



Community & Children's Services Committee

Date: THURSDAY, 19 JUNE 2025
Time: 2.00 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

Joanna Tufuo Abeyie	Laura Jørgensen
Munsur Ali	Helen Ladele
Matthew Bell	Alderman Tim Levene
Leyla Boulton	Charles Edward Lord, OBE JP
Simon Burrows,	Alderman Christopher Makin
Lesley Cole	Sophia Mooney, Queenhithe
Deputy Anne Corbett	Leyla Ostovar
Aaron Anthony Jose Hasan D'Souza	Jason Pritchard
Deputy Helen Fentimen OBE JP (Chair)	Deputy Nighat Qureishi
Deputy John Fletcher	Beverley Ryan
Dawn Frampton	Sushil Saluja, Coleman Street
Sarah Gillinson	Stuart Thompson
Steve Goodman OBE (Deputy Chair)	Deputy James Thomson CBE
Deputy Christopher Hayward	Mark Wheatley
Amy Horscroft, Cordwainer	Deputy Ceri Wilkins
Sandra Jenner, Aldersgate	David Williams
Shravan Joshi MBE	Philip Woodhouse

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These for information items have been collated into a supplementary agenda pack and circulated separately.

Part 1 - Public Reports

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the previous Committee meeting held on 30th April 2025.

For Decision
(Pages 9 - 18)

4. ***PUBLIC OUTSTANDING ACTIONS**

Members are asked to note the outstanding actions report.

For Information

5. **CORPORATION CHILDCARE POLICY AND FAMILY SERVICE ARRANGEMENTS**

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

For Decision
(Pages 19 - 56)

6. **TERMS OF REFERENCE OF THE HOUSING MANAGEMENT AND ALMSHOUSES SUB-COMMITTEE & OTHER APPOINTMENTS**

Report of the Town Clerk.

For Decision
(Pages 57 - 62)

7. **RESOLUTION FROM THE CORPORATE SERVICES COMMITTEE TO THE COMMUNITY AND CHILDREN'S SERVICES COMMITTEE**

To receive a resolution from the Corporate Services Committee.

For Decision
(Pages 63 - 82)

8. **RESOLUTION TO THE FINANCE COMMITTEE FROM THE COMMUNITY AND CHILDREN'S SERVICES COMMITTEE**

To request a resolution to the Finance Committee.

For Decision
(Pages 83 - 84)

9. **DEPARTMENT OF COMMUNITY & CHILDREN'S SERVICES**

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

For Decision
(Pages 85 - 102)

10. **HOUSING INVESTMENT PROGRAMME**

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

For Discussion
(Pages 103 - 108)

11. ***GOLDEN LANE LEISURE CENTRE MANAGEMENT OPTIONS**

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

For Information

12. ***SCHOOL ADMISSIONS UPDATE**

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

For Information

13. ***FAMILIES IN THE CITY UPDATE**

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

For Information

14. ***REVENUE OUTTURN 2024/25 – COMMUNITY AND CHILDREN’S SERVICES COMMITTEE (CITY FUND)**

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

For Information

15. ***HOUSING REVENUE ACCOUNT - OUTTURN 2023/24**

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

For Information

16. ***DCCS DEPARTMENTAL RISK UPDATE**

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

For Information

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

To receive updates from Sub-Committees, Allocated Members and Portfolio Holders.

For Information

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

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

20. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Reports

21. NON-PUBLIC MINUTES

To agree the non-public minutes of the previous Committee meeting held on the 30th April 2025.

For Decision
(Pages 109 - 114)

22. *NON-PUBLIC OUTSTANDING ACTIONS

Members are asked to note the outstanding actions report.

For Information

23. *NON-PUBLIC APPENDIX

Non-Public Appendix to be received in conjunction with item 10.

For Information

24. SUMMER BUILDINGS

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

For Decision
(Pages 115 - 138)

25. GOLDEN LANE LEISURE CENTRE (GLLC) REFURBISHMENT

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

For Decision
(Pages 139 - 260)

26. ISLEDEN HOUSE INFILL PROJECT

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

For Decision
(Pages 261 - 274)

27. **HRA COMMERCIAL PROPERTY – ASSET MANAGEMENT STRATEGY, DEBT POSITION, PROGRESS AGAINST ARREARS RECOVERY AND VACANT UNITS**

Joint report of the Executive Director, Community & Children's Services and The City Surveyor.

For Decision
(Pages 275 - 290)

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

Report of the Town Clerk.

For Information

29. ***YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**

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

For Information

30. ***SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND**

Report of the City Surveyor.

For Information

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

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

Part 3 - Confidential Reports

33. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on the 30th April 2025.

For Decision

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COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Wednesday, 30 April 2025

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Wednesday, 30 April 2025 at 2.00 pm

Present

Members:

Joanna Tufuo Abeyie
Matthew Bell
Leyla Boulton
Simon Burrows
Lesley Cole
Deputy Anne Corbett
Deputy Helen Fentimen OBE JP
(Chairman)
Sarah Gillinson
Steve Goodman OBE
Sandra Jenner
Shravan Joshi MBE
Lara Jørgensen

Helen Ladele
Charles Edward Lord, OBE JP
Alderman Christopher Makin
Sophia Mooney
Leyla Ostovar
Deputy Nighat Qureishi
Beverley Ryan
Sushil Saluja
Stuart Thompson
Deputy James Thomson CBE
Deputy Ceri Wilkins
Philip Woodhouse

Online

Members:

Dawn Frampton
Jason Pritchard

Officers:

Deborah Bell	- Community & Children's Services Department
Peta Caine	- Community & Children's Services Department
Kevin Colville	- Comptroller & City Solicitor's
Simon Cribbens	- Community & Children's Services Department
Liane Coopey	- Community & Children's Services Department
Hannah Dobbin	- Community & Children's Services Department
David Downing	- Community & Children's Services Department
Dean Elsworth	- Community & Children's Services Department
Judith Finlay	- Executive Director, Community & Children's Services
Philippe Greaves	- Community & Children's Services Department
Michael Gwyther-Jones	- Community & Children's Services Department
Kirstie Hilton	- Community & Children's Services Department
Mark Jarvis	- Community & Children's Services Department
Michael Kettle	- Chamberlain's Department
Greg Knight	- Community & Children's Services Department
Rachel Levy	- Community & Children's Services Department
Chris Lovitt	- Community & Children's Services Department
Mark Lowman	- Community & Children's Services Department

Scott Myers	- City Surveyors
Will Norman	- Community & Children's Services Department
Chris Pelham	- Community & Children's Services Department
Debby Rigby	- Community & Children's Services Department
Alice Rogers	- Community & Children's Services Department
Dan Sanders	- Community & Children's Services Department
Chris Spicer	- Community & Children's Services Department
Blair Stringman	- City Surveyor's Department
Chandni Tanna	- Town Clerk's Department
Ellie Ward	- Communications & External Affairs
	- Community & Children's Services Department

1. **APOLOGIES**

Apologies for absence were received by Alderman Levene, Deputy Christopher Hayward, Deputy John Fletcher, Munsur Ali, Dawn Frampton, Jason Pritchard, Mark Wheatley and David Williams.

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

There was one declaration from Sandra Jenner who declared that in relation to information pertaining to CQC, their sister has a senior role at the organisation.

3. ***ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received a report of the Town Clerk concerning the Order of the Court of Common Council.

RESOLVED – That, the Order be received.

4. **ELECTION OF CHAIR**

The Committee elected a Chair in accordance with Standing Order 28.

RESOLVED – That, Helen Fentiman OBE JP, being the only Member indicating their willingness to serve, was elected Chair of the Community and Children's Services Committee for the Civic Year 2025/26.

5. **ELECTION OF DEPUTY CHAIR**

The Committee elected a Deputy Chair in accordance with Standing Order 29.

RESOLVED – That, Steve Goodman OBE, being the only Member indicating their willingness to serve, was elected Deputy Chair for the Civic Year 2025/26.

6. **MINUTES**

RESOLVED – That, the public and non-public summary of the minutes of the meeting held on 16 January 2025 be agreed as a correct record, subject to the spelling of Beverley Ryan's name on pages 7 and 8.

7. ***PUBLIC OUTSTANDING ACTIONS**

The Committee received the outstanding actions report.

RESOLVED – That, the report be noted.

8. ***REPORT OF ACTION TAKEN BETWEEN MEETING UNDER URGENCY PROCEDURES**

The Committee received a report of the Town Clerk concerning a report of action taken in accordance with urgency procedures.

RESOLVED – That, the report be noted.

9. **APPOINTMENTS TO SUB-COMMITTEES, PORTFOLIOS AND ALLOCATED MEMBERS**

The Committee considered a report of the Town Clerk concerning appointments to various sub-committees and other appointments.

The Chair noted that the Health and Wellbeing Board appointment would be brought back to the next meeting.

Members also noted that the appointment of Members to the various Housing Estates would be discussed at the next meeting of the Housing Management and Almshouses Sub-Committee and thereafter, confirmed at the next meeting of the Community and Children's Services Committee.

RESOLVED – That Members,

- a) Agree the composition and Terms of Reference of The Housing Management and Almshouses Sub Committee and Allocated Members to the City's Housing Estates as set out in the report and Appendix 1:
 - Charles Edward Lord
 - Deputy John Fletcher
 - Deputy James Thomson
 - Sandra Jenner
 - Deputy Ceri Wilkins
 - Anne Corbett
 - Philip Woodhouse
 - Sarah Gillinson
 - Leyla Boulton
- b) Agree the composition and Terms of Reference of The Safeguarding & Special Educational Needs Sub-Committee as set out in Appendix 2:
 - Sushil Saluja
 - Deputy Ceri Wilkins
 - Sophia Mooney
 - Deputy Anne Corbett
 - Stuart Thompson
 - Vacancy
 - i. Members unanimously agreed to advertise the remaining vacancy to the wider Court of Common Council to co-opt a Member.
- c) Agree the composition and Terms of Reference of The Homelessness and Rough Sleeping Sub Committee as set out in Appendix 3:

- Helen Ladele
 - Shravan Joshi
 - Dawn Frampton
 - Sophia Mooney
 - Sarah Gillinson
 - Mark Wheatley
- d) In accordance with Standing Order 26 (2), elect the following Members as Chair's for the following Sub-Committees for the Civic Year 2025/25:
- i. Steve Goodman OBE - Housing Management and Almshouses Sub-Committee
 - ii. Helen Fentimen OBE JP - Safeguarding & Special Educational Needs Sub-Committee
 - iii. Mark Wheatley - Homelessness & Rough Sleeping Sub-Committee
- e) Appoint The Chair and Deputy Chair of the Community and Children's Services Committee, together with three Deputies, to the Integrated Care Sub Committee (of the City and Hackney Place-based Partnership) set out in Appendix 4 & 6:
- Sarah Gillinson
 - Vacancy
 - Vacancy
- f) Appoint the following Members to the various Lead Portfolios set out in Appendix 5:
- i. Vacancy – Adult and Children Safeguarding
 - ii. Deputy Ceri Wilkins – Young People
 - iii. Deputy Anne Corbett
- g) Appoint Helen Fentimen OBE JP to The Education Board
- h) Appoint Philip Woodhouse to The Projects & Procurement Sub-Committee
- i) Appoint Deputy Anne Corbett to the Equality, Diversity & Inclusion Sub-Committee
- j) Appoint The Chair and Deputy Chair of the Community and Children's Services Committee to the Crime and Disorder Scrutiny Committee
10. **ADULT SOCIAL CARE STRATEGY 2025-29**
- The Committee considered a report of the Executive Director, Community and Children's Services concerning the City of London Corporation's draft Adult Social Care Strategy 2025-29.

Officers highlighted that the strategy was supported by a self-evaluation framework included in the information pack, which provides a comprehensive overview of adult social care services. The strategy complements other existing strategies on unpaid carers, SEND, and homelessness, and is built around a

strengths-based, person-centred approach. It emphasises workforce development, strong partnerships with health and community sectors, and ensuring a diverse range of care options. Members were also pointed to the action plan for Year 1 and noted the importance of ongoing service development plans. Officers acknowledged the limited response to the public consultation but emphasised alternative engagement methods, such as a Healthwatch patient panel and a new advisory group launching soon.

A Member raised concerns about the placement of 24 residents in residential care, particularly the 12 of working age. They asked for details on their locations, opportunities for work or volunteering, and plans to reintegrate them into the community. In response, Officers explained that placements are often made near family or in preferred locations like coastal areas. They noted that opportunities for working-age individuals depend on individual assessments and that some are under Deprivation of Liberty Safeguards, which restrict movement for safety reasons.

A further question was asked about the education and training for staff, particularly around mental health and anti-racism. Officers responded that the City of London Corporation has a dedicated Principal Social Worker who leads development initiatives, including secondments with other councils and legal training through Edge Training. They confirmed that anti-racist practice standards are in place and that mental health services are commissioned through the East London Foundation Trust. The City provides flexible support for individuals with mental health needs, including direct payments and tailored care arrangements.

A Member raised the issue of how major regeneration projects, such as those at Golden Lane Estate, might impact vulnerable adults. The Executive Director of Community and Children's Services assured Members that joint planning between housing and social care teams is underway to ensure appropriate support for affected residents.

A Member asked whether the strategy was resilient enough to handle the projected increase in demand, particularly among those over 65. Officers explained that while the older population is growing, the City's high life expectancy and current service capacity—such as home care and reablement—are sufficient to meet anticipated needs. The strategy is supported by a market sustainability plan that is regularly reviewed.

Members praised the strategy's values and rigour and asked about the voluntary sector's capacity to support the strategy. Officers acknowledged the sector's importance and noted funding sources like the Community Infrastructure Levy and Better Care Fund. They also mentioned a recent grant to Hackney CVS to help build resilience in the voluntary sector. Additionally, Officers clarified that while the market sustainability plan focuses on placements, it does not directly assess voluntary sector capacity.

A Member asked what was new in the strategy, noting that many elements seemed standard. Officers responded that while many approaches, such as the

strengths-based model, are not new, the strategy reflects a commitment to continuous improvement and adaptation to evolving case law and safeguarding reviews.

The Chair concluded by emphasising the strategy's importance and highlighted the significance of integrated health and care arrangements with Hackney and the potential impact of NHS changes. They also encouraged the inclusion of more specific, measurable performance indicators in future reports.

RESOLVED – That Members, approve the draft Adult Social Care Strategy 2025-29 set out in the revised Appendix 1 in the late supplementary pack of the report.

11. ***ADULT SOCIAL CARE SELF-EVALUATION FRAMEWORK 2024**

The Committee received a report of the Executive Director, Community and Children's Services concerning the Adult Social Care Self-Evaluation Framework (SEF) 2024.

RESOLVED – That, the report be noted.

12. ***STANDING ADVISORY COUNCIL FOR RELIGIOUS EDUCATION (SACRE) & THE AGREED SYLLABUS CONFERENCE (ASC)**

The Committee received a report of the Executive Director, Community and Children's Services concerning the Standing Advisory Council for Religious Education (SACRE) and The Agreed Syllabus Conference (ASC).

RESOLVED – That, the report be noted.

13. ***GOLDEN LANE LEISURE CENTRE REFURBISHMENT UPDATE**

The Committee received a report of the Executive Director, Community and Children's Services concerning a progress update on the refurbishment of Golden Lane Leisure Centre.

RESOLVED – That, the report be noted.

14. ***GOLDEN LANE ESTATE UPDATE BRIEFING - MAJOR WORKS AND ASSOCIATED ISSUES**

The Committee received a report of the Executive Director, Community and Children's Services concerning an update on the Golden Lane Estate, Major Works and Associated Issues.

Officers explained that the report aims to provide a comprehensive background on the Golden Lane estate and the current challenges, as it represents a significant area of ongoing work. They specifically requested attention be drawn to the winter measures section, which acknowledges the impact of project delays on both tenants and leaseholders. In response, it was noted that the team is collaborating with the Residents' Association to develop a winter measures plan to be implemented before the upcoming winter. This initiative builds on previous efforts and is supported by additional resources. A follow-up report with proposals for decision will be presented at the June committee meeting, serving as an early heads-up for Members.

RESOLVED – That, the report be noted.

15. UPDATES FROM SUB COMMITTEES, ALLOCATED MEMBERS AND PORTFOLIO HOLDERS

The Committee received an update concerning Middlesex Street.

RESOLVED – That, the report be noted.

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

A question was raised by a Member referencing concerns brought to them by the Vicar of the Church on the Avondale Estate in Southwark. The issue involved a basketball court on the estate that has remained locked since the COVID pandemic, with tree roots now pushing up the concrete—cited as the reason for its continued closure. The Member emphasised the importance of reopening the court for the children in the area and noted they had contacted the Executive Director, and Chair during the recess period. In response, it was confirmed that Officers would be visiting the Estate the following week, with this matter high on their agenda. If reopening the current court proves unfeasible, officers committed to identifying an alternative, equally accessible space for young people.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business.

18. EXCLUSION OF THE PUBLIC

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

19. NON-PUBLIC MINUTES

RESOLVED – That, the non-public minutes of the meeting held on the 16th January 2025 be agreed as a correct record.

20. *NON-PUBLIC OUTSTANDING ACTIONS

The Committee received the non-public outstanding actions report.

RESOLVED – That, the report be noted.

21. *REPORT OF ACTION TAKEN BETWEEN MEETING UNDER URGENCY PROCEDURES

The Committee received a report of action taken in accordance with urgency procedures.

RESOLVED – That, the report be noted.

22. GOLDEN LANE ESTATE INVESTMENT PROGRAMME (PHASE 1: CRESCENT HOUSE)

The Committee considered a report of Executive Director, Community and Children's Services related to Phase 1 of major Works Investment Programme across the entire Golden Lane Estate.

23. **GOLDEN LANE ESTATE INVESTMENT PROGRAMME (PHASE 2: ALL BLOCKS EXCLUDING CRESCENT HOUSE)**

The Committee considered a report of the Executive Director, Community and Children's Services related to Phase 2 of major Works Investment Programme across the entire Golden Lane Estate.

24. **COLLINSON COURT NEW HOMES**

The Committee considered a report of the Executive Director, Community and Children's Services related to a planning process to develop a design for new homes at Collinson Court.

25. **YORK WAY ESTATE OFFICE RESIDENTIAL CONVERSION**

The Committee considered a report of the Executive Director, Community and Children's Services related to redevelopment of the York Way Estate.

26. **GREAT ARTHUR HOUSE INVESTMENT WORKS – WINDOW REPAIR/REFURBISHMENT, ADDITIONAL VENTILATION, INTERNAL COMMUNAL REDECORATIONS, FIRE SAFETY AND ELECTRICAL COMPLIANCE**

The Committee considered a report of the Executive Director, Community and Children's Services related to repair and refurbishment works at Great Arthur House.

27. **BLACK RAVEN COURT - CITY OF LONDON PRIMARY ACADEMY ISLINGTON (COLPAI)**

The Committee considered a report of the Executive Director, Community and Children's Services related to ensuring regulatory compliance of building integrity and longevity and Black Raven Court.

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

There were no questions.

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

There was no urgent business.

30. **PROPOSED ORGANISATIONAL RESTRUCTURE OF THE MAJOR WORKS TEAM (HRA), DCCS**

The Committee considered a report of the Executive Director, Community and Children's Services related to a proposed organisational restructure of the Major Works Team.

The meeting ended at 3.43 pm

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

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City of London Corporation Committee Report

Committee: Community and Children's Services Committee	Dated: 19/06/2025
Subject: Childcare Policy	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes 	Diverse engaged communities. Providing excellent services.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£ N/A
What is the source of Funding?	Section 106 funding and City Fund
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Judith Finlay Executive Director of Community and Children's Services
Report author:	Dr Deborah Bell Strategic Director of Education and Skills

Summary

On 16th January 2025, Community and Children's Services Committee approved an extension to the subsidy of 0-2 childcare delivered by The Aldgate School until 31st August 2026. The background to this decision is set out below.

Members have requested a Childcare Policy be brought to this committee, following engagement with families and stakeholders to seek their views on local arrangements. The proposed draft policy aligns with the key principles of City financial support which follows individual children and families and seeks equity for all City residents.

Recommendations

Members are asked to:

- Note the findings of the 0-2 childcare consultation March – May 2025 in Appendix Two
- Approve the Childcare Policy in Appendix One
- Approve that the £174,000 funding of 0-2 childcare at The Aldgate School continues for a further year until August 2027.
- Note the commitment to work with The Aldgate School to secure a financially viable future model for childcare delivery.

Main Report

Background

1. The provision of and access to childcare - any form of care for a child, including education or any other supervised activity – is vital to the wellbeing and development of the child, and to supporting the wellbeing and economic prosperity of families.
2. The cost of childcare is a significant barrier to uptake – especially to low-income families. Many low-income parents struggle to meet childcare costs which make up an ever-increasing proportion of families' net income. High costs can lead parents (especially mothers) to reduce hours or exit the workforce - impacting both gender equality and household finances.
3. The provision of support to access childcare for families aligns with and supports the City Corporation's Early Help offer (services aimed at preventing the escalation of needs or risk). Additionally, Early Years (universal services aimed at improving outcomes for all children) and our support for those children and young people with special educational needs and disability (SEND).
4. The approach also delivers the commitments to the City Corporation's Corporate Plan to improve our public services and progress social inclusion and social mobility for all.
5. The City Corporation is subject to several statutory duties (set out in the Childcare Act 2006) in relation to Children's services and the provision of childcare. They include a duty to:
 - provide sufficient children's centres to meet local need;
 - Duty to secure sufficient childcare for working parents that are resident in its area;
 - Duty to provide prescribed early years provision free of charge;
 - Duty to consider whether early childhood services should be provided through a children's centre.
6. The Corporation also has the power to assist (including providing financial assistance) providers of childcare.
7. Most inner London local authorities do not fund subsidised 0-2 childcare for their universal 0-4 population. The exceptions to this are Islington Council (which

provides subsidised childcare for its resident population, on a graded scale based on household income) and the London Borough of Hackney (which had been seeking to withdraw this provision and close some children centre services, but has paused following legal challenge relating to its consultation).

8. The delivery of Children's Centre and universal services had been supported by a Service Level Agreement (SLA) with The Aldgate School of £456k per annum. To fulfil its statutory duty the City of London Corporation (City Corporation) must, so far as is reasonably practicable, include arrangements for sufficient provision of Children's Centres to meet local need. 'Local need' is defined as the need of parents and prospective parents and young children in the local authority's area – the Square Mile¹.
9. A 'Children's Centre' is a place, or a group of places which is managed by or on behalf of, or under arrangements made with, an English local authority, with a view to securing that early childhood services in their area are made available in an integrated manner, through which each of the early childhood services is made available, and at which activities for young children are provided, whether by way of early years provision or otherwise².
10. 'Early childhood services' are defined as early years provision; the social services functions of the local authority, so far as relating to young children, parents or prospective parents; health services relating to young children, parents or prospective parents; the provision, under arrangements made under section 2 of the Employment and Training Act 1973 (relates to assisting persons to select, train for and retain employment) of assistance to parents or prospective parents and the provision of information to parents and prospective parents in relation to the provision of childcare, services and facilities in the area³.
11. In considering reform to the delivery to the City Corporation's Children's Centre model it is identified that £165k per annum of the funding made available under the SLA supports the delivery of 0-2 childcare at The Aldgate School.

Current Position

12. The City Corporation supports access to childcare through two approaches.
13. The Childcare Accessibility Scheme provides funded hours of childcare to eligible households. Eligibility is limited to families who live in the City of London and is based on either household income, or (regardless of income) the assessment of relevant professionals that a child (or household member) has additional needs that would benefit from accessing childcare.

¹Section 5A Childcare Act 2006.

² Section 5A Childcare Act 2006

³ Section 2 Childcare Act 200.

14. The Scheme is provided through funds gained from Section 106 (planning obligation) monies generated from a development in Bishopsgate which rendered one childcare provider being displaced from their location. The funding of just over £400,000 is non-recurrent – and its use since 2016 has reduced it to £224,000.
15. The City Corporation also provides direct funding to The Aldgate School – as set out - of which £165k per annum has supported and subsidises the cost of childcare delivered at this setting. The funding has provided access to childcare at a rate below a full cost recovery price. It has supported the delivery of a highly valued and high-quality provider.
16. Through the use of this funding for the setting, the beneficiaries of The Aldgate School childcare offer include households living in the London Borough of Tower Hamlets, those who work in the City and live elsewhere, and those who live in the City whose household income level would exclude them from the Childcare Accessibility Scheme.
17. The financial support to The Aldgate School has been subject to a Service Level Agreement for the Children's Centre services that comes to an end on 31st August 2025.
18. Members of this Committee approved in March 2024 a new model for Children's Centre service delivery. The new model will expand the venues from which such services will be delivered to increase accessibility and opportunity across the Square Mile. A consequence of this change sees the removal of the element of the overall funding that supports 0-2 childcare provision at The Aldgate School from September 2025. The implications of such a funding withdrawal would increase fees to those accessing childcare and possible changes to delivery.
19. In recognition that the provision at The Aldgate School is a valued resource and relied upon by parents in the City and Tower Hamlets, that the loss of funding in the timescale proposed would lead to disruption to the School and families using the provision, Members decided to continue funding for the delivery of 0-2 childcare for a further year (ending August 2026). This would allow consultation on the City Corporation's future strategic and policy direction – including alternative models – for the provision of childcare.
20. An agreement by Members was reached in January 2025 to provide The Aldgate School with City Corporation funding subsidy of £174,000 for the year 2025-26 to continue its 0-2 childcare delivery.
21. The City Corporation does not provide direct funding to other childcare settings in the Square Mile. Childcare providers across the City (five plus a workplace nursery) and beyond (including a provider 0.3 miles to the east of The Aldgate School) have access to revenue streams of DfE funding and parents' fees from which to deliver their childcare services.

22. The consideration of future policy direction comes at a time when the government is increasing access to funded childcare for children aged at least nine months from September 2025. While very welcome, the impact of this change will take some time to assess. Beyond just measuring demand, there is a significant chance that the funding the City Corporation receives to implement this policy, will fall short of the full cost of securing the provision.

Consultation and engagement with stakeholders

23. Stakeholder consultation activity was undertaken in the period 24 March - 2 May 2025. Stakeholder views were gained through a survey and two in-person drop-in events held at The Aldgate School and Golden Lane Community Centre. A summary of the findings is provided in Appendix 2.

24. There were 151 responses to the online consultation survey within the consultation period:

- 85 respondents were City of London residents
- 38 respondents access 0-2 childcare in the City of London
- 4 respondents access 0-2 childcare outside of the City of London
- 53 responders said that they may access childcare in the City of London in the next five years, 2025-2030
- 56 respondents currently do not access 0-2 childcare

25. Of those respondents accessing childcare in the City of London, 34 of the 38 access childcare at The Aldgate School.

26. Location, quality and cost are the most important features for families selecting childcare. In considering quality, staffing and outdoor space were key factors. There was also strong support for continued funding to be given to The Aldgate School to deliver childcare from that setting.

27. In considering options the City Corporation proposed for future childcare delivery respondents ranked the following and the three most important:

- i. keep the subsidy for 0-2 childcare provision at The Aldgate School as it is, for City of London residents and non-residents. 75% of respondents ranked this first
- ii. change the subsidy to The Aldgate School for childcare provision so that there are different levels of subsidy for City residents and non-City residents. 50% of respondents ranked this second
- iii. change the subsidy to The Aldgate School for childcare provision so that it is only for City of London residents 36% of respondents ranked this third

Options

Provider subsidy

28. Commercial providers of childcare derive income through access to revenue streams of DfE funding and fees from parents. Local authority funding to a provider may ensure provision where there is no viable market, or where it reduces the fees payable to those accessing the childcare.
29. The City Corporation's funding of The Aldgate School is a provider subsidy model. The funding secures lower cost childcare for all those accessing the provision. It helps sustain a highly valued and popular provision that delivers in an area in which there are higher rates of deprivation. This model is administratively straightforward and therefore without additional delivery cost.
30. However, this model provides some policy challenges. The funding provided by the City Corporation provides subsidy to households who may live in Tower Hamlets, or who may be high earning (or both). This could potentially be mitigated by limiting access to families resident in the City, but to do so would break a connection with the community that is not defined by local authority boundaries.
31. Officers could engage the London Borough of Tower Hamlets to seek funding for their resident households to fund the gap between the subsidised cost and actual cost. However, this would have wide implications for that authority if it were to set a precedent for all settings accessed by its households.
32. The City Corporation only directly funds this childcare setting. It does not fund settings that may be closer to other concentrations of residents. To secure greater equality a provider subsidy led policy would need to consider whether similar funding should be given to other settings – whether public or private. There would need to be a consistency in the use and benefits of such subsidy across settings – whether restricted to City resident families or providing a benefit to all accessing the provision. Given the significant pressures on City Fund budgets, such an approach is unlikely to be financially sustainable or sufficiently targeted to meet greatest needs.
33. The removal of funding from The Aldgate School would inevitably lead to increased fee costs and could see the potential closure of the school's provision.
34. The current agreement of continued delivery until August 2026 costs £174,000 per annum. It is funded from departmental resources that have delivered wider Children's Centre services. The retention of this budget to fund delivery at The Aldgate School prevents its use to fund enhanced and additional children centre services throughout the City (the Family Hub offer).

Family subsidy

35. Subsidy to access childcare can be targeted directly at eligible families to provide reduced cost or free childcare. This can be seen as more effective use of scarce resources by delivering a range of social policy benefits for more socially and economically disadvantaged households.
36. The City Childcare Accessibility Scheme provides funded childcare that compensates for the limitations of government funded schemes. It is allocated based on individual household eligibility – primarily household income, but also additional disadvantage – ensuring it is targeted at higher levels of need or disadvantage.
37. The Scheme is not limited to settings in the Square Mile – providing greater choice and flexibility.
38. The current maximum household income for recipients of the Childcare Accessibility Scheme is £55,000 per annum. There is no tapering of offer once this income is exceeded, which may act as a disincentive to increase household income.
39. Means testing benefits – if made too complex or subject to frequent reassessment - can be challenging. Eligible claimants may be deterred by complex eligibility criteria, by lack of awareness or because the benefits of such a scheme are unclear. As such as family focussed subsidy should be kept simple to understand and administer.
40. The funding supporting the Childcare Accessibility Scheme is a finite (see below) and limited resource. As such any changes should be set for a period – suggest to conclude at the end of the 2028/29 financial year – so that future funding can be reviewed. Should increased demand exhaust the available funding in that period, the department would have to meet that amount from local budget resources.

Proposals

41. In setting a proposed policy, the views of stakeholders (summarised above) must also be carefully weighed against statutory duties on, and wider corporate and social objectives of, the City Corporation.
42. In addition to statutory requirements relating to childcare, the City Corporation is also subject to the Public Sector Equality Duty and regulatory expectations in relation to the rational and fair use of public money. The City Corporation's Equality Objectives 2024-2029 set an objective for 'Accessible and Excellent services', noting that consideration of equity, equality, diversity, and inclusion is integral in the design, development, implementation, and evaluation of our

services. The City Corporation also committed through its Corporate Plan and other strategies to progressing social mobility and social inclusion.

43. Those accessing childcare at The Aldgate School – or those who may wish to in the future – strongly support continued funding by the City Corporation to reduce the fees that it charges and to ensure this valued and quality provision continues.
44. The proposed policy, however, signals a changed emphasis whereby funding is targeted to support greatest needs to access a choice of settings – moving from an approach that funds one setting to benefit all families able to access that provision.
45. A draft childcare policy is appended. The approach focusses delivery on the Childcare Accessibility Scheme. Its development and delivery is underpinned by the principles of fairness, equality of opportunity, reducing health inequalities and enhancing choice – recognising the constraints of the public purse, in targeting those families on lower incomes. We have also considered the consultation responses during the process of policy development.
46. It is proposed that the upper household income threshold of eligible households is increased to £60,000 per annum, with the maximum savings cap being £16,000. These thresholds reflect government thresholds for income to receive universal untaxed Child Benefit and Universal Credit savings threshold.
47. The targeting of subsidy to households will continue through the provision of funded childcare hours. This remains administratively consistent and allows for a review of the impact in changes in government funded childcare provision to be assessed.
48. It is also proposed that City Corporation extend funding to The Aldgate School until 31st August 2027 in order to:
 - i. For officers to continue to work with the school to explore the viability of The Aldgate School continuing to provide subsidised 0 to 2 childcare from September 2027
 - ii. Where The Aldgate School is unwilling or unable to continue delivery, it provides greater time for parents to consider alternative provision
 - iii. Allow for a realistic review period of the impact of Department for Education's Free Early Education Entitlement
49. Funding for the City Childcare Accessibility Scheme is from Section 106 funds. Section 106 is a planning obligation between a Local Authority and a property owner to mitigate the impact of a development on the local community and infrastructure. From 2011 to 2016 funding secured commissioned places from three City located nurseries and Children's Centres at Golden Lane Children's Centre (in London Borough of Islington) and The Aldgate School. From 2016 the funding has delivered the City Childcare Accessibility Scheme.

50. In 2016, the total amount of Section 106 money available for subsidised childcare through the City Childcare Accessibility Scheme was £401,158.80. At current spend and including interest generated from the original amount, the balance of the Sec. 106 monies used for the City Childcare Accessibility Scheme is £258,876.69. Once drawdown for 24/25 is enacted, the balance will be £223,773.45.
51. The proposed eligibility changes for the Childcare Accessibility Scheme will increase demand. However, it is thought likely by officers that the Scheme's funding will last for approximately four years, even with increased uptake. Members will be invited to decide whether to sustain the local benefit from City local risk budgets, or alternative sources to be determined.
52. The enhanced City Childcare Accessibility Scheme intends to promote the benefits of early years learning as well as childcare for all children in the City, regardless of where they live and economic disadvantage. The policy has a positive impact on those with 'protected characteristics' (see appended Equalities Impact Assessment).
53. It is proposed that the revised scheme is in place for three educational years – commencing in September 2025 until August 2028. However, the changed eligibility criteria can be applied immediately on approval while the Scheme's materials are amended and a communication and promotion plan put in place.

Key risks

54. The following risks should be noted.
55. The withdrawal of City Corporation funding to The Aldgate School beyond September 2027 may result in the school opting to close this childcare provision. The timescale ahead of that allows for The Aldgate School to review its business model to identify income and efficiency opportunities. The City Corporation is committed to working with the school to help ensure lower income families living in the City continue to have access to this quality provision.
56. The Section 106 resources that fund the City Childcare Accessibility Scheme may be exhausted sooner than estimated. The department will underwrite this risk for the duration of the agreed policy. At a future point, alternative funding would need to be sought, and there remains a risk that City budgets (predicted to be under very significant pressure in future years) will be unable to provide for the scheme.

Corporate & Strategic Implications

Strategic implications

57. This aligns with the Corporate Plan 2024-9 and the Community and Children's Services business plan 2025.

58. Providing Excellent Services: Supporting people to live healthy, independent lives, and achieve their ambitions, is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.

59. Diverse Engaged Communities: Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.

Financial implications

60. Services are delivered in the context of limited public funding and significant pressures on budgets. The City Corporation is required to seek best value in the use of its local authority resources and target them at those most in need.

Resource implications

61. The revised scheme is aimed at increasing demand and take up by lower income families. The administration of this will be absorbed within existing officer resources.

Legal implications

62. There is no statutory duty on the Corporation to provide subsidised childcare. The policy under consideration by Members is discretionary and has been prepared following consultation and stakeholder engagement and aims to ensure equity of support for individual children and families in the City through greater availability of subsidised childcare. Meaningful consultation, detailed policy analysis (including due consideration of the consultation outcome/responses) and a reasonable and justifiable policy position all reduce the likelihood of a successful public law challenge (judicial review) before the Courts.

63. The terms of the Exit Agreement to formally close down the current SLA, and a new SLA for the 0-2 Childcare provision are currently being agreed with the Governing Body of The Aldgate School. Any VAT implications for the new SLA have been considered in consultation with the City's VAT Officer.

Risk implications

64. Covered in the report.

Equalities implications

65. All children and young people, regardless of their special educational needs or disabilities, will be part of a community where they can learn, achieve and participate in activities with other children and young people, and will be prepared to have a fulfilled adult life. An Equality Impact Assessment of the policy has been prepared. Mitigations are not required as the Equality Impact Assessment does not show any negative impact of the proposed Childcare Policy. Members are asked to consider the Equalities Impact Assessment at Appendix 3. The requirements of the Equalities Act 2010 have been adhered to.

Climate implications

66. None.

Security implications

67. None.

Conclusion

68. Members are invited to approve the City of London Corporation Childcare Policy in Appendix 1 which reflects Members wishes and aspirations to support individual children and families resident in the City when accessing their choice of childcare at more affordable rates, informed by residents and stakeholders (through the consultation exercise), whilst being equitable and affordable in the medium term (3-5 years). It also reflects the value that Members place in the childcare provision delivered by The Aldgate School in sustaining financial support for a further 26 months until 31st August 2027, to allow for further work to be delivered in managing their running costs.

Appendices

Appendix One	City of London Corporation Childcare Policy 2025
Appendix Two	Results of 0-2 childcare in the City arrangements stakeholder consultation March-May 2025.
Appendix Three	Equalities Impact Assessment
Appendix Four	City demographic data

Background Papers

- 11 March 2024 - Community and Children's Services: City of London Children's Centre Services – Review
- 11 November 2024 - Community and Children's Services: City of London Children's Centre Services – Update Report

- 16 January 2025 – Community and Children’s Services: Children’s Centre Services and 0-2 childcare arrangements

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Introduction

Access to affordable, high-quality childcare supports the wellbeing and development of children and is essential to enabling parents and carers to work and to promoting economic stability.

The cost of childcare is a significant barrier – especially to low-income families. Many low-income parents struggle to meet childcare costs which make up an ever-increasing proportion of families' net income. High costs can lead parents (especially mothers) to reduce hours or exit the workforce - impacting both gender equality and household finances.

The City of London Corporation is committed to ensuring there is a sustainable supply of childcare provision in the Square Mile to meet the range of needs and demand for places, and to enable households on lower incomes to secure quality childcare that is accessible and affordable.

This commitment echoes that of the government – in recognising the vital role of affordable childcare to the wellbeing of children and families – but goes further in its support of families living in the Square Mile – particularly in the support of childcare provision for children aged 0-2 years. In doing so it helps those for whom additional childcare costs (and the limitations of government support) are a barrier to full time or additional working hours

Its delivery aligns with and supports the City Corporation's Early Help offer (services aimed at preventing the escalation of needs or risk). Early Years (universal services aimed at improving outcomes for all children) and our support for those children and young people with special educational needs and disability (SEND) support our commitment that children have the best start in life.

The policy also delivers the commitments in the City Corporation's Corporate Plan. This is by improving our public services and progressing social inclusion and social mobility for all. Its development and delivery are underpinned by the principles of fairness, equality of opportunity, reducing health inequalities and enhancing choice – recognising the constraints of the public purse, in targeting those families on a lower income.

The City of London is small in area. For some in our community, services – including childcare – that are closest to them may sit across our borders. Where we can enable access to such services we will. The City's childcare providers offer high quality services to those who live in the City, and to those who live in neighbouring authorities – contributing to their vibrancy and viability. However, the City Corporation – in line with its statutory duties and local authority capacity – should remain focused on delivery to the needs of its resident families, particularly those with greater needs.

The City Corporation's Childcare Accessibility Scheme will support access to 0-2 childcare, reflecting individual households' needs and circumstances to secure its commitments to families, young people and its wider corporate aims.

City of London Childcare support

1. Principles, duration and review

This policy seeks to support lower income families living in the City of London to access affordable, high-quality childcare supports.

Its principles seek to secure a fairer, more accessible and more equitable approach, and increase choice for City families.

This will be delivered through the Childcare Accessibility Scheme. However, changes to government policy and funding may require changes to delivery to ensure to continue to meet the principles set out.

The policy will be in place until 31 March 2029.

The policy will be subject to annual review to ensure the eligibility criteria remain relevant and in line with wider factors such as wage inflation.

2. City of London Childcare Accessibility Scheme

The City of London Childcare Accessibility Scheme aims to support resident families to access childcare. The purpose of childcare settings is to support children's early development and empower parents to make positive changes to their lives through work, training or family support.

The scheme works by providing funded childcare hours to eligible households. The scheme targets lower income households, and, additionally, children (regardless of household income) who have been identified as having additional needs – or where family members have such needs – and would benefit from an early education place.

The Scheme adds to the support provided to families by government (see below). In doing so it provides for eligible families who need more than the 15 or thirty hours of funded childcare provided, and for more than the limit of 38 weeks.

3. Scope - City of London Childcare Accessibility Scheme

Childcare: In England, the legal definition of childcare in terms of age is outlined in the Childcare Act 2006 and is defined as Early years provision referring to childcare for a young child, being a child from birth up to the 1st of September following their fifth birthday. Childcare is 'any form of care for a child, including education or any other supervised activity'. For the purposes of this policy, providers must be registered with Ofsted.

Beneficiaries: This policy is aimed at families who are resident within the City of London

Children: Children are described as from 3 months old to statutory school age (the term after a child's 5th birthday).

Lower income households: Households whose household income is £60,000 per annum or less (subject to review over the application of this policy)

Children with additional needs: Those identified by professional services, such as the Children's Social Care, Early Help and Early Years team.

4. Eligibility

Families are eligible for funded childcare if they meet any of the following criteria:

- Eligibility is for families with a household income of £60,000 p.a. net or less and savings not exceeding £16,000. * (Greater London average is £44,370 p.a. Inner London average is £64,100 p.a (ONS Annual Survey of Hours and Earnings (ASHE)).
- A member or members of the family is/are supported by a professional or charitable organisation delivering services to the family over and above universal health and education services.
- Children have additional or special educational needs and/or disabilities, not supported by an Education, Health & Care Plan (EHCP).
- For families eligible for the Department for Education's Free Early Education Entitlement funding for 9 months old upwards from September 2025. City Childcare Accessibility Scheme funding may be applied for if more than 38 weeks childcare per year is required.

5. Application Process

- Families must complete an application form and provide proof of income and savings.
- Applications will be reviewed by the Education and Early Years team at the City of London Corporation, and families will be notified of their eligibility status within 30 days.
EEYServices@cityoflondon.gov.uk

6. Funded provision

- The City of London Childcare Accessibility Scheme will provide between 12 additional hours per week to 15 additional hours per week based on the needs of the child and requirements of the family.

7. Approved Childcare Providers

- Funded childcare must be provided by OFSTED registered providers. Therefore, providers must meet safeguarding, quality and health and safety standards and participate in ongoing quality improvement activity.
- Childcare providers delivering hours funded by the Childcare Accessibility Scheme must accept the City of London Corporation's contract for the Scheme.
- Providers *need not* be located in the City of London.

8. Payment Process

- City Childcare Accessibility Scheme funding will be paid directly to the childcare provider on behalf of the eligible family.
- Families must report any changes in income, savings or childcare arrangements to the Education and Early Years team City of London Corporation within 10 days of change of circumstance. Any subsequent overpayments will initiate recovery processes by the City of London Corporation.

9. Termination of funded hours

- City Childcare Accessibility Scheme funding may be terminated if a family no longer meets eligibility criteria, fails to report changes, or provides false information. Recovery of overpayment will be pursued by the City of London Corporation if failure to report or false information submitted is the cause of overpayment.
- Families will be given a 30-day notice before the termination of City of London Corporation funded childcare benefits.

10. Childcare Policy evaluation

- The City Corporation's Childcare Policy will be evaluated annually to assess its effectiveness and identify areas for improvement. This will be brought to the City of London Corporation's Community and Children's Services Committee for scrutiny.
- Feedback from families and providers will be collected to ensure the policy meets the needs of the community.

11. Sufficiency of childcare

Local authorities are encouraged to focus on increasing the capacity and sustainability of childcare providers in disadvantaged areas. This includes ensuring there are enough places for the least advantaged 0–2-year-olds to receive childcare. The supply and availability of childcare can change as providers enter and leave the market. The City of London Corporation produces a Childcare Sufficiency Assessment biannually to be satisfied that there is sufficient quality childcare provision available for the resident population. The Assessment can be found [here](#).

Government childcare support

11. Overview

Local authorities in the UK provide funded childcare to support families through the Department for Education's Free Early Education Entitlement. In the City of London, 100% of Department for Education funding is passed through by the Corporation to childcare providers on behalf of eligible families.

12. Early Years Entitlements for families:

- **15 hours** of free childcare per week for eligible working parents of children from 9 months up to 2 years old, which will be extended to **30 hours** from September 2025.
- **15 hours** of free childcare per week for eligible working parents of 2-year-old children, also extending to **30 hours** from September 2025.
- **15 hours** of free childcare per week for families of 2-year-olds receiving additional support.
- **Universal 15 hours** of free childcare per week for all 3 and 4-year-olds.
- An additional **15 hours** for working parents of 3 and 4-year-olds
- Eligibility is based on personal circumstances which can be found here [Check you're eligible for free childcare if you're working - GOV.UK](#)

13. Additional Funding available to 0-2 providers:

- **Disability Access Fund (DAF)** for eligible children accessing early years entitlements and in receipt of Disability Living Allowance.
- **Early Years Pupil Premium (EYPP)** for eligible children, including children who are looked-after accessing early years entitlements.

- **Early Years Inclusion Fund** for additional staff or equipment to meet children's needs when an EHCP is not in place.

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Appendix 2

0-2 childcare policy Engagement and consultation summary

Introduction

1. This paper sets out the engagement and consultation that took place for the proposed City of London Corporation 0-2 childcare policy.
2. A six-week public consultation on 0-2 childcare was carried out. This included an online survey (hard copies were also made available) and two drop-in sessions to allow residents and interested people to share their views in-person.

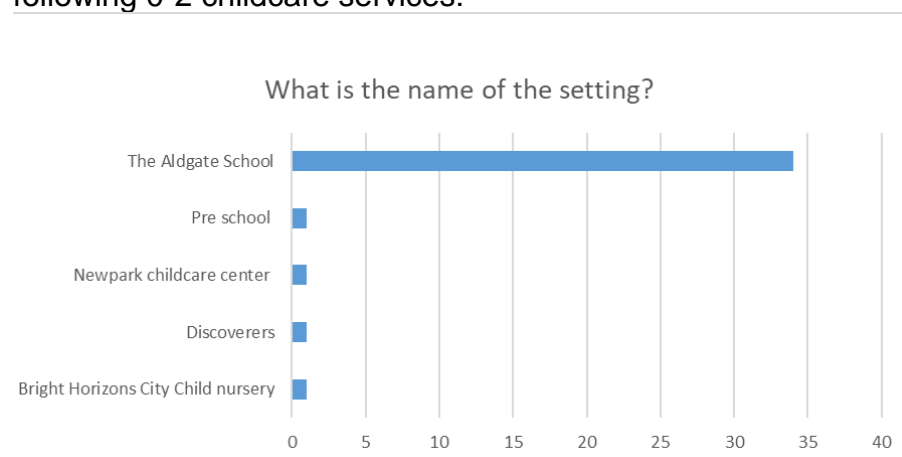
Public consultation

3. We wanted to know what is important to residents and other stakeholders to help inform the development of a 0-2 childcare policy. A survey was created to achieve this which included options for the 0-2 childcare policy from September 2026. A public consultation period was undertaken to gather feedback from parents and carers accessing or planning to access 0-2 childcare in the City of London, professionals who work in childcare or related settings in the City of London and other interested stakeholders including elected Members.
4. The consultation was open for six weeks (24 March to 2 May 2025). Six weeks was considered to be proportionate for this consultation.
5. The consultation information was sent by email directly to:
 - The Aldgate School
 - the Portal Trust (via The Aldgate School)
 - 0-2 childcare settings in the City of London
 - the City Parent Carer Forum
 - the City of London and Barbican parent carer networks, and the City of London women's network via the parent carer one
6. The consultation was promoted through:
 - the City Corporation website
 - the Family Information Service website – news page and 'What's On' page – and weekly on social media channels
 - City Living, our resident newsletter
 - posters in Golden Lane and Portsoken Community Centres
 - posters and newsletters by our estate offices
 - Healthwatch City of London newsletter

7. Hard copies of the survey were placed in the three City of London libraries and the Neaman Practice (the City of London's only GP surgery) but no responses were collected.
8. Hard copies were also available at The Aldgate School and nine completed surveys were received.
9. Translations of the consultation were offered but none were requested.
10. Two in-person events were held during the consultation period, one at The Aldgate School and one at the Sir Ralph Perring Centre on Golden Lane estate.

Online survey response data

11. There were 151 responses to the online consultation survey within the consultation period. Within this (respondents could tick multiple boxes if appropriate):
 - 85 respondents were City of London residents
 - 38 respondents access 0-2 childcare in the City of London
 - 4 respondents access 0-2 childcare outside of the City of London
 - 53 responders said that they may access childcare in the City of London in the next five years, 2025-2030
 - 56 respondents currently do not access 0-2 childcare
12. Those who access 0-2 childcare were asked to name the setting that they used. Respondents who access 0-2 childcare within the City of London named the following 0-2 childcare services:

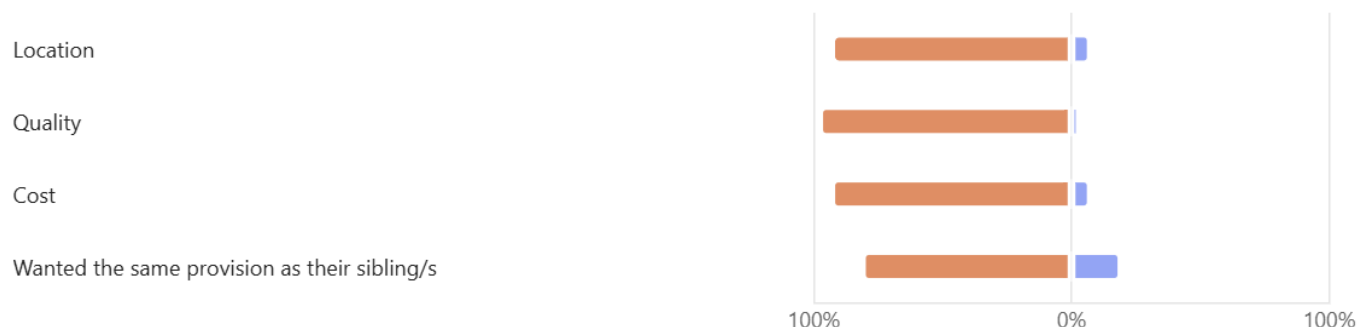


Four respondents said that they access 0-2 childcare settings outside of the City of London. They gave the following answers:

- Popcorn Nursery
- Wandsworth Day Nursery
- Childminder
- Unspecified nursery

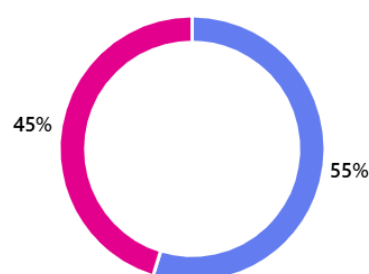
13. Question: What was important to you when you selected 0-2 childcare provision?

● Yes, this was important to me ● No, this wasn't important to me



14. Question: Is there anything else that was important to you?

● Yes 23
● No 19



15. The 23 respondents that answered yes that there was something else important to them when selecting 0-2 childcare provision, were asked to share what that was. The points raised covered:

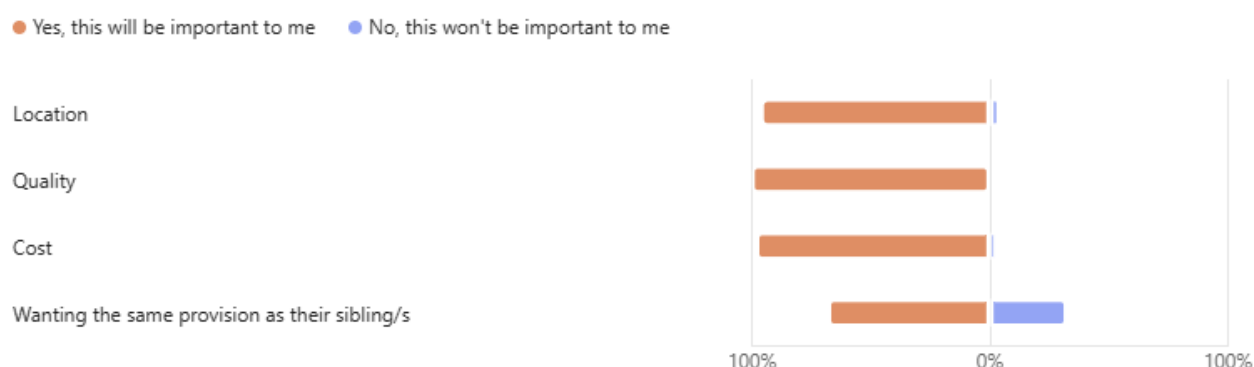
- ease of accessibility
- the subsidy for users of The Aldgate School

Other things that were mentioned, but not directly related to the 0-2 childcare policy included:

- community feel
- quality outdoor space
- continuity of nursery into school
- inter-age interaction



16. The 53 respondents that said that they may access 0-2 childcare in the next five years, 2025-2030 were asked: What do you think will be important to you when choosing this? The answers were as follows:



17. The respondents that said that they may access 0-2 childcare in the next five years, 2025-2030 were also asked: Is there anything else that you think will be important to you? The results are shown below:



18. The 21 respondents that answered yes that there was something else that may be important to them when selecting 0-2 childcare provision, were asked to share what that was. The points raised covered:

- the subsidy for users of The Aldgate School
- accessibility

Other things that were mentioned, but not directly related to the 0-2 childcare policy include:

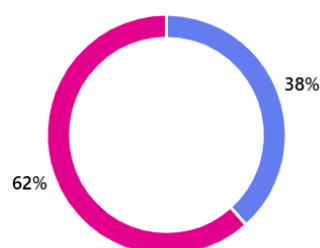
- quality of staff
- outdoor space
- care provision close to workplace
- special educational needs and disabilities (SEND) provision

19. Question: We have developed some options for 0-2 childcare in the City of London from September 2026. Please rank the options so that the one you would most like to see as part of a 0-2 Childcare Policy is at the top. The results were:

1. keep the subsidy for 0-2 childcare provision at The Aldgate School as it is, for City of London residents and non-residents. 75% of respondents ranked this first
2. change the subsidy to The Aldgate School for childcare provision so that there are different levels of subsidy for City residents and non-City residents. 50% of respondents ranked this second
3. change the subsidy to The Aldgate School for childcare provision so that it is only for City of London residents 36% of respondents ranked this third
4. explore a combination of a subsidy to The Aldgate School 0-2 childcare provision and a review of the City Childcare Accessibility Scheme. 36% of respondents ranked this fourth
5. review the City Childcare Accessibility Scheme eligibility criteria so more families can access it and remove the subsidy to The Aldgate School. 54% of respondents ranked this fifth
6. remove the subsidy for childcare provision at The Aldgate School and the City Childcare Accessibility Scheme. 87% of respondents ranked this sixth

20. Question: Is there anything you'd like to share about why you picked your top option?

● Yes 58
● No 93



21. From those who answered yes, the reasonings for their top options were:

- keeping the continuity of a system 'that isn't broken'
- no other subsidised options in the City
- need for accessible childcare to all

One respondent raised that the implications of the options that remove the subsidy weren't shared.

Other things that were mentioned, but not directly related to the 0-2 childcare policy include:

- convenience of dropping off children of different ages.
- ease for City workers



22. Question: If the City Corporation subsidises childcare provision for resident families through the City Childcare Accessibility Scheme from September 2026, what criteria should we use? Please rank in order of preference so that the most important to you is at the top. The respondents' rankings are below:

1. family income. 50% of respondents ranked this first
2. additional needs of child. 34% of respondents ranked this second
3. additional needs of parents/carers. 37% of respondents ranked this third

23. Respondents were asked: Is there anything else you think we should consider as eligibility criteria for subsidised childcare provision?

- yes - 27 respondents
- no - 124 respondents

Those who responded yes, there is something else we should consider as eligibility criteria for subsidised childcare provision, gave the following suggestions:

- access for City of London employees
- number of children
- siblings in the school
- single parent status
- socio-economic backgrounds
- NHS worker schemes

24. Question: Is there anything else you'd like to tell us about your thoughts on any future City Corporation 0-2 Childcare Policy? Do you have any comments, positively or negatively, about the impact of any potential change on your family?

- yes - 45
- no - 106

Those who responded yes expressed the following thoughts and comments:

- consult with those who most need the service
- the City Corporation's 0-2 childcare policy needs to guarantee continuity
- the 0-2 childcare provision is vital supporting families and workers

Hard copies from The Aldgate School

25. Nine hard copies were collected by The Aldgate School and passed to the City Corporation.

26. One respondent seeks a lease between the freeholder of the school and the City Corporation for the use of the space at the school for 0-2 childcare. This is a matter for the Governing Body and the freeholder as the Governing Body is responsible for all aspects of the school's management and services delivery, being a Voluntary Aided school.

27. The following results of the survey is based on the other eight responses.

28. Of the 8 respondents:

- two access 0-2 childcare in the City of London
- one accesses 0-2 childcare outside of the City of London
- two may access 0-2 childcare in the City of London in the next five years 2025-2030
- two currently do not access 0-2 childcare.
- one respondent left this section blank.

29. Both participants that access 0-2 childcare in the City of London use The Aldgate School. The respondent who accesses 0-2 childcare outside of the City of London did not disclose the setting they use.

30. Question: If you do access 0-2 childcare, what was the important to you when you selected your provision?

- Five respondents ticked the boxes for location, quality and cost. Four respondents ticked the box for wanting the same provision as their sibling/s.
- Note: one respondent that filled out this question earlier stated that they do not currently access 0-2 childcare, and one accesses 0-2 childcare outside of the City of London.

31. When asked if there was anything else that was important to them when selecting their provision, participants responded with views around:

- the quality of staff
- the quality of service
- affordable childcare

32. Question: If you said that you may access 0-2 childcare in the next five years, 2025-2030, what do you think will be important to you when choosing this?

- Five participants ticked boxes for location, quality and cost. Four respondents ticked the box for wanting the same provision as their sibling/s.

- Note: three participants that filled out this question earlier stated that they either access childcare within the City of London, outside of the City of London and or do not access 0-2 childcare provision.

33. Question: We have developed some options for 0-2 childcare in the City of London from September 2026. Please rank the options so that the one you would most like to see as part of a 0-2 Childcare Policy is at the top. The results were:

1. keep the subsidy for 0-2 childcare provision at The Aldgate School as it is, for City of London residents and non-residents. 100% of respondents ranked this first
2. explore a combination of a subsidy to The Aldgate School 0-2 childcare provision and a review of the City Childcare Accessibility Scheme. 87% of respondents ranked this as second
3. change the subsidy to The Aldgate School for childcare provision so that there are different levels of subsidy for City residents and non-City residents. 75% of respondents ranked this third
4. review the City Childcare Accessibility Scheme eligibility criteria so more families can access it and remove the subsidy to The Aldgate School. 50% of respondents ranked this as fourth
5. change the subsidy to The Aldgate School for childcare provision so that it is only for City of London residents. 62% ranked this as fifth
6. remove the subsidy for childcare provision at The Aldgate School and the City Childcare Accessibility Scheme. 100% of respondents ranked this sixth

34. Question: If the City Corporation subsidises childcare provision for resident families through the City Childcare Accessibility Scheme from September 2026, what criteria show we use? Please rank the options 1-3 where 1 is most important to you:

1. family income. 87% ranked this first.
2. additional needs of the parents/carers. 50% ranked this second. 50% ranked this third.
3. additional needs of child. 50% ranked this second. 50% ranked this third.

35. No comments were left when participants were asked about anything else we should consider as eligibility criteria for subsidised childcare provision.

36. No comments were left when participants were asked if there was anything else they would like to tell us about their thoughts on any future City Corporation 0-2 Childcare Policy.

Drop-in sessions

37. 10 parents and carers attended the drop-in session at The Aldgate School and 3 at the session on the Golden Lane Estate. Some of the participants disclosed that they had also completed the online consultation survey, therefore duplication of responses should be considered here.

38. Views shared at the two drop-in sessions have been summarised and themed below.

39. A key theme was around subsidy and affordability. Responses highlighted the following:

- the financial support was viewed as a meaningful way to assist families, with a response noting that subsidy for a short-term period, for example two years, per child would be reasonable and not a long-term financial commitment for the City
- one respondent shared their belief that subsidies represent a relatively small cost compared to other City of London Corporation expenditures.
- one respondent raised concerns regarding the transparency and clarity in communicating the details of the subsidy programme. Comments pointed to a need for better circulation of information to ensure that all stakeholders fully understand.
- one respondent shared that they thought the subsidy should only be for City of London residents
- there was a strong desire among three respondents to retain the subsidies for childcare. Parents and carers recognised that the financial assistance plays a pivotal role in making high-quality childcare facilities accessible to families, fostering inclusivity and alleviating financial strain

40. Another key theme that emerged was around accessibility and the commute. Responses highlighted the following:

- feedback emphasised that the location and ease of access are critical considerations for childcare, particularly for families that are balancing childcare with other responsibilities
- proximity to the services emerged as a key theme, with respondents generally agreeing that the time it took to access the service was reasonable and worthwhile when considering the quality of the service. Different methods of accessing the service such as by foot or public transport was highlighted as an advantage for childcare facilities like The Aldgate School, especially for residents of areas such as the Golden Lane Estate
- Limited mobility was raised by one attendee as an issue in accessing childcare
- 6 in-person respondents shared that they would agree to a fee increase or means-tested subsidy to access 0-2 childcare at The Aldgate School.

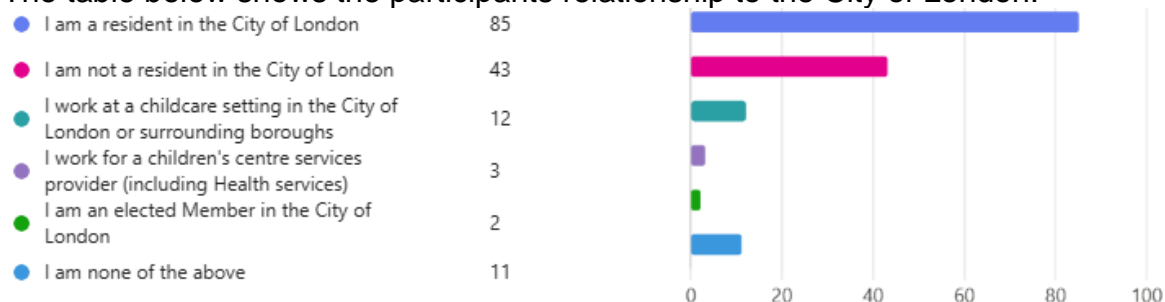
41. Other notable views that are not directly relevant to the 0-2 childcare policy but were captured included the importance of continuity of education, community and social benefits, outdoor space and facilities as well as staff quality. This feedback has been shared separately with the Early Years and Education team.

Equality, equity, diversity and inclusion (EEDI)

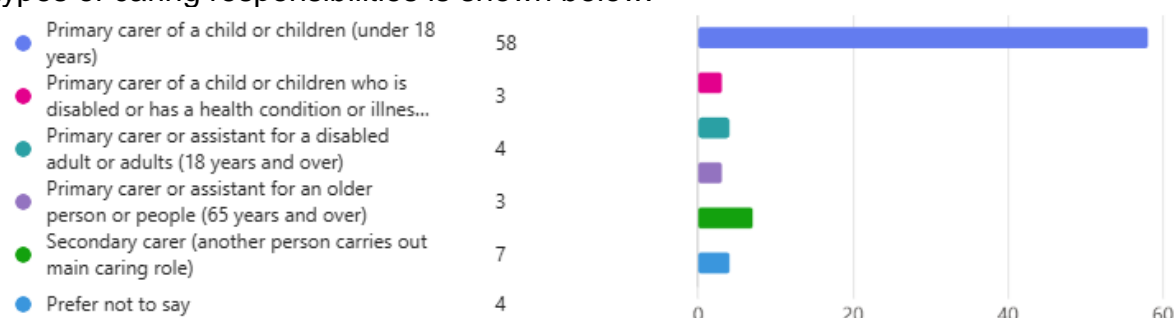
42. Equality, equity, diversity and inclusion data was collected from the online consultation survey and the hardcopies from The Aldgate School.

The online consultation survey:

43. The table below shows the participants relationship to the City of London:

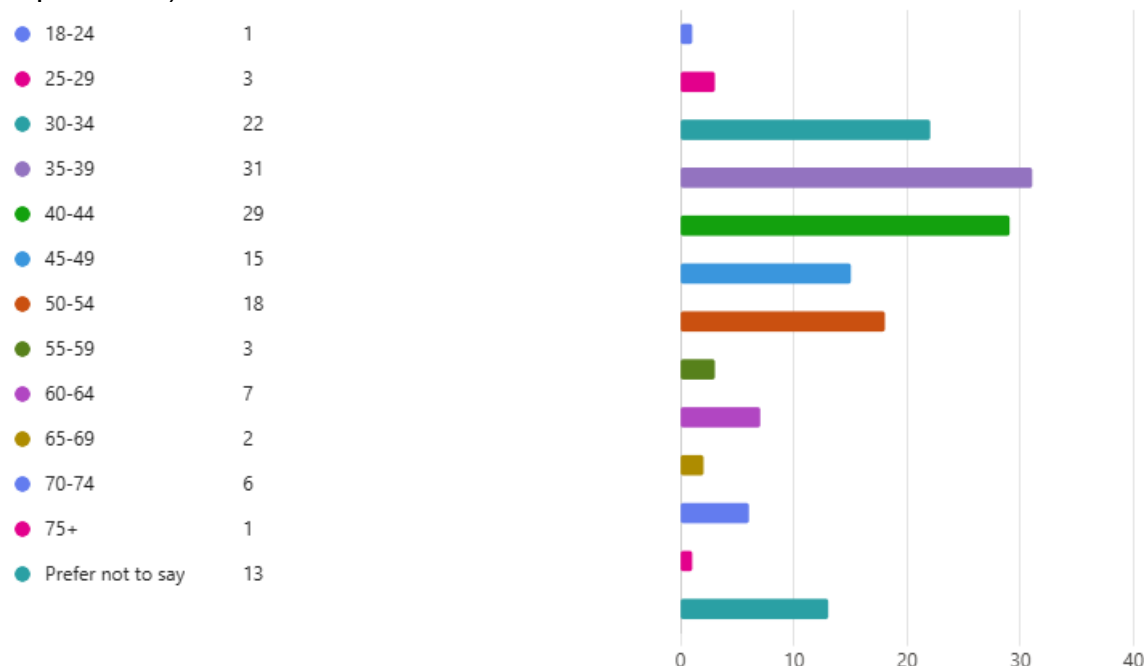


44. 73 respondents stated to have caring responsibilities. The breakdown of the types of caring responsibilities is shown below:

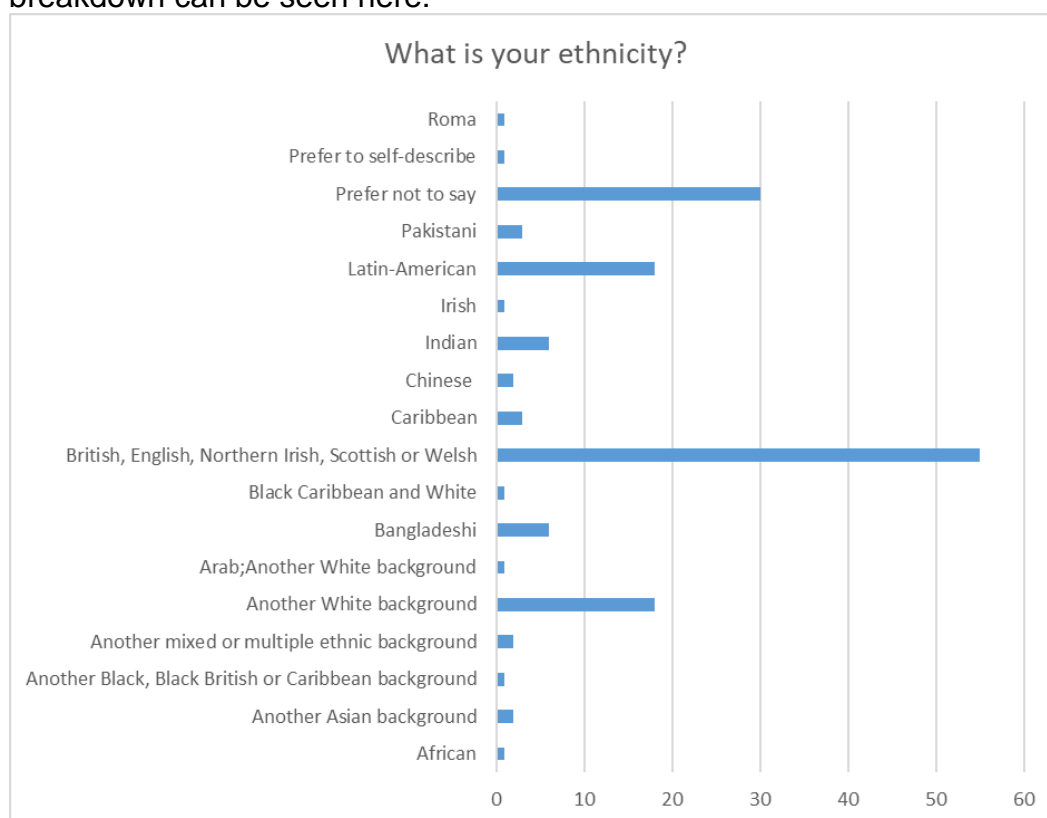


Survey results continue on the next page.

45. The majority of responses came from people aged 30-54 (125 respondents). The age group that had the highest number of responses were 35-39 (31 respondents).

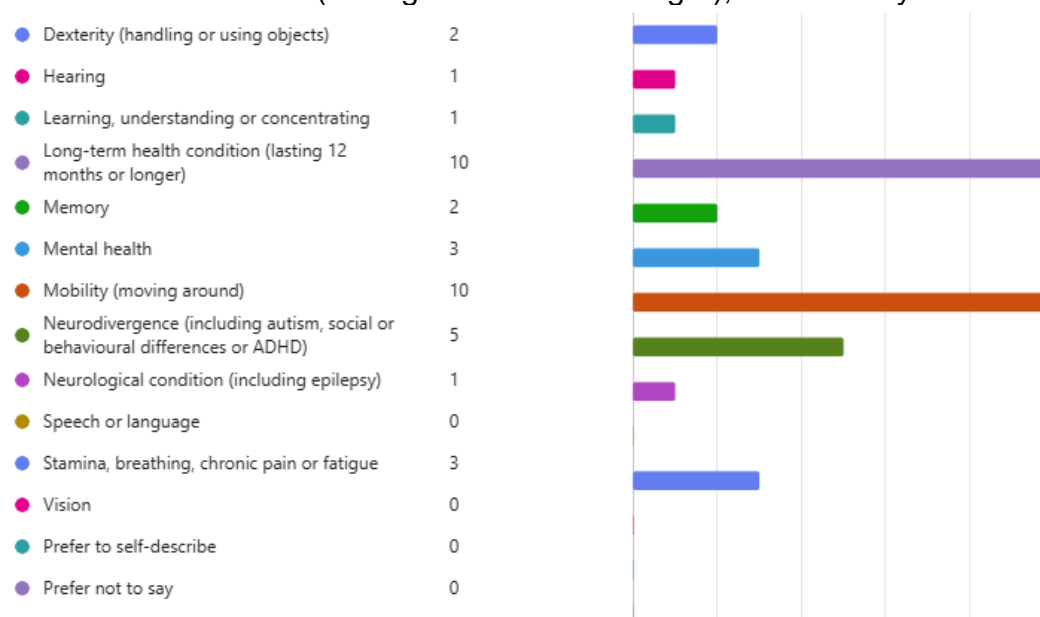


46. Most of the responses to the consultation came from those with British, English, Northern Irish, Scottish or Welsh backgrounds (56 respondents). There was also a number of responses from other white backgrounds and Latin-American. A full breakdown can be seen here:



47. 93 of the responses to the consultation came from women. 39 responses came from men. There was one non-binary respondent. 18 respondents preferred not to state their gender. One respondent stated that they were trans-gender. 16 respondents preferred not to say whether they were transgender.

48. 19 respondents described themselves as disabled, have an impairment, long-term health condition or access need. The category of impairment, health condition or access needs that had the highest numbers of responses were long-term health conditions (lasting 12 months or longer), and mobility.



The hardcopies from The Aldgate School

49. Most of the respondents who filled out hardcopies of the consultation survey preferred to not disclose or left blank the EDI fields of the form.

The data below is from those who did disclose their EDI data:

- there was one respondent who chose man when disclosing their gender
- there were three respondents who chose woman when disclosing their gender
- respondents aged between 35-44
- two respondents stated that they were the primary caregiver of a child (under 18 years old)
- the ethnicity of those who responded included, Chinese, Bangladeshi, Pakistani and Indian
- no participants identified as trans
- no participants disclosed having a disability, impairment, long-term health condition or access need

How were the consultation findings used?

50. The consultation findings were reviewed and taken into consideration in the development of the proposed City of London 0-2 childcare policy. Feedback not directly related to this policy has been shared with the Education and Early Years team for separate review.

Appendix 3

Equalities Impact Assessment June 2025

Introduction

A public authority must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

Background

Population

- The City of London has a population of 8,600 of which 713 residents are aged 0 – 18. Of these, 130 are aged 0 – 2 years.
- The population is diverse with around 25% from a Black, Asian or Minority Ethnic Community. 17% of the population are recorded as Asian in the 2021 census. There is a large Asian population living on the east of the City, bordering Tower Hamlets. The area also has the highest levels of income deprivation in the Square Mile and is also within the lowest 20% for income deprivation nationally. There are 29 children aged 0 – 2 who are resident in Portsoken Ward.
- The City Corporation currently supports 27 children with an EHCP. One of these children are aged under 5.

Childcare

- A total of 52 City children receives their childcare through City of London based childcare providers of which 21 are 0- 2-year-olds.
- Currently, eight 0 – 2-year-old and six 3 – 4-year-old City of London children receive their childcare provision through The Aldgate School. The eight consist of three babies and five 2 – 3-year-olds. Of the 14 City children, 11 are funded by the DfE.
- There are five other childcare providers in the City of London.
- Currently there are 10 existing 0 – 2 childcare places within existing providers in the City of London with a total of 45 places available in September for 0 – 2-year-olds (this excludes The Aldgate School provision)

- There are currently less than 5 children (exact number not shared to prevent potential identification) in The Aldgate School childcare provision who has a special educational need or disability
- Less than 5 (exact number not shared to prevent potential identification) of the children within this childcare provision live in the Portsoken ward
- We do not currently have data on the ethnicity of the City of London children attending The Aldgate School provision

This Equality Impact Assessment considers the proposed policy and assesses its potential impact on the protected characteristics, as well as care experience, social mobility, and the extent to which it promotes equality and fosters good community relations. The assessment is structured around two key dimensions: the impact on children, and the impact on parents and carers.

Impacts that are positive, are likely to support the advancement of equality of opportunity in line with the Public Sector Equality Duty.

1. Children – Protected Characteristics

Protected Characteristic	Adopted Policy – Extended City Childcare Accessibility Scheme
Age	<p>This policy specifically relates to children aged 0–2 (rising three). By expanding the CAS, the policy provides both continuity and increased flexibility. Eligible City families receive a subsidy that reduces the cost of childcare, improving affordability and access to early education.</p> <p>Impact: Positive</p>
Race	<p>The policy supports accessibility across a wider geographical area, including eastern wards with higher ethnic diversity and deprivation. It recognises that some families from minority ethnic backgrounds prefer informal childcare. The availability of subsidised places helps reduce cost-related barriers, particularly for ethnically diverse households.</p> <p>Impact: Positive</p>
Disability	<p>All providers must meet SEND requirements. CAS expansion increases options for parents of disabled children. Subsidised places make it more feasible for families to access provision that is appropriate for a child’s specific needs.</p> <p>Impact: Positive</p>

Gender Reassignment	No identified impact. Impact: Neutral
Marriage or Civil Partnership	Not applicable. Impact: Neutral
Pregnancy and Maternity	Not applicable. Impact: Neutral
Sex	No differential impact identified. Impact: Neutral
Religion or Belief	No differential impact identified. Impact: Neutral
Sexual Orientation	No differential impact identified. Impact: Neutral

2. Additional Considerations – Children

Characteristic	Adopted Policy – Extended City Childcare Accessibility Scheme
Socio-economic deprivation	The policy targets the most deprived areas of the City, including Portsoken, Golden Lane and Mansell Street. CAS eligibility expansion supports working families with low-to-middle incomes. The subsidy reduces the actual childcare fees for eligible families, addressing affordability and supporting household stability.

	Impact: Positive
Care Experience	<p>Although most children in care are placed outside the City, care-experienced children returning to parental care in City housing may now benefit from improved access to local provision. The availability of subsidised places reduces cost barriers for families who have additional vulnerabilities.</p> <p>Impact: Positive</p>
Social Mobility	<p>Access to early years education, particularly in deprived areas, lays foundations for long-term educational and economic success. Lower childcare fees for eligible families reduce a key structural barrier to participation.</p> <p>Impact: Positive</p>

3. Parents and Carers – Protected Characteristics

Protected Characteristic	Adopted Policy – Extended City Childcare Accessibility Scheme
Age	<p>No differential impact identified.</p> <p>Impact: Neutral</p>
Race	<p>The policy enhances geographic and cultural accessibility for families in the City. CAS flexibility supports varied parenting arrangements and cultural childcare norms. Subsidised childcare helps reduce the cost burden for diverse households in high-cost areas.</p> <p>Impact: Positive</p>
Disability	<p>Expanded access through CAS enables disabled parents or carers to find provision that is accessible and located appropriately. The reduced financial burden from the subsidy can make balancing work, care and health needs more viable.</p>

	Impact: Positive
Gender Reassignment	No identified impact. Impact: Neutral
Marriage or Civil Partnership	No identified impact. Impact: Neutral
Pregnancy and Maternity	No identified impact. Impact: Neutral
Gender	No identified impact. Impact: Neutral
Religion or Belief	No identified impact. Impact: Neutral
Sexual Orientation	No identified impact. Impact: Neutral

4. Additional Considerations – Parents and Carers

Characteristic	Adopted Policy – Extended City Childcare Accessibility Scheme
Socio-economic deprivation	Expanding eligibility to CAS (now £60k income cap) increases support for families by reducing the cost burden and improves access to quality provision for families in deprived estates.

	Impact: Positive
Care Experience	<p>Care leavers with children now have improved access to childcare in or near their housing placements, supporting stability and employment goals. The subsidy helps address financial barriers that care-experienced parents often face.</p> <p>Impact: Positive</p>
Social Mobility	<p>Flexible, affordable childcare supports working parents to access and retain employment or training. Lower fees due to the subsidy reduce cost-related obstacles to economic advancement.</p> <p>Impact: Positive</p>

Appendix 4 City demographic data

Demographic data highlights disparities in household income and the number of dependent children across different wards within the City of London.

- **Total Households with dependents¹:** 430
 - One dependent child: 255
 - Two dependent children: 140
 - Three or more dependent children: 35
- **Total Children Aged 0-2²:** 122 children across these households.
- **Salary statistics** Total Annual Income: £101,800³, Upper Confidence Limit: £127,500, Lower Confidence Limit: £81,300, Confidence Interval: £46,200
- **Median Salary:** £64,008⁴.

Overall, the City of London is a relatively affluent district, ranking 208th in the Rank of Average Ranks out of 318 Local Authorities in England. This places the City within the 40% least deprived Local Authorities in England and makes it the sixth least deprived in Greater London.

There are six Lower Super Output Areas (LSOAs) in the City of London, based on locally known descriptions of: City West, Golden Lane, Barbican West, Barbican East, City Central and East, and Mansell Street & Petticoat Lane. The average rank indicates that Barbican East and Barbican West fall within the 20% least deprived LSOAs in England, whereas Mansell Street & Petticoat Lane are the most deprived LSOA in the City, placing it within the 40% most deprived in England.

Employment Deprivation: this measures the proportion of the working-age population in an area involuntarily excluded from the labour market. The majority of the City of London is ranked with low levels in terms of employment deprivation.

This suggests that families in Golden Lane, Middlesex Street, and Mansell Street are most likely to be below the proposed £60,000 threshold for City Childcare Accessibility Scheme eligibility. In these areas, there are 33 children aged 0-2, of whom:

- 14 children are attending childcare provision for 9-month to 2-year-olds.
- 7 children are already accessing City Childcare Accessibility Scheme funding.
- This leaves 12 children who could potentially be eligible for City Childcare Accessibility Scheme support under the proposed new threshold.

1 ONS: Households containing dependent children: Census 2021

2 NHS data

3 ONS Income estimates for small areas, England and Wales

4 ONS Work Place based median earnings (Gross Weekly), by Full time and Gender

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City of London Corporation Committee Report

Committee(s): Community & Children's Services Committee	Dated: 19 th June 2025
Subject: Terms of Reference of the Housing Management and Almshouses Sub-Committee & Other Appointments	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • provides statutory duties • provides business enabling functions 	N/A
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Town Clerk
Report author:	Blair Stringman, Governance Officer

Summary

This report seeks approval to amend the Terms of Reference of the Housing Management and Almshouses Sub-Committee to allow for the inclusion of one additional Member. It also invites Members to make appointments to other vacancies that have arisen on the Committee's various Sub-Committees since the last meeting of the Community and Children's Services Committee in April.

Recommendation(s)

Members are asked to:

- a) Approve the additional allocation for including one additional Member in the composition and Terms of Reference of the Housing Management and Almshouses Sub Committee, and appoint a Member from the Committee to fill the vacancy, (Appendix 1).

- b) Agree the appointment to co-opt one Member from the Court of Common Council, following advertisement, to The Safeguarding & Special Educational Needs Sub-Committee and;
- c) Agree the appointment of one Member to The Safeguarding & Special Education Needs Sub-Committee from the Committee.
- d) Agree the appointment of one Member to The Homelessness and Rough Sleeping Sub-Committee from the Committee.
- e) Appoint The Chair of the Community & Children's Services Committee, or their representative, to the Health & Wellbeing Board.

Main Report

Background

1. This report seeks approval from Members to amend the composition and Terms of Reference of the Housing Management and Almshouses Sub-Committee to allow for the inclusion of one additional Member, and to appoint a Member from the Committee to fill the resulting vacancy.
2. It also asks Members to agree appointments to fill vacancies on other Sub-Committees of the Community & Children's Services Committee that have arisen since the Committees last meeting, including the Safeguarding & Special Educational Needs Sub-Committee and the Homelessness and Rough Sleeping Sub-Committee.
3. In addition, Members are asked to appoint the Chair of the Community & Children's Services Committee, or their representative, to the Health & Wellbeing Board

Current Position

4. The Community & Children's Services Committee agreed to advertise the remaining vacancy that existed on the Safeguarding & Special Educational Needs Sub-Committee to the wider Court for co-opting a Member and agreed to address any outstanding vacancies at the next committee meeting for appointment.
5. Since the last Committee meeting, vacancies have arisen on various sub-committees due to Member resignations. Additionally, it has been determined appropriate to amend the Terms of Reference of the Housing Management & Almshouses Sub-Committee to allow an additional place due to increased Member interest.
6. Currently the vacancies that are in existent are as follows:
 - a) Housing Management & Almshouses Sub-Committe – X1 Vacancy (If Terms of Reference are agreed)

- b) Safeguarding & Special Educational Needs Sub-Committee – X2 Vacancies
(An additional vacancy has arisen due to a Member resignation which is to be filled by the Committee or agreed to be advertised to the wider Court)
- c) Homelessness & Rough Sleeping Sub-Committee X1 (A vacancy has arisen due to a Member resignation)

Options

7. Option 1 – Approve all proposed appointments and amendments (Recommended)

Members approve the amendment to the Terms of Reference of the Housing Management and Almshouses Sub-Committee to include one additional Member, and make all proposed appointments to fill current vacancies across the Committee's Sub-Committees. This ensures full membership and continuity of work across all areas of responsibility.

8. Option 2 – Approve appointments only, without amending Terms of Reference

Members agree to fill existing vacancies on Sub-Committees but do not approve the proposed amendment to the Housing Management and Almshouses Sub-Committee's Terms of Reference. This would leave one interested Member unable to participate.

9. Option 3 – Defer all appointments and amendments

Members defer decisions on appointments and the Terms of Reference amendment to a future meeting. This would delay the filling of vacancies and may impact the effective functioning of Sub-Committees.

10. Option 4 – Approve appointments selectively

Members approve some of the proposed appointments and/or the Terms of Reference amendment, while deferring others. This allows flexibility but may result in uneven representation and operational delays for some Sub-Committees.

Proposals

- 11. It is recommended to approve Option 1, approving all proposed appointments and the amendment to the Terms of Reference ensures that Sub-Committees are fully constituted and able to function without disruption. This supports continuity of work, strengthens governance capacity, and reflects a proactive approach to maintaining oversight and accountability across all areas of responsibility. The inclusion of an additional Member on the Housing Management and Almshouses Sub-Committee also ensures appropriate representation.

Corporate & Strategic Implications –

Sub-headings

Strategic implications – none.

Financial implications – none.

Resource implications – none.

Legal implications – none.

Risk implications – none.

Equalities implications – none.

Climate implications – none.

Security implications – none.

Conclusion

12. Approving the proposed amendment to the Terms of Reference and making the recommended appointments will ensure that all Sub-Committees of the Community & Children's Services Committee are fully constituted and able to operate effectively. This approach supports continuity, strengthens governance, and reflects a proactive commitment to maintaining oversight and representation across all areas of responsibility.

Appendices

- Appendix 1 – Housing Management & Almshouses Terms of Reference

Blair Stringman

Governance Officer

Town Clerk's Department

E: Blair.Stringman@cityoflondon.gov.uk

Appendix 1

HOUSING MANAGEMENT & ALMSHOUSES SUB COMMITTEE

Constitution

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

Quorum

Any 3 Members.

Terms of Reference

To be responsible for: -

- (a) discharging the City of London Corporation's function in respect of the management of its existing social housing stock (with the Grand Committee retaining responsibility over policies affecting the City's Strategic Housing responsibilities);
- (b) approving schemes affecting the City's existing social housing and proposed stock in accordance with the policies and strategies for investment agreed by the Grand Committee and having regard to the City Corporation's Project Approval Procedure;
- (c) approve policies in relation to the management of housing services to tenants and leaseholders in City estates and review them as necessary;
- (d) the management of the City of London Almshouses (registered charity no 1005857) in accordance with the charity's governing instruments; and
- (d) advising the Grand Committee on: -
 - the general performance of the Social Housing Service and the Almshouses; and
 - its recommendations concerning the Allocation Scheme in the City's Housing Registration process.

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FROM: **CORPORATE SERVICES COMMITTEE**

7 May 2025

TO: **COMMUNITY AND CHILDREN'S
SERVICES COMMITTEE**

19 June 2025

ITEM 9. GRENFELL REPORT, PHASE 2 OVERVIEW

Resolution of the Corporate Services Committee to the Community and Children's Services Committee concerning the City of London Corporation's response to the findings of Volume 7 of the Grenfell Tower Inquiry Phase 2 Report.

The Corporate Services Committee wishes to express its concern about the pace in which measures were being put in place to ensure that risks were being sufficiently mitigated and the lack of a timeframe for completion for this work. The fire had taken place in 2017, and, irrespective of central Government's processes in this area, it was incumbent on the City Corporation to ensure its own housing was fit-for-purpose; every day that the City did not tackle these risks was another day of risks for residents – this was about preserving lives.

The Committee resolved to refer the Report to the Community and Children's Services Committee for urgent consideration (at their meeting on 19 June) with respect to the recommendations relating to the housing function and require the Committee to set in place a regular reporting rhythm to allow monitoring and escalation of issues, with assigned actions and action holders.

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City of London Corporation Committee Report

Committee(s): Corporate Services Committee – For Information Policy & Resources Committee – For Information	Dated: 7 th May 2025 8 th May 2025
Subject: Grenfell report, Phase 2 overview	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Diverse Engaged Communities Leading Sustainable Environment Vibrant Thriving Destination Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Greg Moore, Deputy Town Clerk
Report author:	Oli Sanandres, Director of Health & Safety Richard Woolford, Strategic Security Director & Counter Terrorism Advisor

Summary

This paper provides an overview of the City of London Corporation's response to the findings of Volume 7 of the Grenfell Tower Inquiry Phase 2 report, which focuses on the Local Authority management of building safety controls and responses to associated risks. It is not yet possible to quantify fully what additional resources (financial or otherwise) may be required in respect of addressing the recommendations of this report, however work is currently being undertaken that will allow the affected departments to complete an assessment and provide a precise estimation of the necessary resources, these will be allocated towards enhancing capability of people, upgrading key systems and maintaining the building infrastructure.

The Corporate Safety and Resilience Teams within the Town Clerk's Department have conducted a detailed assessment of the report's recommendations with direct relevance to Local Government and to the City of London Corporation. Each recommendation has been evaluated not only from a City of London perspective but also through a Pan-London Regional lens, ensuring alignment with collective efforts across London. To support this regional approach, the recommendations have been assigned to specific Resilience Boards or Professional Networks to consult, deliberate, and propose actionable steps.

The Grenfell Tower disaster shows that the principle of subsidiarity, which lies at the heart of the arrangements for responding to civil emergencies, is both its strength and its weakness. In general, the local authority, in conjunction with the emergency services, is usually best placed as a result of existing structures, familiarity with local conditions, and knowledge of the communities affected, to respond effectively to an emergency, particularly one that is confined to a relatively small area. Even in cases where a larger area is involved, such as widespread flooding, the local authority is likely to be best placed to organise both the immediate response and the subsequent recovery. However, its effectiveness depends on four things:

- I. The existence of an emergency plan that has been well thought out, is well understood by those who have to implement it and has been practised with sufficient frequency and rigour to ensure that it can be put into operation without undue delay.
- II. Sufficient human and financial resources to enable the plan to be implemented.
- III. A chief executive with the necessary skills and strength of character to take control of the situation with the support of senior officers who are capable of taking responsibility for different aspects of the plan's implementation.
- IV. An understanding within the organisation of the importance of resilience and a commitment to achieving it.

Additionally, the Corporate Health and Safety Team has reviewed the report and identified areas where inadequate management practices or implementation gaps with existing fire safety legislation and guidance contributing to increased risks. Based on this review, the team has outlined recommendations to strengthen the Corporation's approach to managing risks in both residential and non-residential properties.

The paper outlines these initial assessments and proposed actions to ensure more effective safety management, compliance, and alignment with regional efforts.

As the outcomes of the Grenfell report span both resilience and corporate health and safety, this report is presented for information to the Policy & Resources Committee (which holds responsibility for the former area) and the Corporate Services Committee (which holds responsibility for the latter).

Recommendation(s)

Members are asked to: Note the report.

Main Report

Background

1. The Grenfell Tower Inquiry was established following the devastating fire at Grenfell Tower in June 2017, which claimed 72 lives. The inquiry was divided into two phases:
 - Phase 1 focused on the events of the night of the fire, examining how the fire started, its rapid spread, the emergency response, and the impact on residents. The Phase 1 report, published in October 2019, identified key failings, particularly around the building's cladding system and the fire safety measures in place.
 - Phase 2 investigated the broader context, including the decisions, policies, and actions of those responsible for the design, construction, and refurbishment of Grenfell Tower, as well as the adequacy of the building safety regulations and their enforcement. It also examined the role of central and local government in managing fire safety and responding to events.
2. The publication of the Phase 2 report represents the culmination of years of in-depth investigation, testimony from hundreds of witnesses, and the analysis of extensive evidence. It highlights systemic failings in building safety and governance, providing recommendations to improve fire safety management and prevent similar tragedies in the future.

Current Position

3. We have broken down our review of the findings into two parts: Fire Safety Management and Response Management reviews. These are outlined in the tables below. The Department of Community and Children's Service (DCCS) exhibits a notable risk profile in this area and has been involved closely with the preparation of this report. The recommendations highlight specific areas for improvement.

4. Fire Safety Management

Recommendation Reference 31.54
Key Theme - Reporting to the Board
Area - Governance
City of London Corporation Owner – All Departments & Institutions
<i>Recommendation and Paragraph in Grenfell report</i>
<i>31.54 'although there was a satisfactory system in place for reporting through senior management to the board and the scrutiny committee, it failed to operate</i>

effectively because of an entrenched reluctance on the part of individuals to inform the board and RBKC's scrutiny committees of matters that affected fire safety.'

Analysis:

It is critical to safety that there is an open culture to enable appropriate escalation of fire safety issues to ensure the Corporations ability to exercise effective oversight of performance under the Fire Safety Order and other fire legislation.

Local issues or gaps – The new Health & Safety Management Framework and Risk Management Framework supports to develop this culture. However, it is incumbent on all Chief Officers to understand the risks to their operations posed by fire and ensure this cultural change is driven through their ownership of this key risk area. Those in governance roles should ask good questions to understand if these processes are effectively working.

Recommendation Reference 32.17

Key Theme – Absence of fire safety as a key performance indicator

Area – Monitoring

City of London Corporation Owner – All Departments & Institutions

Recommendation and Paragraph in Grenfell report

32.17 Although the key performance indicators evolved over the years, none related to fire safety or fire safety management, fire risk assessments, or performance by the TMO of its duties under the Fire Safety Order.

Analysis:

Corporate KPI's for fire safety should be defined, monitored and reported by every department to the Strategic Health & Safety Board and in departmental health and safety meetings.

Local issues or gaps – No KPI's have been set. Corporate H&S to define and shape these. A review is currently in progress to identify broader H&S KPIs, of which fire will be a part of. An obstacle for this is the lack of any Corporate wide, consistently used system to be able to record and manage KPI tracking & reporting. In Department of Community & Children's Services (DCCS) the system is not sufficiently robust and are currently relying on a manual system. This is being reviewed.

Recommendation Reference 35.12
Key Theme - The competent person
Area - Resources
City of London Corporation Owner - All Departments & Institutions
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>35.12 Article 18(1) of the Fire Safety Order requires the responsible person to appoint one or more competent persons to assist him in undertaking the preventive and protective measures. In particular, article 18(3) obliges the responsible person to ensure that the number of competent persons appointed, the time available for them to fulfil their functions and the means at their disposal are adequate having regard to the size of the premises, the risks to which relevant persons are exposed and the distribution of those risks throughout the premises.</i></p> <p>Analysis: Chief Officers must ensure they have sufficient suitably trained competent persons, to effectively manage their fire safety risks. As fire risk assessments are the responsibility of the occupying department, this will impact on all areas of the Corporation.</p>
<p>Local issues or gaps – Some higher complexity departments lack individuals with fire safety competence. At a corporate level, there is a strong dependence on the Fire Safety Advisor within the central team, currently the only competent person available. In DCCS there are plans to recruit a permanent health and safety team which will include a designated fire safety resource and a building safety manager.</p>

Recommendation Reference 39.31/61/66/67
Key Theme - Response to fire risk assessments
Area - Monitoring and governance
City of London Corporation Owner - All Departments & Institutions
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>39.31 The effect of that amendment was that whereas previously the TMO had been required to complete the work within the prescribed periods, it was now required only to have started it within that period. No date for completion was prescribed.</i></p> <p><i>39.33 The main problem created by the change was that it meant that in theory a responsible person could allow remedial measures to remain incomplete indefinitely, provided they had been started within the required time.</i></p> <p>Analysis: Recommendations from fire risk assessments must be monitored and reported based on their completion only, and not if the work has started or is planned.</p> <p><i>39.61 The TMO's fire safety strategy made specific provision for instances where it was not possible to complete remedial work within the required time. Paragraph 14.4.2 provided that if high-priority work could not be completed within the time indicated, interim measures would be implemented to reduce the risk in the short term. That was a sound attempt, in theory at least, to render the risk as low as</i></p>

reasonably practicable, but the TMO failed to create suitable plans to ensure that necessary interim measures were identified, documented or completed.

Analysis: Recommendations from fire risk assessments should be completed within the recommended timescales, and where not possible, records maintained to confirm that mitigation has been implemented until the works are completed.

39.66 It appears that the TMO executive team never reported to the board on the need for remedial work or the extent of the delay in carrying it out. That is consistent with its failure to report to the board other matters of importance to fire safety. As a result, the board lacked the information it needed to perform its function. It did not know whether the TMO was complying with its statutory duties and did not have the information it needed to make decisions that might enable its management to eradicate the arrears of remedial work.

39.67 The TMO's executive team itself does not appear to have been regularly and reliably provided with information about the arrears of remedial work, which, as was plain from the content of the minutes, was a chronic problem. If it had been given that information and had reported properly to the board, the board might have realised that the TMO had long-term difficulty completing remedial work.

Analysis: Department health and safety leads must report on completion of fire risk assessment recommendations as a corporate KPI. Departments must also effectively escalate where issues prevent completion.

Local issues or gaps – No corporate wide, consistently used system is available to be able to record and manage KPI tracking & reporting. No corporate wide system to manage tracking of fire RA's and action completion is in place. In DCCS there is a need to report on completion as well as actions where there are no steps in place to deal with them.

Recommendation Reference 39.68
Key Theme - Auditing the fire risk assessment programme
Area - Monitoring
City of London Corporation Owner - All Departments & Institutions
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>39.68 Although Janice Wray and the other members of the Health and Safety Committee gave frequent consideration to the question of remedial work, they never attempted to identify trends and failings in the delivery and implementation of the fire risk assessment programme. Such an audit was advised by clause 7.4 of PAS 7:2013. The failure to undertake such an exercise contributed to the TMO's lack of understanding of the underlying causes of the problem and its inability to overcome the arrears.</i></p> <p>Analysis: Departments should undertake regular auditing of FRAs to ensure they are correct, remain current and recommendations tracked to completion. This needs to be completed by a competent person</p> <p>Local issues or gaps - Not all higher complexity departments have fire competent persons. The new Health & safety Management framework sets a minimal expectation for the levels of competency to be reflective of a departments risk / operational risk profile. An area of weakness throughout the operation is the general direction and systems to manage, coordinate and train people on this key issue. Recent Safe365 audit date shows an opportunity to improve local auditing and verification processes. This gap can potentially expose us to risks manifesting. This is a key legal requirement. In DCCS with their risk profile and the load this would place on the housing division for this is to be done they would need to procure BAFE SP205 external company to carry out the audit and provide third party assurance.</p>

Recommendation Reference 41.1
Key Theme - Inspection and maintenance of entrance doors
Area - Monitoring
City of London Corporation Owner - DCCS, City Surveyors, Town Clerks
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>41.1 On the night of the Grenfell Tower fire many of the self-closing devices on the front doors of flats in the block failed to work effectively and some were entirely missing. As a result, many doors remained open when the occupants left, allowing smoke to enter the lobbies, which quickly became smoke logged. The absence of effective self-closing devices was therefore an important cause of the inability of many occupants to escape the tower at a time when the stairs were relatively free of smoke. It represents a serious defect in the management of the building in relation to fire safety.</i></p> <p>Analysis: Departments must ensure that resident front doors are inspected annually and are suitable, including the door closing device. Records must be maintained.</p>

Local issues or gaps - No corporate wide system to manage tracking of action completion. In DCCS housing this may need to be contracted out to a company with experience in this area, or training of current staff. The Corporation does currently have a e-training course on this topic.

Recommendation Reference 42.9/13

Key Theme - Fire safety information

Area – Resident engagement

City of London Corporation Owner – DCCS, City Surveyors, Town Clerks

Recommendation and Paragraph in Grenfell report

42.9 The delay in the production of the resident's handbook illustrates many aspects of the TMO's attitude to its fire safety obligations. The effectiveness of the TMO's Emergency Plan depended to a great extent on residents being aware of what to do in an emergency, but the TMO's failure over such a long period of time to make it available denied residents one useful means of receiving that information. No reasonable explanation was offered for that failure.

42.13 The letter was provided to residents as part of an induction pack by Moira MacDonald, the TMO officer who arranged viewings for prospective tenants. They could ask for a translation, but there is no evidence that they were routinely told that a translation could be provided. There was no system to record whether residents received the letter during the induction process.

Analysis: All residents must be provided with suitable fire safety information, through a range of media to meet the resident's needs, with records maintained confirming the information has been provided

Local issues or gaps - No corporate wide system to manage tracking of records. Resident Engagement strategies have just commenced at the Barbican Estate. A resident engagement strategy has been established as part of the development of the building safety case. Building specific strategies will be developed to reflect the residents.

Recommendation Reference 46.10/90 & 113.79

Key Theme - Vulnerable residents

Area - Resident engagement

City of London Corporation Owner - DCCS, City Surveyors, Town Clerks

Recommendation and Paragraph in Grenfell report

46.10 Paragraph 79.11, on the other hand, states that the case of "general needs" block it is not realistic to expect the responsible person to hold information relating to residents with mobility or other conditions affecting their ability to escape in a way that enables it to be made available to the fire and rescue services, for example, in a premises information box. The justification offered is the difficulty of keeping that information up to date and the risk that inaccurate information could be more harmful than no information. However, although we understand the risks involved, we do not think it is impracticable for the responsible person to make

available to the fire and rescue services by digital or other means reliable information about those with chronic disabilities whose ability to evacuate the building without assistance in an emergency is known to be compromised. Again, that was the subject of a recommendation in the chairman's Phase 1 report.

46.90 On any view, the Grenfell Tower fire revealed the importance of ensuring that the responsible person collects sufficient information about any vulnerable occupants to enable PEEPs to be prepared, when appropriate, and, in the event of a fire, appropriate measures to be taken to assist their escape. The TMO's failure to collect such information illustrates a basic neglect of its obligations in relation to fire safety.

113.79 We conclude our recommendations by looking back to Phase 1. In the Phase 1 report the chairman recommended that the owner and manager of every high-rise residential building be required by law to prepare personal emergency evacuation plans (PEEPs) for all residents whose ability to evacuate the building without assistance may be compromised (such as persons with reduced mobility or impaired cognition) and to include current information about them and their associated PEEPs in a premises information box.

113.82 We therefore recommend that further consideration be given to the recommendations made in the Phase 1 report in the light of our findings in this report.

- Vulnerable people should be identified and records maintained to assist the fire and rescue services if an evacuation is required.*
- If the recommended from Phase 1 for PEEPs is subsequently enacted, having the information of vulnerable people will be key.*

Analysis: Departments should identify and retain records for vulnerable people to assist the fire services. Further guidance and regulation are currently planned for introduction of Residential PEEPS by government.

Local issues or gaps - No corporate wide system is currently in place to manage this information. In DCCS once the resources are in place they would advocate the use of Person Centred Fire Risk Assessments (PCFRAs)

Recommendation Reference 113.15
Key Theme - Fire safety strategy
Area – Fire management
City of London Corporation Owner - All Departments & Institutions
<i>Recommendation and Paragraph in Grenfell report</i>
<i>113.15 A fire safety strategy for a building should describe its structure and the various fire protection systems it contains and set out how they work together to ensure the safety of the occupants in the event of a fire. Those involved in the design and execution of the Grenfell Tower refurbishment failed to understand properly the need for a fire safety strategy and therefore failed to ensure that a final version of the Outline Fire Safety Strategy begun by Exova was completed.</i>

That allowed the building to be in a dangerous condition on completion. In order to avoid a repeat of that error, we consider that there is a compelling case for requiring a fire safety strategy to be produced as a condition of obtaining building control approval for the construction or refurbishment of any higher-risk building and for it to be reviewed and approved on completion.

We therefore recommend that it be made a statutory requirement that a fire safety strategy produced by a registered fire engineer to be submitted with building control applications (at Gateway 2) for the construction or refurbishment of any higher-risk building and for it to be reviewed and re-submitted at the stage of completion (Gateway 3). Such a strategy must take into account the needs of vulnerable people, including the additional time they may require to leave the building or reach a place of safety within it and any additional facilities necessary to ensure their safety.

Analysis: Fire safety strategies should be prepared for all relevant buildings by a competent person (registered fire engineer) during refurbishment projects. Retrospective fire strategies should be prepared for relevant properties which currently do not have one and managed throughout the premises life.

Local issues or gaps - Funding for retrospective fire strategies has not been accounted for. Issue relevant to non-residential premises as well. In DCCS fire strategies will be produced for all the relevant buildings, this work has commenced.

Recommendation Reference 113.41
Key Theme - Fire risk assessors
Area - Procurement
City of London Corporation Owner - All Departments & Institutions
<i>Recommendation and Paragraph in Grenfell report</i>
<i>113.41 As we have pointed out in Chapter 12, concern has been expressed for many years about the competence of some of those offering their services as commercial fire risk assessors and the absence of any scheme of regulation to ensure that responsible persons under the Fire Safety Order can have confidence in the skill and experience of those whom they instruct to carry out fire risk assessments on their behalf.</i>
<i>We therefore recommend that the government establish a system of mandatory accreditation to certify the competence of fire risk assessors by setting standards for qualification and continuing professional development and such other measures as may be considered necessary or desirable. We think it necessary for an accreditation system to be mandatory in order to ensure the competence of all those who offer their services as fire risk assessors.</i>
Analysis: The Corporation should only use competent fire risk assessors. This can be achieved by using third party accredited fire risk assessment companies until further measures are implemented by government.

Local issues or gaps - Current corporate FRA contracts are under review/renewal. A procurement exercise is due to close shortly to ensure a competent provider is in place.

This section marks the end of the Fire Safety Management review.

5. Response Management review

Recommendation Reference 113.70
Key Theme – London Local Authority Gold (LLA Gold)
Regional Owner - Report LARRB
Regional Owner or Contributor – Standardisation Board/Training, Exercising and Lessons Board
City of London Corporation Owner – Director of Security and Counter Terrorism/Town Clerks Office/Resilience Team
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>Although each London borough is a separate Category 1 responder, there are arrangements for promoting resilience across the capital as a whole, in particular through the London Local Authority Gold arrangements. Events demonstrated, however, that there is a need for a clearer understanding of the nature of the London Gold arrangements, in particular in situations in which a single borough is affected.</i></p> <p>Analysis: We therefore recommend that the guidance on the operation of those arrangements be revised and that; existing and newly appointed chief executives be given regular training to ensure they are familiar with its principles.</p>
Local issues or gaps – None.

Recommendation Reference 113.71
Key Theme – Local Resilience Forums
Regional Owner - London Resilience Forum
Regional Owner or Contributor – GLA/LRU?
City of London Corporation Owner – Resilience Team -
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>Our investigations revealed the inability of the London Resilience Forum to monitor the quality of its members' planning, training and preparation for responding to emergencies. Neither Minimum Standards for London, which applied at the time, nor its replacement, Resilience Standards for London, gave the local resilience forum any means of securing compliance with the standards they prescribed. We note that in the Resilience Framework the government has recognised the need to strengthen local resilience forums.</i></p>

Analysis: We therefore recommend that local resilience forums adopt national standards to ensure effective training, preparation and planning for emergencies and adopt independent auditing schemes to identify deficiencies and secure compliance. We also recommend that a mechanism be introduced for independently verifying the frequency and quality of training provided by local authorities and other Category 1 responders

Local issues or gaps – None.

Recommendation Reference – 113.72

Key Theme – HALO

Regional Owner - Report LARRB

Regional Owner or Contributor – Humanitarian Assistance Programme Board

City of London Corporation Owner – DCCS/Resilience Team

Recommendation and Paragraph in Grenfell report

The failure of The Royal Borough of Kensington and Chelsea (RBKC) to meet the basic needs of those displaced in the days immediately following the fire demonstrated the need for local authorities to have effective plans in place for providing humanitarian assistance.

Analysis: It also emphasised the need for those plans to be supported by a qualified humanitarian assistance liaison (Should read LEAD) officer (HALO) and for there to be regular practice in putting them into effect. There is scope for all those required to respond to emergencies to learn from each other's experience and promote best practice

Local issues or gaps – DCCS Emergency Plan review and HALO Exercise
Full training record of HALO trained Directors recorded

Recommendation Reference – 113.73

Key Theme – Resilience is Everyone's Business

Regional Owner - Report LARRB

Regional Owner or Contributor – Heads of HR Network

City of London Corporation Owner – HR /SLT/ DCCS Director

Recommendation and Paragraph in Grenfell report

RBKC was not able to provide an effective response to the emergency because it had not made adequate arrangements for staffing the emergency communication centre, had not made adequate provision for humanitarian assistance, including the provision of accommodation and financial support, did not have the ability to keep accurate records of those who needed help and had no effective system for communicating with the public. All those shortcomings could and should be avoided in future by a combination of measures but underpinning them all is a need for the staff of local authorities to treat resilience and preparedness for emergencies as an essential part of their responsibilities.

Analysis: We therefore recommend that local authorities train all their employees, including chief executives, to regard resilience as an integral part of their responsibilities.

Local issues or gaps – Await Regional steer.

Recommendation Reference – 113.74
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Key Theme – Electronic recording response and recovery
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Regional Owner - Report LARRB

Regional Owner or Contributor – HA Program Board/Standardisation Board
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City of London Corporation Owner – Resilience Team/DCCS

<i>Recommendation and Paragraph in Grenfell report</i>
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RBKC had no effective means of collecting and recording information about those who had been displaced from the tower and surrounding buildings, including those who were missing. Compiling reliable information of that kind is difficult and the challenges likely to be faced by local authority Category 1 responders will vary according to the nature of the emergency.

Analysis: We recommend that all local authorities devise methods of obtaining and recording information of that kind, if possible, in electronic form, and practise putting them into operation under a variety of different circumstances.

Local issues or gaps - Await Regional steer
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DCCS Emergency Plan to include method of obtaining and recording information
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Recommendation Reference – 113.75
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Key Theme – Temporary Accommodation

Regional Owner - Report LARRB

Regional Owner or Contributor – Directors of Housing Network
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City of London Corporation Owner – DCCS/Resilience Team

<i>Recommendation and Paragraph in Grenfell report</i>
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Any local authority is likely to have difficulty finding temporary accommodation for a very large number of displaced persons but the need to do so should be recognised and contingency plans drawn up.

Analysis: We recommend that all local authorities make such arrangements as are reasonably practicable for enabling them to place people in temporary accommodation at short notice and in ways that meet their personal, religious and cultural requirements. Such arrangements should, as far as possible, involve local providers of social housing

Local issues or gaps - Await Regional steer
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No DCCS staff on call. Are our Housing Directors represented at the Directors of Housing Network meetings? Stronger relationships with Faith and Voluntary sector via our BRF.
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Recommendation Reference – 113.76
Key Theme – Financial Support
Regional Owner - Report LARRB
Regional Owner or Contributor – Society of London Treasurers
City of London Corporation Owner – Chamberlains
<i>Recommendation and Paragraph in Grenfell report</i>
<i>Effective humanitarian assistance is vital in ensuring that those who are most affected by an emergency are treated with dignity and respect and do not suffer additional trauma as a result of an inability to take control of their situation. In the case of the response to the Grenfell Tower fire three matters caused particular resentment: the circumstances surrounding some of the temporary accommodation, the difficulty in obtaining financial support in the days immediately following the fire and breakdowns in the support provided by key workers. Problems arising from the provision of suitable temporary accommodation may be difficult to resolve but other complaints should be easier to avoid by careful planning.</i>
Analysis: We recommend that all local authorities include in their contingency plans arrangements for providing immediate financial assistance to people affected by an emergency.
Local issues or gaps – Await regional steer. Chamberlains staff not on call

Recommendation Reference – 113.76
Key Theme – Critical Key Worker Role
Regional Owner - Report LARRB
Regional Owner or Contributor – HA Programme Board
City of London Corporation Owner – HR/DCCS
We recommend that as part of their planning for emergencies local authorities give detailed consideration to the availability of key workers and the role they are expected to play so that suitable contingency arrangements can be made to ensure, as far as possible, continuity of support
Local issues or gaps – Await Regional steer. Do key workers have to be Social Workers? Would we have enough to fulfil this role and conduct BAU? No DCCS staff on call. Key Worker role and activation to be added to Corporate and DCCS Emergency Plan

Recommendation Reference – 113.77
Key Theme – Communication
Regional Owner - Report LARRB
Regional Owner or Contributor - London Heads of Communications Network
City of London Corporation Owner – Communications and External Affairs
<i>Recommendation and Paragraph in Grenfell report</i>
<p><i>One important aspect of humanitarian assistance that was absent following the Grenfell Tower fire was regular communication between those providing assistance and those in need of it. For example, too many people who had been found temporary accommodation felt that they had then been left on their own, not knowing for how long they were expected to remain or on what terms and without anyone to turn to, to provide that information. That gave rise to a sense of isolation and powerlessness.</i></p> <p>Analysis: We recommend that as part of their emergency planning local authorities make effective arrangements for continuing communication with those who need assistance using the most suitable technology and a range of languages appropriate to the area</p>
Local issues or gaps - Await Regional steer

Recommendation Reference – 113.78
Key Theme – Communication
Regional Owner - Report LARRB
Regional Owner or Contributor - London Heads of Communications Network
City of London Corporation Owner – Communications and External Affairs/SLT Golds
<i>Recommendation and Paragraph in Grenfell report</i>
<p><i>It is also important not to lose sight of those who, although not physically affected by an emergency, may be worried about the safety of friends or relations caught up in it. Again, effective communication is essential.</i></p> <p>Analysis: We recommend that all local authorities include in their plans for responding to emergencies arrangements for providing information to the public by whatever combination of modern methods of communication are likely to be most effective for the areas for which they are responsible. In future, to avoid confusion, wasted effort and frustration we also recommend that what in the past has been called by the police a “casualty bureau” be described in a way that makes it clear that it does not provide information to the public about people affected by the emergency</p>
Local issues or gaps – Await Regional steer

Corporate & Strategic Implications

Strategic implications – Health and safety, including fire safety, are part of our People Strategy and responsibilities embedded into our Corporate Health & Safety Policy, but they are not consistently applied by all leaders. The Safe365 system and our health and safety framework aim to integrate these responsibilities into leadership culture. Without full alignment, we risk emerging safety issues, which could impact our ability to deliver the Corporate Plan and People Strategy.

Financial implications – It is not yet possible to quantify fully what additional resources (financial or otherwise) may be required in respect of addressing the recommendations of this report. Updates to IT systems and external support will be required where work exceeds current staff capacity. Non-compliant buildings may face higher insurance costs, funding issues, and reduced property value, making them harder to sell or lease.

Resource implications – As above.

Legal implications – As per the report there is some exposure for the City Corporation with not meeting requirements under the Building Safety Act and associated legislation. We are vulnerable, should a serious incident arise. The costs and reputational impact of such prosecutions can be considerable. Personal prosecutions, though unlikely, can result in custodial sentences. Regulatory breaches could erode stakeholder confidence, affecting future investment and service user trust.

Risk implications – reputational damage to the City of London Corporation.

Equalities implications – Non-compliance disproportionately affects vulnerable groups, including, disabled residents and older people who are more vulnerable to fire hazards and structural failures. Poor building safety is more common in low-income and social housing communities, worsening housing inequalities. If buildings become unsafe or uninhabitable, tenants may be forcibly relocated, with negative impacts on minority groups, families, and disabled individuals. Discrimination claims could arise under the Equality Act 2010 if reasonable adjustments are not made.

Climate implications – none.

Security implications – none.

Conclusion

Considering the extensive recommendations outlined in this report, addressing the gaps and enhancing our fire risk assessment protocols is imperative for ensuring the safety and well-being of our communities. The establishment of a mandatory accreditation system for fire risk assessors, coupled with robust local resilience planning and comprehensive training for all staff, will significantly fortify our preparedness for potential emergencies. Whilst some of this is already underway, such as MAGIC (Multi Agency Gold Incident Command) training for all Chief Officers and the Safety for Senior Executives training programme, it is critical operational leaders' capability and knowledge is also enhanced and processes aligned to operations.

As we move forward, it is essential that we integrate these recommendations into our strategic planning and operational frameworks. By doing so, we will not only meet regulatory requirements but also uphold our commitment to creating a safe, resilient, and inclusive environment for all our stakeholders.

The organisation should take further steps to assure itself that it has full understanding of its 24/7 response capability to emergencies and major incidents. This must include the potential for a wider pool of on call officers, particularly from key responding departments. For example, DCCS, Environment (City Operations and Port Health and Public Protection) to include specific command roles at the silver tactical level in major incident response and at the operational level, of Local Authority Liaison Officers (LALO).

Financial and resource implications must be carefully considered and managed to support the implementation of these measures. Additionally, fostering strong communication channels and maintaining transparency with our communities will be key to building trust and ensuring effective emergency response.

Ultimately, the adoption of these recommendations will enhance our organisational resilience and contribute to the overall safety and security of our city. We must remain vigilant and proactive in our efforts to safeguard our future and protect the lives and properties of those we serve.

Appendices

- None

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Resolution to the Finance Committee

Submitted by the Community and Children's Services Committee – 19th June 2025

Title: Commitment of Funding for Homelessness from Council Tax

Resolution:

The Community and Children's Services Committee, noting the discussion at the Court of Common Council on 6 March 2025 (Item 7, Finance Committee), and the statement made by the Chairman of the Finance Committee, Deputy Henry Nicholas Almroth Colthurst, regarding the potential use of revenue from the Council Tax to support homelessness initiatives, resolves as follows:

That the Finance Committee be asked to:

1. Formally consider and confirm the commitment that revenue generated from the Council Tax on second homes be prioritised for initiatives addressing homelessness within the City of London.
2. Report back to the Community and Children's Services Committee on the mechanisms by which this funding will be allocated, monitored, and evaluated to ensure it delivers meaningful impact.
3. Ensure transparency in the application of these funds, including through regular reporting to the Court of Common Council and relevant committees.

This resolution reflects the Community and Children's Services Committee's strong support for targeted investment in homelessness services and seeks to align financial policy with the City Corporation's stated social priorities.

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City of London Corporation Committee Report

Committees: Community and Children's Services – for Decision Culture, Heritage and Libraries – For Information	Dated: 19 June 2025 7 July 2025
Subject: Department of Community and Children's Services	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Diverse Engaged Communities Delivering Excellent Services Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Judith Finlay, Director of Community and Children's Services	
Report author: Ellie Ward, Head of Strategy and Performance	

Summary

This report presents for approval the five-year high-level Business Plan for the Community and Children's Services Department for 2025/26 – 2029/30.

Recommendation

Members are asked to:

- i. **Note** the factors taken into consideration in compiling the Community and Children's Services Department Business Plan; and
- ii. **Approve**, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2025/26 – 2029/30.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. High-level Business Plans for align to our Corporate Plan 2024-2029. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.
3. The Community and Children's Services Department is one of the first Departments to produce a five-year business plan.

Draft final five-year high-level Business Plan for 2025/29

4. This report presents, at Appendix 1, the draft final high-level Business Plan for 2025/26 – 2029/30 for the Community and Children's Services Department.
5. All elements of the Business Plan presented are relevant to this committee, apart from reference to libraries which are relevant to the Culture, Heritage and Libraries Committee.
6. The priorities outlined in the Headline Business Plan reflect a range of strategies which are informed by stakeholder engagement and approved by Members, and our statutory requirements.
7. The Department has a wide range of statutory responsibilities and receives a range of government funding and grants to deliver on this. The Housing Revenue Account is ringfenced in terms of how it can be used.
8. The Department produces a range of dashboards to monitor performance, and various sub-committees scrutinise these on a regular basis. Performance is also benchmarked with other relevant organisations through published data and relevant networks run by organisations such as London Councils, and the Association of Directors of Adult Social Care.
9. Feedback from citizens on services is gathered in a variety of ways including a compliments and complaints process, regular feedback surveys undertaken across a range of services, specific consultation, and engagement exercises. Service users are included in our commissioning and monitoring processes.

10. To ensure value of money, the Department utilises sub regional and regional frameworks for some services such as placements and regularly benchmarks itself against other relevant organisations. Organisations such as the Local Government Association also regularly produce analysis of costs of services such as social care, at regional and national levels, to allow value for money to be assessed.

Departmental Operational Property Assets Utilisation Assessment

11. The latest utilisation assessment was undertaken in December 2024.
12. In relation to the assets allocated for the delivery of services, these are broadly fully utilised. Operational space within the Guildhall (North Wing) provides for around 60% of the Department's staff, with others located across the Barbican Estate Office, three community libraries, two community centres and small estate offices on out of area housing estates.
13. At the Guildhall, operations include social care, homeless assessment and rough sleeping outreach where the nature of delivery requires higher rates of attendance. Overall, utilisation does vary and is partly utilised some days but some days nearly 100% utilised. This evaluation was carried out using local electronic data on desk usage.
14. The Barbican Estate Office includes floor space for public receptions and meeting facilities and therefore provides a greater square metre per staff. Following a more detailed occupancy review, the basement area will now be utilised by the City of London Police for storage.
15. The Golden Lane Leisure Centre is integral to the estate providing space for staff to support its operation. The Department leases (at peppercorn rent) the Portsoken Community Centre. The Golden Lane Leisure Centre is leased to the commissioned provider of leisure services.
16. The Department holds the lease on the upper floors of Half Moon Court. The premises are not used for operational purposes and is sublet. The current lease terms mean rent received covers the rent obligations of the department to its landlord.
17. The Aldgate Pavilion is a departmental property asset. It is commercially let with the rental income supporting the operation of the Portsoken Community Centre for which there is no revenue budget.
18. The Department is also exploring the potential for alternative use of under-utilised car park space on the Barbican Residential Estate.

Corporate & Strategic Implications

Strategic implications

The strategic priorities and commitment of the Department are expressed in the headline Business Plan in Appendix 1. These reflect the many statutory responsibilities that the Department has. They contribute to the Corporate Plan priorities but specifically outcomes 1 – 4.

Security implications

None

Financial implications

Business Plan revenue cost priorities will be funded from within existing allocated resources as previously agreed in the Budget Estimate Reports for 2025/26 and the annual budget process going forward. Capital transformation projects are subject to securing the necessary funding through the usual annual Capital Bids process. The scope of the HRA major works on existing homes is also subject to agreeing a suitable funding route to support additional HRA capital works.

Equalities implications

The strategic commitments and actions outlined in the headline business plan are designed to improve outcomes for protected characteristics and deliver our public sector equality duties. Where new services or initiatives are developed, Equality Impact Assessments are carried out as part of the process to inform their development and consider their impact on different groups.

Resourcing implications

There has been some budgetary growth in response to some resourcing pressures. There are also some ongoing resourcing pressures in relation to the delivery of community safety functions.

Climate Implications

The Department is committed to taking action to contribute to the delivery of the Climate Change Action Plan. A major workstream is to deliver a number of housing related projects to reduce the City Corporation's carbon footprint.

Conclusion

This report presents the five-year high-level Business Plan for 2025/26 – 2029/30 for the Community and Children's Services Department for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level five-year Business Plan 2025/26 – 2029/30

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COMMUNITY AND CHILDREN'S SERVICES 5 YEAR BUSINESS PLAN

About us: Our purpose, aims and impacts

Summarise the purpose of the department, why it does what it does, who for and what it achieves. Reference stakeholders, customers, partners as applicable. Describe impacts, outcomes and achievements in the past year.

Vision

To deliver excellent services which strengthen independence and deliver positive outcomes for our communities. They are safe, agile and responsive, provide good value for money and are enhanced by a range of opportunities such as partnerships and technology.

The City of London has 8,600 residents, with 14% aged 65+ and 8% under 18. It also has around 680,000 workers in the Square Mile.

The Department of Community and Children's Services supports individuals with additional needs, addresses health inequalities, facilitates education for all ages, and enhances community welfare in the City of London. It manages 2,000 homes across 12 social housing estates, both inside and outside the Square Mile, serving both tenants and leaseholders, and manages the 2100 homes in the Barbican Residential Estate. It also serves the City's workforce through public health initiatives and library access. The department maximises its assets, such as housing, libraries, and community centres to support our communities and supports the delivery of two vital pan-London programmes.

It operates in a constantly evolving environment, facing increased service demand, increasing complexity of needs, legislative changes, inflationary pressures, and budget constraints affecting both its services and system partners, such as health.

Overall, the work of the Department contributes to Corporate Plan priorities, including providing excellent services, diverse and engaged communities, and sustainable environments.

Our Customers:

- **Adult Social Care:** 107 long-term service users at the end of March 2025; 76 receive community services and 31 live in residential / nursing care.
- **Children's Services:** 49 Care Leavers supported in March 2025 (down from 55 at March 2024); 4 Children in Care.



- **Education:** 3 City of London Children are electively home educated and none are missing from education. In terms of attendance, data from the Department of Education shows the City of London are currently first for school Attendance, with the lowest overall absence and lowest persistent absence rates.
- **SEND:** 27 supported with Education Health Care Plans (March 2025).
- **Housing:** 1,935 tenants and 955 leaseholders in social housing. 919 households on the housing register, 440 in the highest need categories (March 2025)
- **Homelessness:** 632 people sought help in 2024/25, a 5% rise on 2023/24.
- **Street Homelessness:** 656 individuals recorded in 2023/24, a 36% increase on 2022/23.
- **Libraries:** 408,655 visitors in 2024/25, up 20% on 2023/24.

Our statutory services are regulated by Ofsted, the CQC and for housing, the regulator for Social Housing, the Building Safety Regulator and the Housing Ombudsman.

All our services are delivered in partnership with organisations such Government Departments, The Greater London Authority, City of London Police, NHS partners, safeguarding partnerships / boards, the London Borough of Hackney and other local authority neighbours and the Voluntary and Community Sector.

The services we deliver have impact. Some of our achievements and impact include:

- **Children's Services:** Rated 'Outstanding' for a second time, 'providing excellent outcomes for children in the City of London'.
- **Education and Health Care Plans:** 100% completed on time.
- **Carers:** Carer satisfaction ranked 1st in the peer group and 13th nationally.
- **Adult Social Care Quality of Life :** Ranked 1st in the peer group and 21st nationally.
- **Street Homelessness Support:** 81 street homeless individuals accommodated (January-March 2025).
- **Tenant Satisfaction:** 67% (2024-25)
- **Library Services:** Valued by 95% of surveyed users (Q4 2024/25).
- **Adult Skills:** Ofsted-rated 'Good'.
- **Education:** One maintained primary school rated 'outstanding'. 6 sponsored academies rated 'outstanding', 4 sponsored academies rated 'good'
- **Mental Wellbeing:** 90% of Dragon Café attendees report improved mental health.

We are committed to continuous improvement and striving for excellence to deliver brilliant basics. This underpins our ambition and focus going forward.



Live, Work, Learn, Explore



Our key objectives and priority workstreams and major projects

Strategic priorities

- **Brilliant Basics:** Consistent delivery and maintenance of excellent services
- **Transformation:** Modernising and improving services across the system to achieve excellence and cost-effectiveness where needed
- **Partnerships:** Leveraging collaboration and external funding to enhance and expand current services

Key objectives

- **Delivering statutory responsibilities:** Ensuring the effective and timely delivery of statutory responsibilities for the wellbeing of our communities
- **Addressing Inequalities:** Focusing on reducing health disparities and promoting equity, diversity, and inclusion.
- **Community Wellbeing:** Supporting safe, supportive communities that enable good physical and mental health.
- **Prevention:** Delaying complex care needs through proactive initiatives.
- **Climate Action:** Combating the effects of climate change.
- **Growth and social mobility:** Providing lifelong learning and promoting social mobility.
- **Skilled Workforce:** Developing and supporting a capable workforce to help deliver our objectives.

Priority workstreams

- Providing efficient, effective, and compliant services.
- Investing in our existing stock.
- Building new affordable homes.
- Making the most of our departmental assets.
- Promoting equity, diversity, and inclusion while addressing inequalities, including in health.

As this is a five year business plan, these priority workstreams may change over time.

Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<i>Add the workstream name and list the key 2025/26 deliverables. Note activities and milestones and give the date these will be achieved. Note if these have a different duration to the FY (shorter or longer). SMT to input Add rows as needed</i>	<i>Estimate the % (of the total 100%) budget that will be allocated¹</i>	<i>Estimate the % (of the total workforce) that will work on this²</i>	<i>List all the CP outcomes this workstream contributes to</i>	<i>CP 2024-2029 Performance Measures should be shown in bold</i>	<i>State what will be different</i>
Providing efficient, effective, and compliant services <ul style="list-style-type: none"> Deliver a new model for a comprehensive, multi-agency service offer that meets the needs of all children and young people aged 0–25 years in the City of London through the Families in the City Programme. Services will be redesigned and transformed, shaped by the voices of City of London children, young people and their families (Transformation) 	88%	81%	Providing excellent services Diverse and engaged communities Leading sustainable environment	Care Leavers in Education, Employment and Training Care Leavers in suitable accommodation % of Children in Care (CIC) with three or more placements Carer reported quality of Life	Children and young people are safeguarded; adults with support needs and carers of all ages are supported. All children including those with special education needs

¹ Does not total 100% because some departmental budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.

² Unlikely to total 100% or more because some people resource is allocated to 'BAU' activities, and it could indicate a reliance on additional working time to deliver activities.

- Residents are safe in their homes through programmes that ensure all obligations around fire, water, gas, lifts, asbestos, electrical safety and damp and mould are met. (Transformation)
- Adult Social Care Services are shaped by partners and service users through delivery of the Adult Social Care Strategy (Transformation)

Adult Social Care
Service User Quality
of Life

The proportion of
reablement
episodes after which
people remained
independent within
12 weeks of hospital
discharge.

Education and
Health Care Plans
within 20 weeks

Decrease in City
T1000 cohort seen
rough sleeping (long
term street

Gas safety
compliance

Electrical safety
compliance

Water safety
Compliance

Lift safety
compliance

Asbestos check
compliance

receive
education.

Residents can
thrive and
achieve their
outcomes
regardless of
any needs.



				Fire safety assessments completed	
				Increased tenant satisfaction as measured by TSMs.	
				Library services and activities have a positive impact on health and wellbeing	
Investing in our existing homes <ul style="list-style-type: none"> Explore options for the delivery model of the repairs and maintenance service (Transformation) Major works programme (Transformation) Achieve the net zero targets which are an integral part of identified major works projects. 	11% *this does not include the capital major works programme	6%	Providing Excellent Services Leading Sustainable Environment Flourishing public spaces	% of stock which is decent homes	Housing is well maintained Residents are and feel safe Resident satisfaction increases

Building new affordable homes <ul style="list-style-type: none"> Completion of existing affordable homes programme (Brilliant Basics) Development of a strategy for a new affordable homes programme (Transformation) Deliver new affordable homes programme 	Discrete projects – capital funding will be secured	3%	Providing Excellent Services Leading Sustainable Environment Flourishing public spaces	Homes completed	Meeting housing need
Making the most of our departmental assets <ul style="list-style-type: none"> Refurbish Shoe Lane Library (Transformation) Refurbish Golden Lane Leisure Centre and secure new provider (Transformation) Review and development of strategy for HRA Commercial Property (Transformation) Barbican Library Refresh (Transformation) 	Additional Corporation funding or partner funding delivering the capital works	External specialists and contractors plus. Strategy for HRA commercial property also involves corporate property team.	Providing excellent services Leading Sustainable environment Flourishing Public Spaces	Successful Relocation of Shoe Lane library to One New Change Golden Lane Leisure Centre progressed to RIBA stage 4	Our departmental assets are used effectively. Departmental assets will contribute to reducing the impact on the climate and reduce the load on the carbon grid

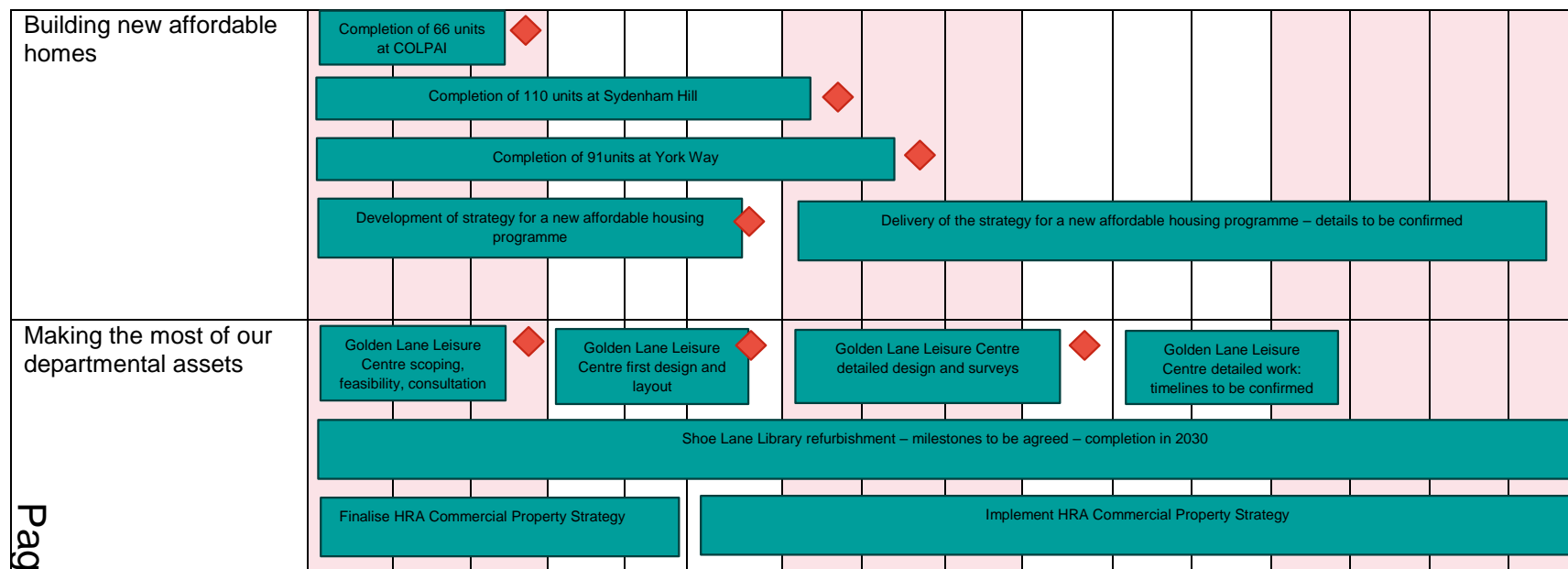
<p>Promoting equity, equality, diversity, and inclusion while addressing inequalities, including in health.</p> <ul style="list-style-type: none"> • Improve data on the needs of our communities (Brilliant basics) • Build and strengthen the capacity of the voluntary and community sector in the City of London (Partnership) • Deliver pan-London mentoring programme for care experienced young people (Transformation) 	<p>Public Health Grant</p> <p>+ some resource within delivering efficient, effective and compliant services</p>	<p>City and Hackney Public Health Team</p> <p>+ some staff resource within delivering efficient, effective and compliant services</p>	<p>Providing excellent services</p> <p>Diverse, engaged communities</p>	<p>Smoking cessation: % of quits at 4 weeks of referral</p> <p>Young people reached annually on the pan-London mentor programme for care-experienced young people</p>	<p>Residents and in some cases workers will experience reduced inequalities</p> <p>Services will be equitable</p>
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COMMUNITY AND CHILDREN'S SERVICES 5 YEAR BUSINESS PLAN

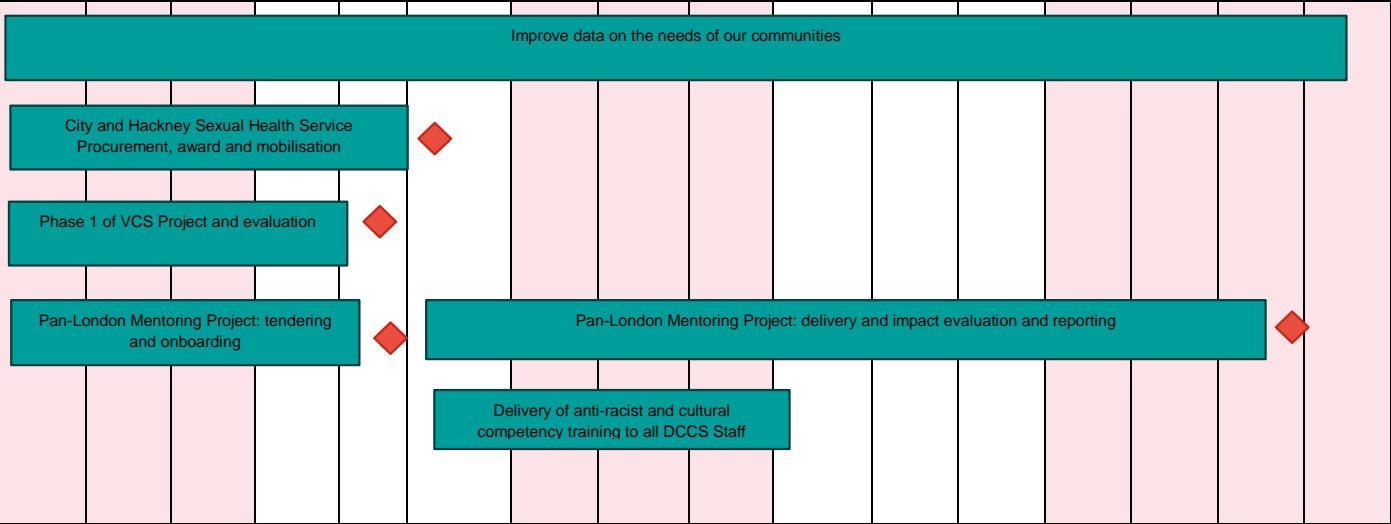
Our timeline planner of priority workstream activities and milestones

		Key																	
		Duration of activity																	
		Milestone																	
		Y1 Q1			Y1 Q2			Y1 Q3			Y1 Q4			Years 2 - 4					
		Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Y2	Y3	Y4	Y5		
Providing efficient, effective, and compliant services	Implement initial phases of Families in the City Programme																		
	Implement the Adult Social Care Strategy, shaped by service user and partner input																		
	Implementation and monitoring of Barbican App																		
Investing in our existing homes	Explore options for delivery model of future repairs and maintenance service																		
	Delivery of Major Works Programmes – details set out in separate project plan																		

COMMUNITY AND CHILDREN'S SERVICES 5 YEAR BUSINESS PLAN



Promoting equity, equality, diversity, and inclusion while addressing inequalities, including in health



Enablers

<p>People</p> <p>The Departmental headcount is 348 (337 FTE). 46% of the workforce is female and the median age of all staff is 49 years.</p> <p>10% of staff in the Department identify as LGBTQ+, 11% identify as disabled and 40% come from a Black, Asian or Minority Ethnic background.</p> <p>The average length stay in the Department is 9 years The turnover (2024/25) is 19% and 56% of staff in the Department are at the top of their pay scale.</p> <p>The staff survey response rate in 2024 was 57%. Overall the Department performs well against 2022 results and against the City Corporation as a whole.</p> <p>Action plan areas include:</p> <ul style="list-style-type: none"> • Celebrating and maintaining the supportive environment and positive relationships among colleagues • Strengthening and applying understanding of our contributions to the Corporate Plan • Considering how we can best support staff wellbeing 	<p>Equity, Equality, Diversity and Inclusion</p> <p>The Departmental EEDI Group meets monthly. Action plan areas include:</p> <ul style="list-style-type: none"> • Ensuring diverse recruitment panels across the Department • Rolling out cultural competency training • Piloting a skills sharing programme across the Department • Wider sharing across DCCS of EEDI work and how this can be mainstreamed <p>Other activities include:</p> <ul style="list-style-type: none"> • Working to improve data on the needs of our communities and used these to inform service development • Supporting the City Corporation to apply Care Experience as a protected characteristic in its decision making
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Finance

State your budget estimate £ and say how it is made up -e.g. local risk, central risk, recharges, CIL, income generation, rates and grants.

Proposed budget 2025/26	£
Local Risk	
Expenditure	58,019,000
Income	-42,828,000
Total Local Risk	15,191,000
Central Risk	4,626,000
Total Local and Central Risk	19,817,000
Recharges	10,581,000
Total net expenditure	30,398,000

Estimated forecast spend in respect of the priority workstreams

Workstream	Forecast Spend
Providing efficient, effective, and compliant services	£26,927,00
Investing in our existing housing	£3,394,000 (this does not include the capital major works programme)
Building New Affordable Homes	Capital funding secured separately for this
Making the most of our departmental assets	£267,000 (plus various other capital funding not included in this budget)
Promoting equity, equality, diversity, and inclusion while addressing inequalities, including in health	Public health grant + elements of the first workstream.



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Risks

Complete the table, adding all Corporate Risks where your Chief Officer is SRO or joint SRO, and your departmental red risks. Add a narrative if there are themes related to other risks e.g. linked to resources, transformation etc

Risk Title	Score
Blake Tower	16

Health & Safety

List up to three priorities for 2025-26

- Housing Health and Safety Requirements
- Implement improvement plans to work towards a safe 365 score of 65% across the Department
- Lone working

Operational Property

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department.

Yes

City of London Corporation Committee Report

Committee(s): Children's and Community Services – For discussion	Dated: 19/06/2025
Subject: Housing Investment Programme	Public report: For Discussion
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Diverse Engaged Communities. Providing Excellent Services. Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Judith Finlay - Executive Director, Department of Community & Children's Services	
Report author: Peta Caine - Director of Housing	

Summary

This report sets out the financial challenge of the 10-year Housing Investment Programme. It identifies a capital funding shortfall of £84m that cannot be met by the Housing Revenue Account. It also identifies the need for revenue – estimated at £1.5m per annum - to support additional staff to meet regulatory compliance and deliver the programme.

The report notes the progress of the Golden Lane Investment Programme and the establishment of a Golden Lane Transformation and Advisory Board.

Recommendations

Members are asked to:

- Note the identified shortfall in capital and revenue funding

- Note the progress on the Golden Lane investment Programme and the establishment of a Golden Lane Advisory Board to support that work

Main Report

Background

1. The City of London Corporation (City Corporation) is the local authority landlord for a stock of just over 1900 social rented homes and 900 leasehold properties. While not all London local authorities are council landlords among the 29 who are, the City of London holds the smallest housing stock – compared to the average holding of just under 33,000 council homes. Uniquely the City Corporation's housing stock is situated across seven London local authority areas.
2. The City Corporation supports - and is required to account for - the delivery of its landlord function through the ring-fenced Housing Revenue Account (HRA). The main items of expenditure included in the HRA are management and maintenance costs, major repairs, loan charges, and depreciation costs. The main sources of income are from tenants in the form of rents and service charges. The HRA cannot budget for a deficit, but local authorities can borrow against their expected rental income in line with the 'Prudential Code' set by government.
3. The large majority City Corporation's social homes were built in the post war period. Their age, the methodology of their construction, and under-investment in major works and maintenance has resulted in a housing stock requiring significant investment to secure the quality of home to meet tenants' needs, meet regulatory standards and requirements, and alleviate the financial reliance on repairs.
4. The high proportion of leaseholders on some estates, the listed status of the Golden Lane Estate and the limited stock into which tenants could be decanted, constrains the ability of the City Corporation to undertake the wholesale regeneration of post war estates that has been a feature in many local authority areas.
5. The City Corporation has set out a 10-year investment programme of major works to address disrepair and cyclical works requirements in its housing stock. It identifies a need for £205m of investment in works such as windows, roofing, heating, fire safety compliance, external decorations and electrical compliance work across the estates. Just over half of this investment - £105m – is required on the Golden Lane Estate. The programme also includes investment in Avondale Estate (£29m), York Way (£18m), Southbank (£14m), William Blake (£12m) and Middlesex Street £9m) (with smaller programmes on other estates).
6. The HRA's business plan - projecting income, contributions to depreciation, capacity for borrowing and leaseholder recharges - identifies a significant shortfall in funding to meet this investment need across the whole programme.

7. Both stock condition and the financial challenge of addressing that are common across London's local authorities. Disrepair and its impact on tenants have gained significant attention by the media and Housing Ombudsman, and in some cases resulted in highly critical reports from the Housing Regulator.

Current Position

Housing Investment Programme resourcing

8. The 10-year Housing Investment Programme is estimated to cost £205m. The sum is based on current intelligence but may change following a full stock condition survey. The cost includes provision for risk and inflation. Works to some homes will be rechargeable to the leaseholder, where properties are occupied in that manner. The amount that can be secured by recharging is subject to a range of conditions and legal tests. It is currently estimated that £47m of the planned investment will be recovered through recharge.
9. Based on current income projections from rent and service charges it is estimated that £42m will be contributed to this cost from annual transfers from the HRA. It is calculated that an additional £32m can be obtained through HRA borrowing within the boundaries of the Prudential Code.
10. In totality these amounts provide £121m of the estimated cost and identify a shortfall in the programme's funding of £84m.

Housing Investment programme	
Estimated total cost	£205m
Annual revenue transfers from HRA	(£42m)
HRA borrowing	(£32m)
Recharges to leaseholders	(£47m)
Shortfall	£84m

*figures rounded based high level estimates

11. Elements of the programme aimed at decarbonisation may attract funding from the City Corporation or government streams that support this wider objective. However, the programme of these works falls outside of the current City of London Climate Action Strategy timeline, and therefore future funding from that initiative cannot be relied upon.
12. Announcements from the government spending review have increased the threshold by which rents can be increased by 1%, which will – if applied – increase rental income to the HRA, alongside rental income from new build. Both should enable an increase in annual transfers and the borrowing capacity of the HRA. However, the delivery of this programme and the wider increase in regulatory burden, requires additional staffing resource (see below) which will need to draw on the HRA.
13. However, the estimates put forward remain high level and based on partial information. There is a risk of optimism bias. It would therefore be prudent to

identify a need for an additional £100m of funding to ensure the programme is deliverable once fully costed.

14. There is no obvious and available source for such funding. Most local authorities are constrained by similar challenges – and the wider demands and pressures on their public finances - resulting in considerable public, political and regulatory challenge.
15. This substantial investment into the City Corporation's housing stock will secure better homes meeting resident's needs and the regulatory standards required. It will deliver stock improvements that provide financial sustainability for the HRA over its 30 year business plan.
16. Officers are preparing submissions for discussion at the Policy and Resources Away Day, so that Members can discuss the implications of the funding shortfall set out and any potential resources.

Golden Lane Investment Programme

17. Phase 1 and Phase 2 of the Golden Lane Investment Programme are commencing. The £30m cost for these elements is contained within the total programme costs set out above, and is met by the HRA. As set out, the 10-year programme cost for Golden Lane is £105m.
18. The progression of works at the Golden Lane Estate is complex and impactful. To strengthen engagement with residents to inform the delivery of these projects and mitigate impact, a 'Transformation and Advisory Board' is being established. It will be chaired by a Member and include tenant and leaseholder representation – including representation from the Golden Lane Residents Association (GLERA).
19. Decision making in relation to the programme must sit within the City Corporation's governance and procurement code – therefore the Transformation and Advisory Board cannot hold a formal status. However, the board will allow for more detailed consultation and engagement to inform and shape issues for formal decision, and help define more operational and local decisions in support of the programme.
20. The Programme's timelines is set out in high level below:

Crescent House:

- Start on Site September 2027
- Completion July 2031

Crescent House Package 3 tender - February 2026

Cuthbert Harrowing House – Package 3

- Estimated Start on Site September 2027
- Estimated Completion March 2029

Great Arthur House – Package 4

- Estimated Start on Site June 2028
- Estimated Completion June 2031

NB – separate roof refurbishment contract – October 2026 – January 2028

Basterfield, Bayer, Bowater and Stanley Cohen Houses:

- Estimated Start on Site November 2030
- Estimated Completion December 2034

Cullum Welch and Hatfield Houses Package 3

- Estimated Start on Site April 2032
- Estimated Completion September 2035

Revenue pressures

21. The Housing Investment Programme is an ambitious, complex and multi-year programme. It is delivered in the context of increased regulatory and legislative demands and required service improvement and contract management. Delivering the programme and to wider requirements will need additional staff resourcing including in estate services, information and data, contract management, fire safety, resident engagement, service improvement, operational financial management and procurement support
22. The constraints on the HRA (well understood as a national issue and impacted further as a consequence of the City Corporation's small stock holding) have resulted an under resourced staffing base. It is estimated that the additional resources needed will cost £1.5m per annum, with some tapering down following compliance in some areas. An element of this cost may be met by permitted rent increases, but even if fully utilised, a 1% additional uplift would yield less than £150,000.
23. Proposals for additional revenue needs to increase staffing capacity will be included in the submissions for Policy and Resource Away Day.

Corporate & Strategic Implications

Strategic implications

24. The Housing Investment Programme set out supports the delivery of the Corporate Strategy objectives to Providing Excellent Services, Diverse Engaged Communities and Leading Sustainable Environment

Financial implications

25. As set out, the funding needs for the proposed programme exceed the resources of the HRA and its capacity to borrow. An estimated shortfall of £84m is identified over the 10 year period, with the proposal that £100m could be required if additional issues are identified by a full stock condition survey has been completed. Additional funding may be reduced if efficiencies in delivery and procurement are found.

Resource implications

26. The report identifies the need for additional staffing resourcing that cannot be met by the HRA. These are estimated at £1.5m per annum – with some reduction once compliance in some areas has been achieved.

Legal implications

27. none

Risk implications

28. Failure to invest in the City Corporation's housing stock presents a risk to the health and wellbeing of residents. It risks regulatory challenge and reputational damage.

Equalities implications

29. Those with protected characteristics are over represented in social housing. Improvement in housing quality has a positive impact. Disrepair in housing has a disproportionate impact on those with protected characteristics.

Climate implications

30. The Housing Investment Programme will deliver significant decarbonisation of the housing stock, contributing to the City Corporation's sustainability objectives.

Security implications

none

Conclusion

31. Investing in the City Corporation's housing stock is crucial not only for the welfare of its residents but also for the organisation's reputation and regulatory compliance. Enhancing housing quality has a positive and equitable impact on those with protected characteristics and aligns with the City Corporation's sustainability goals by significantly reducing carbon emissions.

Appendices

- None

Peta Caine

Director of Housing

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