

PLEASE BRING THIS AGENDA WITH YOU

1

The Lady Mayor will take the Chair at ONE
of the clock in the afternoon precisely.

This being the occasion
of the Lady Mayor taking
her seat for the first time,
Members are requested to
appear in their Gowns.



COMMON COUNCIL

SIR/MADAM,

You are desired to be at a Court of Common Council, at **OLD LIBRARY, GUILDHALL**, on
FRIDAY next, the 12th day of December, 2025.

Members of the public can observe the public part of this meeting by visiting
[The City of London Corporation YouTube Channel](#)

IAN THOMAS CBE,
Town Clerk & Chief Executive.

*Guildhall,
Thursday 4th December 2025*

Tim Hailes

Martha Grekos



Aldermen on the Rota

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1 **Apologies**

2 **Declarations by Members under the Code of Conduct in respect of any items on the agenda**

3 **Minutes**

To agree the minutes of the meeting of the Court of Common Council held on 9 October 2025.

For Decision
(Pages 7 - 10)

4 **Mayoral Engagements**

The Right Honourable The Lady Mayor to report on her recent engagements.

5 **Policy Statement**

To receive a statement from the Chairman of the Policy and Resources Committee.

6 **Appointments**

To consider the following appointments:

- (A) One Member on the **Board of Governors of the City of London School for Girls**, for a term expiring in July 2028.

(No Contest)

Nominations received:-

Alderman Sir Andrew Parmley

- (B) One Member on **Christ's Hospital**, for a term expiring in March 2028.

(No Contest)

Nominations received:-

Deputy Ann Holmes

For Decision

7 **Policy and Resources Committee**

To consider a report relating to investment in the City Corporation's housing stock.

For Decision
(Pages 11 - 16)

8 **Finance Committee**

To consider a proposal relating to the award of a contract for the Pan London Sexual Health Programme eService (SHL.UK).

For Decision
(Pages 17 - 24)

9 **Planning & Transportation Committee****(A) City Plan 2040**

To consider proposals relating to a period of consultation on Main and Additional Modifications to the City Plan 2040.

For Decision
(Pages 25 - 32)

(B) Annual On-Street Parking Accounts 2024/25 and Related Funding of Highway Improvements and Schemes

To consider the annual On-Street Parking Accounts and approve submission to the Mayor London.

For Decision
(Pages 33 - 40)

10 **Vote of Thanks to the Late Lord Mayor**

To pass the Vote of Thanks, read informally at the October meeting of the Court, to the Late Lord Mayor.

For Decision
(Pages 41 - 42)

11 **Motions**

To consider the following Motions:-

(A) By Deputy Caroline Haines

“That the Resolution of Thanks to the late Lord Mayor, passed by Common Hall on 29th September last, be presented in a form agreeable to him?”

(B) By Deputy Paul Martinelli

“That the Resolution of Thanks to Gregory Percy Jones KC, Alderman and Leatherseller and David Graham Forbes Chalk, Citizen and Draper, the late Sherrifs of the City, passed by Common Hall on 29th September last, be presented in a form agreeable to them?”

(C) By Deputy Dawn Wright

“That Deputy Dawn Wright be appointed to the Planning & Transportation Committee for the Ward of Coleman Street, in the room of Philip Kelvin.”

12 **The Freedom of the City**

To consider a circulated list of applications for the Freedom of the City.

For Decision
(Pages 43 - 52)

13 Questions

14 Community and Children's Services Committee

To note the Corporate Parenting Strategy 2025-2028 and the 2024/25 Corporate Parenting Annual Report.

For Information
(Pages 53 - 80)

15 Legislation

To receive a report setting out measures introduced into Parliament which may have an effect on the services provided by the City Corporation.

For Information
(Pages 81 - 82)

16 Ballot Results

The Town Clerk to report the outcome of ballots taken at the last Court:

Where appropriate:-

★ denotes appointed.

(A) Chief Commoner 2026 / 27

	Votes
Charles Edward Lord	39
Philip Woodhouse ★	57

(B) Eight Members to the Housing Governance Working Party

	Votes
Matthew Bell ★	45
Nick Bensted-Smith ★	45
Deputy John Fletcher ★	62
Mercy Haggerty ★	44
Stephen Hodgson	41
Adam Hogg ★	43
Sandra Jenner	42
Charles Edward Lord	38
James Tumbridge	33
Jacqui Webster ★	47
Mark Wheatley ★	73
Ceri Wilkins ★	51

For Information

17 Resolutions on Retirements, Congratulatory Resolutions, Memorials

18 **Awards and Prizes**

19 **Docquets for the Hospital Seal**

MOTION

20 **By the Chief Commoner**

That the public be excluded from the meeting for the following items of business below on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 and 5 of Part 1 of Schedule 12A of the Local Government Act, 1972; or, they relate to functions of the Court of Common Council that are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

For Decision

21 **Non-Public Minutes**

To agree the non-public minutes of the meeting of the Court held on 9 October 2025.

For Decision
(Pages 83 - 86)

22 **Finance Committee**

To consider a proposal relating to securing City of London Police Accommodation to 2030.

For Decision
(Pages 87 - 94)

23 **Civic Affairs Sub-Committee**

To consider recommendations concerning the provision of hospitality.

For Decision
(Pages 95 - 98)

24 **Corporate Services Committee**

To note a report of action taken concerning the creation of roles exceeding £100k.

For Information
(Pages 99 - 102)

25 **City Bridge Foundation Board**

To note a report of action taken concerning appointment of a Co-opted Member to City Bridge Foundation Board.

For Information
(Pages 103 - 104)



KING, MAYOR

COURT OF COMMON COUNCIL

9th October 2025
MEMBERS PRESENT

ALDERMEN

Alexander Robertson Martin Barr (Alderman)	Robert Picton Seymour Howard (Alderman)	Tim Levene (Alderman)
Sir Charles Edward Beck Bowman (Alderman)	Robert Charles Hughes-Penney (Alderman & Sheriff)	Sir Nicholas Stephen Leland Lyons (Alderman)
Alison Gowman CBE (Alderman)	Gregory Jones KC (Alderman)	Christopher Makin (Alderman)
Prem Goyal CBE (Alderman)	Vincent Keaveny CBE (Alderman)	Bronek Masojada (Alderman)
Martha Grekos (Alderwoman)	Alastair John Naisbitt King DL (Alderman)	Jennette Rachel Newman (Alderwoman)
Timothy Russell Hailes (Alderman)	Elizabeth Anne King, BEM JP (Alderwoman)	Simon Pryke (Alderman)

COMMONERS

Joanna Tufuo Abeyie MBE	Karina Dostalova	Adam Michael Hogg	Chief Commoner James Henry
Tana Adkin KC	Simon Duckworth, OBE DL	Ann Holmes, Deputy	George Pollard, Deputy
Munsur Ali	Peter Gerard Dunphy, Deputy	Amy Horscroft	Jason Paul Pritchard
Samapti Bagchi	John Ernest Edwards, Deputy	Sandra Jenner	Nighat Qureishi, Deputy
Shahnan Bakth	Susan Farrington	Shravan Jashvantrai Joshi, MBE	Anett Rideg
Brendan Barns	Helen Lesley Fentimen OBE JP, Deputy	Gregory Alfred Lawrence	Gaby Robertshaw
Matthew Bell	Anthony David Fitzpatrick	Charles Edward Lord, OBE JP	Sushil Kumar Saluja
The Honourable Emily Sophia Wedgwood Benn, Deputy	John Foley	Antony Geoffrey Manchester	Hugh Selka
Christopher Paul Boden, Deputy	Dawn Frampton	Vasiliki Manta	Tom Sleigh, Deputy
Keith David Forbes Bottomley, Sheriff & Deputy	Marianne Bernadette Fredericks, Deputy	Tessa Marchington	James St John Davis
Leyla Boulton	Sarah Helen Gillinson	Paul Nicholas Martinelli, Deputy	Stephanie Steeden
Tijs Broeke	Steve Goodman OBE	Tim McNally	James Michael Douglas
Simon Burrows	Jason Groves	Wendy Mead OBE	Thomson CBE, Deputy
Timothy Richard Butcher, Deputy	Madush Gupta, Deputy	Andrien Gereith Dominic Meyers, Deputy	James Richard Tumbridge
Dominic Gerard Christian	Mercy Haggerty	Sophia Mooney	William Upton KC
Lesley Cole	Caroline Wilma Haines, Deputy	Deborah Oliver TD, Deputy	Matthew Waters
Henry Nicholas Almroth	Josephine Hayes	Suzanne Ornsby KC	Jacqueline Roberts Webster
Colthurst, Deputy	Jaspreet Hodgson, Deputy	Leyla Ostovar	Mark Raymond Peter Henry
Bethany Coombs, Deputy	Stephen Hodgson	Fraser Stuart Peck	Delano Wheatley
Anne Corbett, Deputy			Ceri Wilkins, Deputy
			Philip Woodhouse
			Dawn Linsey Wright, Deputy

The meeting commenced at Time Not Specified and ended at Time Not Specified
THOMAS.

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Report – Policy & Resources Committee

Investment in Social Housing Stock

To be presented on Friday, 12th December 2025

*To the Right Honourable The Lady Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

SUMMARY

The City of London Corporation's housing stock requires a level of investment that is unaffordable from within the current ring-fenced funds of the Housing Revenue Account. Significant additional resources outside of the Housing Revenue Account need to be applied to meet the ambition to bring existing housing stock to a good standard over the next 10 years. Your Policy and Resources Committee, having considered the significant issues facing the City Corporation's housing stock and with the support of your Finance Committee, accordingly recommends the allocation of City Fund capital funds of up to £151.77m (including optimism bias).

RECOMMENDATION

The Court of Common Council is **recommended** to approve the allocation of up to £151.77m of City Fund Capital funds (including optimism bias) over the next 10 years to support the major works renovation programme to bring the existing housing stock to a good condition.

MAIN REPORT

Background

HRA definition and powers

1. The Housing Revenue Account (HRA) is a ring-fenced budget for managing its social housing stock, which includes paying for repairs and maintenance as well as building new homes for social rent. The HRA is mandated by the 1989 Local Government and Housing Act. The account is intended to be financially self-supporting.
2. Like all local authorities, the City of London Corporation holds statutory responsibilities regarding its housing stock; it is acknowledged that substantial work remains to be completed.

Current HRA Units

3. There are c. 3,000 units in the HRA of which 1,922 are rented homes and the remainder leaseholders. When compared with London boroughs this is c20% of what others hold (average between 15,000 and 16,000 units). The homes are distributed across multiple estates in various boroughs, namely Southwark, Tower

Hamlets, Islington, Lewisham, Lambeth, Hackney, as well as the City of London itself.

4. The main difference is that the City Corporation primarily has flats and maisonettes, unlike both inner London and areas outside London, which typically feature houses on streets.

Unaffordable Major Repairs

5. The unaffordability of major repairs within the HRA can be attributed to several factors. These include a lack of planned maintenance over the past 60 years, despite the existence of a clear albeit unfunded plan. Affordability issues have also arisen because it would have been significantly less expensive to carry out these repairs five to ten years ago. Additionally, previous plans did not account for all necessary works due to a lack of funding.

Vision

6. The City Corporation is committed to delivering high-quality, safe, and sustainable social housing, with a vision to:
 - Build new social housing homes across London, directly supporting government priorities for increasing affordable housing supply.
 - Promote resilience and sustainability in our housing estates, supporting long-term community wellbeing.
7. Furthermore, the July Court of Common Council resolved – *“that the City Corporation explores all options to fund the acceleration of the renovation of its housing estates as their continuing dilapidation is an ongoing scandal. This Court accordingly further resolves that its relevant committees be instructed now to bring forward proposals as to how this can be achieved as soon as possible.”*

Current Position

8. Failure to complete major repairs and compliance works would result in the Regulator for Social Housing (RSH) deeming the City Corporation unfit to manage the housing stock because it does not meet the Housing Consumer Standards. A regulatory judgement of C4—indicating failure—may be issued, allowing the RSH to increase monitoring exercise its rights to step in and complete the works deemed necessary themselves and take public action as necessary.
9. Across the country most local authorities are finding their commitments to quality social housing funded by the Housing Revenue Account under severe pressure due to a number of external factors, including:-
 - Rental income capped by central government at below inflation for a number of prior years.
 - Construction sector instability (Brexit, supplier insolvency) causing delays and high build cost inflation
 - New health and safety requirements (Awaab’s Law, post-Grenfell regulation) which require rapid response and increased specialist staffing, with no corresponding increase in government support or rent flexibility.

10. The City Corporation however has additional pressures, caused by:

- A central London premium for construction alongside supplier issues which has delayed new homes delivery and caused lost rental income and higher costs
- A small, dispersed Estate whose geographic spread complicates centralised service delivery and increases operational costs. This dispersed and relatively small stock size poses unique challenges, including higher per-unit costs and difficulties achieving economies of scale compared to other local authorities.
- Backlog of Works - decades of underinvestment and until recently a lack of a holistic planned maintenance programme have caused persistent overspends on repairs and maintenance.

Action to Date

11. The City Corporation's response to date to these pressures over a number of years has been to delay and reprioritise projects, resulting in some of the current challenges. In addition, officers have reviewed the depreciation charge to the HRA to ensure fair and appropriate allocation and engaged with external consultants to review services. A Housing Action Plan as a result of these reviews by Savills & Pennington has been developed with progress monitored monthly by senior leaders and independent experts. A new repairs contractor has been mobilised; the housing management system has been updated to allow real time monitoring of works carried out by the contractor who is co-located to improve communication and a contract management regime has been introduced with the addition of staff experienced in managing these areas. In addition, contractors are being procured to carry out planned preventative programme works which in the medium to long term when coupled with the planned major works renovations should lead to a reduction in responsive repairs. A 100% stock condition survey is being carried out which builds on the survey carried out in 2018 and will provide a stronger view of the investment needs.
12. However, as previously reported, the HRA remains in a highly precarious financial position with very low reserves and no capacity to manage in-year overspends in short term revenue costs, nor capacity to fund additional borrowing over the medium term to pay for Capital works beyond the £35m previously identified in the 10 Year Plan.

Capital Works (Major Works Programme)

13. The Capital Account is not ring-fenced by law but all HRA related capital expenditure is usually funded from within the HRA, including the Major Repairs Reserve and capital receipts from sales of HRA assets, with leaseholders making their appropriate contributions. Expert legal advice has been sought on the use of City Fund capital to fund Housing capital works; this concluded that the City Corporation is able to apply capital from City Fund to capital (only) expenditure in the HRA, but in doing so, it must follow the provisions of its Financial Regulations, as well as (when acting in its capacity as a local authority) acting reasonably and in accordance with "proper practices", which include the CIPFA Code of Practice.
14. The City Corporation HRA has a potential affordable borrowing capacity of c£35m. The current iteration of the 10-year plan for investment in the existing housing stock, which would bring the stock to a good standard, requires a minimum

additional sum of £104.37m of capital investment. It is outside the capacity of the HRA to fund - investment on this scale is not viable unless external funding is introduced.

15. The BCIS (Building Cost Information Service) forecast indicates that building costs are expected to increase by 15% over the next five years. Tender prices are projected to rise by 16% in the same period. Labour costs are identified as a significant factor, with a 7.1% annual increase in 2Q 2025 and an estimated 15% rise by 2030.
16. Based on these forecasts, your Policy and Resources and Finance Committees, on advice from the Chamberlain, recommend an upwards adjustment in the optimism bias to bring the total capital investment needed to £151.77m. The optimism bias is held centrally by Finance Committee and represents the overall affordability envelope across the 10-year period.

Funding

17. The ambition for Capital Works over the next 10 years include a costed programme of works covering decent home upgrades, roof works, decarbonisation, lighting and accessibility, lift refurbishment, internal redecoration and communal flooring, electrical upgrades and other planned maintenance.
18. The programme currently requires a total of £211m, plus optimism bias of £78.99m over the next 10 years. The HRA can fund £138.23m via leaseholders recharges, depreciation, and borrowing, while an extra £151.77m from the City Corporation is needed outside the HRA.

Funding Proposals

19. Your Committees were presented with a range of funding sources for the core funding requirements and the optimism bias. £104.4m has been identified for the core funding requirement of which £41.4m is certain with £63m probable on reprioritisation of future capital funding (subject to approval from the Court of Common Council in March 2026).

Funding Source	External / Internal	Amount £m(potential range)
DofE Grant	External	18
GW6 - Closed Capital Programmes and Unused Capital Contingencies from prior years	Internal	10.4
City Fund 25/26 underspend	Internal	0 - 13
Reallocation of capital funding	External	0 - 63
Total Core Funding Required		41.4 - 104.4

20. The detailed funding requirements were provided in a non-public report to your Committees. Owing to the commercial sensitivities, an abridged version is provided below. The full Committee reports are available to Members on request.
21. The Chamberlain informed your Committees that all available options, including the potential use of the City's Estate, had been thoroughly evaluated. As the £104.4 million funding request could be accommodated within City Fund, utilising City's Estate is not recommended. Doing so would create additional revenue pressures, potentially up to £4m p.a., as meeting the capital requirement would necessitate the disposal of investment assets.
22. In common with all social housing providers, the City Corporation has to ensure it has viable, long-term solutions to allow continued investment in its housing and provide affordable homes; this requires careful consideration of the viability of all options for investment. This includes potential partnerships with developers and investors. Your Policy & Resources and Finance Committees also approved that options be considered to address the funding gap through third-party investment.

Corporate & Strategic Implications

Strategic implications

23. Diverse Engaged Communities: These works will help residents feel safer, more secure and warmer in their homes and help build a better overall community for our residents. Leading Sustainable Environment – The works will assist the goal of residents using less fuel. The works to ensure the windows are fully operable and the new lighting also help with energy efficiency and contributes to the broad aims of the Climate Action Strategy. Providing Excellent Services -These proposed works demonstrate the City Corporation dedication to ensuring our residents live independently within well maintained housing.

Financial implications

24. The financial implications are set out in the body of the report.

Resource implications

25. Officers from the Department of Community and Children's Services Housing Team will progress these projects. Allowances for potential fees and additional staff costs have been included in the funding requests.

Legal implications

26. The City Corporation has statutory requirements to make repairs and be compliant under several Acts of Parliament.

Risk implications

27. If the works are not carried out, the building fabric of the Housing stock will continue to degrade. This may affect the health of our residents and result in legal challenge to the City Corporation. By failing to undertake the necessary works, the City Corporation risk possible reputational damage.

Equalities implications

28. As all works will affect all residents of the Housing stock to the same degree, there are no equality implications, although officers will monitor works to ensure that this situation is maintained.

Climate implications

29. Elements of the works (improved building fabric, new low energy lighting, improved ventilation) all contribute to the wider goals of the City's Climate Action Strategy.

Conclusion

30. Capital funded works outlined in this report are necessary to ensure that our residents are living in good quality, secure, safe, warm homes. Improvements to the housing stock will also help towards these goals and help meet Corporate and business plan objectives. Funding for these works is not possible within existing ring-fenced funds and if the projects proceed, additional funding would need to be secured.

All of which we submit to the judgement of this Honourable Court.

DATED this 13th day of November 2025.

SIGNED on behalf of the Committee.

Deputy Christopher Michael Hayward
Chairman, Policy & Resources Committee

Report – Finance Committee

Pan-London Sexual Health eService (SHL.UK)

To be presented on Friday, 12th December 2025

*To the Right Honourable The Lady Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

SUMMARY

Your Finance Committee recommends the award of a five-year contract, with the option to extend for up to a further 48 months of the Pan London Sexual Health Programme eService (SHL.UK)

The existing SHL.UK service is a public health success story: by providing a discreet, convenient, and cost-effective online platform, we have broken down barriers to care, reaching more residents than ever before. This service ensures that everyone, regardless of their circumstances, can get the support they need from the privacy of their own home. The existing service contract expires in August 2026 and so a second iteration of SHL.UK is required to replace it.

This recommendation is made following the approval of City Corporation continuing to act as the Lead Authority and accountable body for the procurement of a new Pan-London Sexual Health E-services contract and the host of the programme management service under an inter-authority agreement, which provides for the commissioning of “open access” sexual health services across London.

Court approval is required as the estimated contract value exceeds £4,000,000 as per Section 16.2 of the Procurement Code Part One. The estimated contract value is £235 million over 9 years, with annual costs rising from £22 million to £29 million.

For the avoidance of doubt, The City of London Corporation only pays for the use of the service by its own residents. City workers who do not reside in a participating authority are not eligible to use the service.

The service is funded by The Public Health Grant, and as such does not require funding by the City of London.

RECOMMENDATION

That Members endorse the award of a five-year contract, with the option to extend for up to a further 48 months of the Pan London Sexual Health Programme eService (SHL.UK).

MAIN REPORT

Background

1. London's Sexual Health E-Service is part of the Pan London Sexual Health Programme (LSHP) which aims "to manage and deliver an efficient virtual service as part of a wider healthcare system that responds effectively to the sexual and reproductive health needs of London's residents."
2. In 2017, 30 London local health authorities, including The City of London Corporation acting in that capacity, agreed to collaborate to deliver these sexual health services under an Inter-Authority Agreement (IAA) dated 16th May 2017, with The City of London Corporation also agreeing to be appointed as the Lead Authority, being the accountable body responsible for hosting the programme management service and procuring the E-service.
3. The contract for the provision of the E-Service, valued at over £200m, was awarded by The City of London Corporation on 15 August 2017, for a minimum 5-year term with options to extend it by a maximum of 4 years. The contract was extended for a further 3-years extension in 2022, and then a final 1-year extension was applied, taking the contract end date to 14 August 2026.
4. The current E-Service is provided by Preventx Ltd who sub-contract with Chelsea and Westminster NHS Trust and Lloyds Online Doctor for clinical leadership, patient care and the supply of medical treatments.
5. It provides online assessment for sexual health testing services by post with remote treatment for chlamydia. The E-Service is partnered with London's NHS Trusts who provide ongoing care to E-Service users as required. It provides contraception to residents of 16 authorities, who have called off this optional service line.
6. The E-Service has performed well against the key performance indicators; the supplier has been responsive to evolving needs and service user feedback is consistently positive. When compared with providing similar care pathways in a traditional clinic setting, the E-Service provides value for money to the participating Authorities and convenience for their residents.
7. A small Programme team, the London Sexual Health Programme Team (LSHP) hosted by the Directorate of Community and Children's Services within The City of London Corporation, manages the E-Service contract on behalf of 30 participating authorities under the Inter Authority Agreement (IAA). The arrangements provide for the costs of the hosting to be met by the participating authorities as well as for recharging each of the local authorities for their residents' usage in a timely manner so that liquidity risk is managed for The City of London Corporation as the accountable body.
8. An E-Service Management Board (ESMB), comprising of representatives from each participating Authority, provides strategic oversight for the contract and

makes recommendations to The City of London Corporation when variations, including extensions, to the contract are needed.

9. All authorities that participate in the London Sexual Health Programme have entered into a separate Programme Memorandum of Understanding (MOU) with The City of London Corporation which established the remit and governance structure of the LSHP. The authorities who wish to participate in the new contract will be required to enter into a further MoU, titled IAA and a Partnering Agreement when The City of London Corporation enters into the contract with the appointed supplier.

Current Position

10. The 30 participating Authorities have recommended to The City of London Corporation, via the E-Services Management Board (ESMB), that the current E-Services contract is reproced and to go live on 15 August 2026.
11. Tender documentation was published in June 2025, to ensure there was adequate time for the delivery of a comprehensive competitive procurement process by The City of London Corporation as Lead Authority, allowing all participating Authorities to obtain their own authorisations throughout the process, and to participate in the subsequent service contract awarded by The City of London Corporation. The competitive procurement (including legal advice) has been funded by all the participating authorities.
12. The tender process was undertaken via The Health Care Services (Provider Selection Regime) Regulations 2023 – Competitive Process and was launched on 4th July 2025. Three tender submissions were received.
13. Bidders were asked to answer 10 technical/quality questions and provide a commercial response as part of their bid response. For their commercial response, bidders were also required to price on a unit cost basis.
14. They were provided with anticipated volumes for each product/service line for each authority that had signed an MOU with The City of London Corporation confirming their participation in the procurement.
15. The tender evaluation panel consisted of 19 people who independently reviewed the relevant areas of each bid against the predetermined criteria. The panel comprised of:
 - the Chair of the London Sexual Health Programme's Strategic Board, who is also the Director of Public Health for the London Borough of Lambeth,
 - two Independent Clinical Advisors to the London Sexual Health Programme, who work outside of London
 - Directors of Public Health and Public Health Consultants from Authorities that participate in the current contract
 - Assistant Directors responsible for commissioning Public Health Services from Authorities that participate in the current contract
 - Service Users with Lived Experience and/or their advocates

16. Once the independent evaluations were completed by evaluators, a moderation process was co-ordinated by The City of London Corporation Commercial Service. The purpose of the moderation was to ensure a consistent approach was taken and that a fair and transparent outcome (including both moderated scores and moderated comments) was achieved prior to the award recommendation.

17. The tender evaluation panel was joined by the Chief Officer for the London Borough of Havering, and Chair of the Programme's Procurement Oversight Group to conduct moderation meetings on 18th and 19th September 2025, overseen by a City of London Corporation Commercial Service representative.

18. Interviews were then conducted with each economic operator. The evaluator panel for this included the Chair of the London Sexual Health Programme's Strategic Board (LB Lambeth), the Independent Clinical Advisor to the London Programme and the Programme's Lead for Equity, Equality, Diversity & Inclusion. The Director of Sexual Health (DCCS) was in attendance to answer any questions bidders may have but did not evaluate. The interviews were overseen by a City Commercial Services representative, who also subsequently facilitated the moderation of the interview panel's individual scores.

19. The results of the technical evaluation (scored out of 60%) were as follows:

	Bidder A	Bidder B	Bidder C
Technical	50.2%	46.4%	30.0%

20. The commercial evaluation (scored out of 40%) resulted in the following:

	Bidder A	Bidder B	Bidder C
Commercial	22%	19%	19%

21. The final scores are therefore as follows:

	Bidder A	Bidder B	Bidder C
TOTAL	72.2%	65.4%	49.0%

22. The bidders' Service Costs (Overall and excl. VAT) for the contract duration, including optional extensions, were as follows:

	Bidder A	Bidder B	Bidder C
Overall Costs (9 years)	£156,137,805	£180,700,521	£183,756,996
Commercial score	22%	19%	19%

23. Following the procurement process, the results were reported to your Finance Committee, who then considered two options and associated implications. These being:

- To Award the contract to "Bidder A"; or
- Do not award the eService contract and go back to a clinic only model.

24. Your Committee considered in detail the operational, service and financial implications, including risks and benefits of both options.

Proposals

25. Based on the detail provided, your Committee recommended the approval to award a five-year contract to Bidder A, with the option to extend for up to a further 48 months, to provide Pan London Online Sexual Health Services to residents of authorities who participate in this contract and reimburse The City of London Corporation for the use of this service by their residents.
26. Again, for the avoidance of doubt, The City of London Corporation only pays for the use of the service by its own residents. City workers who do not reside in a participating authority are not eligible to use the service.
27. The service is funded by The Public Health Grant; as such we are not seeking funding from The City of London Corporation.

Corporate & Strategic Implications –

Strategic implications

28. Having a 99% service user satisfaction rate, the SHL.UK E-Service fully supports The City of London Corporation's outcome of "Providing Excellent Services".
29. The current contract has so far delivered high user satisfaction (99% recommendation rate), award-winning service, and significant testing activity (57% of all testing in London). The service has recently been awarded 'Environmental Sustainability Project of the Year' at the HSJ Partnership Awards 2025 for the recycling and reuse of testing equipment.
30. Performance against KPIs is reviewed with the supplier at quarterly Contract Board and reported to all Authorities at quarterly E-Service Management Board.

Financial implications

31. The City of London Corporation acting as a trusted broker on behalf of the LSHP is of no cost to The City of London Corporation. The value of the monthly invoices from the existing supplier under the current contract requires enhanced approval processes involving the Chamberlain, Chamberlain's Department, and the Executive Director of Community & Children's Services. The programme team includes a dedicated resource for recharging the participating authorities each month according to their residents' usage. The level of liquidity in the funds under the arrangements is regularly reviewed with the Chamberlain, and any new measures to manage risk for The City of London Corporation as an accountable body are then implemented.

Resource implications

32. There is already a team in place within The City of London Corporation who manage the SHL.UK service on behalf of the London Boroughs.

Legal implications

33. There will be a continuation of the existing governing arrangements, including financial commitments; this will include The City of London Corporation as local authority which decisions are for the Health and Wellbeing Board and will be considered separately by that Board should this reports recommendations be supported.

Risk implications

34. If the mandate is not approved as recommended by the participating Authorities, this would create significant risk of major reputational damage for all participating Authorities and potential adverse publicity for all Authorities, including The City of London Corporation because the activity currently managed through the sexual health E-Service will be transferred back to in-person clinics across London. If this were to occur the LSHP team will have to support participating authorities with a streamlined contingency plan service due to service disruption and financial constraints.
35. The re-procurement of the SHL.UK E-Service has given the Programme's capability to seek a more effective and efficient supplier in a competitive market under the PSR regime. The current pan London Needs Assessment indicates that there are critical changes in resident profiles and trends that require an updated service model and specification.
36. A lack of continuity of service will create a significant rise in financial burden for all participating authorities that has not been accounted for. The LSHP would have to seek advice and guidance from each participating authority finance teams (including The City of London Corporation through its own participation).
37. A disruption in service will have an impact on residents requiring STI and contraception support across the region. This is counter-intuitive to the values and principles of The City of London Corporation's Corporate Plan, specifically Outcome 2: Diverse engaged communities, providing excellent services.

Equalities implications

38. The Programme has sought external support from the Equalities & Human Rights Commission to ensure Public Sector Equalities Duty compliance. To ensure the Programme remains fully compliant throughout the duration of the Programme an Equity Equalities Diversity & Inclusion Advisory Group (EEDIAG) has been established as part of the existing governance structure to provide advice to the Statutory Board and Clinical Advisory Board on all matters related to the delivery of the Programme. The EEDIAG consists of diverse service user representation to ensure service users' voices are heard and represented on all matters related to the Programme. This Group were consulted on the Equalities Impact Assessment (EQIA) completed by the Programme; the technical questions asked to bidders, and they also took part in the evaluation process.

Climate implications

39. The following initiatives around climate and responsible procurement are in place currently and will be built upon throughout the new service:

- The existing e-Service as recently won a national environmental award:
- Environmental impact (energy use, managing waste)
- Community benefits (engagement with neighbours, residents & businesses, service user involvement)
- Workforce representation (ethos, culture, mindset)
- Economic outcomes (recruitment of workers from London's diverse communities, local volunteering opportunities)

Security implications

40. Security has been considered throughout the procurement exercise:

- A DPIA will be completed post contract award, involving the supplier and taking into consideration the solution being offered
- During the procurement process we tested the existing security certification and will continue to monitor this through contract management

Conclusion

41. The City of London Corporation as a Lead Authority (and through its own participation as a local authority) has concluded an exemplary LSHP procurement process, undertaken on behalf of all participating authorities with the re-procurement of the SHL.UK E-Service.

42. By conducting this re-procurement, The City of London Corporation has been provided with the opportunity to continue to enhance its reputation for delivering excellent public services, technological innovation and cost effectiveness.

All of which we submit to the judgement of this Honourable Court.

DATED this 4th day of November 2025.

SIGNED on behalf of the Committee.

Deputy Henry Nicholas Almroth Colthurst
Chairman, Finance Committee

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Report – Planning and Transportation Committee

City Plan 2040

To be presented on Friday, 12th December 2025

*To the Right Honourable The Lady Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

SUMMARY

The City Plan 2040 is a new local plan being prepared for the City of London, setting the policies and strategic priorities that will guide the growth of the Square Mile up to 2040. The City Plan has been in production for a number of years, with initial ‘issues and options’ explored and consulted on in 2016, a draft plan consulted on in 2018/19, and an initial proposed submission version of the Plan produced and consulted on in 2021.

The City Plan was last reported to this Honourable Court on 7 March 2024, with this detailing the previous rounds of consultation and engagement, background evidence and the form and content on a new version of the ‘proposed submission’ (Regulation 19) version of the City Plan. Approval was granted to consult on the ‘Proposed Submission’ version of the City Plan 2040 and to then submit the City Plan to the Secretary of State for independent examination. From this point onwards the timetable is driven by the appointed planning Inspectors in line with the regulations and procedures rather than the City Corporation.

Formal examination hearings have now concluded and a list of proposed Main and Additional Modifications to the plan have been prepared. The proposed Main Modifications reflect the changes that the Planning Inspectors deem necessary to make the plan ‘sound’. The Main and Additional Modifications respond to matters raised during consultation and during the examination on the City Plan. These amendments require formal consultation for a period of six weeks, with this Honourable Court’s approval being required to commence with the consultation. The consultation responses and a City Corporation response will then be sent back to the Planning Inspectors to be considered in their Final Report. Once the Inspector’s Report has been received, the City Corporation will be free to commence the governance process for adoption. The City Plan will then form part of the Development Plan for decision making purposes.

RECOMMENDATIONS

That this Honourable Court –

- **Approve** a six-week consultation period on the Main and Additional Modifications to the City Plan (Appendix 1 and 2), the Sustainability Appraisal Review (Appendix 3) and the changes to the Policies Map (Appendix 4)
- **Authorise** the Director of Planning and Development, in liaison with the Chair and Deputy Chair of the Planning and Transportation Committee to provide a City Corporation response to the consultation responses received.

MAIN REPORT

Background

1. The City Plan was last brought to Planning and Transportation Committee on 31 January 2024, Policy and Resources on 22 February and Court of Common Council on 7 March 2024.
2. This report detailed the previous rounds of consultation and engagement, background evidence and the form and content of the Regulation 19 version of the City Plan. The report sought approval to consult on the Regulation 19 'Proposed Submission' version of the City Plan 2040 and to then submit the City Plan to the Secretary of State for independent examination. It also sought authorisation to the Planning and Development Director, in liaison with the Chair and Deputy Chair of the Planning and Transportation Committee, to compile a list of further changes to the City Plan in response to public representations and submit these to the Secretary of State.
3. The Regulation 19 consultation took place between 18 April and 17 June 2024 and was submitted, in line with the proposed timetable on 29 August 2024. Following submission the plan is termed 'at examination' which includes all the process including the formal hearings until the receipt of the Inspectors' Final Report. The formal hearings concluded on 12 June 2025.

Examination progress

4. The City Corporation submitted the City Plan for examination on 29 August 2024. From this point onwards the timetable is driven by the Inspectors in line with the regulations and procedures rather than the City Corporation. The role of the appointed Planning Inspectors is to determine whether the City Plan is 'sound' and 'legally compliant'.
5. The dedicated examination page at: <https://www.cityoflondon.gov.uk/services/planning/planning-policy/city-plan-2040-examination-in-public> includes all information, submissions and correspondence relating to the City Plan examination. This includes the Inspectors' Main Matters, Issues and Questions (MIQs) which were received in February 2025 and the Matter Statements prepared by the City Corporation and other parties in response. The MIQs formed the basis of the discussions at the hearing sessions.
6. The hearing sessions initially commenced with a focus on matters of legal compliance (Matter 1). As the Inspectors can only seek to address matters of soundness, any substantial issues regarding legal compliance would have arisen at this stage, potentially leading to a pause in the examination. However, no significant matters were raised, allowing the examination to proceed to matters of 'soundness'. Subsequent hearings explored the strategic priorities and spatial strategy before detailed topic-based discussions around housing, office floorspace, retail and culture. The third week focused on heritage and tall buildings matters which attracted the greatest number of comments and participants at the hearings. The recordings of the hearing sessions are available on the examination website.
7. A series of new documents were produced by the City Corporation during the course of the hearings at the Inspectors' requests, most notably further Heritage Impact Assessment of the proposed amendments to the tall building contours at the southern edge and the inclusion of a new Broadgate tall building area (ED-HTB36-40). All

participants were invited to submit addenda to their previous matters statements to reflect this. Other additional submissions included an updated note on housing delivery and the Corporation's opening and closing statements.

8. In September officers received confirmation of the 'Main Modifications' which the Inspectors are recommending to the City Corporation to make the plan 'sound'. These modifications need to be put out to formal consultation on behalf of the Inspectors. For completeness the 'Additional' modifications, which are more minor amendments that do not relate to soundness, will also be consulted upon. Only when this has been concluded and the Inspectors' Final Report received can the City Corporation proceed to adopt its plan to replace the Local Plan 2015 as the local plan for the City, at which point it gains full weight in decision-making on planning applications.

Approach to modifications

9. As highlighted above, the Planning Inspectors only have powers to address matters of soundness through the examination and a failure in relation to legal compliance in plan preparation cannot be rectified. However, a local plan can be amended on the direction of the Inspectors, and there are opportunities to put forward some suggested changes to the Inspectors during the examination process. Each potential change then needs to be agreed by the Inspectors and 'recommended' back to the Corporation by the Inspectors in their report. The agreement of main and additional modifications is a normal part of the examination process.
10. The City Corporation has proposed changes under examination document (LD26), through Statements of Common Ground (SOCG1A, SOCG9-24), but also through the examination hearings. At the formal hearings it was made clear that any proposed changes would be subject to later member confirmation through the main modifications and adoption processes. Throughout the examination hearings members were kept informed of topics discussed through regular briefings and actions, and the sessions were recorded for future review.
11. The Inspectors have now agreed the lists of Main and Additional Modifications. These total 178 changes to the City Plan, of which 68 are considered to relate to soundness. The Main Modifications are proposed by the Inspectors without prejudice, and will remain unconfirmed until the receipt of the Inspectors' Final Report. This report seeks authorisation for the consultation to take place.
12. As the examination hearings were officially closed by the Inspectors on 12 June and the Main Modifications agreed by the Inspectors, there is no further scope to reopen the debates through further amendments to the Main Modifications, or to propose alternative changes. The only alternative to taking forward the modifications to consultation stage would be to withdraw the plan from examination and restart the plan-making process. Given the transition period to a new plan-making system as set out in Annex 1 of the NPPF it would not be possible to commence plan-making again until late 2026. Adoption under the new approach would take approximately 30 months so adoption would not be until mid-2029.

Main Modifications

13. The Main Modifications to the City Plan are included at Appendix 1 to this report. It makes clear, with reference to the tests of soundness (justified, effective or positively prepared) why each modification is required. The Inspectors have approved these modifications (without prejudice) and are recommending these changes back to the City Corporation. The Inspectors consider the Main Modifications to be required to make the plan 'sound', i.e. without these changes the City Plan would be considered 'unsound' and the City Corporation could not proceed to adoption. Therefore, at this stage this list is finite and cannot be amended by the Corporation.
14. Many of the changes relate to changes to the heritage and tall buildings chapter (MM41-56), including:
- clarifications on the need to preserve (and where possible) enhance the Conservation Areas (MM41, 42)
 - use of the St Paul's Setting Study in assessments (MM44)
 - how the Outstanding Universal Value of the Tower of London should be utilised and interpreted
 - changes to the contours at the southeastern corner of the City Cluster and to include a new tall building site at Broadgate (MM2, MM51-53, 56)- see updated Figure 15 in Appendix C.
15. A majority of the changes in Appendix 1 are as proposed post submission, or through discussions at the examination. One exception is a change proposed within Statements of Common Ground with Historic England (examination document SOCG9A) and the Bevis Marks Synagogue (SOCG24A). The Inspectors have considered this change and have informed the City Corporation that this is not required for soundness reasons as the identified heritage assets already have legislative and policy protection. They consider that the apparent elevation of the Bevis Marks Synagogue could have unintended consequences in relation to proposals relating to other designated heritage assets, with ambiguity for the decision maker. Therefore, the whole of the proposed additional text at paragraph 11.2.1a of the City Plan is no longer being taken forward as a modification. This text had been drafted as follows:
- "It should be noted that the contribution that any part of the totality of a setting makes to the significance of a designated heritage asset is afforded protection by relevant legislation, national policy and Policy HE1. This would include consideration of impacts on sky space in views, where this enables aspects of their significance to be appreciated. The identification of the immediate settings of the Monument and Bevis Marks synagogue in policy is therefore intended to further strengthen their protection."*
16. Other notable Main Modifications are:
- the articulation of a 'Vision' for the City Plan (MM1)
 - additional information relating to the expected housing completions, including within a new Appendix to the Plan (MM10-14)
 - inclusion of the minimum office requirement in GIA (in addition to NIA) (MM17, 18)
 - further explanation of the cultural contributions from developments of different scales (MM21)
 - infrastructure provider engagement through the development process (MM23)
 - exceptional circumstances where lower long-stay on-site cycle provision may be acceptable (MM38-40)

Additional Modifications

17. Other more minor 'Additional Modifications' have also been proposed during the examination (see Appendix 2). These do not go to the heart of soundness and include minor amendments to text or figures, correction of typographical errors or factual update only. The Inspectors have agreed that these amendments do not relate to soundness but will be consulted upon for completeness.

Consultation and procedure

18. As set out above, following submission Main Modifications can only be made on the recommendation of the Inspectors to address soundness matters.
19. Your Planning and Transportation Committee is recommending to this Honourable court the approval of consultation on the Main Modifications to the City Plan as at Appendix 1, the Sustainability Appraisal Review (Appendix 3) and the Habitats Regulation Assessment Matrix (Appendix 5) as part of the formal examination process into soundness and legal compliance. For completeness approval is also being sought to consult on the Additional Amendments as at Appendix 2 and the Policies Map 'Atlas of Change' (see Appendix 4); however, these do not fall within the scope of the examination process. A tracked changes version of the City Plan is included in Appendix 6. The documents will then be put out to public consultation for a period of six weeks. This presents an opportunity for all interested parties, including (but not limited to) those who took part in the examination hearings' to put forward their views on the implications of the changes and whether they consider the modifications to be sound and/or legally compliant.
20. The responses will then be collated and sent back to the Inspectors with a brief City Corporation response. The Inspectors will then consider the consultation responses in drawing together conclusions within their report. If the plan is then found 'sound' and legally compliant the City Corporation is then free to commence with the governance process of adoption. At that stage members will be asked to make the decision to adopt the plan including the final modifications that will be included within the Inspector's Report.

Additional appraisals

21. A Sustainability Appraisal of the Regulation 19 City Plan was undertaken as part of the preparation process. The Main Modifications have also been subject to additional Sustainability Appraisal screening and assessment to determine whether they have any significant or cumulative effects. This assessment is also included in Appendix 3 and will be subject to the six-week consultation. It concludes that the changes to the City Plan are likely to have uncertain or positive impacts. The mitigation measures included within the City Plan policies remain.
22. The City Plan is also accompanied by a Habitats Regulations Assessment (HRA), which assessed the impact of policies in the City Plan on the identified European sites at Epping Forest, Lee Valley, Richmond Park and Wimbledon Common. This concluded that mitigation set out in other Local Plan policies, along with regulatory safeguards, are sufficient to avoid adverse effects on the integrity of European sites.

The main modifications propose only limited changes to the scope of the policies which are identified as having an impact upon the sites, and the mitigation measures contained within the policies as identified remain unchanged. This HRA Review Matrix is included in Appendix 5 and will be subject to the six-week consultation.

23. An Equalities Impact Assessment was also undertaken to support the City Plan. This found the impacts to be broadly positive. This is discussed in more detail below; it is not considered that the Main Modifications amend these positive conclusions.

Next steps

24. Following approval, the Main and Additional Modifications will be consulted upon for 6 weeks, to be concluded by the end of January 2026. The responses will be collated and sent back to the Inspectors in February 2026. The next stages will be the receipt of the Inspectors' Fact Check Report anticipated in April 2026, followed by the Final Report in May 2026.
25. Following receipt of the report the City Plan 2040 will be brought back to Planning and Transportation Committee, Policy and Resources and Court of Common Council to seek approval for adoption. Once adopted it will form part of the Development Plan for the Square Mile and will have full weight in planning decisions.

Corporate & Strategic implications

26. The preparation of the City Plan will contribute to the implementation of the Corporate Plan (2024-2029). It will support the delivery of key Corporate priorities, along with proposals to ensure a sufficient supply of business space and complementary uses to meet future needs. Preparation of the revised City Plan is being undertaken alongside the adopted Transport Strategy and the revised end date of the City Plan (2040) will align with the key net zero target in the Climate Action Strategy.

Financial implications

27. The City Plan is a statutory function that the Corporation are required to deliver. While many of the costs of drafting and consulting on the City Plan are met through existing budgets, additional reserve funds were made available to cover the costs of the examination hearings. As we now progress to the latter stages of plan-preparation these can again be covered through existing budgets, including the costs of the main modifications consultation. There are no immediate unfunded financial barriers to continuing the process toward plan adoption.

Resource implications

28. All work associated with the main modifications consultation is being carried out in-house by the Development Plans Team, working alongside and supported by Development and Design colleagues in the planning service and by other services as appropriate.

Legal implications

29. The City Plan has been prepared in accordance with the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012. It has also been supported by additional assessments required or informed by other legislation, including the Habitats Regulations, Environment Assessment of Plans and Programmes, 2004, and the Equality Act 2010.
30. Paragraph 48 of the NPPF states that local planning authorities may give weight to relevant policies in emerging plans according to: a) the stage of preparation of the emerging plan (the more advanced its preparation the greater the weight that may be given); b) the extent to which there are unresolved objections to relevant policies (the less significant the unresolved objections, the greater the weight that may be given); and c) the degree of consistency of the relevant policies in the emerging plan to this Framework (the closer the policies in the emerging plan to the policies in the Framework, the greater the weight that may be given).
31. The City Plan 2040 is a material consideration to be taken into account in determining planning applications within the Square Mile. The weight to be given to the plan will increase as it advances through main modifications consultation, Report and adoption stages. On adoption, the City Plan will have full weight in decision-making in accordance with paragraph 48 of the NPPF.

Risk implications

32. Officers continually review and report on the risk assessment process associated with the preparation of the City Plan 2040. The risks of not adopting the City Plan according to this timetable would be that the City Corporation would need to continue to determine proposals in accordance with the Local Plan 2015 and the 2021 London Plan for the foreseeable future. The amount of weight to be given to these policies would depend on the degree of consistency with the National Planning Policy Framework and would likely diminish over time.

Equalities implications

33. The City Corporation has had due regard to the Public Sector Equality Duty (PSED) in its plan-preparation processes. Several policy amendments were included within the Regulation 19 version of the City Plan to take account of the impacts on protected groups and were assessed as positive within the Equality Impact Assessment (EQIA). This assessment demonstrated that the effects of the plan as a whole will be broadly positive. There are no major negative impacts as a result of the City Plan.
34. The City Corporation has undertaken a review of the Main Modifications to the policies against the conclusions of the appraisal as set out in Part 4 of the Assessment. As set

out in the Sustainability Appraisal review at Appendix 3, the only significant changes to policies relate to AT3 and cycle parking and the amendments to the tall buildings contours. These changes do not result in any change to conclusions within the EQIA.

35. The PSED is a continuing and ongoing duty. The broadly positive outcomes of the policies contained within the City Plan also apply to decision-making points in the processes to adoption.

Climate implications

36. The City Plan is one of the key mechanisms for achieving the targets in the Climate Action Strategy that relate to the Square Mile, in particular the net zero target for the Square Mile by 2040, and tackling climate resilience. Many policies in the Plan seek to address climate issues, particularly policies on sustainable development and the retention of existing buildings, including for offices.

Security implications

37. Policies in the City Plan seek to ensure the Square Mile remains resilient to security requirements, especially as new developments come forward in the City.

Conclusion

38. The report seeks authorisation for formal consultation on the Main Modifications to the City Plan 2040, as agreed with the Planning Inspectorate. It also seeks authorization to consult on the Sustainability Appraisal Review of the Main Modifications, the Additional Modifications, and the changes to the Policies Map. The City Plan will be brought back to all committees in Summer 2026 to seek approval for adoption.

Appendices

Due to their size, all appendices are available [on the City Corporation website](#) and will be made available in hard copy upon request.

- Appendix 1- Main Modifications
- Appendix 2- Additional Modifications
- Appendix 3- Sustainability Appraisal Review
- Appendix 4- Policies Map 'Atlas of Change'
- Appendix 5- HRA Review matrix
- Appendix 6- Tracked Changes version of the City Plan

All of which we submit to the judgement of this Honourable Court.

DATED this 21st day of October 2025.

SIGNED on behalf of the Committee.

Tom Sleigh
Chairman, Planning and Transportation Committee

Report – Planning & Transportation Committee

Annual On-Street Parking Accounts 2024/25 and Related Funding of Highway Improvements and Schemes

To be presented on Friday, 12th December 2025

*To the Right Honourable The Lady Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

SUMMARY

The City of London in common with other London authorities is required to report to the Mayor for London on action taken in respect of any deficit or surplus in its On-Street Parking Account for a particular financial year.

The purpose of this report is to inform Members that:

- the surplus arising from on-street parking activities in 2024/25 was £9.04m;
- a total of £8.488m was applied in 2024/25 to fund approved projects; and
- the surplus remaining on the On-Street Parking Reserve (OSPR) at 31st March 2025 was £60.563m, which will be wholly allocated towards the funding of various highway improvements and other projects over the medium term.

RECOMMENDATION

That Members note the contents of the report and approve its submission to the Mayor of London.

MAIN REPORT

Background

1. Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended), requires the City of London in common with other London authorities (i.e. other London Borough Councils and Transport for London), to report to the Mayor for London on action taken in respect of any deficit or surplus in their On-Street Parking Account for a particular financial year.
2. Legislation provides that any surplus not applied in the financial year may be carried forward. If it is not to be carried forward, it may be applied by the City for one or more of the following purposes:
 - a) making good to the City Fund any parking related deficit charged to that Fund in the 4 years immediately preceding the financial year in question;
 - b) meeting all or any part of the cost of the provision and maintenance by the City of off-street parking accommodation whether in the open or under cover;

- c) the making to other local authorities, or to other persons, of contributions towards the cost of the provision and maintenance by them, in the area of the local authority or elsewhere, of off-street parking accommodation whether in the open or under cover;
- d) if it appears to the City that the provision in the City of further off-street parking accommodation is for the time being unnecessary or undesirable, for the following purposes, namely:
 - meeting costs incurred, whether by the City or by some other person, in the provision or operation of, or of facilities for, public passenger transport services;
 - the purposes of a highway or road improvement project in the City;
 - meeting the costs incurred by the City in respect of the maintenance of roads at the public expense; and
 - for an “environmental improvement” in the City.
- e) meeting all or any part of the cost of the doing by the City in its area of anything which facilitates the implementation of the Mayor’s Transport Strategy, being specified in that strategy as a purpose for which a surplus can be applied; and
- f) making contributions to other authorities, i.e. the other London Borough Councils and Transport for London, towards the cost of their doing things upon which the City in its area could incur expenditure upon under (a)-(e) above.

3. In the various tables of this report, figures in brackets indicate income or increased expenditure. This is a change from the previous reporting of the On-Street Parking Account. The Financial Regulations use Local Authority compliance as the benchmark for all funds under the City Corporation’s control. In addition, this prevents the need to make manual adjustments to data extracted from the financial systems both within the current and SAP systems – moving forward to adopt and not adapt.

2024/25 Outturn

4. The overall financial position for the On-Street Parking Reserve in 2024/25 is summarised below:

	£m
Surplus Balance brought forward at 1st April 2024	(58.628)
Surplus arising during 2024/25	(10.423)
Expenditure financed during the year	8.488
Funds remaining at 31st March 2025, wholly allocated towards funding future projects	(60.563)

5. Total expenditure of £8.488m) in 2024/25 was financed from the On-Street Parking Reserve, covering the following approved projects:

Revenue/SRP Expenditure:	£000
Highway Resurfacing, Maintenance & Enhancements	2,405
Street Cleansing contract (inflation uplift requirement)	707
London Wall Car Park Waterproofing and Repairs	623
City gardens highways cleansing maintenance	238
Car Parks CWP (Cyclical Works Programme)	217
London Wall Car Park Fire Safety Works	161
Special Needs Transport	102
Aldgate Maintenance for City Open Spaces	40
Cleaning Maintenance Lord Mayor's Show	36
St Paul's Gyratory	34
Thames Footbridge (implementation)	(9)
Off-Street Car Parking Contribution to Reserves	(121)
Total Revenue/SRP Expenditure	5,088
Capital Expenditure:	
Bank Junction Improvements (All Change at Bank)	1,155
Pedestrian Priority Programme (King William Street)	1,069
Climate Action Strategy – Cool Streets & Greening	422
Barbican Podium Waterproofing – Phase 2	245
Climate Action Strategy – Pedestrian Priority	235
Car Parks Fire and Health & Safety actions	191
Enhancing Cheapside	82
Total Capital Expenditure	3,400
Total Expenditure Funded in 2024/25	8,488

6. The surplus on the On-Street Parking Reserve brought forward from 2023/24 was £58.628m. After expenditure of £8.488m) funded in 2024/25, a surplus balance of £1.935m was carried forward to future years to give a closing balance at 31st March 2024 of £60.563m.
7. Currently total expenditure of some £112.7m (including Priorities Board allocations approved by Members) is planned over the medium term financial plan from 2025/26 until 2029/30 (as detailed in Table 1 and is subject to the project approval process), by which time it is anticipated that the existing surplus plus those estimated for future years will be fully utilised. A contingency sum of £2m in 2027/28 has been included in the projections to cover any unforeseen inflationary pressures on approved projects.
8. The total programme covers numerous major capital schemes including:-
- Funding towards the Barbican Podium Waterproofing;
 - Bank Junction Improvements;
 - Climate Action Strategy Cool Streets & Greening and Pedestrian Priority;
 - Traffic Enforcement CCTV;
 - West Smithfield Area Public Realm & Transportation Project;

- St Paul's Gyratory;
- London Wall Car Park Waterproofing, Joint Replacement & Concrete Repairs;
- Fire Safety at the Car Parks;
- Pedestrian Priority Programme at King William Street;
- Enhancing Cheapside;
- Moorgate Corridor;
- Dauntsey House;
- Vision Zero Safer Streets; and
- Outdoor Fitness Equipment at Old Watermans Walk.

Progression of individual schemes is subject to the City's normal evaluation criteria and Standing Orders.

- The programme also covers ongoing funding of future revenue projects, which is little changed from those listed in paragraph 5 above. The main ones being:
 - Highway Resurfacing;
 - Enhancements and Road Maintenance Projects;
 - Concessionary Fares & Taxi Cards;
 - Traffic Order Review;
 - Contributions to the Costs of Off-Street Car Parks (including CWP works);
 - Special Needs Transport;
 - Cleansing Maintenance for the Lord Mayor's Show;
 - Annual Maintenance of Aldgate;
 - Secure City CCTV system;
 - Street cleansing contract, including power washing as part of Destination City requirements; and
 - City Gardens highways and cleansing maintenance;.
- Following Member requests to allocate On-Street Parking surplus monies, a Priorities Board chaired by the Town Clerk considers all new eligible bids for surplus funds before recommending successful bids to Members of Resource Allocation Sub-Committee and your Policy and Resources Committee for decision. This mechanism has been designed to ensure surplus monies are allocated to eligible projects in an efficient and speedy process to meet spending priorities, a number of which schemes are now included in paragraphs 8 and 9 above to be spent in the medium term.
- A forecast summary of income and expenditure arising on the On-Street Parking Account and corresponding contribution (from)/to the On-Street Parking surplus, over the medium-term financial planning period, is shown below in Table 1.
- The increase in annual operating expenditure forecast from 2025/26 onwards is mainly due to increased enforcement contract costs, back-office support contract costs (printing, postage and IT software) plus staff salary increases.

Table 1 On-Street Parking Account Reserve Projections 2024/25 to 2029/30	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	Actual £m	Forecast £m	Forecast £m	Forecast £m	Forecast £m	Forecast £m	£m
Income	(10.6)	(14.6)	(15.0)	(15.5)	(15.9)	(16.3)	(87.9)

Expenditure (Note 1)	0.2	4.1	4.2	4.3	4.4	4.6	21.8
Net Surplus arising in year	(10.4)	(10.5)	(10.8)	(11.2)	(11.5)	(11.7)	(66.1)
Capital, SRP and Revenue Commitments (Note 2)	8.4	42.3	25.0	18.8	9.1	9.1	112.7
Net in year contribution from/ to (surplus)	(2.0)	31.8	14.2	7.6	(2.4)	(2.6)	46.6
Contingency (Note 3)				2.0			2.0
Deficit / (Surplus) cfwd at 1 st April	(58.6)	(60.6)	(28.8)	(14.6)	(5.0)	(7.3)	
Deficit / (Surplus) cfwd at 31st March	(60.6)	(28.8)	(14.6)	(5.0)	(7.3)	(9.9)	

Note 1: On-Street operating expenditure relates to direct staffing costs, current enforcement contractor costs, fees & services (covering bank charges, postage, printing & legal), IT software costs for enforcement systems, provision for bad debts for on-street income and central support recharges.

Note 2: Including bids agreed by Priorities Board, subject to Member approval through RASC and the Gateway procedures.

Note 3: Given the increasing costs of materials and labour, Priorities Board have considered it prudent to set aside a contingency sum.

Corporate and Strategic Implications

13. Strategic Implications – n/a
14. Financial implications – Covered in main body of report.
15. Resource implications - Covered in main body of report.
16. Legal implications

All OSPR spend and proposed allocations have been considered against the criteria for its use and are in accordance with the Road Traffic Regulation Act 1984 and the London Local Authorities and Transport for London Act 2003.

17. Risk implications

OSPR funding relies on accurate forecasts of income and expenditure.
Forecast projections are regularly reviewed and updated to mitigate this risk.

Equalities implications – n/a

Climate implications – n/a

Security implications – n/a

Conclusion

18. So that the City Corporation can meet its requirements under the Road Traffic Regulation Act 1984 (as amended), it is requested that the Court of Common Council notes the contents of this report and approves its submission to the Mayor of London.

Appendix

Appendix 1 – Appendix of Proposed OSPR Schemes

Background Papers

- . Road Traffic Regulations Act 1984; Road Traffic Act 1991; GLA Act 1999 S282.
- . City of London Corporation Final Accounts 2024/25.

All of which we submit to the judgement of this Honourable Court.

DATED this 2nd day of December 2025.

SIGNED on behalf of the Committee.

Deputy Tom Sleigh
Chairman, Planning & Transportation Committee

APPENDIX 1 PROPOSED OSPR SCHEMES

SUMMARY ON-STREET PARKING RESERVE ACCOUNT (as @ 22nd August 2025)

	2024/25 Actual £'000	2025/26 Forecast £'000	2026/27 Forecast £'000	2027/28 Forecast £'000	2028/29 Forecast £'000	2029/30 Forecast £'000	TOTAL £'000	
Expenditure - salaries, enforcement contract, other running expenses	191	4,097	4,220	4,347	4,477	4,611	21,943	
Income - PCN's, parking meters, suspended bays, dispensations	(10,614)	(14,617)	(15,056)	(15,507)	(15,972)	(16,452)	(88,218)	
NET REVENUE SURPLUS GENERATED IN YEAR	(10,423)	(10,520)	(10,836)	(11,161)	(11,495)	(11,840)	(66,275)	
TOTAL OF CAPITAL, SRP & REVENUE COMMITMENTS	5,790	24,097	14,773	11,045	5,324	5,683	66,711	A
TOTAL BIDS (Agreed by Priorities Board)	2,698	18,205	10,207	7,770	3,831	3,576	46,288	B
CONTINGENCY (Agreed by Priorities Board)	0	0	0	2,000	0	0	2,000	
DEFICIT/(SURPLUS) Brought Forward @ 1st April	(58,628)	(60,563)	(28,781)	(14,637)	(4,982)	(7,323)	(9,904)	
DEFICIT/(SURPLUS) Carried Forward @ 31st March	(60,563)	(28,781)	(14,637)	(4,982)	(7,323)	(9,904)		

() = income or in hand balance

PROJECTION OF PLANNED SCHEME EXPENDITURES TO BE FINANCED 2024/25 to 2029/30

	2024/25 Actual £'000	2025/26 Forecast £'000	2026/27 Forecast £'000	2027/28 Forecast £'000	2028/29 Forecast £'000	2029/30 Forecast £'000	TOTAL £'000
CAPITAL SCHEMES (inc. some SRP)							
Holborn Viaduct & Snow Hill Pipe Subways over Thameslink Str Reps	0	1,428	2,690				4,118
Bank Junction Improvements (All Change at Bank - Permanent scheme)	1,155.8	544	394				2,094
Barbican Podium (Beech Gardens) Waterproofing - Phase 2	245	6,926					7,171
Climate Action Strategy - Cool Streets and Greening Programme (2021-22)	422	4,182	1,470				6,074
Climate Action Strategy - Pedestrian Priority (2021-22 Bids)	235	2,866	1,352				4,452
London Wall CP Waterproofing, Joint Replacement & Concrete Repairs	623	398	1,579				2,600
Traffic Enforcement CCTV	0	88					88
Lindsey Street Bridge Strengthening (subject to RASC drawdown)	0	1,202	1,123				2,325
West Smithfield Area Public Realm & Transportation Project - previously MoL Public Realm (subject to RASC drawdown)	173	2,727	2,300	5,828			11,028
TOTAL CAPITAL SCHEMES	2,854	20,360	10,908	5,828	0	0	39,949
SRP SCHEMES							
Minories Car Park - Structural Building Report	0	223					223
Dominant House Footbridge Repairs and Future Options	0	68					68
Thames Court Footbridge (Implementation)	-9						(9)
TOTAL SRP SCHEMES	(9)	291	0	0	0	0	282
REVENUE SCHEMES							
Planning and Transportation Committee							
Highways Resurfacing/Maintenance/Enhancements (was 3C now 1L)	2,406	2,619	2,698	2,778	2,862	2,948	16,311
Contribution (to)/from Reserves for cost of Off Street Car Parks (1L + 3C)	-121	-192	391	1,641	1,641	1,891	5,251
Traffic Review Order	23	265					288
Aldgate	40	40	40	40	40	40	240
Cleansing Maintenance - Lord Mayors Show	36	37	38	39	40	41	230
Sub Total	2,384	2,769	3,166	4,498	4,583	4,920	22,320
Community & Children's Services Committee							
Concessionary Fares and Taxicard	459	568	585	603	621	639	3,474
Special Needs Transport	102	110	113	117	120	124	686
Sub Total	561	678	698	719	741	763	4,160
TOTAL REVENUE SCHEMES	2,945	3,447	3,865	5,218	5,324	5,683	26,480
TOTAL OF CAPITAL, SRP & REVENUE COMMITMENTS	5,790	24,097	14,773	11,045	5,324	5,683	66,711
BIDS AGREED BY PRIORITIES BOARD	2024/25 Actual £'000	2025/26 Forecast £'000	2026/27 Forecast £'000	2027/28 Forecast £'000	2028/29 Forecast £'000	2029/30 Forecast £'000	TOTAL £'000
Capital							
St Paul's Gyratory (previously the MOL Gyratory)	34	5,599	3,036	2,464			11,132
London Wall CP Fire Safety Works	161	2,738					2,899
Pedestrian Priority Programme - King William Street	1,069	932					2,000
Bank Junction Improvement Project - Traffic and Timing Review	0	650					650
Enhancing Cheapside (includes SRP)	82	868	50				1,000
Car Parks Fire and H&S Actions (fire doors, lighting, CCTV)	191	209					400
Vision Zero Safer Streets	0	500	1,000	900			2,400
Outdoor Fitness Equipment - Old Watermans Walk		75	5	5	5		90
Dauntsey House - Ironmonger Lane	0	450					450
Moorgate Corridor		100	825	575			1,500
Bank Junction Improvement Project - Taxi Experiment		535	215				750
Sub Total	1,537	12,654	5,131	3,944	5	0	23,271
Revenue							
Secure City CCTV system (max. contribution to Police running costs)	0	500	500	500	500	500	2,500
Street Cleansing contract (inflation uplift requirement) - 1L	707	750	750	750	750	750	4,457
Street Cleansing power washing (Destination City requirement) - 1L	0	60	60	60	60	60	300
City Gardens highways and cleansing maintenance - 1L	238	200	200	200	200	200	1,238
Street Cleansing (resources reintroduction) - 1L	0	1,413	1,413	1,413	1,413	1,413	7,065
Car Parks - CWP	217	2,083	1,500	250	250		4,300
Highway contract inflation funding		300	300	300	300	300	1,500
Street Cleansing contract inflation funding		245	353	353	353	353	1,657
Sub Total	1,162	5,551	5,076	3,826	3,826	3,576	23,017
TOTAL BIDS (AGREED BY PRIORITIES BOARD)	2,698	18,205	10,207	7,770	3,831	3,576	46,288

Resolution of Thanks to the Late Lord Mayor – *by Deputy Caroline Haines*

To be presented on Friday, 12th December 2025

*To the Right Honourable The Lady Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

Motion:-

“That the Members of this Court take great pleasure in expressing to

Alderman Alastair John Naisbitt King DL

their gratitude and appreciation for the distinguished manner in which he has served as Lord Mayor of the City of London during the past year. His Mayoral theme, ‘Growth Unleashed’, has focused on driving growth by celebrating the successes and diverse communities within the Square Mile, encouraging the adoption of technologies that provide London with a competitive advantage, and challenging industry to maximise opportunities through responsible risk-taking.

Alastair has achieved particular success through his tireless work to transform the UK’s pension investment culture, championing a value-for-money approach that prioritises long-term returns for savers. Through the Mansion House Accord, an extra £50 billion of investment for UK businesses and major infrastructure projects is set to be unlocked, and his corresponding success through the Employer Pension Pledge, signed by the Chancellor in July, commits over twenty of the UK’s largest employers to pledge to prioritise retirement outcomes for their workforce, rather than focusing solely on cost reduction, when selecting or reviewing pension providers.

Throughout the year of office, the Lord Mayor undertook an extensive programme of international visits, travelling to over twenty countries by November and maintaining enthusiasm and good humour throughout, including visits to Australia, India, China, North America, Japan, the Gulf, and South East Asia. Notable highlights include hosting visiting dignitaries and officials, such as the State Visit by the President of the French Republic in July—celebrating ties between the UK and France and encouraging stronger collaboration on financial services—and hosting the Amir of Qatar at Mansion House during his State Visit.

Perhaps unsurprisingly, given his Scottish heritage, Alastair also made promoting investment into Scotland a personal priority, including through his successful co-hosting of Scotland’s Global Investment Summit with Scottish Financial Enterprise in October, supported by both the UK and Scottish Governments. This has already given rise to substantial new investment.

The Lord Mayor also demonstrated strong support for the Defence sector and Armed Forces by leading a series of breakfast roundtables on funding the UK defence supply chain with financial professional services firms.

In thanking Alastair, his colleagues on this Court also wish to express their gratitude to Florence, the Lady Mayoress, for her enthusiastic support throughout the year, particularly through her championing of the Armed Forces Covenant. We also record our thanks to Corinne Lee, who has often acted as Representative Lady Mayoress during the year.

In taking their leave of Alastair, their 696th Lord Mayor, Members unite in thanking Alastair for all that has been accomplished in his year and send best wishes to him and Florence for their future good health and happiness”.



List of Applications for the Freedom

To be presented on Friday, 12th December 2025

*To the Right Honourable The Lady Mayor, Aldermen and
Commons of the City of London in Common Council assembled.*

Set out below is the Chamberlain's list of applicants for the Freedom of the City together with the names, etc. of those nominating them.

David Monah Al-Basha, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Magistrate <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Harrow, London
Yasser Alkadi <i>Ald. Alastair John Naisbitt King, DL</i> <i>CC Sophia Abigail Mooney</i>	a Venture Capital Company Managing Director <i>Citizen and Blacksmith</i> <i>Citizen</i>	Wandsworth, London
Paul Nicholas Atherton <i>CC Timothy James McNally</i> <i>Marianna Cherry</i>	a Filmmaker, Writer & Social Campaigner <i>Citizen and Glazier</i> <i>Citizen and Glazier</i>	London
Christine Mary Banstead, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Commercial Lettings Company Director <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Surrey
David Barton <i>Christopher James Caine</i> <i>Terence George William Thurley</i>	a Businessman & Charity Founder <i>Citizen and Maker of Playing Cards</i> <i>Citizen and Poulter</i>	Thurrock, Essex
Paramdeep Singh Bhatia, MBE <i>Dhruv Prashant Patel</i> <i>Neel Purshottam Patani</i>	an Investment Company Director <i>Citizen and Clothworker</i> <i>Citizen and Clothworker</i>	Barking & Dagenham, London
Julian Charles Bickerton, VR <i>Alan Roy Willis</i> <i>William Victor Rowlinson</i>	a Farmer <i>Citizen and Baker</i> <i>Citizen and Security Professional</i>	Saffron Walden, Essex

Charles Edward Aldridge Bil <i>Edward Arthur Jackson</i> <i>Richard Stewart Goddard</i>	a Boatyard Operations Manager <i>Citizen and Wheelwright</i> <i>Citizen and Shipwright</i>	Reading, Berkshire
Clare Elizabeth Black <i>Dep. Madush Gupta</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Finance Innovation Body Chief Operating Officer <i>Citizen and Pewterer</i> <i>Citizen and Pewterer</i>	Surrey
Dean Paul Brackenridge <i>Veronica Anne Spofforth</i> <i>Mrs Linda Harrauld Towell</i>	a Marketing Account Manager <i>Citizen and Baker</i> <i>Citizen and Baker</i>	West Sussex
Eve Gloria Regina Anne Brenner, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Property Company Director, retired <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Westminster, London
Sarah Jayne Bridge <i>Dep. Madush Gupta</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Solicitor <i>Citizen and Pewterer</i> <i>Citizen and Pewterer</i>	Islington, London
Amanda Mei-Ling Briggs <i>Robert Maurice Andrews</i> <i>Jeffrey Richard Lewis</i>	a Real Estate Agent <i>Citizen and Gold & Silver Wyre</i> <i>Drawer</i> <i>Citizen and International Banker</i>	Toronto, Ontario, Canada
Serena Clare Browne <i>The Rt. Hon The Lady Mayor</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Charity Secretary <i>Citizen and Insurer</i> <i>Citizen and Pewterer</i>	Westminster, London
Colonel William Toby Browne <i>The Rt. Hon The Lady Mayor</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Crown Equerry <i>Citizen and Insurer</i> <i>Citizen and Pewterer</i>	Westminster, London
Dr Cormac John Vincent Bryce <i>Ald. Alastair John Naisbitt</i> <i>King, DL</i> <i>CC Sophia Abigail Mooney</i>	a University Lecturer <i>Citizen and Blacksmith</i> <i>Citizen</i>	Harpenden, Hertfordshire
Simon Paul Burke, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Magistrate <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Hounslow, London
Natasha Simone Campbell <i>Ald. Alastair John Naisbitt</i> <i>King, DL</i> <i>Ald. Sheriff Gregory Percy</i> <i>Jones, KC</i>	a Soldier <i>Citizen and Blacksmith</i> <i>Citizen and Leatherseller</i>	Hillingdon, London

Robert Yifei Chan <i>Matthew David Dupee</i> <i>Keith Richard Stevens</i>	a Regulatory Compliance Analyst <i>Citizen and Maker of Playing Cards</i> <i>Citizen and Management Consultant</i>	Quincy, Massachusetts, United States of America
Seng Boon Chan, VR <i>Craig Stuart Philip Harding</i> <i>Richard Gary Stephen Miller</i>	a Legal Consultancy Company Managing Director <i>Citizen and Constructor</i> <i>Citizen and Glover</i>	Bristol
Helena Marie Chapman, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Wellness Company Director, retired <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Wandsworth, London
Samantha Rin Chhrech <i>Matthew David Dupee</i> <i>Keith Richard Stevens</i>	a Programme Director <i>Citizen and Maker of Playing Cards</i> <i>Citizen and Management Consultant</i>	Lowell, Massachusetts, United States of America
Neil Stephen Cooper <i>Steven Patrick Pallett</i> <i>CC David James Sales</i>	an Insurance Company Senior Operations Manager <i>Citizen and Insurer</i> <i>Citizen and Insurer</i>	Ipswich, Suffolk
Dr Costantino Davide <i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i>	a Plastic Surgeon <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i>	Hammersmith & Fulham, London
Mark Devlin <i>Ald. Timothy Russell</i> <i>Hailes, JP</i> <i>Dep. Madush Gupta</i>	a Client Services Managing Director <i>Citizen and Pewterer</i> <i>Citizen and Pewterer</i>	South Lanarkshire
Robert Mitchell Drake <i>Keith Richard Stevens</i> <i>Professor Jordan Charles Giddings</i>	an Information Technology Company Director <i>Citizen and Management Consultant</i> <i>Citizen and Mason</i>	Sydney, New South Wales, Australia
Maria Driscoll <i>Dep. Henry Nicholas</i> <i>Almroth Colthurst</i> <i>Dep. Andrien Gereith</i> <i>Dominic Meyers</i>	a Personal Assistant <i>Citizen and Grocer</i> <i>Citizen and Goldsmith</i>	Havering, London
Alfred Emil Eschbach <i>Margaret Clarissa Holland</i> <i>Prior</i> <i>Ald. Robert Picton</i> <i>Seymour Howard</i>	a Bank General Manager, retired <i>Citizen and Gardener</i> <i>Citizen and Gardener</i>	Solothurn, Switzerland

Gladys Olubunmi Foluke Famoriyo, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Magistrate <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Wellingborough, Northamptonshire
Anne Marie Amélie Feuillen <i>Dep. Madush Gupta</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Head of Private Equity <i>Citizen and Pewterer</i> <i>Citizen and Pewterer</i>	Ealing, London
Kenneth Martin Follett, CBE <i>The Rt. Hon The Lady Mayor</i> <i>Dep. James Henry George Pollard</i>	an Author <i>Citizen and Insurer</i> <i>Citizen and Skinner</i>	Hertfordshire
Gary Spencer Foulkes <i>Dep. Madush Gupta</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	an Executive Chef <i>Citizen and Pewterer</i> <i>Citizen and Pewterer</i>	Islington, London
Orlando Marcus Rory Fraser <i>Ald. Alexander Robertson</i> <i>Martin Barr</i> <i>Charles Bertram</i> <i>Hopkinson-Woolley</i>	an Estate Agent <i>Citizen and Ironmonger</i> <i>Citizen and Ironmonger</i>	Oxfordshire
Massimo Fraulo <i>Antony Vincent Scanlan</i> <i>Dep. James Henry George Pollard</i>	a Solution Design Consultant <i>Citizen and Tobacco Pipe Maker & Tobacco Blender</i> <i>Citizen and Skinner</i>	Hertfordshire
Jonathan Mehdi James Goff, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Magistrate <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Westminster, London
Charlotte St. Aubyn Grainger, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Stone & Tiling Company Director <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Richmond Upon Thames, London
David Benjamin Steppel Grunwald <i>Dep. Madush Gupta</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Bank Director of Innovation <i>Citizen and Pewterer</i> <i>Citizen and Pewterer</i>	Barnet, London
Charles Mark Gurassa <i>Ald. Prem Babu Goyal, CBE</i> <i>Dep. Christopher Michael Hayward</i>	a Media Group Chairman <i>Citizen and Plumber</i> <i>Citizen and Pattenmaker</i>	Kensington & Chelsea, London

David William Hancock, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Training Barrister <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	City of London
Elizabeth Whiteside Hearton Hannah, BEM <i>Dep. Caroline Wilma</i> <i>Haines</i> <i>Shravan Jashvantrai Joshi, MBE</i>	a Local Government Chief of Staff <i>Citizen and Educator</i> <i>Citizen and Fueller</i>	Tower Hamlets, London
Ritchie Max Hardcastle <i>Rafael Steinmetz Leffa</i> <i>Dep. Jaspreet Hodgson</i>	an Entertainment Company Director <i>Citizen and International Banker</i> <i>Citizen and Vintner</i>	Romford, Essex
Laurence Thomas Healy <i>Vincent Dignam</i> <i>Jacqueline O'Donovan, OBE</i>	a Bus Driver, retired <i>Citizen and Carman</i> <i>Citizen and Carman</i>	Haringey, London
John Richard Higgins <i>Dep. Benjamin Daniel</i> <i>Murphy</i> <i>Shravan Jashvantrai Joshi, MBE</i>	an Engineer, retired <i>Citizen and Common Councillor</i> <i>Citizen and Fueller</i>	Saracens Head, Lincolnshire
John Anthony Hildebrand <i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i>	an Investment Manager <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i>	Islington, London
Nicholas John Hobbis <i>Dr Craig Paterson</i> <i>Mark Watson-Gandy</i>	a Jewellery Company Managing Director <i>Citizen and Tobacco Pipe Maker & Tobacco Blender</i> <i>Citizen and Scrivener</i>	Birmingham, West Midlands
Mary Winifred Gloria Hunniford, OBE <i>Ald. Vincent Thomas</i> <i>Keaveny, CBE</i> <i>Vincent Dignam</i>	a Broadcaster & Writer <i>Citizen and Solicitor</i> <i>Citizen and Carman</i>	Sevenoaks, Kent
Leon Kolawole Ifayemi <i>Dep. Madush Gupta</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Finance Innovation Body Director <i>Citizen and Pewterer</i> <i>Citizen and Pewterer</i>	Barnet, London
His Excellency Magzhan Ilyassov <i>The Rt. Hon The Lady</i> <i>Mayor</i> <i>Dep. Christopher Michael</i> <i>Hayward</i>	a Diplomat <i>Citizen and Insurer</i> <i>Citizen and Pattenmaker</i>	Westminster, London

Adam Robert Jones	a Director of E-Mobility	Richmond Upon Thames, London
<i>Ald. Timothy Russell</i>	<i>Citizen and Pewterer</i>	
<i>Hailes, JP</i>		
<i>Dep. Madush Gupta</i>	<i>Citizen and Pewterer</i>	
Maurits Engelbert Kalff, JP	a Psychologist & Magistrate	Lambeth, London
<i>Ald. Alison Jane Gowman</i>	<i>Citizen and Glover</i>	
<i>Ald. Timothy Russell</i>	<i>Citizen and Pewterer</i>	
<i>Hailes, JP</i>		
Commander Umer Zaman Khan, OBE	a City of London Police Officer	Tower Hamlets, London
<i>Dep. James Michael</i>	<i>Citizen and Grocer</i>	
<i>Douglas Thomson, CBE</i>		
<i>CC Tijs Broeke</i>	<i>Citizen and Goldsmith</i>	
Nathaniel Michael Kolbe	a Principal Lecturer	City of London
<i>Dep. Madush Gupta</i>	<i>Citizen and Pewterer</i>	
<i>Ald. Timothy Russell</i>	<i>Citizen and Pewterer</i>	
<i>Hailes, JP</i>		
Sneha Manhar Pancholi Kooros, JP	a Homemaker	Kensington & Chelsea, London
<i>Ald. Alison Jane Gowman</i>	<i>Citizen and Glover</i>	
<i>Ald. Timothy Russell</i>	<i>Citizen and Pewterer</i>	
<i>Hailes, JP</i>		
Nathalie Celine Laniado, JP	a Magistrate	Camden, London
<i>Ald. Alison Jane Gowman</i>	<i>Citizen and Glover</i>	
<i>Ald. Timothy Russell</i>	<i>Citizen and Pewterer</i>	
<i>Hailes, JP</i>		
Derek James Leighton	a Banker	Southwark, London
<i>Dep. Madush Gupta</i>	<i>Citizen and Pewterer</i>	
<i>Ald. Timothy Russell</i>	<i>Citizen and Pewterer</i>	
<i>Hailes, JP</i>		
The Hon Katherine Ruth Tilla Levene	a Project Manager	Barnet, London
<i>Ald. The Hon. Timothy Charles Levene</i>	<i>Citizen and Carmen</i>	
<i>The Rt. Hon The Lady Mayor</i>	<i>Citizen and Insurer</i>	
Lord Andrew Lloyd Webber, KG	a Composer	Westminster, London
<i>The Rt. Hon The Lady Mayor</i>	<i>Citizen and Insurer</i>	
<i>Ald. Sir William Anthony Bowater Russell</i>	<i>Citizen and Haberdasher</i>	
Alexander Blake Macpherson, JP	an Army Officer, retired	Hammersmith & Fulham, London
<i>Ald. Alison Jane Gowman</i>	<i>Citizen and Glover</i>	
<i>Ald. Timothy Russell</i>	<i>Citizen and Pewterer</i>	
<i>Hailes, JP</i>		

His Excellency José Pascual Marco Martínez <i>The Rt. Hon The Lady Mayor</i> <i>Dep. Christopher Michael Hayward</i>	a Diplomat <i>Citizen and Insurer</i> <i>Citizen and Pattenmaker</i>	Belgravia, London
Victoria Eva McEwen <i>Murray De Vere Beauclerk</i> <i>William Francis Charnley</i>	a Treasury Professional <i>Citizen and Draper</i> <i>Citizen and Draper</i>	Kirkcaldy, Fife, Scotland
Diane Louise McHale, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell Hailes, JP</i>	an Office Manager <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Rochester, Kent
Alison Jane Mitchell <i>Dep. Andrien Gereith</i> <i>Dominic Meyers</i> <i>Ald. Prem Babu Goyal, CBE</i>	a Broadcast Journalist & Commentator <i>Citizen and Goldsmith</i> <i>Citizen and Plumber</i>	Ealing, London
Danial Mohammadi <i>Abdul Abrham Latif</i> <i>Ali Reza Latif</i>	a Fintech Company Director <i>Citizen and Poulter</i> <i>Citizen and Poulter</i>	Barnet, London
Mark John Mojsak <i>The Rt. Hon The Lady Mayor</i> <i>Ald. Sheriff Gregory Percy Jones, KC</i>	The Lord Mayor's Steward <i>Citizen and Insurer</i> <i>Citizen and Leatherseller</i>	Waltham Forest, London
Garry Patrick Monaghan, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell Hailes, JP</i>	a Financial Services Company Director <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Haringey, London
Anne Catherine Morrison <i>Sheila Mary Bailey</i> <i>Richard Evans</i>	a Media Consultant <i>Citizen and Farrier</i> <i>Citizen and Educator</i>	Richmond Upon Thames, London
Alexander Ronald Moss <i>Dep. Madush Gupta</i> <i>Ald. Timothy Russell Hailes, JP</i>	a University Associate Professor <i>Citizen and Pewterer</i> <i>Citizen and Pewterer</i>	Norfolk
Oonagh Jane Moulton <i>Ann-Marie Jefferys</i> <i>Lisa Rutter</i>	a Stockbroker & Investment Manager, retired <i>Citizen and Glover</i> <i>Citizen and Pattenmaker</i>	Merton, London
Thomas James Mulvany <i>Gina Blair</i> <i>James John Madden</i>	a Student <i>Citizen and Master Mariner</i> <i>Citizen and Maker of Playing Cards</i>	Sevenoaks, Kent
Deborah Clare O'Neill <i>Dep. Caroline Wilma Haines</i> <i>Ald. Sir Peter Kenneth Estlin</i>	a Management Consultant <i>Citizen and Educator</i> <i>Citizen and International Banker</i>	Buckinghamshire

Diane Hélène Paredes <i>Dep. Madush Gupta</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Regulatory Technology Company Chief Executive <i>Citizen and Pewterer</i> <i>Citizen and Pewterer</i>	Westminster, London
Helen Margaret Penny <i>Russell Penny</i> <i>Stephen George Emmins</i>	a Security Company Director <i>Citizen and Security Professional</i> <i>Citizen and Security Professional</i>	Merton, London
Stuart John Perry <i>Mark John Herbage</i> <i>Ald. Sheriff Gregory Percy</i> <i>Jones, KC</i>	Sergeant Major of the Honourable Artillery Company <i>Citizen and Cook</i> <i>Citizen and Leatherseller</i>	Nuneaton, Warwickshire
Mark Stephen Pessell <i>Gregory John Smith</i> <i>Stephen John Plumb</i>	a City of London Guide <i>Citizen and Hackney Carriage Driver</i> <i>Citizen and Musician</i>	Walthamstow, London
Dr Andrew Martin Plant <i>Alice Ruth Hynes</i> <i>Colin Alistair Mecum</i> <i>Fleming</i>	a Pianist & Musicologist <i>Citizen and Educator</i> <i>Citizen and Carman</i>	Peterborough, Cambridgeshire
Amanda Kathleen Mary Ratcliffe <i>Ald. Sir Andrew Charles</i> <i>Parmley</i> <i>Rt Revd Graeme Paul</i> <i>Knowles, CVO</i>	a Livery Company Deputy Clerk <i>Citizen and Musician</i> <i>Citizen and Founder</i>	Gravesend, Kent
Dr Bachali Neel Charan Reddy <i>Terry Kenneth Morris</i> <i>John Anthony Hart Bootes</i>	a Medical Doctor <i>Citizen and Pewterer</i> <i>Citizen and Barber</i>	Tower Hamlets, London
Nial Philip Ring <i>Vincent Dignam</i> <i>Jacqueline O'Donovan,</i> <i>OBE</i>	an Accountant <i>Citizen and Carman</i> <i>Citizen and Carman</i>	Dublin, Ireland
Dame Karen Elizabeth Roxburgh, DCMG <i>The Rt. Hon The Lady</i> <i>Mayor</i> <i>Dep. Christopher Michael</i> <i>Hayward</i>	a Diplomat <i>Citizen and Insurer</i> <i>Citizen and Pattenmaker</i>	Kensington & Chelsea, London
Richard Frederick Russell <i>Matthew Peter Ettienne</i> <i>Pellereau</i> <i>Sean Mountford Graham</i> <i>Williams</i>	a Headmaster, retired <i>Citizen and Leatherseller</i> <i>Citizen and Leatherseller</i>	Haverhill, Suffolk
Tessa Ione Sanderson, CBE <i>CC Shahnna Bakth</i> <i>Ald. Sir William Anthony</i> <i>Bowater Russell</i>	an Olympian Athlete & Charity Ambassador <i>Citizen and Draper</i> <i>Citizen and Haberdasher</i>	Waltham Forest, London

Nicole Janine Sandler <i>Dep. Madush Gupta</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Head of Corporate and Regulatory Affairs <i>Citizen and Pewterer</i> <i>Citizen and Pewterer</i>	Kensington & Chelsea, London
Christopher Roy Selby <i>Kevin Malcolm Everett</i> <i>Richard Evans</i>	a Business Consultant <i>Citizen and Fletcher</i> <i>Citizen and Educator</i>	Halifax, West Yorkshire
Dr Mikhail Semenov <i>CC Jamel Banda</i> <i>CC Philip John Woodhouse</i>	an Investment Director <i>Citizen and Poulter</i> <i>Citizen and Grocer</i>	Lambeth, London
Susan Irene Shonfeld <i>John Charles Shonfeld</i> <i>Kenneth Richard Cupitt</i>	a Laundry Rental Company Director, retired <i>Citizen and Launderer</i> <i>Citizen and Launderer</i>	Stockport, Cheshire
Roger John Short <i>CC Timothy James McNally</i> <i>CC David James Sales</i>	an Avionics Obsolescence Manager, retired <i>Citizen and Glazier</i> <i>Citizen and Insurer</i>	Christchurch, Dorset
Susan Barbara Short <i>CC Timothy James McNally</i> <i>CC David James Sales</i>	an Office Manager, retired <i>Citizen and Glazier</i> <i>Citizen and Insurer</i>	Christchurch, Dorset
The Venerable Wilhelmina Tohcumboh Smallman <i>CC Matthew Legh Preston Bell</i> <i>Dep. Helen Lesley Fentimen, OBE, JP</i>	a Clerk in Holy Orders, retired <i>Citizen and Common Councillor</i> <i>Citizen and Common Councillor</i>	Kent
Glen Jack Strachan <i>Simon Victor Langton</i> <i>Paul Stephen Hollebhone</i>	an Automotive Repair Company Director <i>Citizen and Basketmaker</i> <i>Citizen and Chartered Accountant</i>	Worthing, West Sussex
Elliot John Summerhayes <i>Shravan Jashvantrai Joshi, MBE</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Trade & Investment Coordinator <i>Citizen and Fueller</i> <i>Citizen and Pewterer</i>	Waltham Forest, London
John Alfred Neville Tibbitts <i>Christopher Arthur Hutchinson</i> <i>Wayne Martin Sheppard</i>	a Housing & Property Company Director <i>Citizen and Fruiterer</i> <i>Citizen and Tyler & Bricklayer</i>	Hertfordshire
Darren Tobin <i>Kristen James Cottier</i> <i>David John Parkins</i>	a Health and Social Care Chief Executive <i>Citizen and Spectacle Maker</i> <i>Citizen and Spectacle Maker</i>	Bexley, London

Gary Michael Trundell, JP <i>Ald. Alison Jane Gowman</i> <i>Ald. Timothy Russell</i> <i>Hailes, JP</i>	a Safeguarding Consultancy Company Director <i>Citizen and Glover</i> <i>Citizen and Pewterer</i>	Walthamstow, London
Anthea Millicent Turner <i>Stephen Arthur Conway</i> <i>Huxham</i> <i>Richard Jeremy Muir</i>	a Broadcaster <i>Citizen and Pattenmaker</i> <i>Citizen and Pattenmaker</i>	Kensington & Chelsea, London
Stuart Martin Tutt <i>Alan Roy Willis</i> <i>William Victor Rowlinson</i>	a Police Officer, retired <i>Citizen and Baker</i> <i>Citizen and Security Professional</i>	Tonbridge, Kent
Lord Vaizey of Didcot Edward Henry Butler Vaizey, PC <i>Ald. Alastair John Naisbitt</i> <i>King, DL</i> <i>Ald. Sir William Anthony</i> <i>Bowater Russell</i>	a Peer of the Realm <i>Citizen and Blacksmith</i> <i>Citizen and Haberdasher</i>	Hammersmith & Fulham, London
Sarah Alexandra Welchman <i>Emmanuel Isaac Hayeem</i> <i>Cohen</i> <i>David Arthur Hopkins</i>	an Artist <i>Citizen and Woolman</i> <i>Citizen and Woolman</i>	Oxfordshire
Jane Rochelle Whitefield <i>Eric Davies</i> <i>William James Murray</i>	a College Vice-Principal <i>Citizen and Stationer & Newspaper</i> <i>Maker</i> <i>Citizen and Feltmaker</i>	Bexley, London
Peter William Woods <i>Graham John Peacock</i> <i>Dominic Edouard Aslan</i>	a Data Operations Head <i>Citizen and Loriner</i> <i>Citizen and Information</i> <i>Technologist</i>	Surrey

Report – Community and Children’s Services Committee

Corporate Parenting Strategy 2025-2028

To be presented on Friday, 12th December 2025

*To the Right Honourable The Lady Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

SUMMARY

The City of London Corporation has statutory duties to act as a corporate parent for children in care and care leavers. At its meeting on 10 November 2025, your Community and Children’s Services Committee approved The Corporate Parenting Strategy 2025-2028 (Appendix 1) and “young-person friendly” version (Appendix 2). This new strategy outlines a refreshed vision, values, strategic priorities, and approach to embedding corporate parenting responsibilities across all departments and services.

The 2025-2028 Strategy has been shaped by feedback from care-experienced young people, performance data, Ofsted inspection learning, and internal governance processes. It has been reviewed by senior leadership and shared with a City of London Corporation care leaver for further consultation.

In addition to the new Strategy, this report also presents the Corporate Parenting Annual Report for 2024/25 (Appendix 3).

The report and Appendices have been referred to the Court of Common Council this day for information.

RECOMMENDATION

That Honourable Members **note** the contents of the report.

MAIN REPORT

Background

1. The Corporate Parenting Principles (Children and Social Work Act 2017) require local authorities, which includes Elected Members and the City Corporation, to promote the best possible outcomes for children in care and care leavers. These duties apply not only to Children’s Social Care but to the entire local authority. The City of London Corporation’s current strategy expires this year.
2. A new strategy was considered approved by your Community and Children’s Services Committee in November (Appendix 1). It aligns with the Corporate Plan 2024–29 and reflects:
 - Feedback from the Coram Voice Annual Survey 2025

- Ofsted Inspection recommendations (2024)
 - Practice reviews and audit findings
 - Input from senior officers, Members, and care-experienced young people
3. Before approval at your Committee, the Strategy underwent several stages of internal review and development. The Strategy has been reviewed by several officer groups and the Safeguarding and Special Educational Needs and Disabilities Sub (Community & Children's Services) Committee.
 4. Following a suggestion, the Strategy and a "young-person friendly" version (Appendix 2) has been shared with a City of London Corporation care leaver. The feedback was positive, commenting that the strategy 'feels personal and caring' as well as including that it shows 'our voices have impact'. The care leaver noted that the real success of the Strategy will be through its implementation.
 5. Engagement feedback and staff insights have shaped each priority and action area, with additional work underway between Housing and Children's Services to strengthen tenancy support for care leavers.
 6. The Strategy establishes five strategic priorities:
 - i. Home Stability – ensuring safe, secure accommodation
 - ii. Health and Wellbeing – trauma-informed, culturally responsive support.
 - iii. Education, Employment, and Training – removing barriers to achievement.
 - iv. Voice of Children and Young People – meaningful participation and influence.
 - v. Transition to Independence – preparation and ongoing support into adulthood.
 7. Each priority includes specific actions, performance measures, and lead responsibilities across departments. Ongoing oversight will be supported through quarterly monitoring reports to this Sub-Committee. A delivery plan and performance framework are being developed, with officer leads proposed for each indicator.
 8. Performance and engagement data from the Coram Voice Annual Survey 2025 has been central to the development of this strategy. The survey included responses from 21 care leavers and 5 children in care, with questions covering relationships, housing, health, education, identity, and preparation for adulthood.
 9. Headline results include:
 - 100% of children in care were happy with their accommodation type and location.
 - 81% of care leavers felt they received all the help they needed from their social worker.
 - 76% of care leavers felt safe in their lives.
 10. Importantly, the strategy also responds to areas where young people shared concerns — for example, barriers to education and training, feelings of social

isolation, and challenges with accommodation stability. These insights have been used in a "you said, we did" approach to directly inform the five strategic priorities and associated actions. Feedback from the City of London Corporation care leaver also noted the importance of strengthening these areas.

11. In addition to the new Strategy, it is a requirement that the City of London Corporation provide an annual update on its role as a corporate parent and the outcomes achieved for children in its care for the previous year. Therefore, for completeness, Appendix 3 is the Corporate Parenting Annual Report 2024 – 2025. It provides an overview of developments and achievements that the new Strategy will now build on.

Proposals

12. It is proposed that Honourable Members note the contents of the report and the various appendices.

Corporate and Strategic Implications

Strategic implications

13. This strategy directly delivers Corporate Plan 2024-29 outcomes for Diverse Engaged Communities by ensuring care-experienced young people feel they belong and can participate in co-creating services and Providing Excellent Services by supporting young people to live healthy, independent lives and achieve their ambitions.

Financial implications

14. The strategy will be delivered within existing budgets. Any specific initiatives requiring additional resources will be subject to separate business case approval.

Resource implications

15. Implementation will require coordinated effort across departments, supported by training and clear guidance on corporate parenting responsibilities.

Legal implications

16. The strategy ensures compliance with statutory duties under the Children Act 1989, Children and Social Work Act 2017, and related guidance.

Risk implications

17. There are robust performance monitoring and quality assurance arrangements mitigate risks to service quality and outcomes for young people.

Equalities implications

18. The strategy promotes inclusivity and addresses barriers faced by care-experienced young people, with particular attention to unaccompanied asylum-seeking children and those with disabilities. Anti-racist practice is embedded in quality assurance processes.

Climate implications

19. There are no specific climate implications.

Security implications

20. There are no security implications.

Conclusion

21. The Corporate Parenting Strategy 2025-2028 provides a comprehensive framework for the Corporation to fulfil its statutory duties while building on recognised strengths in supporting children in care and care leavers. The strategy is firmly grounded in the voices and experiences of young people and establishes clear expectations for corporate parenting across all services and departments.

Appendices

- Appendix 1 – Corporate Parenting Strategy 2025-2028
- Appendix 2 – Young People's Version Corporate Parenting Strategy 2025-2028
- Appendix 3 – Corporate Parenting Annual Report 2024/25

All of which we submit to the judgement of this Honourable Court.

DATED this 10th day of November 2025.

SIGNED on behalf of the Community & Children's Services Committee.

Deputy Helen Lesley Fentimen OBE JP
Chairman, Community & Children's Services Committee

City of London Corporation Corporate Parenting Strategy 2025–2028

1. Foreword

2. Introduction

Corporate Parenting is the statutory responsibility of local authorities to act as the "parent" to children in their care, as set out in the Children and Social Work Act 2017. It is not just a legal duty but a moral drive to nurture, advocate for, and stand by our children in care and care leavers.

The City of London is home to just under 9,000 residents, with 1,975 children and young people aged 0–25 and 712 aged 0–18 (Census 2021). Most resident children attend one of over 66 different schools outside the City of London. Our Children and Families Service supports a small but complex group, including a high proportion of unaccompanied asylum-seeking children (UASC). At the end of March 2025, this included 4 children in care and 49 care leavers, with all care leavers in suitable accommodation and 67% (33 out of 49) in education, employment, or training.

In September 2024 Ofsted rated the City of London Corporations Children and Families Services 'Outstanding'. Children's Social Care in the City is delivered through a small, highly skilled, and consistent team that supports a systemic, relationship-based model. This is complemented by a deeply engaged and effective Virtual School. Our integrated approach across education, housing, early help, health, and quality assurance enables us to deliver exceptional outcomes in a highly personalised way. Consistency of social workers is a known strength, regularly highlighted by care leavers, one of whom described their worker as being "like a big sister" (2024-25 Practice Review Feedback). This continuity builds trust, emotional safety, and genuine partnerships with young people.

This strategy builds on that strong foundation. It is not just about improving services—it is about maintaining and protecting the strengths that care leavers and inspectors have praised, while continuing to evolve in response to emerging needs.

The development of this strategy has been directly informed by feedback from children and young people. In 2025, care leavers and children in care shared their experiences through the Annual Survey with Coram Voice, providing both praise and constructive suggestions for improvement. In parallel, quality assurance has been strengthened through six senior leader

visits to care providers in 2024–25, which brought insight into the lived experiences of nearly 40% of our care-experienced population (Quality Assurance of Care Providers Annual Report 2024–25). These insights have been triangulated with social worker feedback, commissioning reviews, and independent practice reviews.

The City of London Corporation is committed to listening and acting, as evidenced by the redesign of housing communication, clearer signposting of mental health support, and enhanced participation opportunities through the Children in Care Council.

Our Pledge to Children in Care

Our pledge is built on what children and young people have told us matters most. Co-produced with the Children in Care Council, it reflects their voices, hopes, and expectations. These promises represent our commitment to being respectful, honest, and reliable corporate parents who do what we say and support each child's journey with integrity.

- We will find you a safe and stable home where you feel secure and listened to.
- You will be involved in decisions that affect you, and we will keep you informed throughout.
- We will support you in your education, health and wellbeing, including registration with a GP and dentist, and help you pursue additional learning and enrichment opportunities.
- We will guide you as you prepare for independence, including accessing housing, furniture, work experience, and voluntary opportunities.
- We will respect your identity and background, never judge you, and support you in doing the things you love—including sport and safe travel.
- We will only share your information with your consent and will always tell you who has access.
- We will respond to you in the way you prefer and make sure we do what we say.
- We will be open, honest, and consistent, and ensure you have regular contact with a social worker and opportunities to attend the Children in Care Council.

The seven Corporate Parenting Principles from the Children and Social Work Act 2017 guide our actions:

- Act in the best interests of children and young people.
- Encourage their health and wellbeing.
- Support relationships that are important to them.
- Support their education and career success.
- Provide safe and stable homes.

- Prepare them for adulthood and independence.
- Listen to their views and help them be heard.

This strategy sets out how we will deliver on these principles through coordinated action across all Corporation departments, partners, and communities.

3. Vision and Values

Our Vision: For every child in our care and leaving our care to feel safe, valued, and supported to reach their full potential.

Values:

- **Respect and Belonging**
Every young person is seen, heard and valued for who they are. We embrace each child's identity, background, and beliefs, and work to create a sense of belonging in everything we do.
- **Stability and Care**
We prioritise stable relationships, reliable adults, and places that can be called home. Our children deserve nothing less than enduring care and emotional security.
- **High Aspirations**
We believe in our young people's potential and will never place limits on what they can achieve.
- **Voice and Empowerment**
Children and care leavers are not just involved — they are central. Their voices shape the decisions that affect them, and their experiences guide how we improve services.
- **Equity and Inclusion**
We tackle inequality, champion fairness and recognise that care-experienced children may face additional barriers. We commit to actively addressing those barriers across all services.

4. Corporate Parenting Responsibilities: What This Means for Members and Officers Across the Corporation

Corporate Parenting is everyone’s responsibility. While Children’s Social Care leads day-to-day support for children in care and care leavers, the whole City Corporation — across departments, services, and roles — shares the duty to promote their wellbeing, inclusion, and success. This includes both **officers and elected Members**, who have a collective and statutory obligation to act in the best interests of every child in our care.

Being a child in care is now recognised as akin to a protected characteristic at the City of London Corporation, and our updated practice review templates include a focus on anti-racist practice and child voice evaluation. Members play a key role in this work — particularly through their responsibilities on the Community and Children’s Services Committee and its Safeguarding and SEND Sub-Committee. They are expected to champion the rights of care-experienced children and young people, scrutinise performance, and ensure their voices are heard at the highest levels. At the heart of this is a single guiding question:

“Would this be good enough for my child?”

Officers in **Housing, Education, HR, Procurement, Cultural Services, Finance, and beyond** all have a role to play in removing barriers and championing opportunities for care-experienced young people. This could mean:

- Priority housing allocations or resolving tenancy issues.
- Ring-fenced apprenticeships or internships for care leavers.
- Making cultural venues, sports programmes, or training more accessible.
- Ensuring internal policies (e.g. data handling, communications, decision-making) reflect the needs and voices of young people in care.

If there are any concerns about the welfare of a child in care, please see the City of London Corporation Safeguarding Policy (NOTE: to be hyperlinked).

INSERT: “What Good Looks Like” Case-study

5. Strategic Priorities

5.1 Home Stability

Children in care need to feel safe and secure in the homes where they live. Stable homes are the foundation of emotional wellbeing, educational success, and long-term resilience.

Strengths and Evidence:

- In the 2025 Coram Voice Annual Survey, 100% of children in care (5 of 5 respondents) said they were happy with both the type and location of their home and felt supported where they live.
- Quality Assurance visits reported that "the accommodation and support being provided to children and young people is of a high standard which meets their needs well."
- Senior leaders conducted six visits in 2024–25, covering 39% of the children in care and care leavers, reinforcing strong oversight and quality assurance.

Our focus for Improvement

We've heard clearly that when homes are stable, young people feel safe, supported and able to focus on their future. Most children in care told us they're happy with both the type and location of their home and feel well supported by those around them. However, some care leavers shared that housing can feel temporary, overcrowded or isolating. In response, we will keep striving for stability of homes and increase the availability of suitable, long-term accommodation that young people are proud to call home.

Actions:

Children in Care
For children in care for more than 12 months we will maintain a care-arrangement stability rate of 85%, where this is in each child's best interests.
Prioritise children living close to their existing communities and support networks whenever possible.
Quality Assurance
Continue six senior leader Quality Assurance visits per year and revisit the Young Inspectors Programme to embed young people in oversight processes.

5.2 Health and Wellbeing

Children and young people in care face distinct health inequalities and emotional challenges, especially those who have experienced trauma. City of London Corporation's health and wellbeing support is trauma-informed and culturally responsive. One aspect of this is providing infectious disease screening on arrival depending on a child's journey to the Square Mile.

Strengths and Evidence:

- 81% (17 of 21) know how to access health services independently (12) or with an adult's help (5).
- 100 % (10 of 10) care leavers registered with a GP; 90 % with a dentist.
- 76% (16 of 21) feel safe in their lives.

(Source: Coram Annual Survey 2025)

Our Focus for Improvement

Young people told us they know how to access health services and feel their needs are usually met — but that emotional wellbeing and feeling safe in their surroundings remain priorities. Some care leavers spoke about challenges with depression, trauma, and adjusting to independent living. We're committed to strengthening early access to mental health support, ensuring advocacy is available in the languages young people need, and continuing to listen to what helps them feel safe, both physically and emotionally.

"I would like someone who checks in with me. There is no one who worries about me."

Care leaver, Annual Survey 2025 with Coram Voice

Actions:

Unaccompanied asylum-seeking children
Ensure every unaccompanied asylum-seeking child is offered an interpreter-supported advocacy appointment within 72 hours of arriving in our care, followed by ongoing access to an advocate in their chosen language.
Ensure access to culturally competent health and mental health services.
Children in Care & Care Leavers
Ensure that 95% of all initial and review health and dental assessments are completed on time.

Promote emotional wellbeing through access to trauma-informed care, physical activity programmes, and structured mental health support.
Sustain initiatives such as free bus travel, dental access, and education celebrations through strategic use of available local partnerships and resources.
Ensure all young people receive clear signposting to emotional wellbeing and access to systemic family therapy where appropriate.
Care Leavers
Issue all care leavers with their health history.

5.3 Education, Employment, and Training

We believe in the potential of every child and care leaver to thrive through education and meaningful employment. The Virtual School provides stability and ambition, tailoring plans for each young person's strengths and interests. English for Speakers of Other Languages is also provided through our Adult Education Service.

Strengths and Evidence:

- 80% (8 of 10) of full-survey respondents know how to contact the Virtual School; four have already used it.
- The Virtual School was praised for helping with job applications and tuition.

(Source: Coram Annual Survey 2025)

Our Focus for Improvement

We know that education, employment, and training unlock opportunities. Young people praised the support they received from the Virtual School and professionals who believed in them. At the same time, many identified practical barriers to progression — from internet access and funding gaps to language difficulties or disability. We want to ensure no young person is held back by these factors and will work to remove systemic barriers while maintaining high expectations for what everyone can achieve.

“I have barriers when trying to get a job with disability and people judge me over this.”

- Carer Leaver, Annual Survey 2025 with Coram Voice

Actions:

Children in Care
Ensure 100% of Children in Care have high-quality, SMART Personal Education Plans.
Deliver targeted one-to-one tuition and access to enrichment for those needing additional support.
Care Leavers
Reserve at least 10% of all internal apprenticeships for care leavers, with an ambition to grow internship pathways across sectors.
Children in Care/ Care Leavers
Promote awareness of the Virtual School and its role in supporting education and employment.

5.4 Voice of Children and Young People

We are committed to listening to and acting on the views of children and care leavers. They are experts in their own lives, and their experiences must shape the services we deliver.

Strengths and Evidence:

- 50% (5 of 10) have attended the Children in Care Council (Children in Care Council) at least once.
- 6 of 10 young people felt their feedback had been “very much” or “somewhat” acted on.
- 80% (8 of 10) know of the WhatsApp and email group and are using it.

(Source: Coram Annual Survey 2025)

Our Focus for Improvement

Children and care leavers told us they want more chances to be involved, feel heard, and see their feedback acted on. Many knew about the Children in Care Council and how to share their views, but participation in strategic meetings and decision-making remains limited. We'll build on what's working by offering more flexible, inclusive opportunities to engage — from WhatsApp groups to creative methods and targeted outreach. Most of all, we'll continue working to ensure young people feel a genuine sense of belonging in the City of London and in shaping the services that affect them.

Actions:

Children in Care/ Care Leavers
Support the Children in Care Council (Children in Care Council) to meet at least six times annually and ensure the voice of children in care and care leavers is formally presented to elected Members.
Embed a "You Said, We Did" approach to demonstrate impact and build trust.
Involve children and young people directly in the recruitment of staff, co-production of policy, and the design of training.
Expand promotional efforts for Children in Care Council, the Pledge, and feedback platforms such as newsletters and WhatsApp to increase engagement and visibility.

5.5 Transition to Independence

Moving into adulthood is a critical period for care leavers, requiring thoughtful preparation and consistent support. We want every young person to leave care with the skills, resources, and confidence to succeed.

"My social worker has been my social worker all the way through, that makes a real big difference."

Strengths and Evidence:

- 81% (17 of 21) say they now get all the help they need from their Social Worker (Coram Annual Survey 2025).
- The service was praised for managing social worker transitions well and maintaining consistent relationships (Ofsted inspection report, 2024).
- We offer Staying Put arrangements beyond age 18, where needed, to provide continuity and stability — with support potentially extending up to age 25 in some cases.

Our Focus for Improvement

Care leavers told us their Social Workers often go above and beyond, and many feel well supported. But for some, the journey to independence feels overwhelming — particularly when facing housing uncertainty, limited finances, or navigating services alone. We are committed to preparing young people for adulthood early, practically, and consistently. This includes life skills, housing stability, and strong relationships that don't end when they turn 18 or 21. Our ambition is that every young person leaving care enters adulthood feeling ready, supported, and hopeful.

Actions:

Care Leavers
Care leavers over the age of 25 are warmly encouraged to maintain contact with the City of London Corporation. They are welcome to visit the Guildhall and can access support by phone or email via the duty line, which offers signposting and connections to adult education, charities, parenting resources, and other relevant services.
Provide life skills training to all care leavers, including tenancy readiness, financial literacy, and digital skills.
Joint tenancy support with social workers and housing.
Guarantee care leavers priority access to appropriate housing and ensure wraparound support is available during the transition.

Implement senior management oversight for transition planning from age 23 to ensure stability into adulthood.
Explore tailored transition support for care leavers with disabilities and embed disability-inclusive planning in all Pathway Plans.
In response to feedback from care leavers about housing quality and tenancy readiness, we will strengthen post-18 accommodation reviews to ensure all care leavers live in housing that is safe, appropriate, and aligned with their support needs.
Sessions with The Youth Offending Service and attendance at the Children in Care Council are open to Care Leavers.

6. Governance Framework

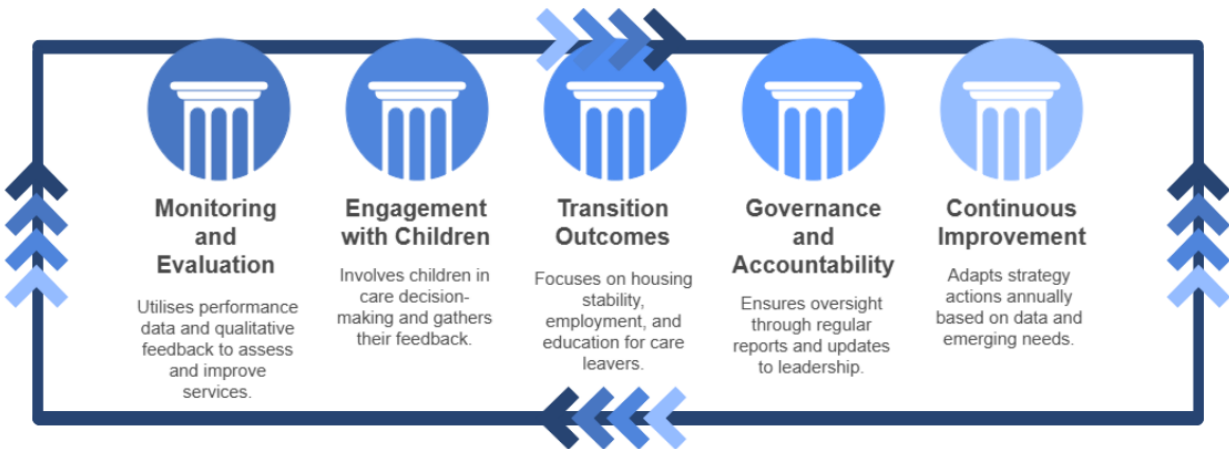
Our governance includes: The Safeguarding and SEND Sub-Committee acts as our Corporate Parenting Board and meets quarterly to provide strategic oversight and ensure that the needs and voices of children in care and care leavers remain central to our planning and service delivery. This sub-committee includes elected Members, senior officers, whilst representatives from health, education, and housing are called upon for specific issues.

The sub-committee will oversee an annual reporting cycle that includes updates to the Community and Children's Services Committee and formal feedback from the Children in Care Council, ensuring transparency, accountability, and continuous improvement.

7. Monitoring and Evaluation

The City of London's commitment to excellence is grounded in a strong framework of monitoring, evaluation, and improvement.

Oversight of the Corporate Parenting Strategy



This includes:

Performance Data and Dashboards:

- Quarterly dashboards reviewed by the Safeguarding and SEND Sub-Committee, Achieving Excellence Board (AEB), and senior leadership.
- KPIs include home stability, NEET rates, education attainment, and health assessment compliance (e.g., 100% of children in care health checks completed on time as of March 2025).

Qualitative Feedback:

- Annual surveys with children in care, care leavers, and families.
- For 2024-25, 34 of 39 practice reviews (87 %) were rated Good or Outstanding and 5 (13 %) Required Improvement; none were Inadequate. Most practice reviews are conducted externally through Aidhour.

Participation and Impact Evaluation:

- The Children in Care Council held 25 events in 2024–25, informing policy, training, and pledges, with outputs tracked via a “You Said, We Did” mechanism.
- Monthly NEET and attendance tracking by a multi-agency panel supported targeted interventions, including online tuition and enrichment programmes.

External Assurance and Audit:

- Ofsted rated the City of London Corporation’s Children and Families Service work as “Outstanding” in September 2024.

- Biannual Joint Safeguarding Scrutiny with City of London Police.
- Include external auditors

Continuous Learning:

- A new quality assurance framework was launched in 2024 with monthly practice reviews and enhanced moderation.
- An updated practice review template now includes anti-racist practice and child voice evaluation.

This integrated approach ensures both accountability and a real-time response to emerging challenges and lived experiences.

Engagement with Children and Young People

- We actively involve the Children in Care Council in evaluating success. Their feedback is captured and acted upon through mechanisms like our "You Said, We Did" dashboards.
- Participation in care planning and decision-making is monitored to ensure children and young people have meaningful influence on their care and future.

Transition Outcomes

- We monitor housing stability, employment, and access to education and training for care leavers.
- Annual surveys gather care leavers' satisfaction with the support provided during their transition to adulthood, including key areas like housing, health, and financial independence.

Governance and Accountability

- Quarterly performance reports are submitted to the Safeguarding and SEND sub-committee and Community and Children's Services Committee. This provides Members with a regular opportunity to monitor progress, hold services to account, and advocate for continuous improvement.
- These include updates on home stability, educational outcomes, health assessments, and feedback from young people.

Continuous Improvement

- The strategy is reviewed annually, informed by performance data and lived experience.

- New targets and actions are shaped by gaps identified in delivery and the emerging needs of children and care leavers.

Together, these tools ensure that our Corporate Parenting Strategy remains responsive, inclusive, and focused on outcomes that matter most. An annual review will be published and co-produced with the Children in Care Council.

8. Appendices

- **Appendix A:** Performance Metrics and Targets Table
- **Appendix B:** Corporate Parenting Legislation Summary
- **Appendix C:** [Introduction to the Children in Care Council](#)
- **Appendix D:** Care Leaver Local Offer

APPENDIX A: Performance Metrics and Targets Table

Lead	Metric Area	Indicator	Target / Benchmark
Home Panel	Home Stability	% of homes lasting more than 12 months	85% by 2026
Child in Care Health Services	Health and Dental Checks	Timely completion of health and dental assessments for children in care (based on specific practice requirements in guidance).	95% compliance
Child in Care Health Services, Care Providers & Commissioning Team	Health Access	# of children in care registered with a GP and dentist	100%
Virtual School	Education (children in care)	# SMART Personal Education Plans in place	100%
Virtual School	Education (Care Leavers)	% in Education, Employment or Training (EET)	70%

Corporation Apprenticeships Team	Apprenticeships	% of internal apprenticeships reserved for care leavers	Minimum 10%
Participation Officer	Children in Care Council Participation	# of Children in Care Council meetings per year	Minimum 6, with co-chairing of Board sessions
Head of Safeguarding & Quality Assurance	Feedback Implementation	# of "You Said, We Did" responses tracked	100%
Head of Safeguarding & Quality Assurance and Head of Children's Social Care and Early Help	Independent Reviews	% of external reviews rated outstanding/excellent	80% Outstanding or Good
Commissioning, Housing Services and Head of Children's Social Care and Early Help	Housing Stability	% of care leavers in suitable accommodation	100%
Head of Children's Social Care and Early Help, Virtual School, Commissioned Care Providers and Housing	Transition Preparation	Access to life skills, tenancy, digital literacy	Universal provision
Head of Children's Social Care and Early Help, Head of Safeguarding & Quality Assurance, Head of Virtual School	Governance Reporting	Performance reporting to Corporate Parenting Board & Committee	Quarterly
Head of Safeguarding & Quality Assurance	Safeguarding Scrutiny	Joint safeguarding scrutiny with City of London Police	Biannual events
Head of Safeguarding & Quality Assurance and Commissioning	QA Oversight	# of senior leader QA visits to care providers	6 visits annually (minimum)

Head of Children's Social Care and Early Help	Transition Oversight	# of senior management review of care leavers' transition plans age 23+	Target dependent on # of care leavers per year. Embedded in Pathway Plan audit cycle
Participation Officer	Children in Care Council Engagement Reach	# of children in care and care leavers aware of and in receipt of communications about Cicc and other events.	100%

CITY OF LONDON CORPORATE PARENTING STRATEGY 2025–2028

For Children in Care & Care Leavers

WHAT IS CORPORATE PARENTING

When you're in care, the City of London Corporation acts like your parent.

That means we:

- Keep you safe and cared for.
- Support your health, education & wellbeing.
- Help you stay connected to the people who matter to you.
- Prepare you for independence.
- Listen to your voice and act on it.

It's more than just a law – it's a promise to be there for you.

WHY DOES IT MATTER

.....

- We're a small community, so you get personalised support.
- Ofsted rated our service Outstanding (2024).
- You've told us that consistent, caring social workers make the biggest difference.

• Our vision: for every young person in care or leaving care to feel safe, valued, and supported.

HOW WE HEARD YOUR VIEWS

We asked you through the Annual Coram Voice Survey (2025) and Children in Care Council.

Here's what you said:

- ✓ Happy with your homes.
- ✓ Know how to get health support.
- ✓ The Virtual School is helpful.
- ⚠ Housing can sometimes feel temporary.
- ⚠ Emotional wellbeing needs more focus.
- ⚠ Barriers like disability, money & internet access can get in the way.

WE'VE LISTENED – AND WE'RE ACTING.

Our Priorities (2025–2028)

Homes

- Safe, supportive, long-term homes.
- Housing for care leavers that feels stable and positive.

Health & Wellbeing

- GP and dentist checks for all.
- More mental health and wellbeing support.
- Interpreters and advocates for new arrivals.

Your Voice

- Children in Care Council meets at least 6 times a year.
- “You Said, We Did” to show real changes.
- More ways to share your views (WhatsApp, email, creative projects).

Independence

- Life skills training (budgeting, tenancy, cooking, digital skills).
- Priority housing for care leavers.
- Support continues after 18 – and even beyond 25 if needed.

Education, Training & Jobs

- Strong education plans for every child in care.
- 10% of City apprenticeships saved for care leavers.
- More tuition, enrichment & job support.

HOW YOU CAN GET INVOLVED

WE WANT TO HEAR FROM YOU AS YOUR VOICE SHAPES OUR SERVICES!

✉ PARTICIPATION TEAM EMAIL:

PARTICIPATION@CITYOFLONDON.GOV.UK

📱 JOIN THE CHILDREN IN CARE COUNCIL TO SHARE IDEAS AND MAKE CHANGE HAPPEN.

Corporate Parenting in the City of London

Annual Report – April 2024 to September 2025

Safeguarding Sub-Committee, October 2025

1. Introduction and context

- 1.1. This annual report updates on the City of London Corporation's (the City Corporation) role as a corporate parent and the outcomes achieved for children in our care between April 2024 and September 2025. It aligns with the Families in the City Self Evaluation Framework (SEF), follows the 2023/24 Annual Report and sits alongside the Corporate Parenting Strategy 2025–2028.
- 1.2. The City Corporation continues to be a corporate parent to children in its care aged 0 to 18 who cannot safely remain with their families, including unaccompanied asylum-seeking children (UASC), children with disabilities, and those who have experienced abuse or neglect. Our responsibilities extend into adulthood, ensuring care leavers have the support they need to transition to independence.
- 1.3. Children's Social Care and Early Help Services were inspected by Ofsted in September 2024 under the ILACS framework and judged 'Outstanding' overall, including 'Outstanding' for Children in Care and Care Leavers. Inspectors praised the City Corporation's personalised approach, manageable caseloads, and culture of ambition and care. This reflects the commitment embedded in our Corporate Parenting Strategy 2025–2028, which strengthens our focus on equity, lifelong support, and participation.

2. The children in our care

- 2.1. At the end of July 2025, the City Corporation was supporting:
 - 4 children in care
 - 47 care leavers
- 2.2. Between September 2024 and August 2025, 22 children came into care, including 14 Unaccompanied Asylum-Seeking Children (UASC). Not all these children remained in our care due to the National Transfer Scheme (NTS). At the

end of July 2025, for the first time in several years, all children in care were City of London residents rather than UASC, reflecting the impact of the NTS.

- 2.3. There were no adoptions or private fostering cases in this period, and no children in contact with youth justice services.

3. Corporate Parenting Board (Safeguarding Sub-Committee)

- 3.1. The Safeguarding and SEND Sub-Committee continues to act as the City Corporation's Corporate Parenting Board, meeting four times a year to oversee outcomes for children in care and care leavers. Between April 2024 and September 2025, the Sub-Committee received reports on:
- The Care Leaver Offer (including lifelong offer)
 - Unregulated placement commissioning
 - Independent Reviewing Officer (IRO) Annual Report
 - Virtual School Annual Report
- 3.2. Members have also received enhanced training in corporate parenting and scrutiny, strengthening their role as champions for children and young people.

4. Achievements in 2024–25

- 4.1. During this reporting period, a number of significant achievements were made:
- Launch of the lifelong Care Leaver Offer, extending entitlements beyond age 25, including access to ongoing advice, financial guidance, tenancy support, and community connections beyond statutory entitlement.
 - Virtual School restructure to expand support capacity from January 2025, increasing dedicated staff for post-16 support, improving oversight of apprenticeships and training pathways, and strengthening early intervention to address attendance and attainment issues.

5. Corporate Parenting Strategy 2025–2028

- 5.1. The Corporate Parenting Strategy 2025–2028 sets out a renewed vision: that children in care and care leavers are safe, happy, healthy, ambitious, and feel a sense of belonging. It emphasises lifelong support, anti-racist practice, and tackling disproportionality. Key priorities include strengthening the Care Leaver Offer and expanding participation.

5.2. The strategy has been directly shaped by the voices of children in care and care leavers:

- Feedback from the Coram Voice Annual Survey 2025 highlighted both strengths (100% of children in care were happy with their accommodation; 81% of care leavers felt supported by their social worker) and challenges (such as barriers to education, feelings of social isolation, and concerns about accommodation stability).
- A City care leaver reviewed the draft strategy and commented that it “feels personal and caring” and shows “our voices have impact.”
- A young person-friendly version has been produced to ensure accessibility and transparency.

5.3. The strategy sets five strategic priorities:

- i. **Home Stability** – ensuring safe, secure accommodation.
- ii. **Health and Wellbeing** – trauma-informed, culturally responsive support.
- iii. **Education, Employment, and Training** – removing barriers to achievement.
- iv. **Voice of Children and Young People** – ensuring meaningful participation and influence.
- v. **Transition to Independence** – preparing for and supporting independence into adulthood.

5.4. These priorities reflect a "you said, we did" approach, ensuring that feedback from children and young people has directly informed planned actions. Implementation will be monitored quarterly by this Sub-Committee.

6. Children in Care Council (CiCC)

6.1. The CiCC continues to be central to participation. During 2024/25 and 2025/26, activity included:

- A new monthly supper club, co-designed with young people, to reduce isolation and celebrate cultural and religious occasions such as Eid and Christmas.
- 11 supper clubs held, alongside theatre trips, sports activities, and a football tournament involving Virtual Schools across London.

- Translation of materials into Arabic and production of explanatory videos, supporting inclusion for UASC and care leavers with English as a second language.
- Attendance at pan-London events including the Shining Stars celebration, where City of London young people were recognised.

Young people told us:

“The CiCC is always there for us, from day one of coming into care. You help us and take us out to do fun things. We have nice memories with you.” (City care leaver, 2025 Coram survey).

7. Health and wellbeing

7.1. Children in care continue to receive timely health assessments. As of July 2025:

- 100% of initial health checks completed
- 86% of annual health checks up to date
- 100% of dental checks completed

7.2. All children in care had up-to-date immunisations or were in the process of completing booster programmes. No children were recorded with substance misuse concerns.

7.3. The City continues to use the Healthy Smiles referral route to secure NHS dental care, with private provision funded where mental health was affected by dental needs.

8. Safeguarding our children

8.1. All children in care and care leavers are allocated a qualified social worker. At the end of Q1 2025/26, no children were missing from placements.

Ofsted (Nov 2024) noted:

“Children who are in the care of the City of London receive an outstanding service that significantly improves their life experiences.”

8.2. The City Corporation continues to work closely with the Police through scrutiny of protection notices and the refreshed MACE forum to respond to risks of exploitation and youth violence where these affect children in care and care leavers.

9. Education and employment

- 9.1. The Virtual School supported 47 care leavers and 9 children in care (EY–KS5) during 2024/25. Attendance for children in care was: Autumn 94%, Spring 79% (reflecting reduced attendance for one child), Summer 91%. Reception–Y11 attendance for children in care was 99%.
- 9.2. Enrichment included forest school, oracy projects, apprenticeships, and London Careers Festival sessions. Four apprentices joined the virtual school through a partnership with Partnership for Young London and Adult Education and Skills.

One care leaver shared:

“I enjoyed doing the business admin for the holiday programme. It was rewarding seeing the children enjoy themselves and all the parents were super positive.”
(Virtual School apprentice, 2025)

10. Case planning and permanency

- 10.1. 100% of pathway plans for children in care and care leavers were completed within statutory timescales. Permanency planning remains strong, with oversight by senior management.

11. Independent Reviewing Officer (IRO) service

- 11.1. The IRO conducted 24 reviews in 2024/25, with 100% held within statutory timescales. Children are supported to attend their reviews, and the hybrid model continues based on their preferences. The IRO service has contributed to improvements in statutory care plans and extra tuition access.

12. Accommodation

- 12.1. At July 2025, 47 care leavers were supported, all but one in suitable accommodation (one young person on remand in prison, with support continuing).
- 12.2. The Sufficiency Strategy 2024–27 guides placement commissioning through the commissioning alliance CarePlace portal. The City Corporation places all children out of borough (as there are no placements within the City of London

boundaries), with the majority within 20 miles of the Square Mile. All reviews of commissioned placements include young people's voices.

12.3. A new non-payment of rent policy introduced in March 2025 supports care leavers to practice sustaining tenancies. This aligns with the Strategy priority on preparing young people for independence.

13. Areas of development and priorities for the year ahead

13.1. The Corporate Parenting Strategy 2025–2028 sets the direction for the next three years. Priorities include:

- Strengthening the Care Leaver Offer, including tenancy readiness and lifelong support.
- Tackling disproportionality in outcomes for children in care and care leavers, ensuring equity for young people with disabilities, UASC, and those from minoritised backgrounds. This priority is informed by the broader disproportionality audit across children's services, with relevant findings applied to Children in Care and care leavers.
- Expanding participation and ensuring the CiCC continues to grow.
- Reducing NEET numbers through a trauma-informed approach.
- Embedding the quality assurance framework and maintaining outstanding practice.

13.2. This quote, taken from Ofsted's 2024 ILACS inspection report, was included by inspectors to illustrate the strength of relationships and support offered to care leavers in the City of London. It reinforces the Outstanding judgment and the importance of sustaining this culture of care as we move forward.

As Ofsted reported in 2024:

"Care leavers experience consistent, secure and stable relationships with workers, who talk about them with affection and care, and help them to make progress and achieve their ambitions." (Ofsted ILACS, 2024)

Report – City Remembrancer

Measures introduced into Parliament which may have an effect on the work and services provided by the City Corporation.

To be presented on Friday, 12th December 2025

*To the Right Honourable The Lady Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

Act

Renters' Rights Act 2025

Changes the law about rented homes, including provision abolishing fixed term assured tenancies and assured shorthold tenancies; imposing obligations on landlords and others in relation to rented homes and temporary and supported accommodation.

Royal Assent

27 October 2025

Statutory Instruments

The Charities Act 2022 (Commencement No. 4 and Saving Provision) Regulations 2025

Follows recommendations made by the Law Commission of England and Wales as to technical improvements that could be made to charity law. Provides a new power for charity trustees to make small ex gratia payments where there is a moral obligation to do so, but no legal power to do so. This power is exercisable without the need to seek authorisation from the Charity Commission, court or Attorney General where the legal tests are met. The maximum amount for an ex gratia payment made under the new powers is set by reference to the gross annual income of the charity in the previous financial year. Applies to many national institutions, including the Board of Governors of the Museum of London.

In Force

27 November
2025

The Private International Law (Implementation of Agreements) Act 2020 (Extension of Operative Period) Regulations 2025

Extends for 5 years the existing arrangements for the implementation of international agreements where domestic legislation is required to ensure compliance with the terms of the agreement. Typical circumstances where this arrangement will apply include where states agree to apply the same public international law rules to ensure reciprocal treatment, avoid parallel legal proceedings and conflicting decisions for private litigants, and establish streamlined cross-border co-operation.

13 December
2025

The Financial Services and Markets Act 2000 (Regulated Activities) (Amendment) Order 2025

This Order is one of the outputs of the Wholesale Markets Review. It gives the Financial Conduct Authority (FCA) a rule-making power to set the criteria that firms must use to determine whether they can trade in commodity derivatives and emissions allowances (including derivatives of those instruments) without having to be authorised as an investment firm by the FCA. Introduces a flexibility for the FCA to exclude firms from the scope of regulation where trading falls below a specific monetary value.

Partly on 10
December 2025
and on 1 January
2027.

The Trade Act 2021 (Power to Implement International Trade Agreements) (Extension to Expiry) Regulations 2025

Relates to the power to implement International Trade Agreements that the UK signed. The original power, contained in the Trade Act, will expire. These Regulations extend for 5 years the duration of the existing powers implementing an international trade agreement to which the United Kingdom is a signatory and the European Union and other parties were signatories before the United Kingdom left the European Union. These Regulations relates to areas including the protection of human, animal or plant life or health; animal welfare; environmental protection; employment and labour; data protection and the protection of children and vulnerable adults online.

30 December
2025

The text of the measure and the explanatory notes may be obtained from the Remembrancer's Office.

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

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

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of the Local Government Act 1972.

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