its residents and staff.
  - Promoting the interests of the estate within the City – raising its profile by drawing attention to new developments, initiatives and good practice.
  - Liaising with other departments, outside agencies, and home local authorities over matters which are of concern to the whole estate community. For example, a general rise in anti-social behaviour, affecting many residents on an estate might be helped by the involvement of the Allocated Member, working with managers, to encourage intervention from the police or home borough.
- 2.2 Allocated Members exist to champion the whole estate community, not the interests or issues of individual residents. If an individual attempts to raise an issue with an Allocated Member, they should be referred to local staff or managers. If the matter is a complaint, the resident must be referred to the formal complaints process.

Managers and staff cannot discuss individual residents with Allocated Members, for confidentiality reasons. Allocated Members should not normally meet privately with residents, or visit them in their homes, unless part of a formal visit with managers. The Allocated Member Scheme is not a forum through which residents can seek to challenge management decisions, and it is not appropriate for residents to request this of the Allocated Member, thus putting them in a difficult position.

- 2.3 There is a clear difference between the role of a Ward Member and that of an Allocated Member. A Ward Member has a democratic responsibility for protecting the interests of residents in his/her ward, and can, therefore, take up a matter with officers on behalf of an individual. Residents outside the City will have their own ward councillors whom they have elected to represent them, and who, therefore, can take up an issue on their behalf.

Allocated Members, however, have not been elected as democratic representatives, and, therefore, officers cannot discuss individual issues or complaints with them. The Allocated Member is selected to represent the estate as a whole, not individuals.

- 2.4 If an individual raises a personal issue with an Allocated Member, the Member will either:
- a) give the resident details of the appropriate local manager so that they can contact them, or
  - b) bring the matter to the attention of the local manager and ask them to contact the resident direct in order to resolve the issue through proper processes.

### **3. Responsibilities of Allocated Members**

- 3.1 An Allocated Member makes an initial commitment to a familiarisation visit to the estate, to be shown around and to meet staff.
- 3.2 Following the familiarisation visit, the Allocated Member is expected to visit the estate on two occasions during the year. One of these occasions will be a formal estate walkabout, organised by the Area Manager and open to residents to take part. The other visit may be an informal one, or might be to attend the Annual General Meeting of a recognised Residents' Association, to chair an estate meeting, or to be at a social event for all residents.
- 3.3 Further visits to the estate are at the discretion of the Allocated Member. The Area Housing Manager should always be informed, as a matter of courtesy, when the Allocated Member proposes to visit the estate.
- 3.4 Officers will prepare a six-monthly report on activities on the estate and will circulate this to Allocated Members for comment in advance of it being presented to the Housing Sub-Committee, and referred to the Grand Committee. Allocated Members should be prepared to answer questions on any matter included in the estate at the appropriate Committee meeting.



3.5 The contact details for Allocated Members will be displayed on notices on the estate and in relevant publications. From time to time, Allocated Members may be asked to contribute a piece for the estate newsletter or other publication.

#### **4. Support for Allocated Members**

4.1 The Area Housing Manager responsible for an estate will contact the Allocated Member at least on a quarterly basis to discuss issues and activities on the estate.

4.2 The Area Housing Manager will also e-mail the Allocated Member at the end of each month with a short update on estate matters.

4.3 The Area Housing Manager will also contact the Allocated Member if there are any significant issues on the estate, over and above those which are purely management matters. Examples might be an emergency situation on the estate such as a fire, flood or major crime.

4.4 Allocated Members will be informed about forthcoming estate events as so as these are arranged, and will be given the dates of estate walkabouts at least six months in advance.

4.5 Briefing events will be held for Allocated Members at appropriate times. These might be to discuss matters of national housing policy and how they affect estates, or to talk about a general issue.

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ESTATE	ALLOCATED MEMBER
Avondale Square (Southwark), including Harman Close	Vacant
<u>Small Estates:</u> Isleden House (Islington); Windsor House (Hackney)	Ceri Wilkins
Golden Lane (City)	Ceri Wilkins Anne Corbett
Holloway & York Way (Islington)	Mary Durcan
Middlesex Street (City) & Dron House/Spitalfields (Tower Hamlets)	John Fletcher
South Bank Estates: Southwark Blocks (Southwark) William Blake (Lambeth)	Vacant
City of London & Gresham Almshouses (Lambeth)	Florence Keelson-Anfu
Sydenham Hill: Lammas Green/Otto Close (Lewisham)	Ruby Sayed

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