Public Document Pack

Community & Children's Services Committee

Date: **TUESDAY, 30 JUNE 2026**

Time: 1.45 pm

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

Members:

Deputy Helen Fentimen OBE JP (Chair)
Steve Goodman OBE (Deputy Chair)
Joanna Tufuo Abeyie
Munsur Ali
Matthew Bell
Simon Burrows
Deputy Anne Corbett
Aaron Anthony Jose Hasan D'Souza
Anthony David Fitzpatrick
Deputy John Fletcher
Dawn Frampton
Sarah Gillinson
Mercy Haggerty
Adam Hogg
Amy Horscroft
Sandra Jenner
Shravan Joshi MBE
Laura Jørgensen
Helen Ladele
Alderman Tim Levene
Tim McNally
Sophia Mooney
Leyla Ostovar
Deputy Nighat Qureishi
Beverley Ryan
Alderman Sushil Saluja
Stuart Thompson
Deputy James Thomson CBE
William Upton KC
Mark Wheatley
Deputy Ceri Wilkins
David Williams
Philip Woodhouse
Alderman Kawsar Zaman

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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 have been 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 meetings held on 22 April 2026 and 5 May 2026.

   For Decision
   (Pages 9 - 26)

4. **OUTSTANDING ACTIONS**

   For Information
   (Pages 27 - 30)

5. **APPOINTMENTS TO SUB-COMMITTEES**

   Report of the Town Clerk.

   For Decision
   (Pages 31 - 34)

6. **GOLDEN LANE LEISURE CENTRE: PREFERRED DESIGN OPTION AND ESTABLISHMENT OF A COMMUNITY STEERING GROUP**

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

   For Decision
   (Pages 35 - 126)

7. **0-2 CHILDCARE PROVISION AT THE ALDGATE SCHOOL**

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

   For Decision
   (Pages 127 - 150)

8. **A REVIEW OF THE CITY CHILDCARE ACCESSIBILITY SCHEME**

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

For Decision
(Pages 151 - 166)

9. **STRONGER COMMUNITIES FUND ANALYSIS AND FUNDING POLICY UPDATE**

Report of Interim Managing Director, City Bridge Foundation.

For Decision
(Pages 167 - 208)

10. **ISSUE REPORT (WITH CHANGE REQUEST) - FIRE SAFETY PLANNED MAINTENANCE PROGRAMME 2028-31**

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

For Decision
(Pages 209 - 214)

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

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

For Information

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

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

For Information

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

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

For Information

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

Report of the Assistant Director, Financial Shared Services.

For Information

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

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

For Information

16. ***WARDMOTE UPDATES**

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

For Information

17. ***SCHOOL ADMISSIONS UPDATE**

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

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

For Information

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

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

For Information

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

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

For Information

20. **UPDATES FROM SUB COMMITTEES AND PORTFOLIO HOLDERS**

For Information

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

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

23. **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

24. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meetings held on 22 April 2026 and 5 May 2026.

For Decision
(Pages 215 - 224)

25. **NON-PUBLIC OUTSTANDING ACTIONS**

Members are asked to note the non-public outstanding actions report.

For Decision
(Pages 225 - 228)

26. **GOLDEN LANE ESTATE MAJOR WORKS RENEWAL PROGRAMME - PHASE 1: CRESCENT HOUSE LEASEHOLDER RECOVERY AND DISCRETIONARY DISCOUNT**

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

For Decision
(Pages 229 - 246)

27. **ISSUE REPORT (WITH CHANGE REQUEST) - GOLDEN LANE ESTATE MAJOR WORKS RENEWAL PROGRAMME - PHASE 1: CRESCENT HOUSE**

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

For Decision
(Pages 247 - 254)

28. **ISSUE REPORT (WITH CHANGE REQUEST) - GOLDEN LANE ESTATE MAJOR WORKS RENEWAL PROGRAMME - PHASE 2: ALL BLOCKS EXCLUDING CRESCENT HOUSE AND GREAT ARTHUR HOUSE**

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

For Decision
(Pages 255 - 262)

29. **LEASEHOLDER LOAN SCHEMES - MAJOR WORKS**

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

For Decision
(Pages 263 - 284)

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

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

For Decision
(Pages 285 - 292)

31. **BLACK RAVEN COURT (COLPAI)**

Report of the Head of New Developments & Special Projects.

For Decision
(Pages 293 - 298)

32. **WAIVER REPORT**

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

For Decision
(Pages 299 - 306)

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

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

Note – to be read in conjunction with item 17.

For Information

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

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

For Information

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

Report of the Town Clerk.

For Information

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

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

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COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Wednesday, 22 April 2026

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Wednesday, 22 April 2026 at 1.45 pm

Present

Members:

Deputy Helen Fentimen OBE JP (Chair)
Steve Goodman OBE (Deputy Chair)
Matthew Bell
Leyla Boulton
Simon Burrows
Aaron Anthony Jose Hasan D'Souza
Deputy John Fletcher
Dawn Frampton
Sarah Gillinson
Amy Horscroft
Shravan Joshi MBE
Helen Ladele
Alderman Tim Levene
Charles Edward Lord OBE JP
Alderman Christopher Makin
Leyla Ostovar
Jason Pritchard
Beverley Ryan
Stuart Thompson
Mark Wheatley
Deputy Ceri Wilkins
David Williams
Philip Woodhouse

Observing virtually:

Joanna Tufuo Abeyie MBE
Deputy Nighat Qureishi

In Attendance:

Mercy Haggerty
Alderwoman Elizabeth King BEM JP
Deputy Marianne Fredericks (virtual)
Jacqueline Webster (virtual)

Officers:

Judith Finlay	-	Executive Director, Community and Children's Services
Beverley Andrews	-	Community and Children's Services Department
Paul Barton	-	Community and Children's Services Department
Deborah Bell	-	Community and Children's Services Department
Peta Caine	-	Community and Children's Services Department
Himmang Chemjong	-	Community and Children's Services Department
Simon Cribbens	-	Community and Children's Services Department
Zoe Gayle	-	Community and Children's Services Department
Michael Gwyther-Jones	-	Community and Children's Services Department
Chris Lovitt	-	Community and Children's Services Department
Chris Pelham	-	Community and Children's Services Department
Greg Wade	-	Community and Children's Services Department
Sadhari Perera	-	Comptroller and City Solicitor's Department
Lisa Ward	-	Communications and External Affairs Department
Amelia Christopher	-	Town Clerk's Department
Kate Doidge	-	Town Clerk's Department

1. **APOLOGIES**

Apologies for absence were received from Munsur Ali, Lesley Cole, Deputy Anne Corbett, Deputy Christopher Hayward, Sandra Jenner, Laura Jørgensen, Sophia Mooney and Deputy James Thomson.

Joanna Tufuo Abeyie MBE and Deputy Nighat Qureishi observed the meeting virtually.

The Chairman noted that it was the last meeting of the civic year and thanked departing members and welcomed incoming members to be appointed at the Court of Common Council on 23 April 2026.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED: - that the public minutes and non-public summary of the previous meeting held on 16 March 2026 be approved as an accurate record.

4. **OUTSTANDING ACTIONS**

The Committee received the public outstanding actions report.

RESOLVED: - that the report be received, and its contents noted.

5. **GOLDEN LANE LEISURE CENTRE - UPDATE FROM THE CHAIRMAN**

The Chairman read out a statement, a summary is provided below:

- She acknowledged the concern and anger among some residents, Golden Lane Leisure Centre (GLLC) users and staff caused by the earlier than expected closure of the leisure centre.
- That the decision was not taken lightly and needed to be taken urgently following the operator (Fusion Lifestyle) going into administration.
- It had been the intention to keep the GLLC open until the planned refurbishment works were due to start later this year, however the condition of the building was unreliable and failures in key systems meant activities were being cancelled.
- A planned and managed closure, with alternative provision secured nearby at Finsbury Leisure Centre and Ironmonger Row Baths - around a 10-minute walk away - at no extra cost to members, was preferable and provided greater reliability and certainty.
- Ensuring children with Special Educational Needs and Disabilities (SEND) and other vulnerable users have access to provision had been a priority in agreeing alternative arrangements.

- Officers were working with providers to ensure all groups that use the GLLC were supported, including older residents and organised clubs. Such alternative provision was nearly finalised, with support from neighbouring facilities including those at City of London Girls' School and City University.
- That the £10.4 million investment would transform the leisure centre and secure its long-term future, delivering a modern, high-quality facility.
- She reassured Members that open engagement with residents continued. A public meeting would be held 23 April 2026, to answer questions, listen to concerns and explain both the immediate arrangements and future plans.
- She emphasised that the focus throughout had been on providing the most reliable and responsible outcome for users, while safeguarding the long-term future of the GLLC.

The Chairman stressed that she, the Deputy Chair and officers were committed to working with the Save Golden Lane Leisure Centre campaign group, having met with them and noted the offer for another meeting. She acknowledged the interest by residents and Members in reviewing the refurbishment options, noting that the design was predicated on a public survey with around 400 respondents. A meeting with officers was scheduled on the matter. There would be a trade-off however, if that reconsideration of the design would mean that the timeline for works to commence would slip.

A Member noted an email from Golden Lane Estate Residents' Association (GLERA), Barbican Association, and the Barbican and Golden Lane Neighbourhood Forum that none of the groups liked the chosen option. They asked why the two options had not been engaged on with the users and groups before the Committee's decision. They also asked at what point residents and users would have an opportunity to influence the design. In response, officers explained that expert advice had been followed, with early engagement through a questionnaire and focus groups and targeted meetings. The design proposals were narrowed down to two, with the Committee to agree a preferred option for a more complete technical design for consultation and engagement. Noted the Chairman's comments that the design could be reconsidered.

A Member noted that the debate on the matter in public and non-public had been a challenge regarding communicating the themes and the decisions to the public, stressed the need to do that better to resolve the issue of trust. Highlighted the broad range of opinion from the Committee and community on the design choices but in the end, it was a financial decision, only one model was likely to generate enough income through use to not require a subsidy.

A Member referred to a survey conducted in June 2025 by Active Insight promoted through multiple channels of engagement, that research showed the choices.

A Member stressed the consequences of delay and increased cost.

A Member asked why alternative options were not in place for users before the administration was announced. Asked whether there was an option to amend the design plans for the new GLLC. In response, officers clarified that there had been market engagement on the long-term provision of the GLLC and operator enabling

the mobilisation of alterative provision. The transferring of memberships to local provision was brought forward by several months due to the operator facing financial pressures, Fusion Lifestyle had unsuccessfully tried to find a merger or buyer to prevent its administration. A week after the administration announcement, an arrangement had been made to take on members of the GLLC at no extra cost and officers worked hard to secure a range of alternative provision for targeted activities. There had been dialogue and meetings with various groups to get it right for users, particularly for those with protected characteristics.

A Member asked whether officers were committed to exploring the options the campaign group might have about how the GLLC might be kept open, and also sought confirmation that the £10.4 million was not at risk. They asked for a commitment to resident engagement in the future shaping of the GLLC and its delivery regardless of the option decided. In response, officers noted that all the alternatives were close to being in place, timetables would be shared imminently. Options from the campaign group were being actively explored. The £10.4 million was in place and was being spent. Resident engagement was hugely important, the whole community needed to be galvanised, users were needed to make the service financially viable.

A Member asked whether there were lessons to be learnt about how consultation is conducted, to engaged earlier rather than to have strict options. In response, officers provided reassurance that the lessons learnt would be considered particularly around the communications.

A Member asked whether the SEND swimming programme could be confirmed. In response, officers clarified that had been secured via the City of London Girls' School; and would be noted in a resident briefing.

The Chairman asked Members to submit any other questions via email and the Committee would be updated with any developments.

RESOLVED: - noted the verbal update.

6. **DEPARTMENTAL RISK UPDATE**

The Committee received the report of the Executive Director, Community and Children's Services on the departmental Risk Register.

RESOLVED: -

- Noted the departmental Risk Register.
- Noted the actions taken by DCCS to strengthen its response and risk mitigation.

7. **REGULATOR OF SOCIAL HOUSING INSPECTION - OUTCOME, BENCHMARKING AND IMPROVEMENT RESPONSE**

The Committee received the report of the Executive Director, Community and Children's Services on the outcome of the Regulator of Social Housing inspection.

A Member asked how it would be known that the issues that led to the C3 Consumer Standards grading had been resolved and the Regulator would be satisfied that had been achieved. They also asked who sat on the Housing Improvement Board and who was the independent chair. In response, officers explained that the Regulator would review the Housing Strategy Action Plan monthly providing feedback and assurance. It was vital to track progress to get the services right for residents, supported by the £211 million investment. The Regulator noted that the plan was outcome-focused with the right timescales and direction to achieve a satisfactory outcome swiftly. Noted that the Housing Improvement Board was an internal assurance officer board, chaired by an independent housing consultant. Clarified that the actions were received by the Housing Management & Almshouses Sub-Committee, any issues would be escalated to the Committee as appropriate. The Chairman added that the Housing Improvement Board was not new and provided scrutiny.

The Chairman acknowledged the concerns by residents and referred to the Housing Strategy Action Plan noting the many references to residents and engagement. The Housing Investment Group had recently looked at resident engagement on housing, which was substantial, and for that to be circulated to the Committee for their information. More needed to be done around the specificity, any comments on the plan should be sent to officers to refine it and to ensure the right communications.

A Member stressed the need for urgency regarding the repairs and maintenance, and communications, asked what was being done in the Housing Strategy Action Plan to act quickly and improve residents' experience and provide reassurance that the matter was being taken seriously. The Deputy Chair noted that had been discussed at the Housing Management and Almshouses Sub-Committee, officers were working on increasing responsiveness and treating tenants as customers. In response, officers stressed that repairs and maintenance was a priority with extra capacity committed, the stock conditions survey was underway. Systems had been upgraded over the past 18 months, such as for fire risk assessments.

A Member asked when the C3 Consumer Standards grading could be reviewed at the earliest. In response, officers explained that inspections occur every four years, however a reinspection could be requested at any point; that might entail a shorter more focused inspection or a desktop exercise.

A Member noted that the housing governance working review was positive. However, on communications with residents, noted the difference between formal consultation and meetings to talk directly to residents, and asked what more could be done to ensure that residents' voices were sufficiently represented and to increase engagement. In response, officers noted that had been discussed at the Golden Lane Estate Renewal Board, around holding a resident session to rearticulate the renewal plan, enhancing communications through a newsletter. The renewal plan could be replicated for other estates going through change.

RESOLVED: -

- Noted the outcome of the Regulator of Social Housing inspection and the C3 Consumer Standards grading.

- Noted the benchmarking position of the City of London Corporation relative to other London boroughs.
- Noted the improvement actions underway and the governance arrangements in place to provide assurance and oversight.

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

There were no updates received.

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

A Member noted that they recently met unpaid carers, part of the City Carers Community group, at their event on 18 April. A resident in their ward asked: 'The Carers Strategy 2023 - 2027 is due for a refresh. Three years in, when can we expect the implementation of accurate carers' emergency plans stored within social care?'

In response, officers explained that regarding carers known to Adult Social Care who have carers assessments on their file, those were reviewed annually and contingency and emergency planning was built into that, there was an option for more detailed emergency plans. Regarding carers not known to Adult Social Care, the carers support group Imago could support those carers in developing emergency plans and those could be stored on a National Carers Card; or those carers could contact Adult Social Care. Discussions were underway about how to extract that information and include it in the Adult Social Care system if requested.

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

There were no public items of urgent business.

11. **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.

12. **NON-PUBLIC MINUTES**

RESOLVED: - that the non-public minutes of the previous meeting, held on 16 March 2026, be approved as an accurate record.

13. **NON-PUBLIC OUTSTANDING ACTIONS**

The Committee received the non-public outstanding actions report.

14. **HEALTH AND FIRE SAFETY TEAM**

The Committee received the report of the Executive Director, Community and Children's Services on the establishment of a new Health and Fire Safety team in the Department of Community and Children's Services.

15. **GOLDEN LANE LEISURE CENTRE REFURBISHMENT - GATEWAY 2 ISSUE REPORT**

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

16. **WAIVER REPORT**

The Committee received the report of the Executive Director, Community and Children's Services concerning a waiver.

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

There were no non-public questions.

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

One item of non-public urgent business was raised.

The meeting ended at 3.13 pm

Chairman

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COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Tuesday, 5 May 2026

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Tuesday, 5 May 2026 at 1.45 pm

Present

Members:

Deputy Helen Fentimen OBE JP (Chair)
Steve Goodman OBE (Deputy Chair)
Joanna Tufuo Abeyie
Matthew Bell
Simon Burrows
Anthony David Fitzpatrick
Deputy John Fletcher
Dawn Frampton
Mercy Haggerty
Amy Horscroft
Sandra Jenner
Shravan Joshi MBE
Helen Ladele
Sophia Mooney
Leyla Ostovar
Beverley Ryan
Stuart Thompson
Deputy Ceri Wilkins
David Williams
Philip Woodhouse
Alderman Kawsar Zaman

In Attendance:

Adam Hogg
Jacqueline Webster
Deputy Marianne Fredericks (virtual)
Deputy Ann Holmes (virtual)
Alderwoman Elizabeth King BEM JP (virtual)

Officers:

Judith Finlay	-	Executive Director, Community and Children's Services
Beverley Andrews	-	Community and Children's Services Department
Paul Barton	-	Community and Children's Services Department
Deborah Bell	-	Community and Children's Services Department
Peta Caine	-	Community and Children's Services Department
Himmang Chemjong	-	Community and Children's Services Department
Zoe Gayle	-	Community and Children's Services Department
Michael Gwyther-Jones	-	Community and Children's Services Department
Greg Knight	-	Community and Children's Services Department
Chris Lovitt	-	Community and Children's Services Department
Chris Pelham	-	Community and Children's Services Department
Greg Wade	-	Community and Children's Services Department
Ellie Ward	-	Community and Children's Services Department
Lisa Ward	-	Communications and External Affairs Department
Frank Marchione	-	Comptroller and City Solicitor's Department
Mark Jarvis	-	Chamberlain's Department
Amelia Christopher	-	Town Clerk's Department

Kate Doidge	-	Town Clerk's Department
Polly Dunn	-	Town Clerk's Department

At the outset of the meeting, the Chief Commoner, Philip Woodhouse moved Alderman Kawsar Zaman into the Chair to preside over the meeting until the election of Chair.

The Town Clerk noted that given the timescales between this meeting and the last, the April and May Committee minutes would go to June's Committee for approval.

1. **APOLOGIES**

Apologies for absence were received from Munsur Ali, Deputy Anne Corbett, Aaron Anthony Jose Hasan D'Souza, Sarah Gillinson, Alderman Tim Levene, Mark Wheatley and Deputy Nighat Qureishi.

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

There were no declarations of interest.

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 dated 23 April 2026. The Town Clerk noted an update to the Order, that David Sales had resigned from the Committee.

RESOLVED: - That, the Order be received.

4. **ELECTION OF CHAIR**

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

Deputy Helen Fentimen OBE JP, being the only Member indicating their willingness to serve, was duly declared Chairman for the ensuing year.

The Chairman thanked departing Committee members: Charles Edward Lord OBE JP, Lesley Cole, Deputy Christopher Hayward, Alderman Christopher Makin, Jason Pritchard and Leyla Boulton.

The Chairman welcomed new Committee members: William Upton KC, Anthony David Fitzpatrick, Mercy Haggerty, Alderman Kawsar Zaman.

RESOLVED: - That, Deputy 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 2026/27.

5. **ELECTION OF DEPUTY CHAIR**

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

Steve Goodman OBE, being the only Member indicating their willingness to serve, was duly declared to be Deputy Chair for the ensuing year.

RESOLVED: - That, Steve Goodman, being the only Member indicating their willingness to serve, was elected Deputy Chair of the Community and Children's Services Committee for the Civic Year 2026/27.

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

The Committee received the report of the Town Clerk on appointments to various sub-committees and other appointments.

Regarding the Homelessness and Rough Sleeping Sub-Committee, the Town Clerk noted an error in the external membership, the two vacant positions were filled by: James Breed, and Patrick Fowler.

Regarding the Integrated Care Sub-Committee (of the City and Hackney Place-based Partnership), the Chairman noted that due to NHS reforms the constitution of the sub-committee could change, once clarity was gained on the matter the Committee would be updated.

RESOLVED: -

a) Agreed the composition of and terms of reference of the Housing Management and Almshouses Sub-Committee as set out at Appendix 2, and that the two vacancies be held over until the next Committee meeting on 30 June 2026.

- Deputy Helen Fentiman OBE JP
- Steve Goodman OBE
- Deputy James Thomson
- Deputy John Fletcher
- Sandra Jenner
- Deputy Ceri Wilkins
- Deputy Anne Corbett
- Mercy Haggerty
- Chief Commoner Philip Woodhouse
- Vacancy
- Vacancy

b) Elected the Chair of the Housing Management and Almshouses Sub-Committee, Steve Goodman OBE, and noted that the Deputy Chair shall be elected by the Sub-Committee at its first meeting.

c) Agreed the Allocated Members to the City's Housing Estates, and that the next meeting of the Housing Management and Almshouses Sub-Committee will determine the Allocated Members to the vacant positions: Southwark, Tower Hamlets and Lambeth; to return to a Committee meeting for approval.
    - Islington - Deputy Anne Corbett
    - Hackney - Deputy Ceri Wilkins
    - Lewisham - Sandra Jenner
    - City of London - Golden Lane Estate - Deputy Ceri Wilkins
    - Middlesex Street Estate - Deputy John Fletcher

d) Agreed the composition and terms of reference of the Safeguarding and Special Educational Needs Sub-Committee as set out in Appendix 3, and that the three vacancies be held over until the next Committee meeting on 30 June 2026.
    - Deputy Helen Fentimen OBE JP
    - Steve Goodman OBE
    - Deputy Ceri Wilkins
    - Deputy Anne Corbett
    - Stuart Thompson
    - Vacancy
    - Vacancy
    - Vacancy

e) Elected the Chair of the Safeguarding and Special Educational Needs Sub-Committee, Deputy Helen Fentimen OBE JP, and noted that the Deputy Chair shall be elected by the Sub-Committee at its first meeting.

f) Agreed the composition and terms of reference of the Homelessness and Rough Sleeping Sub-Committee as set out at Appendix 4 (non-Community and Children's Services Committee members are appointed elsewhere).
    - Deputy Helen Fentimen OBE JP
    - Steve Goodman OBE
    - Mark Wheatley
    - Leyla Ostovar
    - Helen Ladele
    - Sophia Mooney
    - David Williams
    - Dawn Frampton

g) Agreed that as there were no nominees for the position of Chair of the Homelessness and Rough Sleeping Sub-Committee, in line with Standing Order 26 (9): the Chair of the Appointing Committee, Deputy Helen Fentiman OBE JP, will automatically assume the position, and that this position be returned to the next meeting of the Committee on 30 June 2026, and noted that the Deputy Chair shall be elected by the Sub-Committee at its first meeting.

h) Appointed the Chairman and Deputy Chair of the Community and Children's Services Committee, to the Integrated Care Sub-Committee (of the City and Hackney Place-based Partnership) set out in Appendix 5 and 6, and noted that the three vacancies (Deputies) be held over until the next Committee meeting on 30 June 2026.

- Deputy Helen Fentiman OBE JP
- Steve Goodman OBE
- Vacancy
- Vacancy
- Vacancy

i) Appointed Lead Members to the following Portfolios set out in Appendix 7:

i. Adult and Children Safeguarding - Deputy Ceri Wilkins
ii. Young People - Deputy Ceri Wilkins
iii. Carers' and Special Educational Needs Champion - Deputy Anne Corbett

j) Appointed Deputy Helen Fentimen OBE JP to the Education Board.

k) Appointed Chief Commoner Philip Woodhouse to the Projects and Procurement Sub-Committee.

l) Noted the Chairman's proposed representative, Deputy Anne Corbett on the Equity, Equality, Diversity and Inclusion Sub-Committee subject to her willingness to serve.

m) Appointed the Chairman and Deputy Chair of the Community and Children's Services Committee, Deputy Helen Fentimen OBE JP and Steve Goodman OBE, to the Crime and Disorder Scrutiny Committee.

n) Appointed the Chairman of the Community and Children's Services Committee, Deputy Helen Fentimen OBE JP, to the Health and Wellbeing Board.

7. GOLDEN LANE LEISURE CENTRE - UPDATE

The Committee received the report of the Executive Director, Community and Children's Services on the Golden Lane Leisure Centre. During the item, two corrections to the report were noted: the first being the that the correct figure for the £230,000 estimate for the cost in extending the process being £130,000; and that the correct year in paragraph 11 was 2025, not 2005.

Officers explained that due to the strength of feeling expressed in public engagement, Members were asked to reconsider the design options 1 and 2c and open up wider engagement. Any engagement would need to complete shortly to meet the deadline of 30 June 2026 for final decision. Had committed to establish an advisory board, names of those interested in the board had been recorded and further awareness of that board would be raised.

A Member expressed their strong feeling in keeping the sports hall open which provided a flexible and inclusive space. The Member asked whether any assessment had been made on how people use the centre, particularly workers with short lunch breaks. The Member asked why the sports hall could not stay open during refurbishment, whether it was impossible or had been ruled out due to its complexity and additional costs. The Member's queries were answered under any other business at Item 9.

A Member asked for confirmation that should there be additional consultation, whether the refurbishment start date would be pushed back and if so by how much. In response, officers anticipated that additional consultation would mean the redesign to go through the planning application process in September 2026; the timescale would be pushed back by two to three months.

A Member queried whether the market research, financial modelling and community needs assessment underpinning the design options had been shared with Members. The Member noted that it was unclear whether the options accounted for the increase in affordable local gyms, or the social value of the spaces, or the specific needs of residents. The Member noted that it was critical to reopen the design decision and asked whether the advisory board would receive the design options being considered. In response, officers explained that the papers described the design options and the survey details, for Members to review the agreed design option.

A Member asked if the date was moved, the £130,000 estimate for the cost in extending the process would come out of the £10.4 million for refurbishment and that could potentially reduce the quality of work and asked why there was a wait until September for the planning application process. A Member also asked whether officers were confident that the final costs were known. A Member noted concern in any delay due to increased building costs as a result of the geopolitical climate. In response, officers explained that there was sufficient contingency in the budget to absorb that cost without affecting the design, any additional consultation agreed by Members may affect the planning timescale.

Having reviewed the financial modelling regarding the calculations received by the Committee on 28 January 2026, a Member noted that there was scope to reconsider. The information from the operator was not correct regarding the extent of the use of the space and revenue being generated, and that could not

have been foreseen. The Member stressed that the right decision might require the review of the financial modelling as the subsidy figure previously presented might now be operationally different, and the strength of community support for the space. The Member noted that service users should be encouraged to use and invest in the space. In response, officers explained that the information received regarding Fusion Lifestyle was not as expected and they would be happy to retest the business case analysis, and officers acknowledged the social value of the sports hall.

A Member asked why the strength of feeling from the previous consultation did not come through, resulting in further consultation to be undertaken and what would be done differently. The Member highlighted that September seemed optimistic. In response, officers clarified that the consultation was successful with a mix of views from approximately 400 responses. Option 1 and 2c focused on the use of the sports hall versus not, versus the use of the gym, that would be a simple consultation, the business case to be reassessed to test the assumptions.

A Member asked how the transition arrangements for the refurbishment period had accelerated, were there any issues and had those been addressed. The Member also asked whether officers were confident that the final costs were known. In response, officers explained that the arrangements scheduled for December needed to be brought forward, there were different experiences between user groups due to complexities, and the aim was to ensure a seamless experience for all groups.

A Member referred to the approximately 400 responses from the consultation, noting that because there was dissatisfaction with the outcome it was deemed to be flawed and asked why the issues had not been raised before. The Member welcomed the revelation that the anticipated deficit regarding the other option might not be the case and sought more detail on that. In response, officers explained that the remodelling of the figures would be undertaken, now having the benefit of the complete closure information from Fusion Lifestyle. The initial consultation was not flawed. The matter to be clarified concerned the use of the sports hall versus not, and that could not be discussed with residents at the time as a design conversation had not been had.

A Member asked whether the matter of the sports hall use could be ring fenced and whether certain aspects of the decision be reopened around the revenue aspect. In response, officers explained that it was interconnected, the sports hall in the current modelling shows a financial deficit with increased gym facility.

A Member noted the difference between resident consultation such as a survey, compared with resident engagement codesigning and coproducing a plan for a space. The Member suggested that a codesign board be established rather than the advisory board. In response, officers explained that formal consultation would follow around the planning application work.

The Chairman clarified that the matter at hand concerned the process of engagement, it was not a consultation or a codesign. She acknowledged the delays in timing, and that additional information had come to light, requiring financial remodelling. She confirmed that the outcome of the engagement would be reported back to the Committee in June when the Committee will

confirm the preferred option; to go through the planning application process in September 2026 and not July. She noted that the involvement of people in the project and in future arrangements could take place in parallel.

A vote was taken on the second recommendation on whether to revisit the design option agreed in January 2026 and open up wider engagement on these options.

10 Members voted For, 7 Members voted Against, with 1 Abstention.

Therefore, the recommendation was carried.

Dawn Frampton requested that her vote be recorded, she voted For.

Some Members noted concern in the consequences of delay and noted that procedurally the Committee could requisition a special meeting if it was quorate, to enable the redesign to go to an earlier planning meeting. The Chairman asked officers to put forward a clear plan on the timeline concerning the wider engagement and financial modelling to take place. In response, officers highlighted the tight timescale until the June Committee meeting, noting that urgent papers would likely be presented then.

RESOLVED: -

- Noted the report.
- Agreed to revisit the design option agreed in January 2026 and open up wider engagement on these options.

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

There were no questions.

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

One item of urgent business was raised.

A Member asked what the cost implications of keeping the sports hall open were, regarding insurance, business rates, and cleaning. The Member asked how that compared to the community centre being used when there were no City Corporation staff on site for bookings, would that affect insurance costs. In response, officers noted that they would provide a written response outside of the meeting.

10. **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.

11. **GOLDEN LANE ESTATE MAJOR WORKS RENEWAL PROGRAMME - PHASE 1: CRESCENT HOUSE**

The Committee received the report of the Executive Director, Community and Children's Services on Phase 1: Crescent House regarding the Golden Lane Estate Major Works Renewal Programme.

NOTE: The Committee agreed that agenda Items 11, 12 and 13 be discussed together.

12. **GOLDEN LANE ESTATE MAJOR WORKS RENEWAL PROGRAMME - PHASE 2: ALL BLOCKS EXCLUDING CRESCENT HOUSE AND GREAT ARTHUR HOUSE**

The Committee received the report of the Executive Director, Community and Children's Services on Phase 2: all blocks excluding Crescent House and Great Arthur House regarding the Golden Lane Estate Major Works Renewal Programme.

13. **GREAT ARTHUR HOUSE FIRE SAFETY AND INVESTMENT WORKS**

The Committee received the report of the Executive Director, Community and Children's Services on fire safety and investment works at Great Arthur House.

14. **ADDITIONAL POSTS - MAJOR WORKS TEAM (HRA), DCCS**

The Committee received the report of the Director of Housing on additional posts in the Major Works Team regarding the Housing Revenue Account.

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

There were no non-public questions.

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

There were no non-public items of urgent business.

The meeting ended at 3.08 pm

Chairman

Contact Officer: Amelia Christopher
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PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS) – June 2026

No	Committee Date Raised	Initial Request and Pending Actions	Responsibility	Due Date	Progress Update
1	19/06/2025	**Corporation Childcare Policy and Family Service Arrangements:** Refer the remainder of the policy back to Officers to thoroughly reflect the requests from this committee as to alternatives - (for example meeting the broad policy objectives set out by a differential pricing model in affordable childcare at the Aldgate School) Seek the presentation at a future meeting of this committee of alternatives in the childcare policy which allow members to vote transparently on the future support for, or withdrawal of funding for affordable childcare to the Aldgate School.	Strategic Education and Skills Director	June 2026	Policy approved by Members on 19/06/25. City subsidy of 0-2 childcare extended to The Aldgate School until 31/08/27. Sustaining 0-2 childcare at The Aldgate School is a decision for the governing body. Corporation officers remain available to support financial modelling to achieve a sustained offer for residents. Report on the position coming to CCS Committee in March 2026, earlier than originally planned at the request of Members.
2	17/09/25	**Housing Services Asset Management Strategy:** To refresh the strategy in early 2026 following completion of the full stock condition survey programme.	Director of Housing	Quarter 2 2026/2027	Once the stock condition is complete – we have achieved 83% (16 June 2026) completion and are in the process of a final push to increase this further. Quality assurance is ongoing. We are looking to meet internally to assess the data in early July and then work through it with colleagues in Chamberlains. We then need to look at updating the asset management strategy. We intend to hold meetings at our largest estates to discuss the findings of the stock condition survey on an estate basis, when we are able. The stock condition survey is being used in real time for example instances of damp and mould discovered during surveys have been reported to the repairs team for

PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS) – June 2026

					action. Our aim is to present a refreshed strategy to HMASC at its meeting in September 2026.
3	10/11/25	**City & Hackney Safeguarding Children Partnership (CHSCP) Annual Report 2024-2025:** A Member requested that the Annual Report for 2025/26 include comments on the City Corporation's Housing Service. It was also requested that it include reflections on the impacts of Awaab's Law, and actions taken by the City Corporation and London Borough of Hackney.	Director of Housing and CHSCP Senior Professional Adviser	End of September 2026	The 2025/ 2025 annual report will be published at the end of September 2026.
4	28/01/26	**Housing Revenue Account Position 2025/26:** Members queried the financial impact of delayed rental income from Black Raven Court and the financial effect of void properties, particularly those being held for major works and decant purposes. Officers also suggested that further detail would be considered by the Housing Management and Almshouses Sub-Committee.	Director of Housing	June 2026	An update on the position of the lettings at Black Raven Court and Sydenham will be presented to HMASC on 1 July 2026. Work is progressing to facilitate the CIPFA review of the HRA, the scope of the review is being finalised.
5	16/03/26	**Update on Progress with 0-2 Childcare Provision at The Aldgate School:** A Member requested further information on the overlap of the funding that was provided for the contracted the children's centre and the current spend or budget that had been moved to the hub and spoke model, and if this information could be provided in future reports. It was explained that those funds came from the early years budget. A breakdown on spend could be brought back to the Committee.			<u>Original yearly Children's Centre budget:</u> £456,000 In 2026-2026, The Aldgate School received £294,00 (£174,00 childcare + 1 term Children's Centre funding) The rest of the funding (£162,000) was allocated as follow: • Chorus Families: £19,911.28 • New venue (Smithfield Nursery): £9,035.84 • Community Libraries: £50,000 • DPIL: £1,422.19 • Staff salaries: £94,703.64 • Training: £1320.50 • Equipment and Printing: £358.60 • Promotional leaflets: £220.54

PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS) – June 2026

6	16/03/26	**Business Plan 2026-31:** *It was suggested to provide the benchmarks with other relevant organisations and comparators as referenced in the Plan, for example, the correlation from the previous year on the Department's achievements to better quantify impact *There was a headline presentation available on the results of the staff survey for the department, which would be shared with Members * It was recommended to provide links to relevant strategies already underway in the Plan – such as the Homelessness Strategy and the Housing Strategy Action Plan.	Head of Strategy and Performance	December 2026	The next staff survey is estimated to be sent out in September 2026. A headline presentation will be brought to December 2026 DCCS Committee.
7	16/03/26	**Commissioning Update:** It was suggested that the Committee be provided a strategic piece on contract management, such as the rationale for ceasing contracts and general proof on value for money. This could be provided to Members.	Head of Commissioning	June 2026	A contract management report will be brought to DCCS Committee in June 2026
8	16/03/36	**Families in the City:** A Member requested baseline data, such as how many families were being targeted for the Programme. It was said that future reports could provide this data, but roughly 1,000 children were being targeted in the City of London.	Director of People	Winter 2026	Census 2021 data reports that 1,975 children and young people aged 0-25 are residents in the City of London, of which 713 are 0-18. The Best Start Family Hub – City of London offer is open to all City of London residents and supports children and young people aged 0-18 and young people with special educational needs and disabilities (SEND) up to 25-years-old. Baseline data will be included in the next Committee report.

PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS) – June 2026

9	16/03/26	**Housing Inspection Survey Result:** A meeting with the Regulator was scheduled for April 2026 to review the improvement plan, which Officers intended to integrate into the two-year plan being submitted to Housing Management and Almshouses Sub-Committee April 2026. The Regulator must sign off the plan. A report and accompanying action plan would then be presented to the Committee	Director of Housing	July 2026	An update on our engagement with the Regulator for Social Housing with a draft Improvement Strategy is on the agenda of the HMASC due to take place 1 July 2026.

City of London Corporation Committee Report

Committee(s): Community & Children's Services Committee	**Dated:** 30 June 2026
Subject: Appointments to Sub-Committees	**Public report:** For Decision
This proposal: • **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:	Amelia Christopher, Governance Officer

Summary

This report seeks the approval of the Community and Children's Services Committee for several recommendations in relation to its Sub-Committees, filling vacant positions left at May's Committee meeting when it agreed appointments for the 2026/27 Civic Year.

Recommendation(s)

Members are asked to:

- Agree the appointment of **two Members** to the Housing Management and Almshouses Sub-Committee from the Committee.
- Agree the appointment of **three Members** to the Safeguarding and Special Educational Needs Sub-Committee.
- Elect the Chair of the Homelessness and Rough Sleeping Sub-Committee.
- Appoint **three Deputies** to the Integrated Care Sub-Committee.

Main Report

Background

1. At its first meeting of the new civic year on 5 May 2026, the Committee was invited to appoint its Sub-Committees, elect the Chairs of its Sub-Committees, and make the various appointments to other bodies for the year ensuing. There were various vacant positions which the Committee agreed to appoint to when it next met, the Committee is asked to fill those vacant positions.

Current Position

2. Members are asked to agree appointments to fill vacancies on several of the Committee's Sub-Committees that were not filled at the last Committee meeting in May:

a) **Housing Management and Almshouses Sub-Committee** - two vacancies:

- Deputy Helen Fentiman OBE JP (Committee Chairman)
- Steve Goodman OBE (Committee Deputy Chair)
- Deputy James Thomson
- Deputy John Fletcher
- Sandra Jenner
- Deputy Ceri Wilkins
- Deputy Anne Corbett
- Mercy Haggerty
- Chief Commoner Philip Woodhouse
- **Vacancy**
- **Vacancy**

Note: The Committee may wish to agree that any further vacant positions on the Sub-Committee can be opened up to the Court of Common Council.

b) **Safeguarding and Special Educational Needs Sub-Committee** - three vacancies:

- Deputy Helen Fentimen OBE JP (Committee Chairman)
- Steve Goodman OBE (Committee Deputy Chair)
- Deputy Ceri Wilkins
- Deputy Anne Corbett
- Stuart Thompson
- **Vacancy**
- **Vacancy**
- **Vacancy**

Note: The Committee may wish to agree that any further vacant positions on the Sub-Committee can be opened up to the Court of Common Council.

3. Members are asked to Elect the Chair of the Homelessness and Rough Sleeping Sub-Committee. The position was assumed by the Committee's Chair in the absence of nominees in line with Standing Order 26 (9) and is therefore being reopened.

4. Members are asked to appoint three Deputies to the Integrated Care Sub-Committee. The Chairman noted at May's Committee meeting that due to NHS reforms, the constitution of the sub-committee could change. Once clarity was gained on the matter the Committee would be updated. Officers are looking into the matter.

5. At its May meeting, the Committee also appointed Allocated Members to the City's Housing Estates. The vacant Allocated Member positions (Southwark, Tower Hamlets and Lambeth) will be determined by the Housing Management and Almshouses Sub-Committee at its meeting on 1 July 2026 and will return to the Committee for approval.

Proposals

6. Members of the Community and Children's Services Committee are asked to consider the various appointments listed above**.**

Conclusion

7. Members are asked to consider various appointments made by the Community and Children's Services Committee, filling the vacancies left at its last meeting. Approving all proposed appointments ensures that the 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.

Appendices

None

Background papers

Community and Children's Services Committee, 5 May 2026 - Item 6: Appointment of Sub-Committees.pdf (and various appendices)

Housing Management and Almshouses Sub-Committee, Terms of Reference

Safeguarding and Special Educational Needs Sub-Committee, Terms of Reference

Integrated Care Sub-Committee, Terms of Reference

Amelia Christopher
Governance Officer
Town Clerk's Department
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City of London Corporation Committee Report

Committee: Community and Children's Services	**Dated:** 30 June 2026
Subject: Golden Lane Leisure Centre: preferred design option and establishment of a community steering group	**Public report:** For decision
This proposal: • delivers Corporate Plan 2024-29 outcomes	Providing excellent services Diverse engaged communities
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Judith Finlay, Executive Director, Community and Children's Services
Report author:	Himmang Chemjong, Project Manager Ellie Ward, Head of Strategy and Performance

Summary

This report seeks Member agreement on the preferred design option for Golden Lane Leisure Centre (GLLC) in order to proceed to the next stage of the transformation project; and approval for the establishment of a community steering group for the project.

A preferred design option for the refurbishment was agreed by Members in January 2026 but following some feedback in relation to the early closure of GLLC, Members agreed in May 2026 to reopen consideration of the options for the preferred design.

A period of targeted engagement undertaken since May reflected a strong desire from the community to maintain the sports hall in the refurbishment. Reflecting this,

there is an emerging design option to keep the sports hall with an enhanced health and fitness offer which has the potential to be financially viable.

The City Corporation to working in partnership with the local community and are proposing the establishment of a Community Steering Group which will ensure that community and user views can shape the refurbishment of the centre and the procurement of a new service provider.

Members are asked to agree their preferred design option and to approve the establishment of the Community Steering Group as set out in the draft Terms of Reference.

Recommendations

Members are asked to:

1. Note the outcome of the recent engagement process (paras 7 – 11)
2. Note the design options discussed (paras 13 – 16)
3. Note the updated financial modelling (paras 17 – 21)
4. Agree the preferred design option (Option 1, Option 1 enhanced or Option 2C)
5. Approve establishment of a Community Steering Group for the project (paras 22 – 25)

Main Report

Background

The RIBA Process

1. The GLLC transformation project is governed by the RIBA process and throughout this report reference is made to the different stages of the process. The process, defined by the Royal Institute of British Architects, is structured into eight distinct stages that guide architectural projects from inception to completion. The stages can be found at the end of this report for information.

Design options across the process

2. Throughout the process to date, a number of design options have been discussed with an additional one now emerging following engagement. For ease of reference the two main design options previously considered are summarised below:

Option 1	**Option 2c**	**Emerging design Option 1– enhanced**
Refurbishment and extended Gym	Refurbishment and wellness – smaller gym replacing the sports hall	Refurbishment including retention of the sports hall. Provides a modest increase in gym space, and supports a financially sustainable operating model

Originally considered by Members in January 2026	Originally considered by Members in January 2026 and agreed as preferred option. This was the preferred option agreed by Members in January 2026	For consideration as an enhanced/hybrid model offering financially viable proposal whilst retaining the sports hall. To note given timescale allowed, detailed spatial design work still ongoing.

Process to date

3. Initial engagement was carried out during RIBA Stage 1 to understand the experiences and expectations of both users and non-users regarding the transformation of GLLC. This engagement was presented in previous reports (noted in background papers below) and insight from this engagement informed the RIBA Stage 2 design presented at the meeting of the Community and Children's Services Committee in January 2026. At that meeting, Members agreed a preferred design option for the refurbishment which would shape the next stages of the process. This was design option 2C which was refurbishment with a smaller gym replacing the sports hall.

4. GLLC closed on 30 April 2026 after the providers of the leisure services, Fusion, went into administration. The City Corporation has provided alternative provision while GLLC is closed until it reopens after construction works.

5. In May 2026, the Community and Children's Services Committee agreed to reopen the design options for wider public engagement following feedback around the closure and to reconsider the preferred design option.

6. The City Corporation remains fully committed to the investment of over £10 million to improve GLLC and provide a valued resource for the local community for years to come.

Current Position

Engagement

7. Following the May 2026 committee meeting, a short and targeted period of engagement, focused on the 2 initial design options was undertaken. This included

    - A range of online and face to face sessions with the wider community and with specific groups such as families with children with special educational needs and disabilities (SEND) and older people.
    - A stakeholder meeting and a design workshop with the Golden Lane Estate Residents Association (GLERA) and with the Barbican and Golden Lane Neighbourhood Forum (BGLNF)
    - An online survey (which could also be provided in hard copy)

8. There was strong engagement in this process with 88 people attending the sessions and 218 responses to the survey. This provides a strong basis on which to build ongoing partnership and dialogue with the community in this project.

9. The events were led by Concilio (Communication Consultant), with Faulkner Brown (Architects) presenting the scheme and design options. Their presentation is included in Appendix 1.

10. A full summary report from the engagement can be found at Appendix 2 but the engagement showed a clear preference to keep the existing sports hall.

11. Of the 206 questionnaire respondents who chose an option, 173 (84%) chose to keep the sports hall and 17 (8%) chose to reconfigure it; the remaining 16 had no preference. The pool and the sports hall were rated most important. On a five-point scale, the swimming pool was rated highest (mean 4.31), followed by the multi-use sports hall (4.15), then the badminton (3.72) and tennis (3.5) courts. The sauna (1.82), power-assisted studio (1.82) and treatment space (1.55) were rated lowest.

12. Based on some of this feedback, a subsequent emerging option has been developed and proposed in direct response to the feedback. The emerging option, an enhancement of Option 1, seeks to balance community provision with financial sustainability by retaining the multi-sports hall alongside an enhanced health and fitness provision. This is discussed in detail below.

Design Options

13. The GLLC Stage 2 Supplementary Report in Appendix 3 sets out the two design options, presented in the context of the overall project objectives, planning risks, heritage considerations, and financial performance of the associated operation. It then details how the design development has responded to the most recent stakeholder and public engagement.

14. A subsequent emerging option has been developed and proposed in direct response to the feedback. The emerging option, a enhancement of Option 1, seeks to balance community provision with financial sustainability by retaining the multi-sports hall alongside an enhanced health and fitness provision.

15. When considering the final design decision, Members are asked to note that the supplementary plans will be worked up in full at RIBA Stage 3 and signed off under Gateway Governance. This will include the issues identified within the engagement such as sauna and/or steam room, changing rooms, the importance of swimming pool seating and reception seating.

16. There are no implications on the project timescale of the design option chosen.

Financial modelling

17. The RIBA Stage 2 Business Planning Report presented in Appendix 4, was commissioned following the Community and Children's Services Committee to revisit the prior approval of Option 2c in January 2026. Prepared by the Sports Consultancy, it considers the subsequent stakeholder engagement findings and also supplementary market testing.

18. The original recommendation of Option 2c was informed by the 10-year financial modelling, benchmarking and operator feedback. This concluded that a larger health and fitness offer had the most potential to generate improved participation, flexibility of programming and a sustainable financial surplus.

19. The Report concludes that following further market engagement this position was reaffirmed, with operators expressing a preference for Option 2c based on its commercial viability, ability to support targeted programming, and alignment with leisure market trends.

20. Updated analysis completed on the emerging design (retained multi-sports hall/enhanced health and fitness), developed in response to engagement findings, demonstrates that a financially viable option that provides a more balanced offer by retaining the indoor sports provision has the potential to be achieved.

21. However, the emerging option continues to deliver a significantly weaker financial position than Option 2c. Despite this, it does show an improvement to the significant losses forecasted previously, resulting in a marginal surplus. As such, the emerging option responds to community concerns raised during engagement while having the potential to deliver satisfactory financial performance, albeit with limited contingency.

Community Steering Group

22. Building on the recent engagement process along with previous engagement, the City Corporation wants to build further develop a strong partnership with the community in relation to the GLLC transformation project. It is committed to ensuring that the refurbishment leads to better quality facilities and services, increased usage, improved community health and wellbeing and is accessible and inclusive.

23. Community experience, views and insights are integral to this and in order to facilitate this, it is proposed that a Community Steering Group is established.
.

24. A draft Terms of Reference for the Steering Group is attached at Appendix 5. This focuses on creating two-way dialogue with the community and the City Corporation to inform decisions about the refurbishment of GLLC, the new service provider and the services that will be provided going forward.

25. Members are asked to approve the establishment of the Community Steering Group on the basis of the draft Terms of Reference. The final Terms of Reference would be agreed at the Group's first meeting.

Operator Procurement

26. Alongside the refurbishment programme, Officers are progressing with the procurement and competitive tender for the management of GLLC, following completion of the refurbishment. The Invitation to Tender is scheduled to be issued in Q3 2026-27, with a new operator to be appointed in Q1 2027-28. The procurement and development of the service specification will be informed through engagement with the proposed Community Steering Group.

Corporate & Strategic Implications

Strategic implications

This refurbishment of GLLC relates to a number of corporate and departmental strategic objectives and outcomes, which are set out in the report presented in January.

Financial implications

The best ongoing financial return is offered by Option 2c. However, the financial modelling does indicate that the emerging plan for a revised Option 1 could produce a marginal surplus.

Resource implications

This project is funded through Community Infrastructure Levy.

Legal implications

None specific to this report.

Risk implications

None specific to this report

Equalities implications

Due regard has been paid to the policy aims set out in the Public Sector Equality Duty of the Equality Act 2010. As detailed designs are drawn up in RIBA stage 3, equality impact analysis will continue.

Climate implications

Considered separately in relevant project documentation.

Security implications

None.

Next Steps

27. Once the preferred design option has been agreed, work will then proceed under RIBA 3. This will include:

- Finalising the detailed design
- Securing planning permission
- Ongoing consultation

28. Alongside this will be:

- Establishment of the Community Steering Group
- Procurement of the new service provider for the centre

Conclusion

29. The additional stakeholder and public engagement undertaken following the May 2026 Community and Children's Services Committee decision has provided clear and consistent feedback to inform the next stage of the project. The results demonstrate a strong preference for refurbishment, driven primarily by the importance placed on retaining the multi-use sports hall as a key community asset, alongside the high value attributed to the swimming pool and core facilities.

30. The view of stakeholders and public engagement need to be viewed in conjunction with the revised financial projections.

31. Members are therefore invited to consider the outcomes of the engagement, the emerging design proposals, and the revised business case in determining the preferred option to progress to RIBA Stage 3.

32. Members are also asked to approve the establishment of a Community Steering Group to ensure that community insight, opinion and experience shapes the refurbishment of GLLC and the provision of services going forward.

Appendices

- Appendix 1 – June 2026 Engagement Presentation
- Appendix 2 – June 2026 Public Engagement Report
- Appendix 3 – Stage 2 Supplementary Report
- Appendix 4 – Updated Financial Modelling

- Appendix 5 – Draft Terms of Reference for the Community Steering Group

Background Papers

Agenda for Community & Children's Services Committee on Tuesday, 5th May, 2026, 1.45 pm - Modern Council

Agenda for Community & Children's Services Committee on Wednesday, 28th January, 2026, 1.45 pm - Modern Council

RIBA stages

Stage 0: Strategic Definition - Identifying the project's requirements and feasibility.

Stage 1: Preparation and Brief - Developing the project brief and initial plans.

Stage 2: Concept Design - Creating design concepts and exploring options.

Stage 3: Developed Design - Finalising the design and preparing for technical documentation.

Stage 4: Technical Design - Producing detailed drawings and specifications.

Stage 5: Construction - Overseeing the construction process.

Stage 6: Handover - Completing the project and handing it over to the client.

Stage 7: In Use - Monitoring the building's performance and user satisfaction

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Golden Lane Estate

A pioneer of the Urban Village

Golden Lane Estate stands as one of Britain's earliest and most influential urban villages—where architecture, community and wellbeing were brought together to shape a new model of city living.



Geoffry Powell, winning drawing of Golden Lane estate

From Post-War Ruin to New Urban Living

Golden Lane Estate was built on a site devastated by wartime bombing, at a time when the City of London faced an urgent need to reintroduce housing and rebuild community life. Constructed between 1952 and 1962, the estate formed part of a wider ambition to bring residents back into the Square Mile.
This was not simply housing provision—it was an early vision for a new way of living in the city.

A Vision for the "Urban Village"

Designed by Chamberlin, Powell & Bon, Golden Lane Estate is one of the earliest realised examples of the "urban village" in the UK.
The concept brought together daily life within a compact, walkable neighbourhood, combining:
→ Homes
→ Leisure and health facilities
→ Landscaped open spaces
→ Community amenities
This integrated approach created a self-contained and sociable environment, where living, wellbeing and community were designed as a single system.

Architectural Innovation and Legacy

Golden Lane represents a key moment in post-war architectural thinking.
Early example of modernist housing design in Britain
→ Carefully composed mix of building types and heights, from maisonettes to residential towers
→ Strong relationship between architecture and landscape, including podiums, courtyards and green spaces
→ A precursor to the later Barbican Estate, developed by the same architects
Today, the estate is Grade II listed, recognising its national architectural and historic significance.

Designed for Community and Wellbeing

The estate was conceived to support everyday life and social interaction.
Emphasis on shared spaces and walkable routes
→ Facilities designed to promote health, recreation and social connection
→ A diverse residential community, including key workers and City employees
→ Integration of amenities within easy reach of all residents
This holistic approach placed wellbeing and community at the centre of its design.

Leisure Centre opens

Early 40s	Late 40s	1951-52	1952-57	1957-62	1960	1962
The Blitz	Reconstruction Planning		Early Construction	Completion of the Phases		
Large areas of the City of London, including the Golden Lane site, are devastated by bombing, leaving extensive damage and vacant land.	The City of London begins planning for post-war recovery, with a focus on reintroducing residential communities into the Square Mile.	Design Competition & Appointment - Chamberlin, Powell & Bon won the competition to design a new housing scheme–envisioned as a self-contained urban neighbourhood.	Initial phases of the estate are built, establishing the layout, housing blocks and landscape framework.	Development continues with taller buildings, including Great Arthur House, and the integration of community and leisure facilities		Estate completed



View south towards Cullum Welch House



View of Clubrooms



Sunken Playground



View through to the north east court

Golden Lane Estate Today

Golden Lane Estate remains a highly distinctive post-war neighbourhood, where heritage, landscape and community life are closely intertwined. Its inward-looking courts, layered spaces and integrated leisure facilities continue to support a strong sense of identity and everyday social life in the City.

An Enduring Urban Neighbourhood

Golden Lane Estate remains a distinctive part of the City of London, where architecture, landscape and community life continue to operate as one.
At its heart, the Grade II listed leisure centre anchors daily activity, reflecting the estate's original ambition to support life beyond housing.

A Coherent Architectural Ensemble

The estate retains a strong architectural identity:
→ Mix of maisonettes and landmark towers
→ A modernist language expressed through structure and material
→ From light curtain walling to robust concrete forms. Landmark buildings including Crescent House (Grade II*)

A Landscape-Led Structure

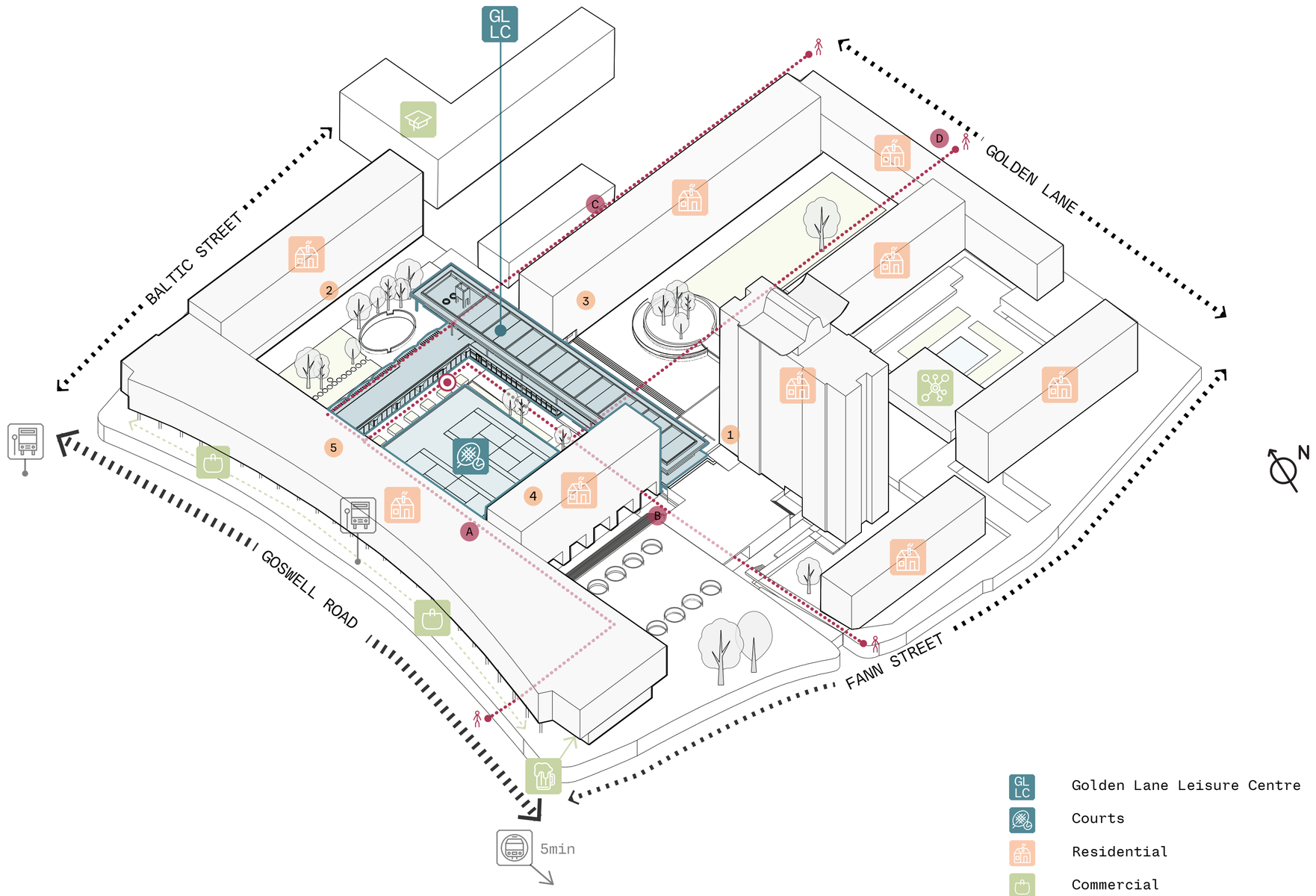
The estate is defined by its inward-looking composition:
→ More than half of the site is given over to shared landscape
→ Interconnected courts and sunken gardens
→ Buildings arranged to frame views and define space
→ A calm environment within a dense city setting

A Designed Community

Spatial planning continues to support everyday life:
→ Clear distinction between public and communal spaces
→ Integrated leisure and community facilities
→ Pedestrian-focused movement, with service routes below
→ Spaces that encourage interaction and shared use

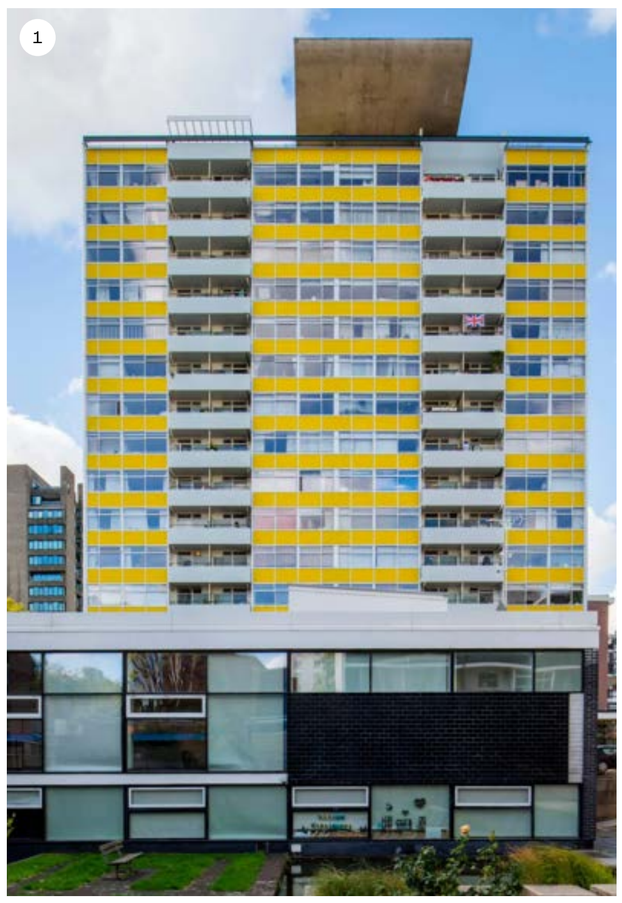
Connected and Relevant Today

Golden Lane Estate remains:
→ A heritage asset of national significance
→ A vibrant residential community



An enduring example of how thoughtful design can bring together architecture, landscape and community in the heart of the city.

Neighbourhood Buildings





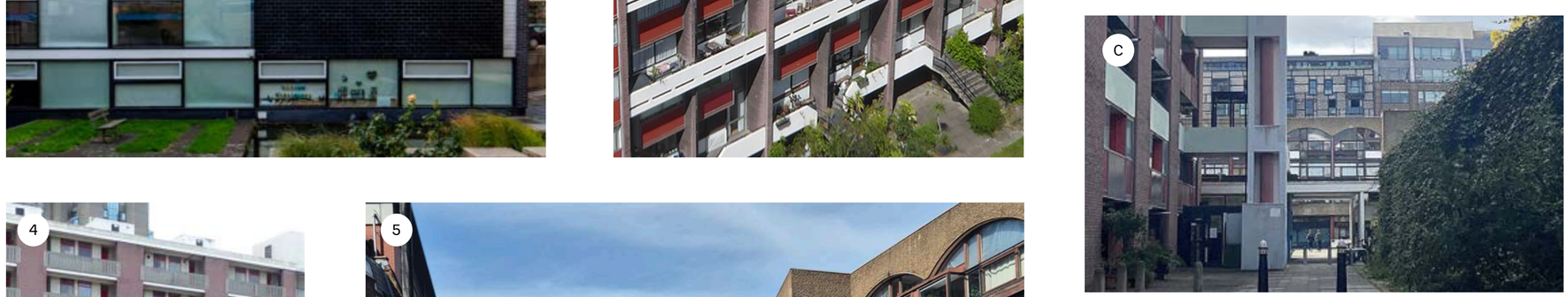




Access

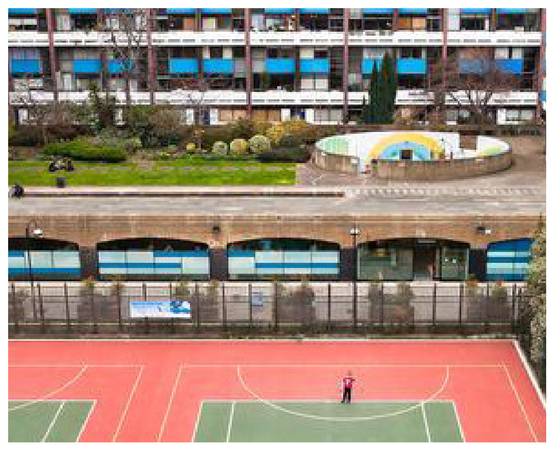








Golden Lane Leisure Centre





Golden Lane Leisure Centre

The evolution of the building

1962 - The original Golden Lane Leisure Centre

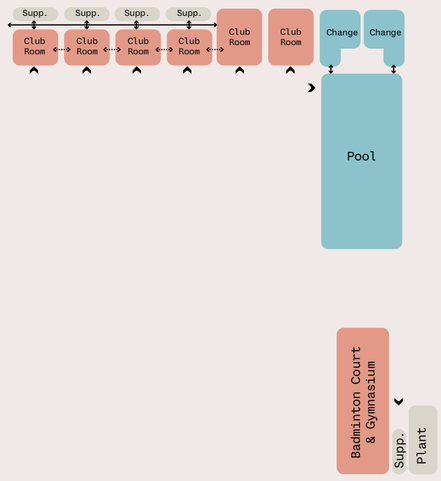
Originally, the Leisure Centre comprised three separate, unconnected elements:

→ A 20m swimming pool with external access and poolside changing rooms

→ A badminton court and gymnasium

→ A single-storey block of flexible club rooms with individual entrances

At first-floor above the club rooms, a nursery with a sunken playground was provided.

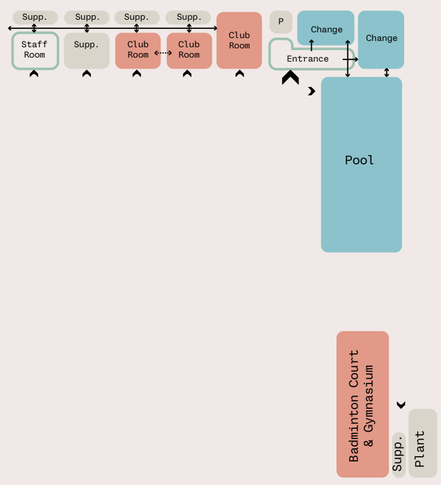






1980s onwards

From the 1980s, incremental alterations reduced spatial clarity, with internal reconfiguration and the loss of flexible connections. A new entrance to the pool changing rooms was formed in 1992 from part of the club rooms, improving access but leaving the remaining spaces disconnected.

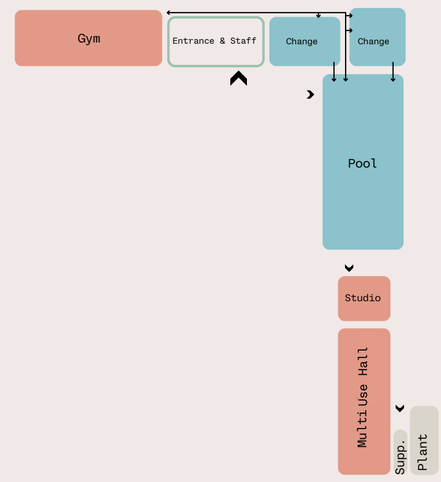






2012 Refurbishment

The 2012 refurbishment represented the most comprehensive upgrade since the building's original construction. The works focused on reorganising the layout of the facility, introducing a new entrance and staff areas, upgraded changing facilities, a gym, an extended studio, and an improved multi-use hall.



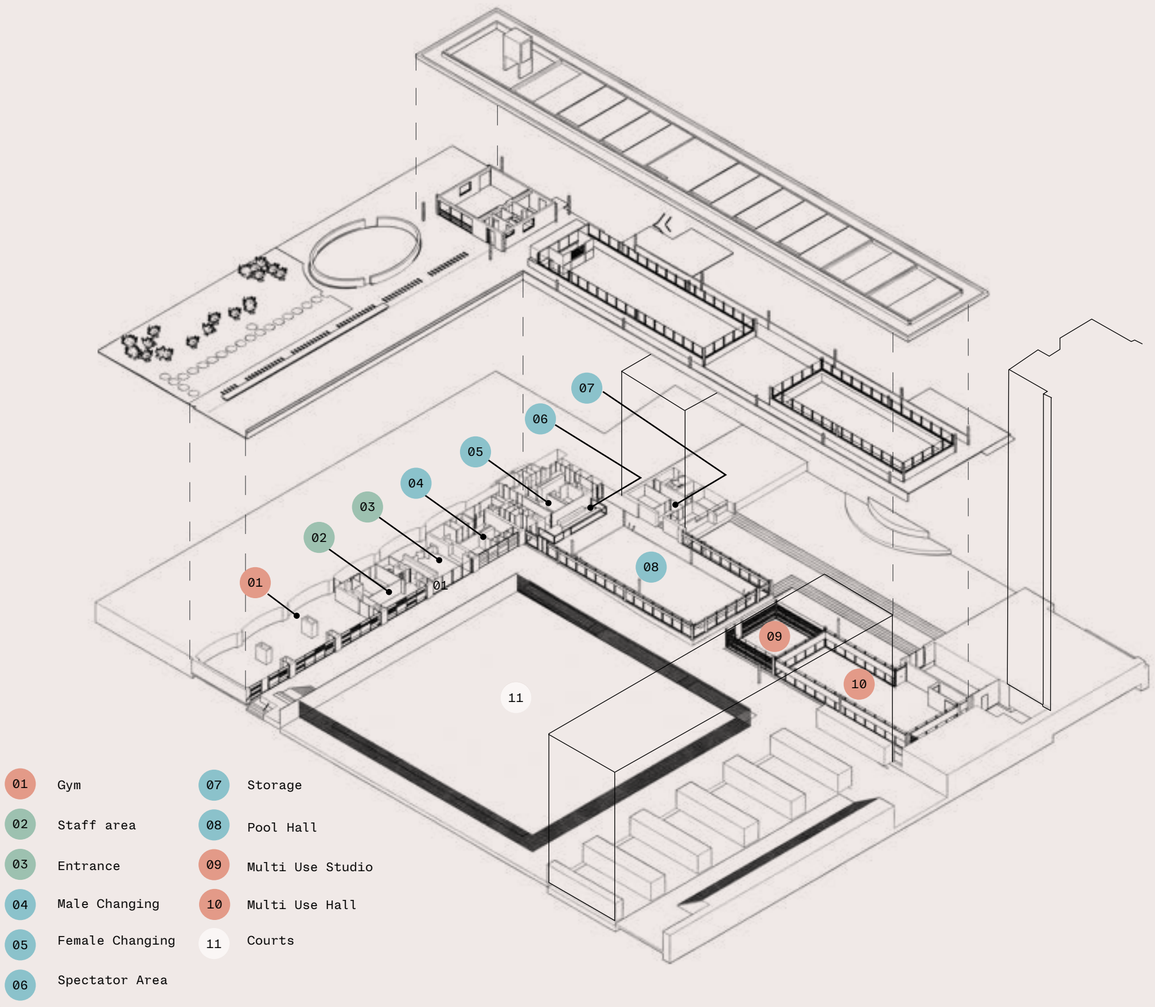




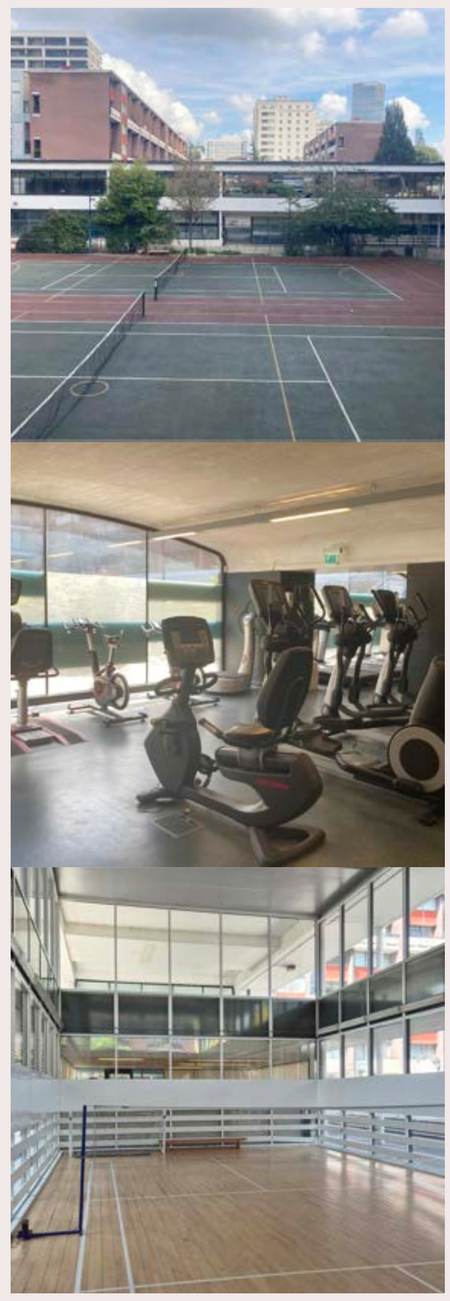
Today

The condition of the Golden Lane Leisure Centre has declined since its 2012 refurbishment, with evidence of damp, ageing services and general wear affecting the quality and performance of the spaces.

Although in use until recently, utilisation fell after the pandemic. This refurbishment presents an opportunity to restore its role at the heart of the community.







Golden Lane Leisure Centre

Securing the future

New Facility

The refurbishment seeks to conserve, repair and enhance the architectural and historic significance of the Leisure Centre while ensuring its continued use as a high-quality, inclusive and sustainable facility.

The project aims to improve the existing leisure offer, address longstanding fabric and environmental issues, and modernise facilities in a manner that is sensitive to the listed building, its setting, and its role within the wider estate. The overarching objective is to secure the long-term viability of this important heritage asset for the benefit of the Golden Lane Estate residents, users and the wider City community.

The development includes:

- Refurbished entrance with breakout area
- Refurbished changing facilities
- Refurbished exiting pool
- Refurbished & enhanced health & fitness facilities
- Resurfacing of courts and replacement of fence
- Enhancement of the wellness offer
- Introduction of a new glazed facade to the existing arches
- Building fabric repairs
- MEP infrastructure renewal

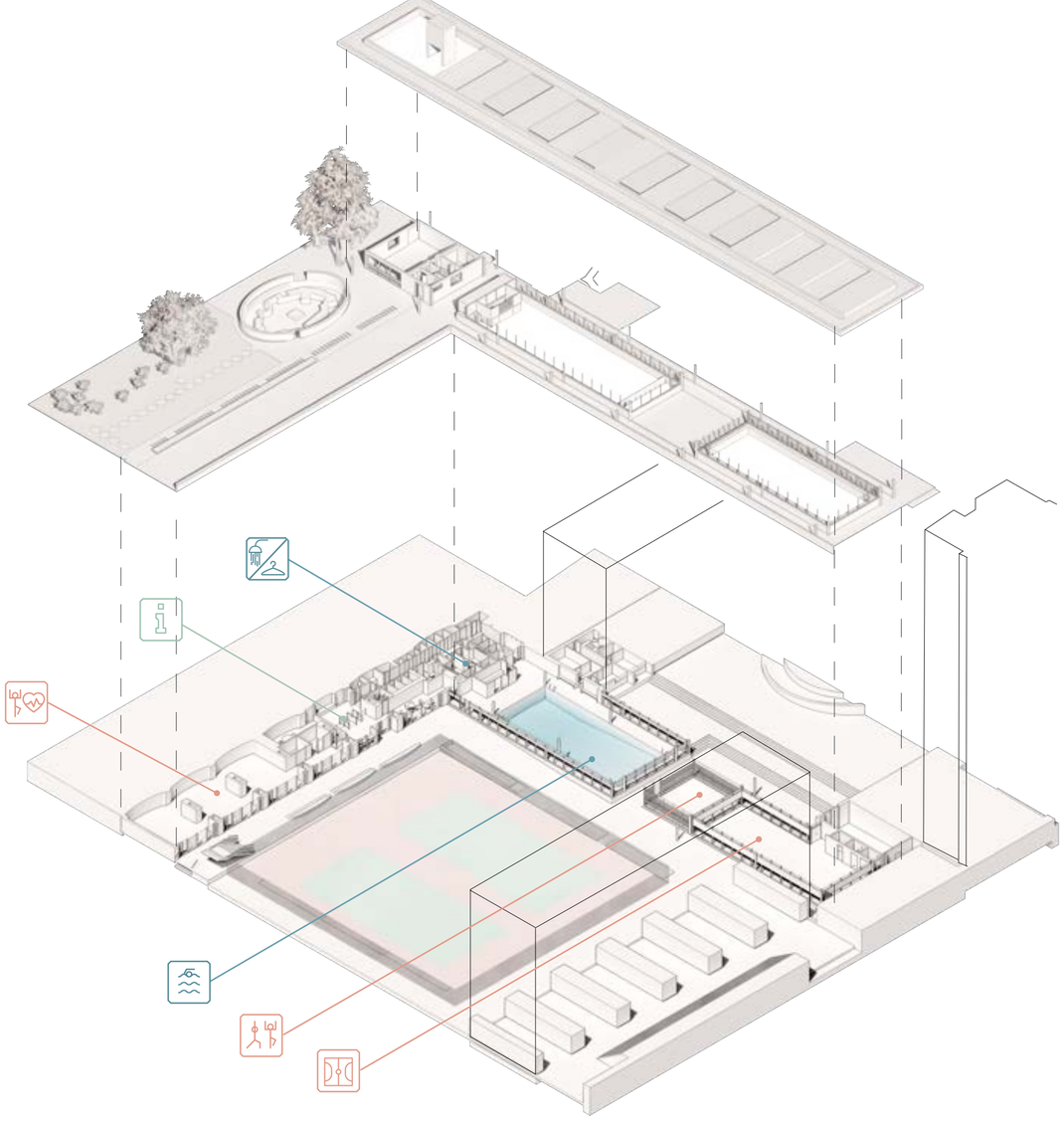
Have Your Say

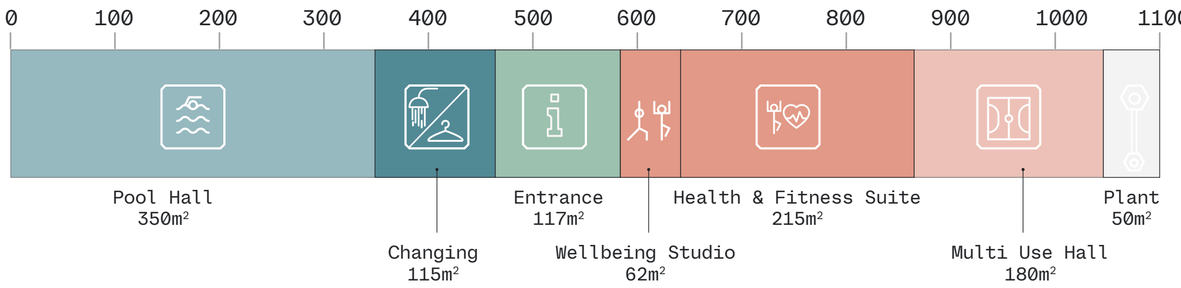
Your feedback will help shape the preferred option and guide the future of the leisure centre.

Design Options

The Design Team has undertaken a comprehensive review of the existing building, assessing current uses and exploring opportunities for improvement, rationalisation, and potential new functions. This process has informed the development of a series of distinct options, each representing a different level of intervention and change. From this wider set, two options have been selected as the most appropriate to take forward, offering a considered balance between intervention, heritage sensitivity, and future use.

Refurbishment

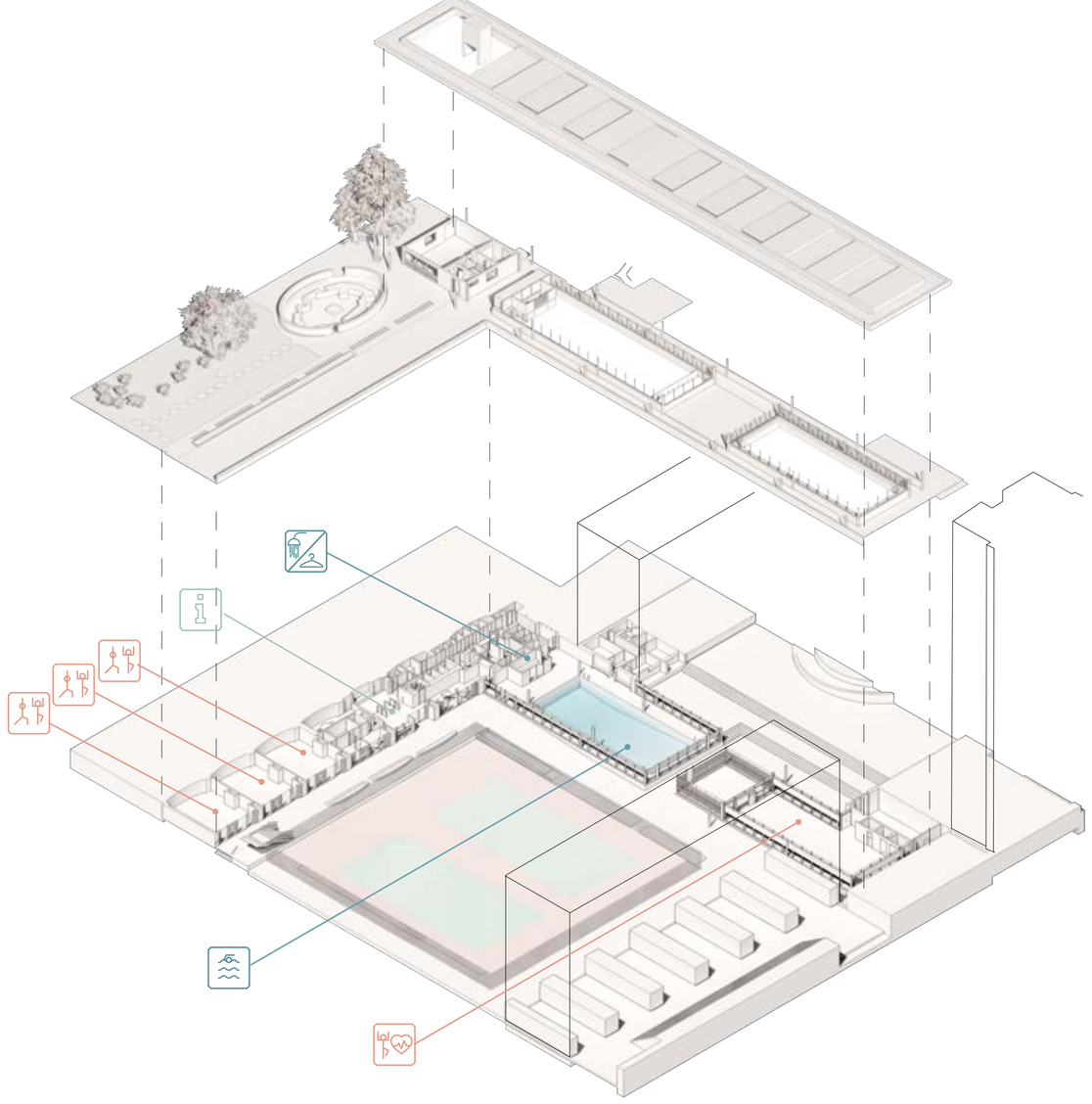


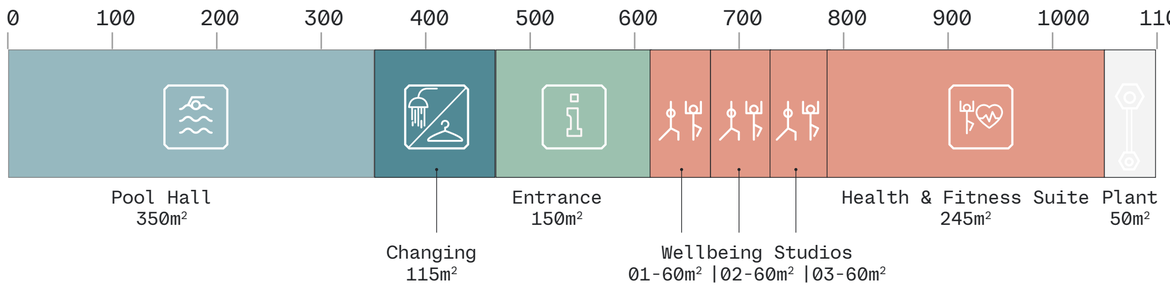


Facilities provided:

- → Entrance
- → Reception
- → Staff area
- → Break-out area
- → Health & Fitness Suite
- → Changing Village
- → Pool Hall with enhanced wellness and storage area
- → Wellbeing Studio
- → Multi Use Hall with WC and changing provision

Refurbishment + Reconfiguration





Facilities provided:

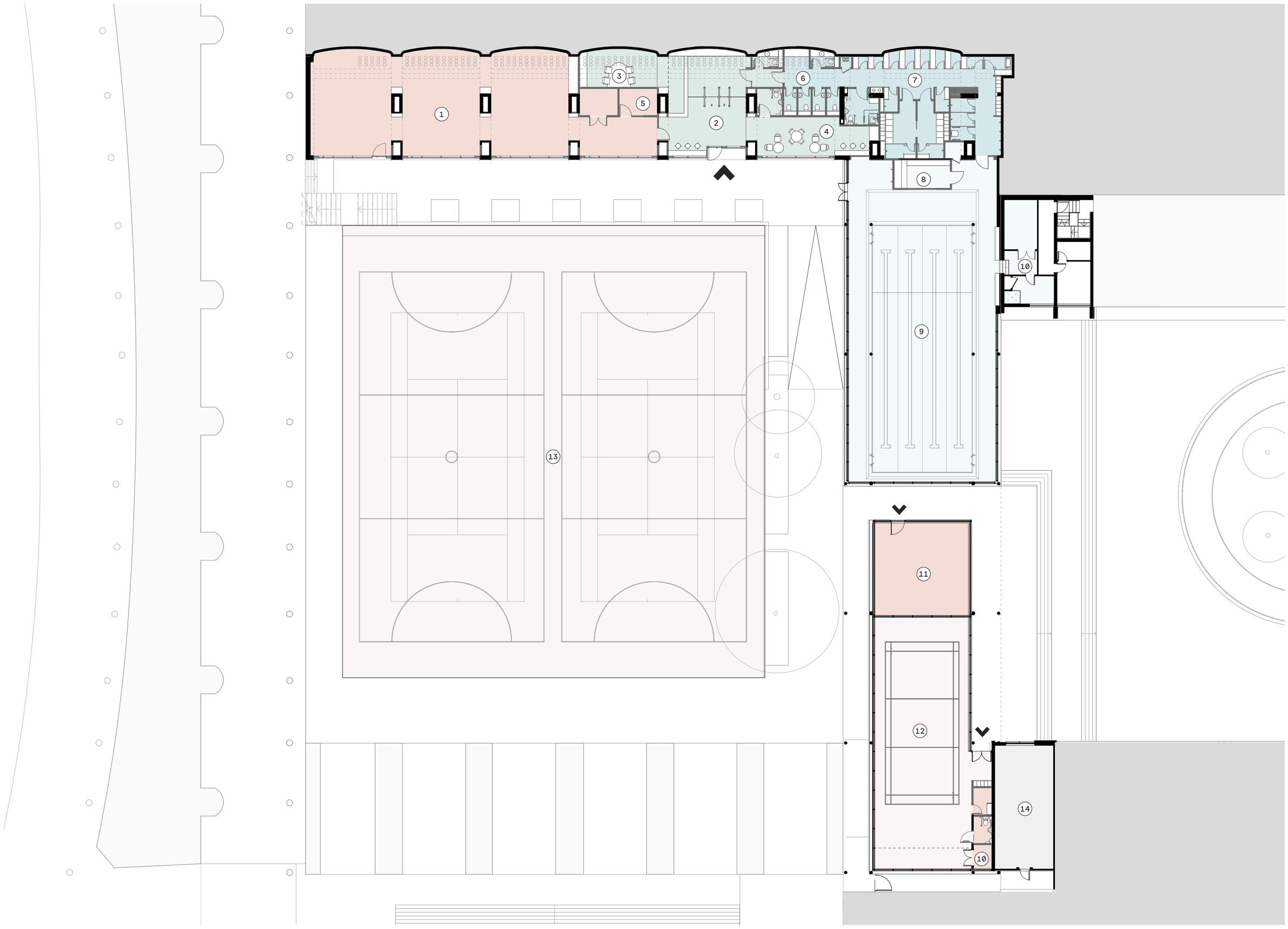
- → Entrance
- → Reception
- → Staff
- → Break-out area
- → Health consultation area
- → Health & Fitness Suite
- → Changing Village
- → Pool Hall with enhanced wellness and storage area
- → Wellbeing Studio 01
- → Wellbeing Studio 02
- → Wellbeing Studio 03

Refurbishment

Refurbishment (Enhancement of Existing Arrangement)

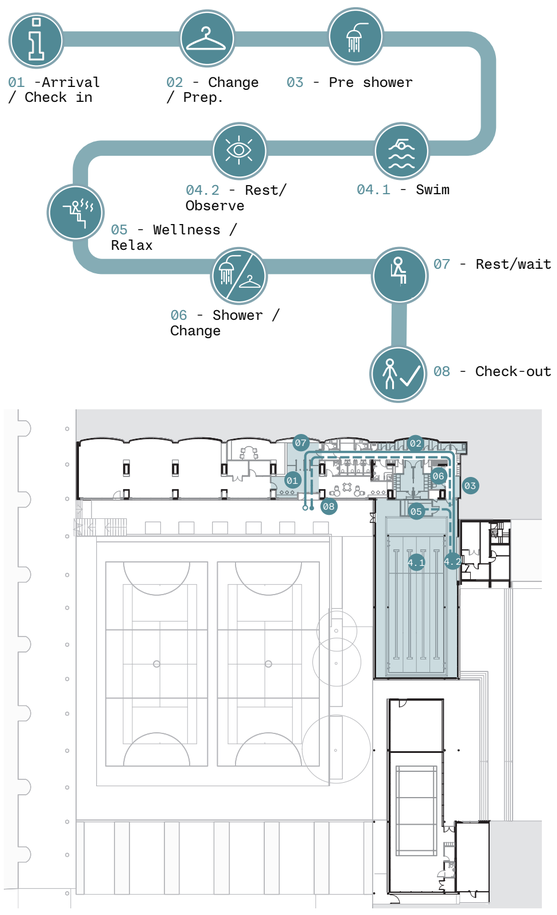
This option focuses on the refurbishment and enhancement of the existing facility, maintaining the current spatial arrangement and uses. By retaining familiar layouts, this approach supports a sense of continuity, security, and attachment for existing users, while improving quality, accessibility, and performance across the building.

1. Health and Fitness Suite
2. Entrance
3. Staff area
4. Break out area
5. Flexible consultation space
6. WC Area
7. Changing Village
8. Sauna/Steam Room
9. Pool Hall
10. Storage
11. Wellbeing Studio
12. Multi Use Hall
13. Tennis Courts
14. Plant

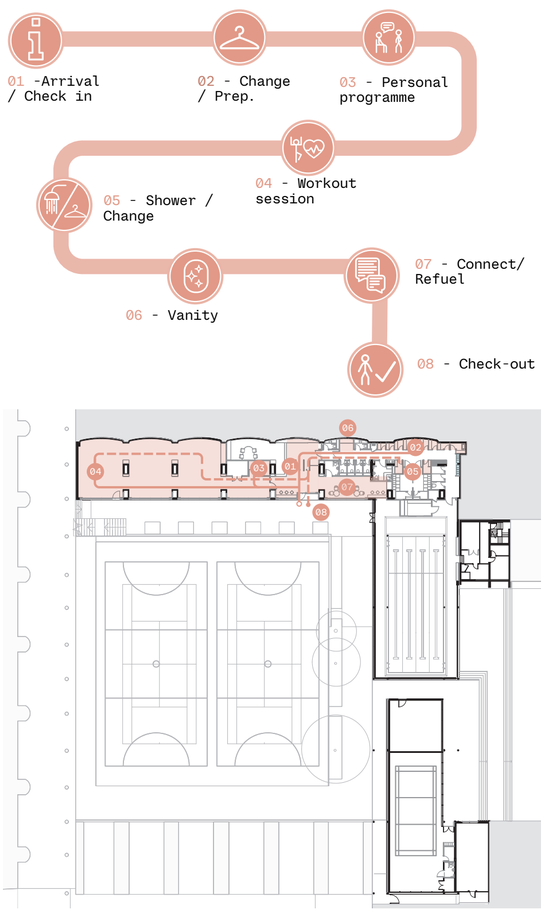


Level 00 Refurbishment

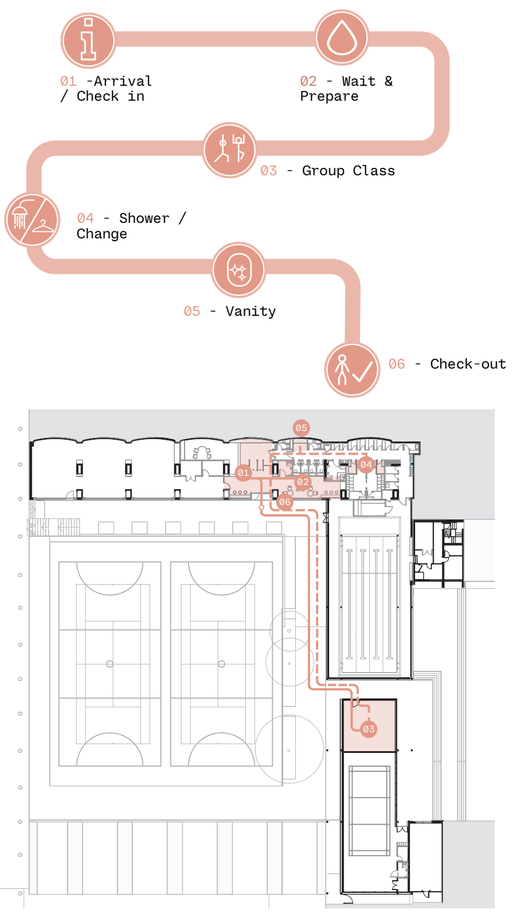
Day in the life
Swimming Pool User



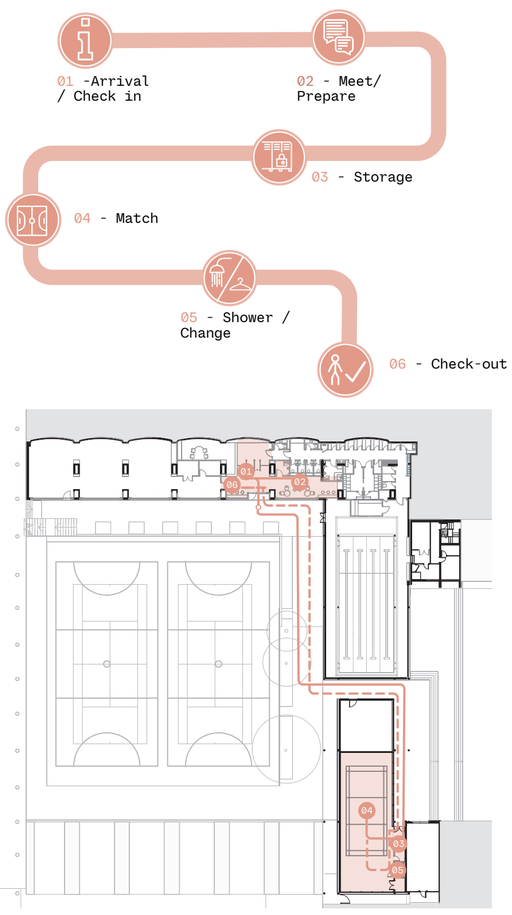
Day in the life
Health and Fitness Suite User

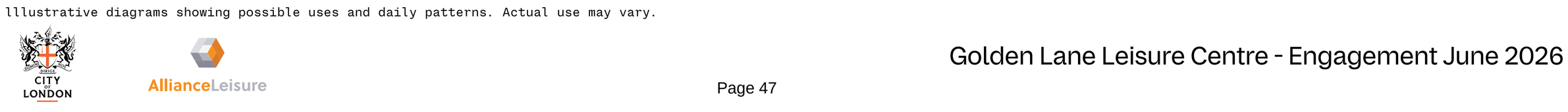


Day in the life
Wellbeing Studio User



Day in the life
Multi Use Hall User





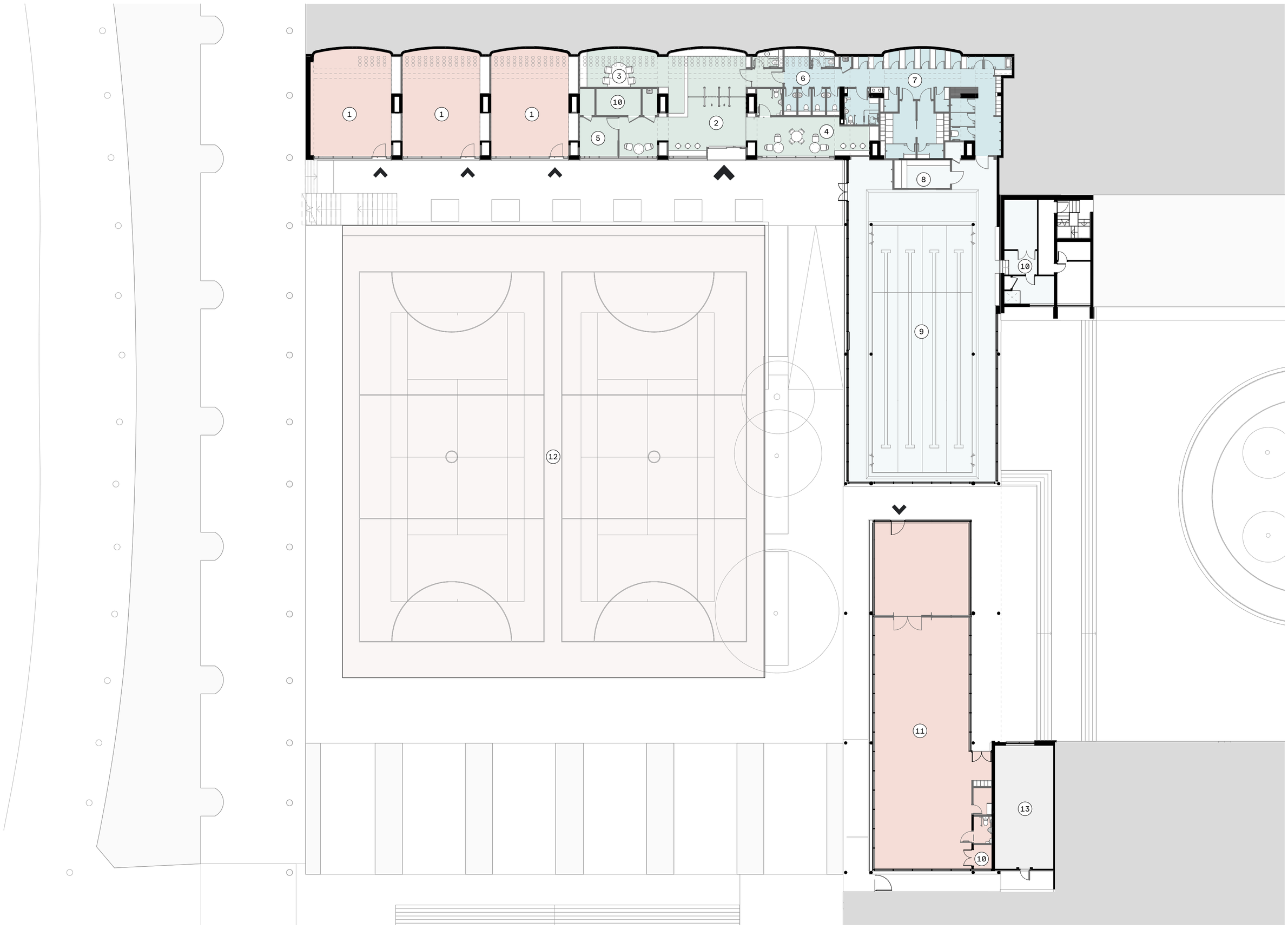
lllustrative diagrams showing possible uses and daily patterns. Actual use may vary.

Refurbishment + Reconfiguration

Refurbishment + Reconfiguration (Expanded Offer)

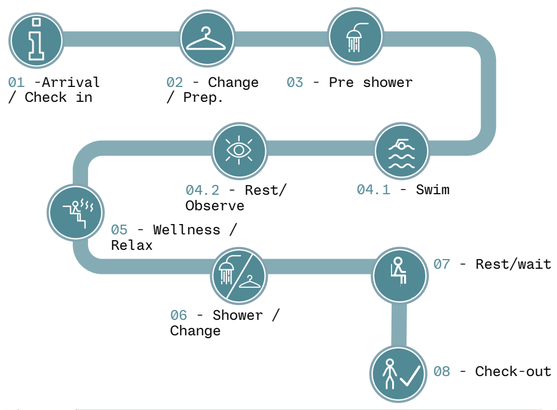
This option introduces a greater level of intervention, combining refurbishment with targeted reconfiguration to broaden the building's offer. This option re-establishes the original club rooms as a series of individual, wellbeing-focused spaces for group use, while relocating the health and fitness provision into the multi-use hall. As part of this approach, the existing double-height sports space is lost, allowing for a redistribution of space to support a more varied and flexible programme of activities.

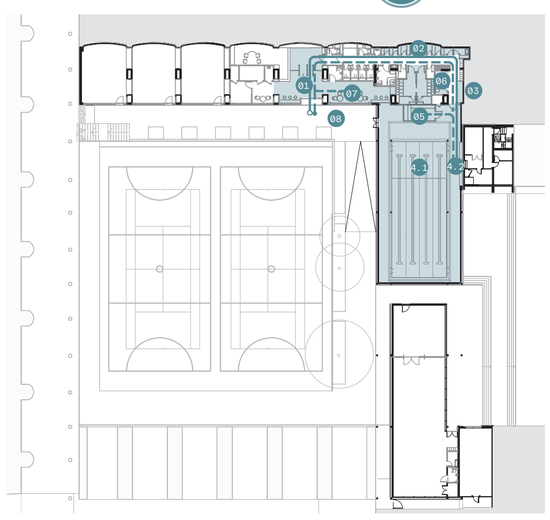
1. Wellbeing Studios
2. Entrance
3. Staff area
4. Break out area
5. Flexible consultation/treatment room
6. WC Area
7. Changing Village
8. Sauna/Steam Room
9. Pool Hall
10. Storage
11. Health and Fitness Suite
12. Tennis Courts
13. Plant



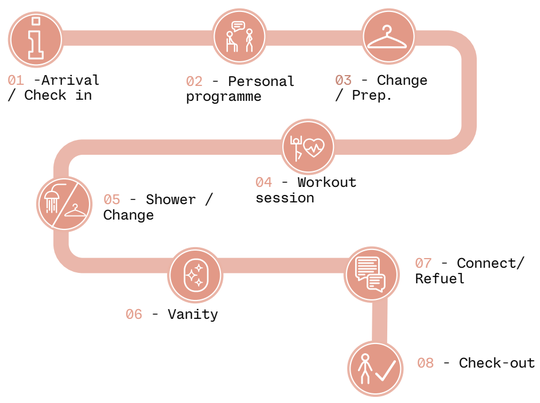
Level 00 Refubishment + Reconfiguration

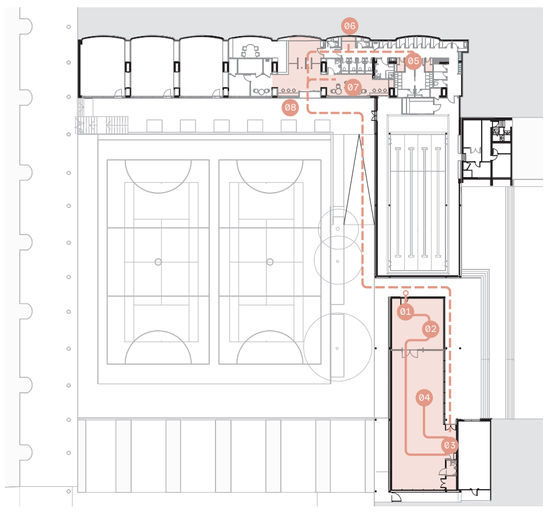
Day in the life
Swimming Pool User



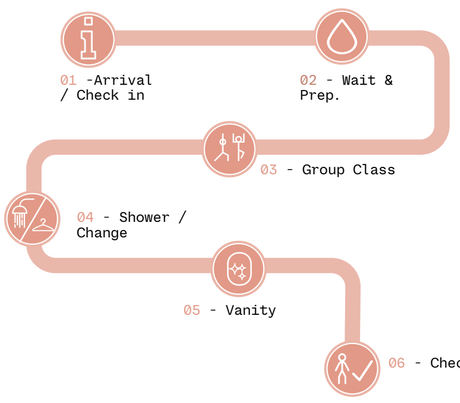


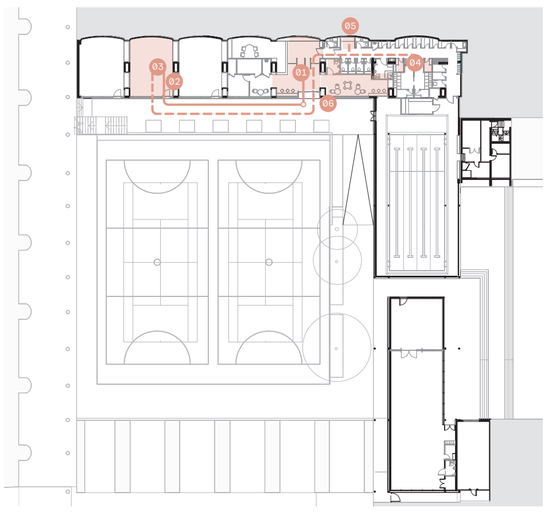
Day in the life
Health and Fitness Suite User



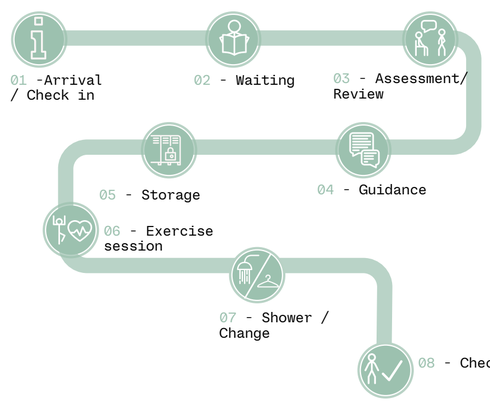


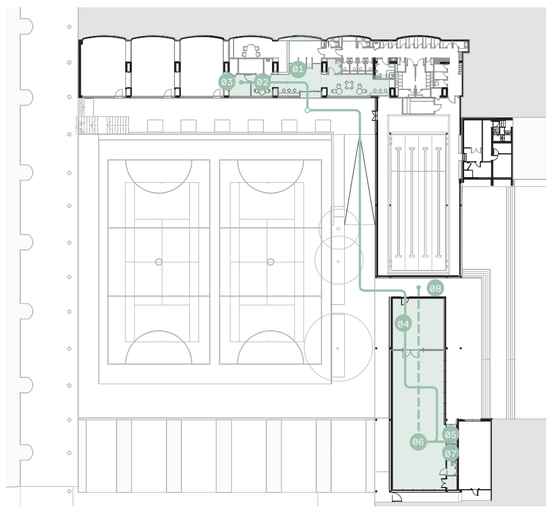
Day in the life
Wellbeing Studio User





Day in the life
Health Referral





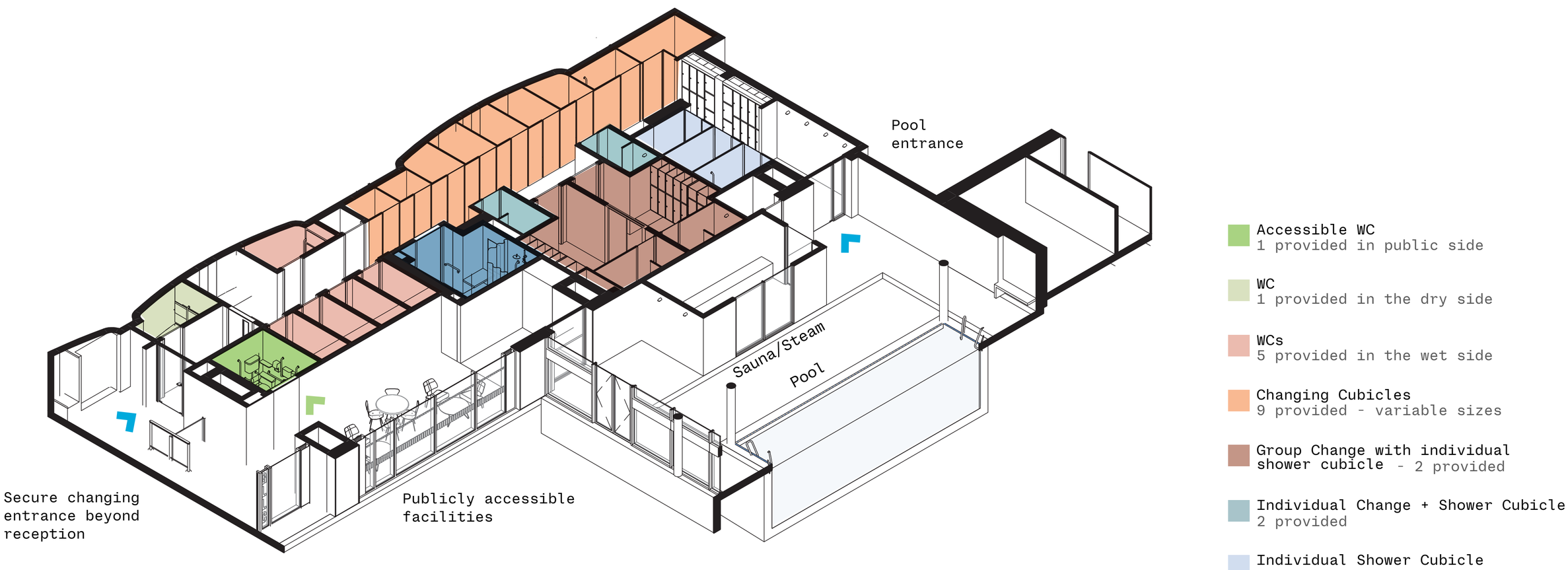
lllustrative diagrams showing possible uses and daily patterns. Actual use may vary.

Refurbished Pool + Changing Area

1. Enhanced user experience – introducing new wellness uses such as a sauna or steam room
2. Visual connection opportunity between reception and swimming pool
3. Integrated MEP systems – enabling a cleaner, more efficient and coordinated technical solution
4. Integrated blinds to lower level glazing - offering improved privacy and flexibility of use
5. New finishes to pool surround and walls
6. Integrated acoustic strategy – improving sound quality and comfort
7. Improved access provision to pool - encouraging a wider range of users
8. Poolside seating for pool users



Illustrative swimming pool view



Changing Village Axonometric

New Entrance

Own character

1. New entrance as a clear point of identity – strengthening character and intuitive wayfinding
2. Improved connection between internal and external spaces – enhancing visibility, access and flow
3. Integrated ventilation services - delivering for improved environmental air quality to internal spaces
4. Resurfaced courts and new fencing



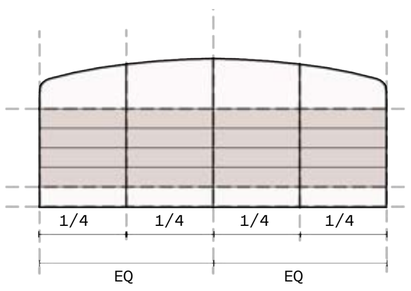
Proposed entrance to Golden Lane Leisure Centre - illustrative view. Seating areas are shown for illustrative purposes only.

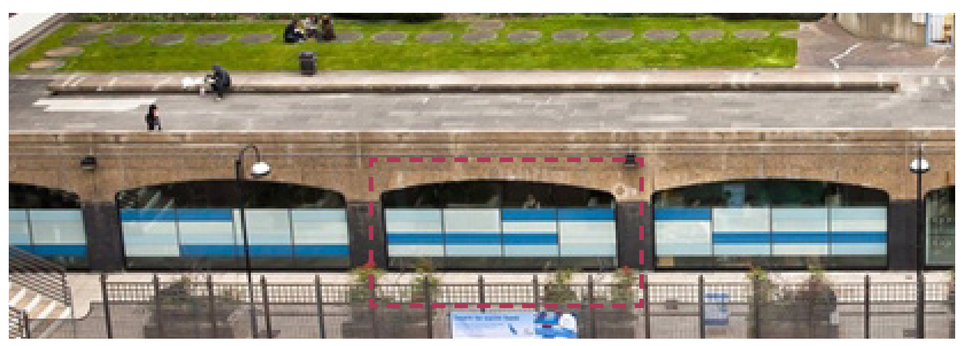
The refurbishment intent is to retain and repair the existing façades wherever possible, preserving both the architectural character and the heritage integrity of the building.

However, the glazed infills within the arches (from 2012 intervention) will require replacement to meet updated building services and performance requirements.

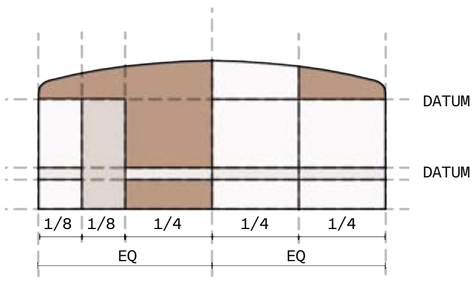
This intervention also presents an opportunity to deliver a façade treatment that is more closely aligned with the architectural language of the Golden Lane Estate and more faithful to the original design intent of the Club Rooms façade.

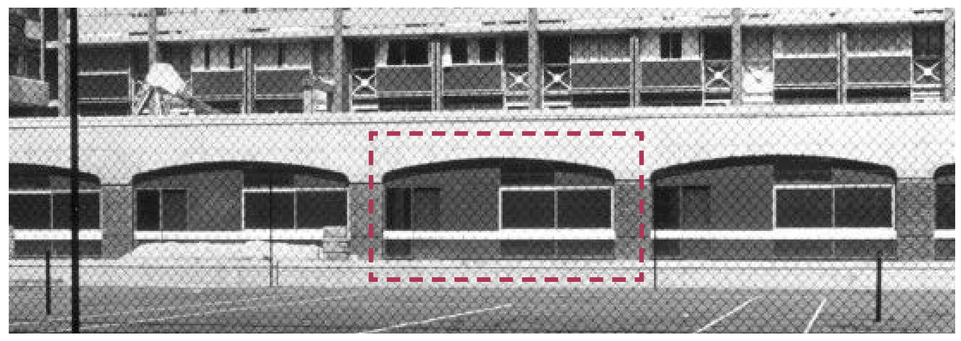
Existing Club Rooms Facade



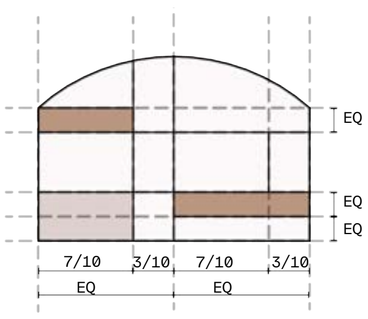


Original Club Room Facade





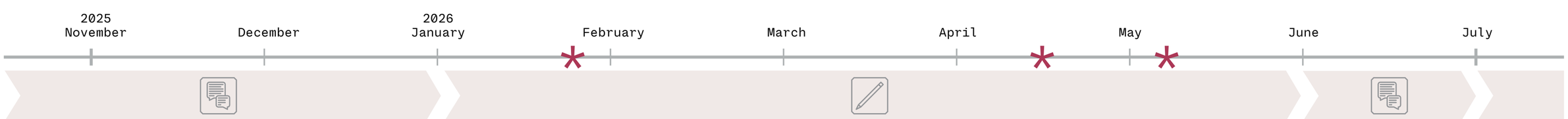
Context Facade - Crescent House





Project Timeline

To date



Initial engagement with user groups and stakeholders

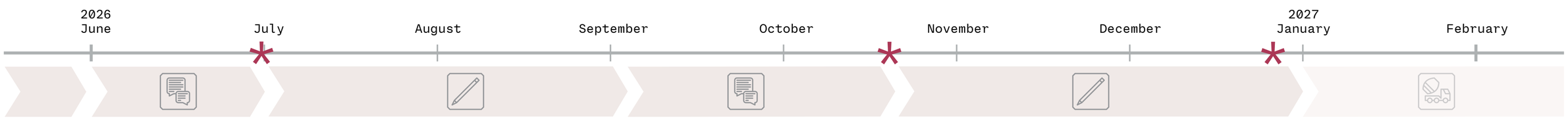
* Community and Children Services Committee – initial decision to progress design option.

* Pre-application meeting with planning officers.

* Community and Children Services Committee – design option re-opened.

Public engagement events

Next steps



Public engagement events

* 30 June 2026 - Community and Children Services Committee – decision on which option to progress.

Pre-application consultation with stakeholders, neighbours, and users on the plans.

* Late 2026 - Target planning submission.

* End of 2026 - Target planning permission granted.

The construction and reopening timeline for the renewed leisure centre will be confirmed once the final design is in place

Feedback

Have your say

Your feedback is important in helping shape the future of the Golden Lane Leisure Centre.

Please share your views using the online questionnaire:

If you prefer, **paper copies are available** — please ask a member of the team.

Thank you

Thank you for taking the time to attend this engagement event and share your feedback.
Whether in person or through the questionnaire, your input will help shape the proposals and guide the next stage of design.

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Golden Lane Leisure Centre Renewal

Engagement Feedback Report

June 2026

1. Executive summary

The City of London Corporation has undertaken an engagement process on the renewal of Golden Lane Leisure Centre, with a choice between the two current design options. Option A is a full refurbishment that keeps the current layout and mix of uses, including the multi-use sports hall. Option B refurbishes and reconfigures the building, moving the gym into the sports hall and turning the current gym into new studio spaces. As the designs are at an early stage, this feedback is helpful in understanding preferences as it evolves.

The questionnaire asked respondents to choose between these two options, but the engagement also gave people space to raise wider experiences, concerns and suggestions, including views that go beyond the two options as presented. This report sets out what the engagement has heard, including wider feedback, to inform the Community and Children's Services Committee's decision on 30 June 2026.

Feedback was gathered through a questionnaire, two in-person drop-ins, an online webinar, three targeted roundtables for specific user groups, and written correspondence. The consultation closed on 18 June 2026. In total, 218 people completed the questionnaire.

Key takeaways

- **A clear preference for Option A.** The most consistent message, across every part of the engagement, was support for keeping the existing sports hall. Of the 206 questionnaire respondents who chose an option, 173 (84%) chose Option A and 17 (8%) chose Option B; the remaining 16 had no preference.
- **The pool and the sports hall were rated most important.** On a five-point scale, the swimming pool was rated highest (mean 4.3), followed by the multi-use sports hall (4.2), then the badminton (3.7) and tennis (3.5) courts. The treatment space (1.6), sauna (1.8) and power-assisted studio (1.8) were rated lowest.
- **Questions about the proposed changing rooms.** Both the questionnaire and the roundtables raised concerns about the proposed changing arrangements, with a preference for single-sex provision and questions about safeguarding and how the layout would work for schools, groups and users with additional needs.
- **Poolside seating area seen as essential by some users.** SEND parents and carers said that being able to see their children in the pool is essential, and that losing the viewing area would prevent many of them from using the centre.

- **The decline in usage was attributed to the way the centre was run and managed, rather than just because of the building quality.** Many participants linked the fall in use to programming, opening hours, pricing and maintenance under the previous operator, rather than to the building itself.

2. Introduction and background

2.1 The centre and its renewal

Golden Lane Leisure Centre sits at the heart of the Golden Lane Estate, one of the country's first post-war urban villages. The estate and its landscape are listed. The centre has always combined a swimming pool, a multi-use sports hall and flexible studio and club rooms. Its facilities have aged, use has fallen, and it is currently closed. The Corporation's aim is to renew it so that it is more accessible, more efficient and better suited to current needs, while respecting its heritage.

A full refurbishment of the building fabric and of the mechanical and electrical systems is proposed under either option. The engagement concerns the choice between two approaches to the internal layout and mix of uses, while gathering further information about the preferences of people who shared their thoughts.

2.2 The two options

- **Option A: refurbishment.** Restore and upgrade the existing building and facilities to modern standards, broadly keeping the current layout and range of uses. The sports hall is retained as a multi-use space.
- **Option B: refurbishment and reconfiguration.** Refurbish and reconfigure the inside of the building, moving the gym and fitness equipment into the existing sports hall and converting the current gym into new, flexible studio spaces.

Both options involve the same extent of refurbishment and the same overall floor area, and both include common improvements to accessibility, environmental performance, the pool hall and the entrance glazing.

2.3 Purpose of this report

This report brings the feedback into one anonymised record, so that the Community and Children's Services Committee has a clear picture of what respondents said, with the supporting data, ahead of its decision on 30 June 2026.

3. Consultation methodology and reach

The consultation used a mix of methods and formats, in person and online, to reach as many users and residents as possible.

3.1 Consultation activities

- **Questionnaire.** An online and in-person questionnaire setting out both options and asking for a preference, importance ratings for ten facility types, and open comments. 218 people completed.
- **In-person drop-ins.** Two events at St Luke's Community Centre, on Wednesday 3 June (5:00pm–8:00pm) and Saturday 6 June (10am–2pm), where residents could view the proposals and speak with the team. A presentation of the plans and Q&A was held from 5:30pm-6:30pm on the Wednesday session. Across these two events, 88 people attended.
- **Online webinar.** A public webinar on Tuesday 9 June (6pm–7pm), with a short presentation and questions. 38 people attended this session.
- **Targeted roundtables.** Three smaller online sessions to hear from groups that can be under-represented at general events: SEND users and representatives (Wednesday 10 June, 9 attendees), Young at Heart and over-50s users (Thursday 11 June, 13 attendees), and wider user groups (Monday 15 June, 12 attendees). Each combined a short design presentation with an open discussion.
- **Written correspondence.** Residents and groups could also write in. Emails were logged and themed, with personal details removed.

3.2 How the feedback has been anonymised

In line with data protection, this report and its appendices are fully anonymised. Names, email addresses, postal addresses and any reference numbers have been removed from the survey data and the correspondence. Everyone is referred to by role or by a short description rather than by name, and where a respondent named someone else, that name has been removed.

4. Questionnaire findings

4.1 Who responded

Respondents were predominantly current and recent users, most of whom live locally. Around three in five used the centre at least once a week before it closed.

Relationship to the centre (more than one could be selected)	Responses
Regular user (at least once a week)	116
Occasional user (a few times a year)	55
Carer or parent of a centre user	24
Represents a user group or organisation	13
Lives nearby but has not used the centre	11
Uses the centre as part of a referred programme	3
Other	18

Of those who indicated how often they used the centre, 128 used it at least weekly. A further 23 had stopped using it and 12 had never used it. On location, 123 said they live in the Golden Lane area and a further 22 both live and work there. Many identified with a particular activity or group, including badminton clubs, the Young at Heart and over-50s programme, lane and disability swimming, tennis, pickleball and tai chi.

4.2 Preferred option

The preference for Option A was clear. Of the 206 respondents who chose an option, 173 (84%) chose Option A and 17 (8%) chose Option B, with 16 expressing no preference.

NOTE: At the request of attendees, the wording of the introduction to this question was clarified after the first engagement event. The original introduction to the question read:

“The City of London Corporation is considering two options for the renewal of Golden Lane Leisure Centre. Please read the brief descriptions below before answering.

Option A: Refurbishment:

Restore and upgrade the existing building and facilities to modern standards, maintaining broadly the current layout and range of uses.

Option B:

Refurbishment and reconfiguration: Refurbish and reconfigure the internal layout of the centre to improve the mix and quality of spaces, potentially changing the balance of facilities provided."

These were changes to "The City of London Corporation is considering two options for the renewal of Golden Lane Leisure Centre. Please read the brief descriptions below before answering.

Option A: Refurbishment

Restore and upgrade the existing building and facilities to modern standards, maintaining broadly the current layout and range of uses. The sports hall would be retained as a multi-use space.

Option B: Refurbishment and reconfiguration

Refurbish and reconfigure the internal layout of the centre, relocating the gym and fitness equipment into the existing sports hall and converting the current gym into new, flexible studio spaces for fitness and wellbeing activities."

Those who had already answered the question received an email explaining the change and offering them the opportunity to answer the survey again. For those who filled in the survey multiple times, only the most recent answer was accepted.

Preference	Responses	Share of those who chose
Option A: refurbishment	173	84%
Option B: refurbishment and reconfiguration	17	8%
No preference	16	8%
Not stated	12	n/a

The comments accompanying this question repeatedly returned to one point: keeping the sports hall. The following are illustrative.

> *"Because otherwise the Sports Hall would be lost."*
>
> *"The existing hall is used and needed by community groups. It needs to stay open."*
>
> *"Keep the badminton court, please! It's essential for the community."*

4.3 Importance of facilities

Respondents rated ten facility types from 1 (not important) to 5 (very important). The results are consistent with the option preference: the pool, the sports hall and the indoor courts were rated highest, while the studio, sauna, power-assisted studio and treatment spaces that feature more in Option B were rated lowest.

Facility	Mean (out of 5)	Rated important (4–5)
Swimming pool	4.31	83%
Multi-use sports hall	4.15	74%
Badminton courts	3.72	64%
Tennis courts	3.51	60%
Gym / fitness space	3.23	50%
Studio space	2.61	36%
Wellbeing studios (yoga, pilates, classes)	2.56	36%
Power-assisted studio	1.82	20%
Sauna and/or steam room	1.82	23%
Consultation / treatment space	1.55	16%

"Mean" is the average rating; "rated important" is the share giving a 4 or 5. Two facilities can have a similar mean but a different share, because the mean reflects the full spread of scores. The online survey also gave "0" as an option; this is treated as "not important".

4.4 Themes from the open comments

484 open comments were submitted across the questionnaire's three free-text questions, with 201 of the 218 respondents leaving at least one comment. The main themes were consistent with the option preference and the roundtables.

- **Keep the sports hall.** The most common point. Respondents valued it for badminton, pickleball, table tennis, tai chi and general community use, and many described it as a rare bookable indoor court with few alternatives nearby.
- **The decline attributed to management, not just the building.** Many respondents linked falling use to maintenance, opening hours, pricing and the operator, and asked for a proper maintenance budget and better day-to-day running.

- **Community value and affordability.** Respondents noted the centre's role as an affordable, welcoming space, particularly for older residents, people on lower incomes and those who find a commercial gym off-putting.
- **Retain the pool and courts.** Support for keeping the swimming pool and the tennis and badminton courts, and concern about losing any of them.
- **Limited demand for more gym and studio space.** Few respondents prioritised additional gym, studio, sauna or treatment space, and several questioned the case for competing with the commercial gyms nearby.
- **Suggestions for a more sociable centre.** These included a café or coffee area with seating, longer opening hours, and better use of the outdoor space around the building.

> *"It was fine as it was and I stopped my membership because it was not maintained."*
>
> *"Keep the prices low for residents and seniors in comparison to commercial clubs."*

5. Roundtable and targeted engagement findings

The three roundtables produced detailed qualitative feedback. Views differed on some points, but there was broad agreement across the SEND, Young at Heart and wider user-group sessions. The themes below bring together what participants said across all three.

5.1 Strong support for keeping the sports hall

This was the clearest point of agreement, most prominent in the Young at Heart and user-group sessions and echoed by SEND participants. Participants valued the hall for badminton, table tennis, pickleball, tai chi, SEND sport and a wide range of community activity. One long-established badminton club said its members had played there for around forty years, and several participants described the single bookable court as rare or unique locally, with one noting that a national governing body had previously supported a campaign to retain it. There was a widely shared view that the proposed studio configuration would not replace the hall, and that the hall should be kept.

5.2 Concerns about the proposed changing rooms

Both groups expressed reservations about the proposed changing arrangements. The main points were:

- A preference for keeping single-sex changing provision.
- Questions about safeguarding and how practical the layout would be, including for adolescents using the centre independently.
- A view that larger group changing spaces remain important for schools, SEND groups and organised activities.
- A preference for upgrading the existing arrangement and adding a small number of family or unisex cubicles, rather than a complete redesign.

SEND attendees also raised the accessibility of the proposed accessible changing provision, asking for features such as a hoist, a changing-places facility with an adult-sized bench, wheelchair storage during pool use, and better access between the accessible changing room and the poolside.

5.3 Poolside seating identified as a critical requirement

The SEND session in particular emphasised retaining poolside seating. Parents and carers explained that being able to see their children is essential for many users with

autism, epilepsy, anxiety and other additional needs, and several said that losing the viewing area would prevent them from using the facility. Alternatives such as benches in the pool hall were generally not supported, on grounds of accessibility, safety and practicality.

5.4 Sauna and reception seating seen as lower priorities

Across both sessions there was limited support for the proposed sauna or the larger reception seating area. A common suggestion was to use that space for higher priorities instead, particularly retaining or improving poolside viewing and increasing changing capacity.

5.5 Accessibility improvements

SEND participants raised a number of practical points: better access between the accessible changing facilities and the pool, step or level access into the water, a hoist and an accessible changing bed, wheelchair storage during pool use, and ensuring the facilities can accommodate users with complex physical needs. In the wider user-group session, a swimming club argued for converting the pool to a deck-level design to improve access and reduce the number of lifeguards required. The design team explained that the listed pool tank and the existing drainage place constraints on this, and that access would instead be improved through measures such as pool pods and movable steps, to be developed at the next design stage.

5.6 Programming and operational points

A recurring view across all sessions was that the previous fall in use related more to how the centre was programmed and managed than to the building. Participants recalled a busier centre before the pandemic, with family swims, children's activities and evening sessions, and noted that the previous operator had reduced early-morning and evening opening. Suggestions included reviewing programming and scheduling, keeping prices affordable for residents and older users, and ensuring the renewed centre continues to support the range of activities valued now.

Two operational points were put directly to the Corporation. First, several participants asked whether the works could be phased to keep parts of the centre, and the outdoor tennis courts, open and shorten the full closure; the team explained that this would be worked through with the contractor, who joins at the next design stage, and that no firm answer could be given yet. Second, a question was raised about whether public-health funding could contribute to running the centre, which the Corporation said would need

to be explored. The Corporation also confirmed that it is testing the market on the future operating model and intends to set up a user forum to involve people in designing the new services.

6. Correspondence received

Alongside the questionnaire and events, the team received a substantial amount of written correspondence from residents and user groups. Each item was logged and themed, with personal details removed. It ranged from short statements of support and personal testimonials to formal representations from group representatives.

6.1 Themes in the correspondence

- **Retaining the sports hall and badminton provision.** As elsewhere, this was the most common theme, with many writers describing a long association with the hall and the lack of comparable facilities nearby.
- **Community, wellbeing and affordability.** Writers noted the centre's contribution to physical and mental health, social connection and affordable access for residents of all ages.
- **Specific design and accessibility questions.** These included the feasibility and cost of a deck-level pool conversion, table-tennis provision, the case for the proposed sauna, venue and pool accessibility, and the needs of users with long-term health conditions.
- **Operation and funding.** Several writers raised the future operating model and asked whether wider public-health or healthy-ageing funding could support the centre, referring to recent national policy on physical activity for older people.

7. Cross-cutting themes

Reading the questionnaire, the roundtables and the correspondence together, the same themes recur.

- **The sports hall dominated the feedback.** Across every channel and every group, retaining the multi-use sports hall was the most frequently raised point. It is reflected both in the comments and in the questionnaire preference for Option A.
- **A clear order of priority among facilities.** The pool, sports hall and indoor courts were rated highest; the gym in the middle; and the studios, sauna and treatment spaces associated with reconfiguration lowest.
- **Operation and maintenance seen as a major cause of past decline.** Respondents consistently attributed the centre's earlier problems to management, programming, pricing and upkeep, and sought assurance that the renewed centre will be run and maintained properly.
- **Accessibility and inclusion central for some groups.** Several SEND participants said that poolside viewing and appropriate changing provision determine whether they can use the centre at all.
- **Some recurring concerns sit outside the design choice.** The length of the closure and the case for phasing, the future operator and funding, and programming decisions were raised repeatedly. These are matters for the Corporation, and are recorded here so that members have the full picture.

Across the questionnaire, the roundtables and the correspondence, the same priorities recur, providing members with a consistent picture ahead of the decision on 30 June 2026.

ENDS

Golden Lane Leisure Centre
RIBA Stage 2 Business Planning Report Addendum

City of London Corporation

19 June 2026

Contents

1. Introduction 2

Report Structure 3

2. Follow-Up Preliminary Market Engagement 4

Preliminary Market Engagement Summary 4

3. Business Planning 6

Facility Mixes 6

Business Planning Approach 6

Business Planning Assumption 7

Facility Mix and Management 7

General Assumptions 7

Income Assumptions 8

Expenditure Assumptions 9

Summary 11

1. INTRODUCTION

In October 2025, The Sport Consultancy (TSC) was appointed by the City of London Corporation (the City) to provide business planning input to the RIBA Stage 2 design report for the proposed refurbishment of Golden Lane Leisure Centre (GLLC). That report was completed in December 2025. It considered four facility mix options for the future of GLLC:

- **Option 1:** Refurbishment and Extended Gym
- **Option 2a:** Refurbishment and Wellness – Retained Sports Hall
- **Option 2b:** Refurbishment and Wellness – Large Gym replacing Sports Hall
- **Option 2c:** Refurbishment and Wellness – Smaller Gym replacing Sports Hall

A summary of these options (based on the 10-year average position) is shown in Table 1.

Table 1: Summary of the Business Plan Options (December 2025)

	10-year Average Option 1: Refurbishment and Extended Gym	10-year Average Option 2A: Refurbishment and Wellness – Retained Sports Hall	10-year Average Option 2B: Refurbishment and Wellness – Large Gym Replacing Sports Hall	10-year Average Option 2C: Refurbishment and Wellness – Smaller Gym Replacing Sports Hall
Income	£444,579	£239,278	£850,603	£675,456
Expenditure	(£500,455)	(£315,076)	(£779,833)	(£631,471)
Net Position	**(£55,876)**	**(£75,799)**	**£70,770**	**£43,985**

Following completion of RIBA Stage 2, the City's elected members selected Option 2c as the preferred option for GLLC in January 2026. Following this decision, a preliminary market engagement exercise was undertaken in February 2026 to test the interest from the leisure operator market for managing GLLC following refurbishment. Five of the main leisure operators responded indicating that they would be interested. This provided the City with assurance that the forthcoming tendering process should generate engagement from the market.

However, since the completion of the RIBA Stage 2 report, there has been further discussion and engagement with the local community on the options, following concerns raised over the loss of the sports hall in Option 2c (through being converted to a larger health & fitness gym).

As a result, a **fifth option** (Refurbishment Option - Emerging Design) has been developed by FaulknerBrowns Architects which seeks to balance the retention of the sports hall with maximising

the health and fitness and wellbeing space (to maximise financial performance). TSC has completed a business plan for this option, which is set out in section 3.

In addition to creating a business plan for this new option, follow-up Preliminary Market Engagement was undertaken with the respondents to the original exercise to test their views on the relative merits of Option 1 and Option 2c from the original business planning report.

Report Structure

This report is an addendum to the December 2025 business planning report and covers the two areas discussed above as follows:

- Section 2: Summary of Follow-up Preliminary Market Engagement
- Section 3: Business Planning for the additional facility mix option.

2. FOLLOW-UP PRELIMINARY MARKET ENGAGEMENT

As outlined in section 1, the follow-up preliminary market engagement further tested the leisure operator market's interest in the opportunity to manage GLLC following refurbishment. It focused on securing further information on the market's views of the relative merits of Option 1 and Option 2c, in particular in the context of some of the public and local community consultation feedback received. The following questions were asked:

1. If the refurbished Golden Lane Leisure Centre were as outlined in **Option 1**, would you be interested in tendering for the management contract?

2. If the refurbished Golden Lane Leisure Centre were as outlined in **Option 2**[1], would you be interested in tendering for the management contract?

3. Which of Option 1 and Option 2 would be your preferred option for Golden Lane Leisure Centre?

4. Please briefly explain your reasoning for your answer to question 3.

5. The Corporation is particularly focused on increasing participation from certain key target groups as follows:

    a. Over 50s
    b. Children/young people
    c. SEND users
    d. Lower income residents
    e. Disabled users
    f. Exercise referral users.

    In your opinion, is either of Option 1 or Option 2 better suited to meeting the needs of these groups and, if so, why?

The five leisure operators who responded to the original Preliminary Market Engagement provided responses to this exercise and the results are summarised below.

Preliminary Market Engagement Summary

In response to questions 1 and 2, the market confirmed interest in managing GLLC regardless of which of the two options was implemented.

However, in answer to questions 3 and 4, there was a clear preference for **Option 2**. Four of five operators named this as their preferred option. The other responded neutrally, as they saw merit in Option 1's larger community space.

[1] For the purposes of the Preliminary Market Engagement, Option 2c was referred to as Option 2.

The consistent rationale provided by the operators for preferring Option 2 was the larger gym combined with three flexible studios, which they saw as improving customer experience, optimising commercial performance and aligning with sector participation trends (sustained growth in gym, group exercise and wellbeing over traditional sports hall use).

The flexibility to co-programme and run multiple sessions concurrently would support both participation and financial sustainability, with surplus revenue able to fund concessions. The operator who was neutral on the two options recognised the potential value of Option 1's larger multi-purpose space (i.e. the sports hall) for community use but also cautioned that its capacity would be limited.

Finally, in response to question 5, the majority view again was that Option 2 would be better suited to the target groups, owing to the multiple studios that would allow simultaneous, tailored programming (active ageing, SEND sensory-friendly sessions, exercise referral, disability-specific and low-cost classes). The operator that was neutral on the two options took a nuanced position, stating that Option 1 would suit less specialist groups (over 50s, children/young people, lower income) via its larger open space, while Option 2 would better serve smaller-group activities (SEND, disabled, exercise referral).

3. BUSINESS PLANNING

This section sets out the business planning for the additional business planning option that has been developed in response to the recent public and community consultation. For the purposes of this report, it has been referred to as **Option 3** (Refurbishment Option - Emerging Design). The revenue projections were developed on the same basis as for the four options set out in the original (December 2025) report.

As with those options, the output of the business planning was presented over a ten-year period to align with the likely contract term of a future leisure management contract for GLLC.

Facility Mixes

The facility mix for Option 3 (Refurbishment Option - Emerging Design) is as follows:

- 20m, 3 lane swimming pool
- 48-station health and fitness gym
- 1-court sports hall
- 1 multi-purpose fitness studio
- 2 outdoor tennis courts.

Business Planning Approach

The approach used to develop the revenue projections was the same as for the previous four options and reflects the way a leisure operator would approach compiling its financial offer as part of a competitive tendering process. In short, it is as follows:

- **Step 1:** Individual income and expenditure projections are compiled for the Centre in question. They are informed by current trading data, current prices and programming and TSC benchmark data.
- **Step 2:** An allowance for the operator's contract mobilisation costs is then added. These cover the expenditure an operator has to incur for the pre-contract administration, e.g. transfer of direct debits, staff TUPE, etc.
- **Step 3:** Allowances for the operator's head office costs and profit are then added. These are usually calculated as a % of income.
- **Step 4:** Accounting for aggregate income, expenditure, mobilisation and operator head offices costs and profit, the figure that is produced is the management fee, which can either be a payment from the City to the contractor (if there is a deficit) or vice versa if there is a surplus.

This process is summarised in Figure 1.

Figure 1: Management Fee Calculation



Business Planning Assumption

The assumptions for the business planning exercise have been set out in four sections as follows:

- Facility mixes and management
- General
- Income
- Expenditure

Facility Mix and Management

The business planning reflects the facility mix for Option 3 (Refurbishment Option - Emerging Design) outlined above.

For this exercise, it has been assumed that GLLC would be managed by a specialist leisure operator following a competitive retendering of the existing contract, which will commence in 2026. The future operator could be either an existing leisure trust or one of the private sector operators who would then use their own trust model to deliver the most competitive financial outcome.

It has been assumed that the operator would be responsible for all repairs and maintenance other than major structural items. Their responsibilities would be set out in an Asset Management Responsibilities Matrix, which would for part of the contract documentation.

General Assumptions

The business planning exercise was completed using TSC's in-house business planning model. This builds up income and throughput on a zone-by-zone basis and expenditure by key cost centres, e.g. staffing, utilities, repairs and maintenance, etc.

The underlying assumptions were informed by TSC's *Facilities Index*, which contains over 1,700 financial years of trading data from more than 600 public leisure facilities in the UK.

The income and expenditure projections were based over a 10-year period with the average for the period also provided. This aligns with the likely core term for the new leisure management contract.

The business planning was based on 2026 prices. In practice, the new management contract will include an indexation mechanism to account for inflation on an annual basis.

The building internal floor areas have been based on the designs produced by FaulknerBrowns Architects.

The business plan has been based on a trust operation (see above) for the purposes of VAT and NNDR. At this stage, it has been assumed that the GLLC would be operated under a traditional leisure management contract and not the new Agency Model structure. Whether the City follows the Agency Model approach has yet to be determined and will be tested through the forthcoming management contract tendering process.

General opening hours have been assumed to be 6:30 a.m. to 8:00 p.m. Monday to Friday and 8:00 a.m. to 4:00 p.m. Saturday and Sunday.

Where applicable, prices have been based on the current structure with allowance for increase due to the improvement in the facilities.

The income projections for each zone have been based on a mature year (year 4) and a profile has then been applied to build up to this figure from year 1 based on the following assumptions:

- Year 1: 80% of mature year position
- Year 2: 90% of mature year position
- Year 3: 95% of mature year position
- Year 4 onwards: 100% of mature year position.

Income Assumptions

Income has been built up on a zone-by-zone basis as summarised below.

Swimming income has been based on the following areas:

- General casual usage
- Adult swimming lessons
- Junior swimming lessons
- Aquatic fitness classes.

Income from casual usage has been informed by the current programme of usage.

As a starting point, swimming lesson income has been informed by the size of the programme in the period 2021-24, when GLLC was still in operation (circa 77 on average over the period). However, even taking into account the limitations presented by the size of the swimming pool and the lack of a separate learner pool, there is scope for this figure to increase, particularly given the population in the catchment. The current size of the programme represents a participants per sqm of water space of 0.55, compared to TSC's lower quartile benchmark of 1.59. Therefore, the swimming lesson programme has been projected to double in size to 150 over the first four years of operation.

Health and fitness membership income has been based on the Latent Demand Report produced by The Leisure Database Company (see previous report). It projected that GLLC's catchment area could generate a total demand for 2,100 memberships (compared to level prior to closure of 600). This figure was used to inform the target membership levels; however, for each option, the target figure used also reflected the proposed size of the gym and the number of supporting fitness studios.

In summary, the target membership levels for used was 1,250 (equivalent to 26 members per station compared to TSC's median benchmark of 25.4).

In terms of monthly membership price (which covers usage of all areas of GLLC), this was informed by the current yield (circa £16 per month) with an uplift to reflect the improved nature of the health & fitness facilities. The monthly price used was £25 to reflect the increased size of the health & fitness gym.

In addition, an allowance has been included in all options for pay and play access to the health & fitness gym and fitness classes.

Sports hall income has been informed by current usage and the typical hire rate has been assumed to be £10 per hour. The usage covers the following areas:

- General casual usage
- Lessons & coaching
- Club hire.

It has also been assumed that the operator would use the space to programme fitness classes given that there would only be one other studio in this option.

Outdoor tennis court income has been based existing levels.

Food and beverage income has been based on TSC's median benchmark of £0.21 per visit.

Retail income has been based on TSC's lower quartile benchmark of £0.02 per visit. This reflects the fact that space constraints mean that there is likely to be a fairly limited retail offer at GLLC.

Expenditure Assumptions

Staffing costs have been based on 41%, which has been informed by TSC's median benchmark of 45.1%.

Additional allowances were made in all options for staff training and travel (0.5% of staff costs), and uniforms (0.5%).

Utilities costs have been set at £68.00 per sqm. This has been informed by TSC's median benchmark for wet and dry leisure centres.

Day-to-day and planned repairs and maintenance costs have been included at £34.00 per sqm, which is TSC's median benchmark.

Cleaning materials costs have been included at £2.64 per sqm, which is between the TSC's upper quartile benchmarks.

No grounds maintenance cost has been included as GLLC does not have extensive external areas for an operator to manage (e.g. a car park or outdoor grass sports pitches). The cost of any external maintenance has been assumed to be covered by the overall repairs and maintenance budget above.

An annual allowance for pool chemicals of £10,000 has been included.

An annual allowance for equipment refresh of £5,000 has been included.

The cost for leasing health and equipment has been based on £900 per station per year.

NNDR has been based on the existing rateable value for GLLC (£107,000) and a Business Rates multiplier of 0.555 to align with the other options. It has been assumed that the operator as a charitable trust would receive 80% mandatory relief on the overall NNDR liability.

Marketing costs have been based between TSC's median benchmark of 1.6% of income.

Insurance costs have been based on TSC's median benchmark of £7.54 per sqm.

Administration costs have been based on 2.0% of income. It covers items such as printing, postage, stationery, telephones, audit and legal, etc)

Licences and subscriptions have been based on TSC's median benchmark of 0.87% of income.

Food and beverage cost of sales have been based on TSC's upper quartile benchmark of 60.5%.

Retail cost of sales has been based on TSC's upper quartile benchmark of 54.8%.

An allowance for irrecoverable VAT has been included based on the assumption that all sporting income will be exempt of VAT. The allowance has been based on TSC's benchmark of 5% of income for a trust operation.

An allowance of 5% for the operator's head office costs and 5% for their profit has been included. This is in line with TSC's benchmark of 5.4% for head office costs and 4.9% for profit.

Summary

An overall summary of the business plans for Option 3 (Refurbishment Option - Emerging Design) has been presented in Table 1. This compares the output to the three options covered by the previous business planning report for GLLC (December 2025).

This is then followed (Table 2 and Table 3) by a more detailed, year-by-year summary and a sensitivity analysis. The sensitivity analysis sets out a range of scenarios based on the core position for each option as follows:

- Higher income (+10%) & base costs
- Higher income (+10%) & higher costs (+10%)
- Base income & lower costs (-10%)
- Base income & higher costs (+10%)
- Lower income (-10%) & higher costs (+10%)
- Lower income (-10%) & base costs.

For clarity, Table 1 to Table 3 are as follows:

- **Table 1:** Overall summary of the five options (i.e. the four from the previous report plus the additional Option 3)

- **Table 2:** Income, expenditure and annual visits summary for Option 3

- **Table 3:** Sensitivity analysis summary for Option 3

Table 2: Overall summary of the five options

	10-year Average Option 1: Refurbishment and Extended Gym	10-year Average Option 2A: Refurbishment and Wellness – Retained Sports Hall	10-year Average Option 2B: Refurbishment and Wellness – Large Gym Replacing Sports Hall	10-year Average Option 2C: Refurbishment and Wellness – Smaller Gym Replacing Sports Hall	10-year Average Option 3: Refurbishment Option - Emerging Design
Income	£444,579	£239,278	£850,603	£675,456	**£571,122**
Expenditure	(£500,455)	(£315,076)	(£779,833)	(£631,471)	**(£567,056)**
Net Position	**(£55,876)**	**(£75,799)**	**£70,770**	**£43,985**	**£4,066**

Table 3: Income, expenditure and annual visits summary for Option 3 (Refurbishment Option - Emerging Design)

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average	as % income
Swimming	74,912	84,276	88,958	93,640	93,640	93,640	93,640	93,640	93,640	93,640	90,363	15.8%
Sports Hall	21,376	24,048	25,384	26,720	26,720	26,720	26,720	26,720	26,720	26,720	25,785	4.5%
Health & Fitness Gym	300,000	337,500	356,250	375,000	375,000	375,000	375,000	375,000	375,000	375,000	361,875	63.4%
Studios	42,084	47,345	49,975	52,605	52,605	52,605	52,605	52,605	52,605	52,605	50,764	8.9%
Health Suite	3,246	3,652	3,855	4,058	4,058	4,058	4,058	4,058	4,058	4,058	3,916	0.7%
Multi-Sport Courts	8,016	9,018	9,519	10,020	10,020	10,020	10,020	10,020	10,020	10,020	9,669	1.7%
Retail	2,073	2,332	2,461	2,591	2,591	2,591	2,591	2,591	2,591	2,591	2,500	0.4%
Café	21,762	24,482	25,842	27,202	27,202	27,202	27,202	27,202	27,202	27,202	26,250	4.6%
Total Operating Income	**473,469**	**532,652**	**562,244**	**591,836**	**591,836**	**591,836**	**591,836**	**591,836**	**591,836**	**591,836**	**571,122**	**100.0%**

Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average	as % expenditure
Staffing costs:	(245,079)	(245,079)	(245,079)	(245,079)	(245,079)	(245,079)	(245,079)	(245,079)	(245,079)	(245,079)	(245,079)	43%
Premises costs:	(163,610)	(175,992)	(182,183)	(188,374)	(188,374)	(188,374)	(188,374)	(188,374)	(188,374)	(188,374)	(184,040)	32%
Management costs:	(58,690)	(61,649)	(63,129)	(64,609)	(64,609)	(64,609)	(64,609)	(64,609)	(64,609)	(64,609)	(63,573)	11%
Cost of sales:	(14,302)	(16,089)	(16,983)	(17,877)	(17,877)	(17,877)	(17,877)	(17,877)	(17,877)	(17,877)	(17,251)	3%
Other costs:	(47,347)	(53,265)	(56,224)	(59,184)	(59,184)	(59,184)	(59,184)	(59,184)	(59,184)	(59,184)	(57,112)	10%
Total Operating Expenditure	**(529,028)**	**(552,075)**	**(563,598)**	**(575,122)**	**(575,122)**	**(575,122)**	**(575,122)**	**(575,122)**	**(575,122)**	**(575,122)**	**(567,056)**	**100%**

Net Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average
Profit/Loss (Management Fee)	**(55,559)**	**(19,423)**	**(1,354)**	**16,714**	**16,714**	**16,714**	**16,714**	**16,714**	**16,714**	**16,714**	**4,066**

Membership and Throughput

Membership Numbers	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average	Mature year
H&F memberships	1,000	1,125	1,188	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,206	1,250
No. on swimming lesson programme	120	135	143	150	150	150	150	150	150	150	145	150

Throughput	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10-year average	Mature year
Total Throughput	103,627	116,580	123,057	129,534	129,534	129,534	129,534	129,534	129,534	129,534	125,000	129,534

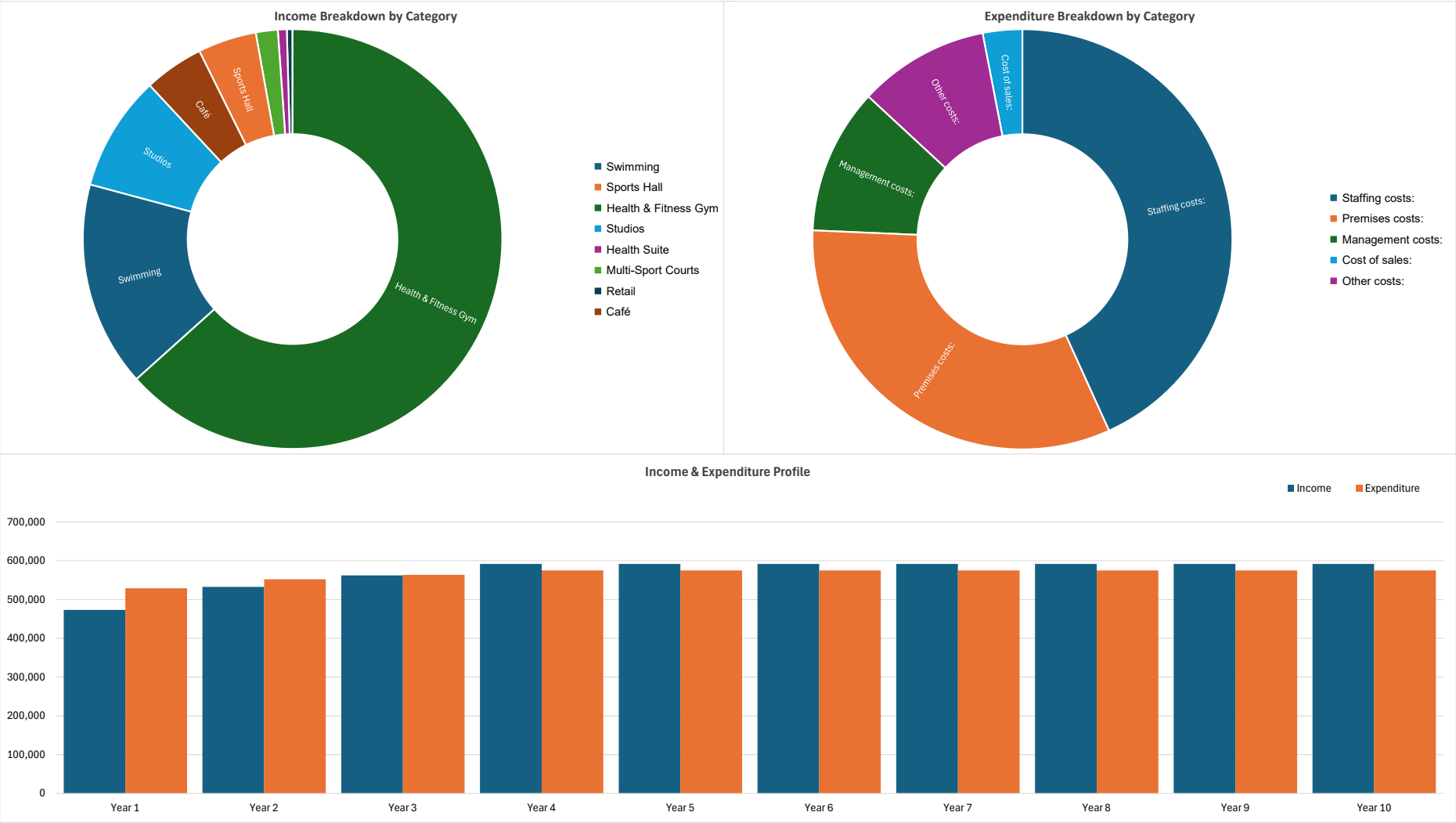

Income Breakdown by Category
Swimming
Sports Hall
Health & Fitness Gym
Studios
Health Suite
Multi-Sport Courts
Retail
Café
Expenditure Breakdown by Category
Staffing costs:
Premises costs:
Management costs:
Cost of sales:
Other costs:
Income & Expenditure Profile
Income
Expenditure
700,000
600,000
500,000
400,000
300,000
200,000
100,000
0
Year 1
Year 2
Year 3
Year 4
Year 5
Year 6
Year 7
Year 8
Year 9
Year 10

Table 4: Sensitivity analysis summary for Option 3 (Refurbishment Option - Emerging Design)

	10-year average	Scenario 1 Higher income & base costs	Scenario 2 Higher income & higher costs	Scenario 3 Base income & lower costs	Scenario 4 Base income & higher costs	Scenario 5 Lower income & higher costs	Scenario 6 Lower income & base costs
Income							
		10%	10%	0%	0%	-10%	-10%
Swimming	£90,363	£99,399	£99,399	£90,363	£90,363	£81,326	£81,326
Sports Hall	£25,785	£28,363	£28,363	£25,785	£25,785	£23,206	£23,206
Health & Fitness Gym	£361,875	£398,063	£398,063	£361,875	£361,875	£325,688	£325,688
Studios	£50,764	£55,840	£55,840	£50,764	£50,764	£45,687	£45,687
Health Suite	£3,916	£4,308	£4,308	£3,916	£3,916	£3,524	£3,524
Multi-Sport Courts	£9,669	£10,636	£10,636	£9,669	£9,669	£8,702	£8,702
Retail	£2,500	£2,750	£2,750	£2,500	£2,500	£2,250	£2,250
Café	£26,250	£28,875	£28,875	£26,250	£26,250	£23,625	£23,625
Total Income	**£571,122**	**£628,234**	**£628,234**	**£571,122**	**£571,122**	**£514,009**	**£514,009**
Expenditure							
		0%	10%	-10%	10%	10%	0%
Staffing costs:	(£245,079)	(£245,079)	(£269,587)	(£220,571)	(£269,587)	(£269,587)	(£245,079)
Premises costs:	(£184,040)	(£184,040)	(£202,444)	(£165,636)	(£202,444)	(£202,444)	(£184,040)
Management costs:	(£63,573)	(£63,573)	(£69,930)	(£57,216)	(£69,930)	(£69,930)	(£63,573)
Cost of sales:	(£17,251)	(£17,251)	(£18,976)	(£15,526)	(£18,976)	(£18,976)	(£17,251)
Other costs:	(£57,112)	(£57,112)	(£62,823)	(£51,401)	(£62,823)	(£62,823)	(£57,112)
Total Expenditure	**(£567,056)**	**(£567,056)**	**(£623,761)**	**(£510,350)**	**(£623,761)**	**(£623,761)**	**(£567,056)**
Net Operational Surplus/Deficit	**£4,066**	**£61,178**	**£4,473**	**£60,772**	**(£52,639)**	**(£109,752)**	**(£53,046)**

Scenario	SURPLUS / DEFICIT	
10-year average	£4,066	
Higher income & base costs	£61,178	Best case
Higher income & higher costs	£4,473	
Base income & lower costs	£60,772	
Base income & higher costs	(£52,639)	
Lower income & higher costs	(£109,752)	Worst case
Lower income & base costs	(£53,046)	

FaulknerBrowns

Golden Lane Leisure Centre

4067- Stage 2 Supplementary Report
– Evolving Options and Public Engagement Response

June 2026



Page 84

Version	Date	Description
01	16/06/26	Draft
02	18/06/26	Issued for Committe meeting

1.0 Introduction 4

2.0 Client Brief 6

3.0 Site Analysis 12

4.0 Heritage and Conservation 24

5.0 Consultation & Engagement 34

6.0 GLLC Evolving Proposals 36

7.0 Refurb. Option - Emerging Design 62

8.0 Appendix 66

1.0 Introduction

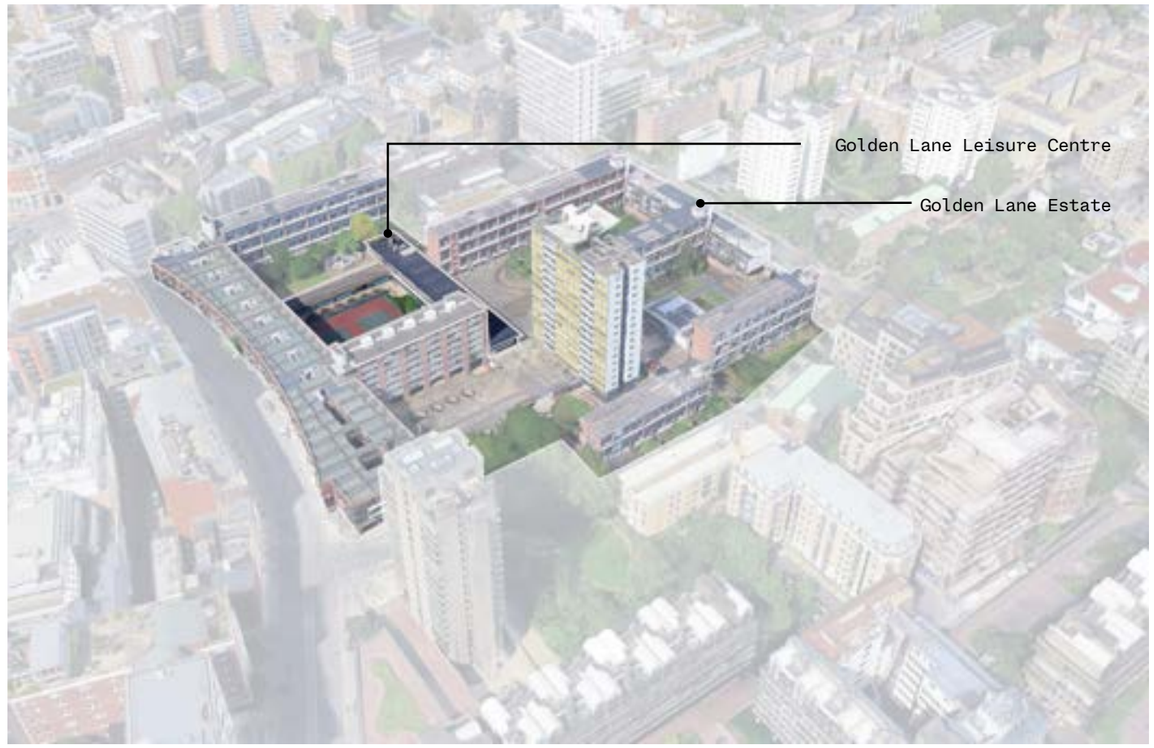
This supplementary report builds on the Stage 2 (Concept Design) submission for the refurbishment of the Golden Lane Leisure Centre. It provides an update on the design development, incorporating findings and feedback gathered through public engagement activities undertaken in May and June 2026

Constructed between 1958 and 1962, the building is a Grade II listed asset of recognised architectural and historic significance. The proposals seek to balance conservation and enhancement, ensuring that any interventions respect the building's character while supporting its continued and sustainable use.

The engagement exercise undertaken in June 2026 provided input from local stakeholders, including residents and user groups, highlighting priorities, patterns of use, and aspirations for the facility. The design approach has been reviewed in response to this feedback, informing refinements to spatial organisation, the leisure offer, and the approach to accessibility and inclusivity.

The overarching objectives of the refurbishment are to improve the quality and range of facilities, support wider participation, and provide an environment that is accessible, inclusive, and welcoming. The project also seeks to support the long-term use and relevance of the centre as a community asset.

This report outlines the updated design principles presented during engagement and describes the emerging proposals. It sets out how stakeholder feedback has informed the design development and is intended to support consideration of options to be progressed to RIBA Stage 3 (Developed Design)



Aerial image with Golden Lane Estate and Golden Lane Leisure Centre

2.0 Client Brief

The Client brief is defined by the following documents provided by City of London Corporation and Alliance Leisure.

- → Golden Lane Leisure Centre RIBA 1 Brief
- → Access Audit Report by Lord Consultants
- → Golden Lane Sport & Fitness Engagement Survey by Active Insight
- → 22085 CoL Decarbonisation Feasbility Study - Golden Lane_Rev C
- → 2485_Lighting_Strategy_and_Framework_Digital_P3

The Golden Lane Leisure Centre refurbishment is a strategic project to deliver a comprehensive modernisation of the existing facility.

The project aims to extend the operational life of the centre for at least the next 20 years while improving the quality, accessibility, and sustainability of its facilities. The refurbishment will address key building condition issues, including repairs to the external fabric, the renewal of MEP infrastructure and enhancements to the pool, gym, studio, and sport hall facilities.

Internally, the project seeks to rationalise changing facilities, improve circulation and wayfinding, and enhance the overall user experience. The works will be undertaken in accordance with the City of London's Net Zero Design Standard ensuring environmental performance and long-term energy efficiency.

Additionally, the scheme will deliver significant accessibility and inclusivity improvements, to ensure the centre better serves all members of the community. Through sensitive refurbishment that respects the site's heritage, the project aspires to create a modern, inclusive, and sustainable leisure facility that supports health, wellbeing, and community engagement.

There are programmed works currently being undertaken by others that will impact the Leisure Centre and will require coordination:

- → Waterproofing works to podium above gym, reception and changing rooms
- → Site – wide lighting strategy

In addition to the building works the City of London Corporation has clarified that the following elements are also part of the refurbishment scope:

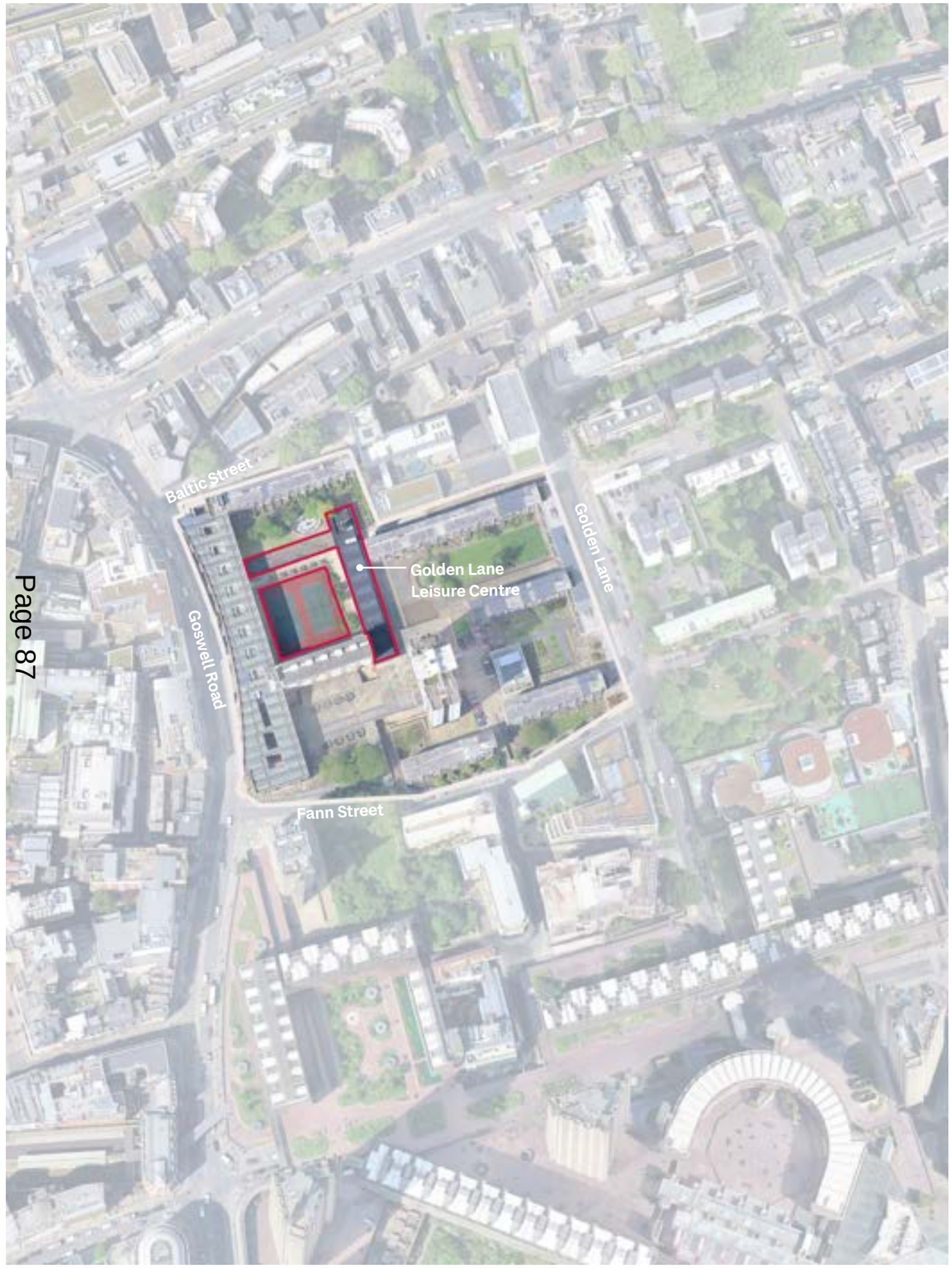
- → Resurfacing of existing outdoor courts
- → Replace the tennis courts fencing

The City of London Corporation as the client and project owner, commissioned Alliance Leisure to lead the refurbishment and modernisation of Golden Lane Leisure Centre.

To support the delivery of the scheme, Alliance Leisure has appointed a multidisciplinary design team to undertake the Stage 2 design and subsequent project stages. The team comprises:

- → Hadron Consulting - Project Manager
- → FaulknerBrowns - Architect
- → Max Fordham - MEP services
- → Alan Baxter - Structural and Civil Engineering
- → NTR Planning - Heritage Consultancy
- → Safe Sphere - Planning Consultant
- → Echo Project Services - CDM role
- → The Sports Consultancy - BSA role
- → - Cost Consultant
- → - Business Management

Together, this team brings a blend of technical expertise and community leisure experience to deliver a high-quality refurbishment.



Aerial image showing the Golden Lane Estate and the Leisure Centre

2.1 Project Context

Golden Lane Estate is a post-war housing development in the City of London, designed by Chamberlin, Powell & Bon and constructed in phases between the early 1950s and 1962.

Following the Blitz, which left much of the City devastated, the City of London Corporation acquired a war-damaged site to provide housing for key workers and those employed within the City. An open architectural competition was held in 1951 to design flats, a community centre, and a playground.

Peter Chamberlin, Geoffry Powell, and Christoph Bon won the competition in 1952. Their scheme concentrated smaller flats within a tall central tower, with larger flats and maisonettes arranged in lower courtyard blocks around it to form an "urban" composition of interlinked courts.

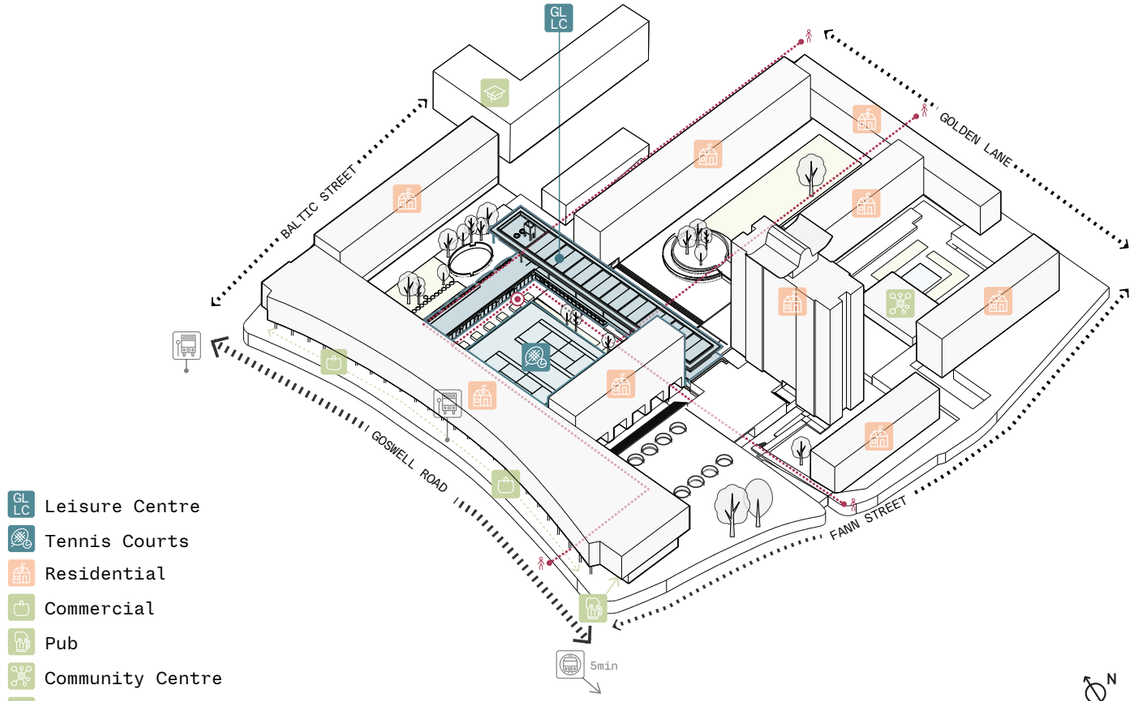
The estate makes innovative use of the deep basements and rubble left by bombed warehouses to create sunken gardens, ramps, ponds, roof terraces, and a network of pedestrian routes connecting a series of landscaped courtyards. Original facilities included a community centre, swimming pool, nursery, shops, and sports areas — reflecting the architects' ambition to create a largely self-contained "urban village."

Golden Lane is regarded as one of the most significant examples of early 1950s social housing in Britain, and both its buildings and landscape are now listed.

The Golden Lane Leisure Centre was conceived as an integral element of this "urban village," serving both residents and the wider City community. Originally, the facility included a 20-metre swimming pool housed within a two-storey steel-framed hall with full-height glazing, a badminton court/ sports hall, club rooms, tennis courts, a nursery room, and children's play areas. The centre was designated as a Grade II listed building in 1997.

The Leisure Centre has undergone several alterations and refurbishments over the years, the most recent completed in 2012 by Cartwright Pickard. This refurbishment converted the former club rooms into a gym and introduced a new studio at ground level.

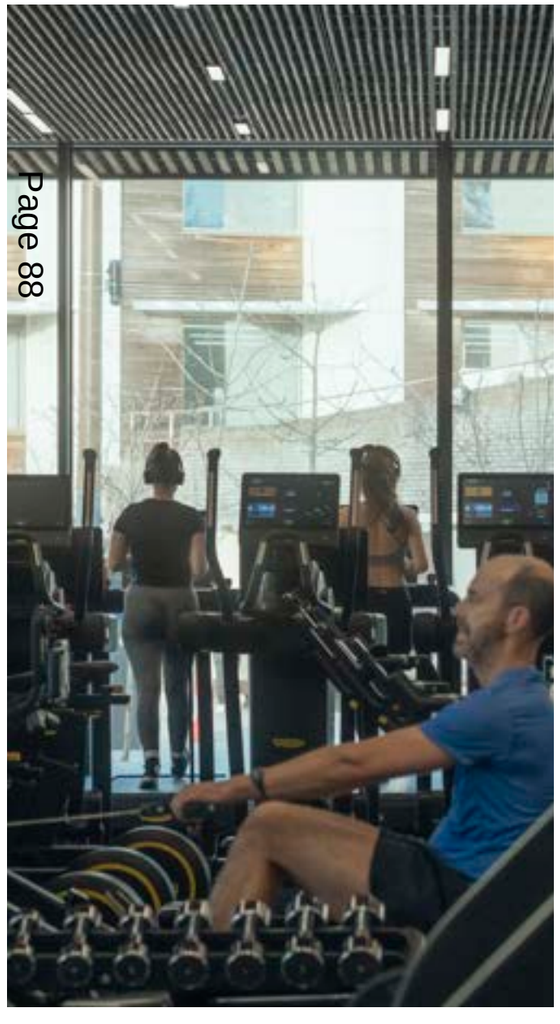
Despite these improvements, the centre has since deteriorated, exhibiting issues related to the external fabric, internal environmental comfort, water ingress, and condensation.



Golden Lane Estate different uses

2.2 Aims and Objectives

Enhance and Modernise the Golden Lane Leisure Centre to Increase Appeal and Visitor Numbers from the Estate and Wider Community



Improve Connectivity and Visibility to Create a More Engaging, Accessible, and Secure Golden Lane Leisure Centre Environment



Create an Inclusive and Welcoming Space That Engages All Users



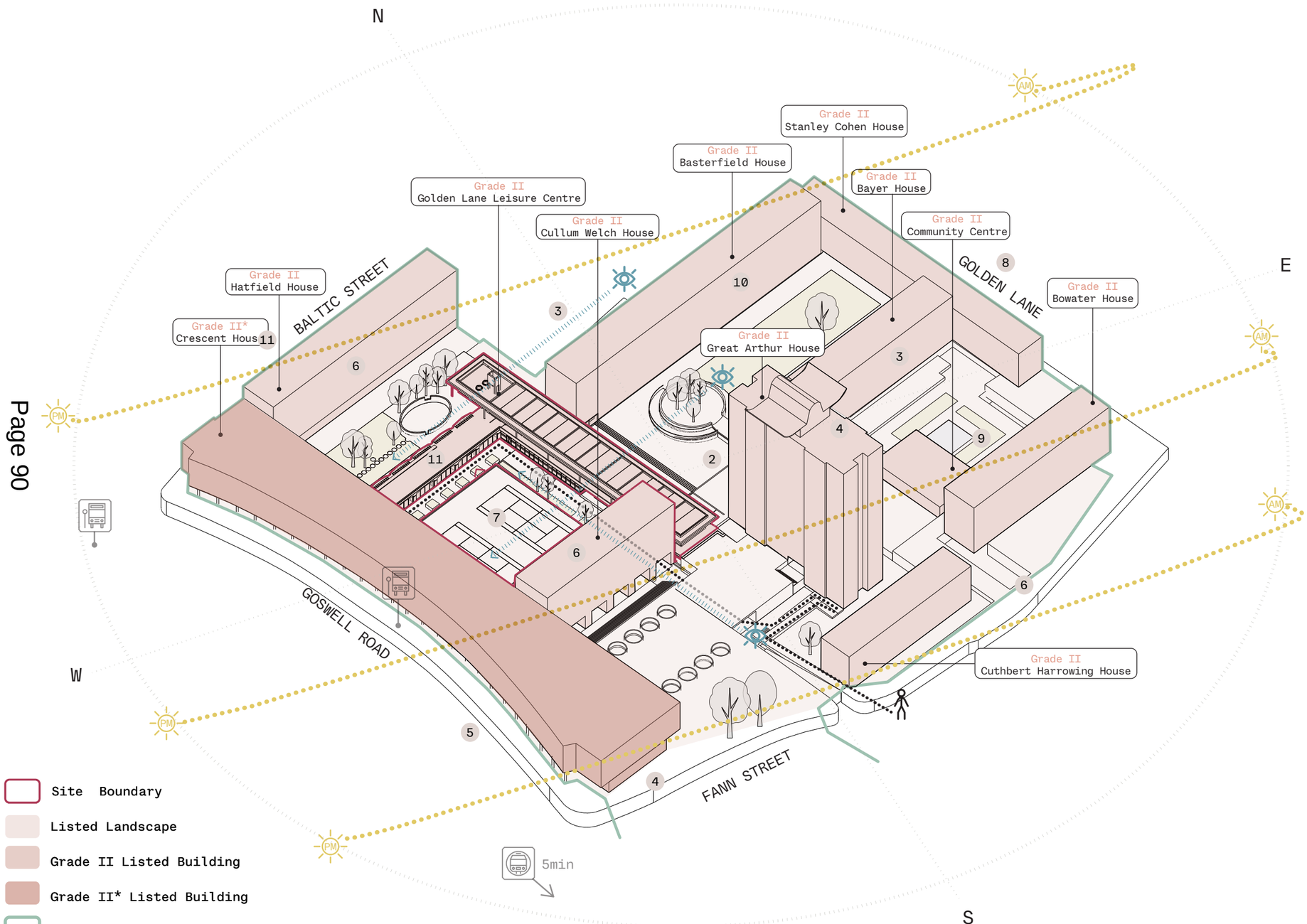
Conserve and Enhance the Heritage Asset While Securing Sustainable Operation for the Next 20 Years



3.0
Site Analysis



Golden Lane Estate Axonometric for competition by Powell



Site context analysis showing red line boundary

3.1 Existing Site

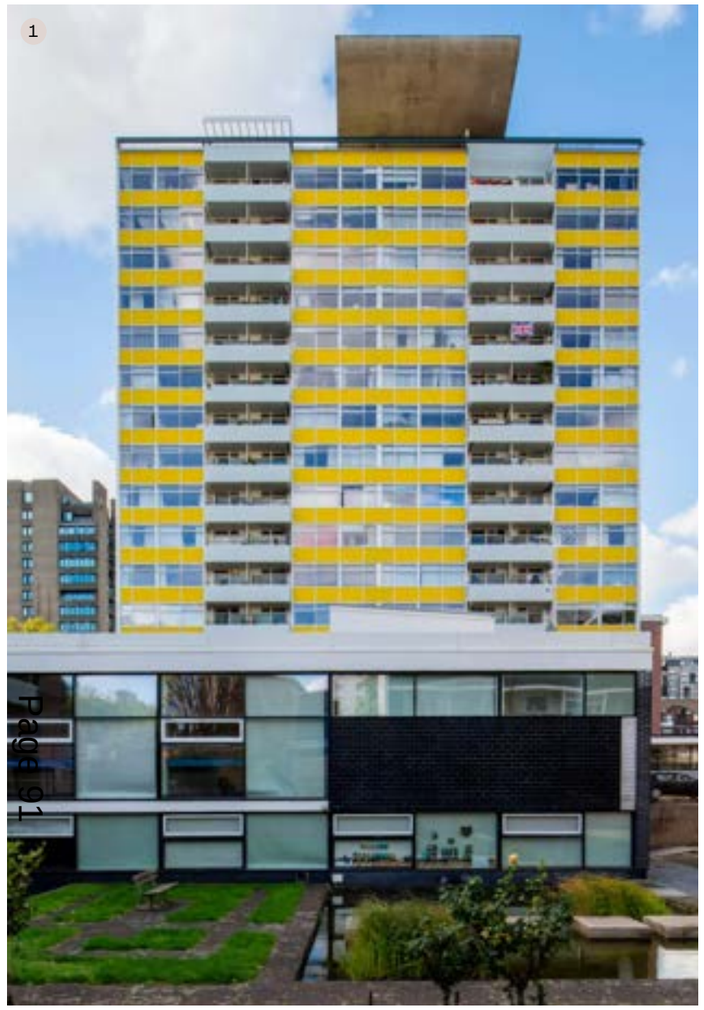
Golden Lane Leisure Centre sits at the heart of the Golden Lane Estate. The building is Grade II listed, consistent with the wider estate's architectural significance, while nearby Crescent House holds Grade II* status. The leisure centre is arranged in an L-shape around the estate's tennis court and forms one of the distinctive communal elements of the estate, alongside the community centre. Its light, simple design reflects the modernist architectural language evident throughout the estate.

Golden Lane Estate is an inward-looking development composed of terraces grouped around a series of interconnected courts and sunken gardens. The pre-war street pattern was removed, and Powell and his team utilised the existing basements to create layered levels, with pedestrian routes primarily at street level, courts at a lower level, and service roads and garages discreetly positioned below. This careful arrangement allowed the estate to provide high-density housing while retaining a substantial proportion of open space, with over half of the seven-acre site dedicated to landscaped courts, gardens, and communal areas.

The estate demonstrates a clear and deliberate planning of spaces—private, public, community, retail, pedestrian, and vehicular—that are interrelated yet distinct. Buildings were positioned to create a series of courts that visually and physically connect, framing views through the estate and reinforcing circulation. The site's character is defined by strong geometric forms, transparency, and continuity between courts. Multi-storey residential blocks are arranged around the courts, with variation in scale and form to balance density with human-scale spaces. The external landscape, including hard and soft landscaping of the courts, was conceived as an extension of living space, contributing to the estate's architectural and social cohesion.

The architectural language of the estate evolves across its phases, from the light glass curtain walling of early blocks to the more robust concrete and brickwork of Crescent House. Strong primary colours, innovative materials, and finely detailed finishes—including aluminium glazing, concrete columns, and mosaic tiling—create visual richness and a distinctive identity. The leisure centre and community facilities are integrated into this framework, reinforcing the estate's social and recreational functions.

The site benefits from immediate access to public transport due to its central city location. Bus services operate along Goswell Road, providing direct local and wider connections, while Barbican Underground Station is approximately five minutes' walk from the estate, ensuring convenient connectivity to the wider London network.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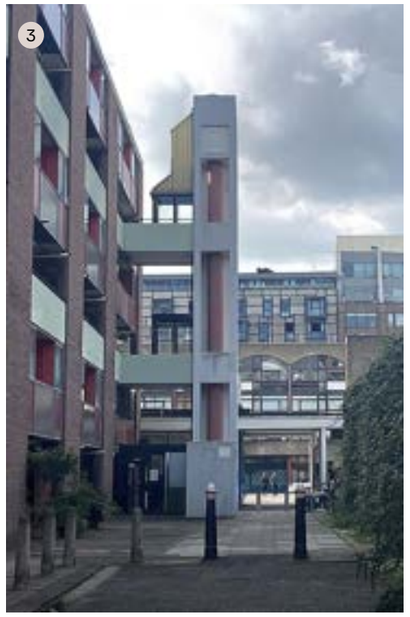
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4
THE SHAKESPEARE


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6


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11

3.2 Site Evolution

19th Century

Densely populated working-class district with narrow streets, courts, and modest housing. Associated with craft industries, small workshops and breweries.

Early 20th Century

Golden Lane area evolved from a maze of narrow courts and alleyways into an area dominated by large warehouses and light industry.

WWII

After heavy bombing during the Blitz in World War II, Golden Lane area was left devastated, with much of its dense network of streets, workshops, and warehouses reduced to rubble.

Post WWII

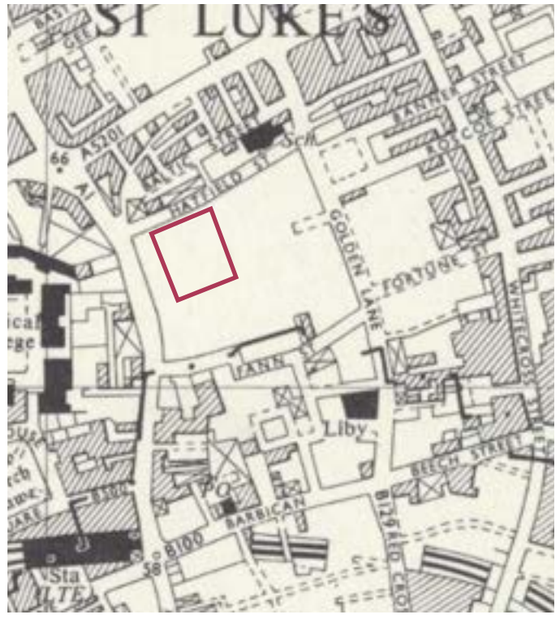
After WWII the devastated area was redeveloped by the City of London Corporation between 1952 and 1962, creating the Golden Lane Estate with flats, shops, and community facilities to provide a modern social housing community for workers and families.



OS Map 1880



OS Map 1920



OS Map 1957



OS Map 1972



The Fortune Playhouse along Golden Lane (1600)



Golden Lane Brewery occupied plots along Golden Lane (1792)



Site after war destruction



Golden Lane Estate

3.3 Leisure and Fitness Mapping

The Golden Lane Leisure Centre is one of several facilities within and adjacent to the City of London. In addition to fitness provision, there are a number of facilities offering a broader health and wellness offer. These are illustrated on the adjacent map.

Fitness

1. Nuffield Health Barbican Support Centre
2. Nuffield Health at St Bartholomew's
3. Virgin Active
4. PureGym London St Pauls
5. PureGym London Moorgate
6. PureGym London Farringdon
7. Gymbox Farringdon
8. The Gym Group London Holborn Circus
9. Anytime Fitness
10. Virgin Active
11. Buzz Gym Cannon Street
12. Foundry Gym - Aldgate
13. Anytime Fitness Aldgate
14. The Vault Gym
15. House of Fitness London
16. Énergie Fitness Old Street
17. Gymbox Old Street
18. City Sport
19. Finsbury Leisure Centre

Wellness

A. Ironmonger Row Baths
B. Heavenly Spa London
C. Euphoria Spa
D. Spa at the Four Seasons



The facilities illustrated are representative of provision within the study area and are not intended to be exhaustive.



18. City Sport



12. Foundry Gym - Aldgate



A. Irongmonger Row Baths



1. Nuffield Health Barbican Support Centre

3.4 Existing Access

There are a number of different access routes to the Golden Lane Leisure Centre, with a combination of stepped and ramped solutions providing connections from the upper level street arrival to the lower level entrance.

Despite the variety of routes, the legibility of the entrance and overall site wayfinding to the leisure centre is indistinct and limited. The accessible route is currently restricted to the Fann Street approach, with pathways passing beneath undercrofts and adjacent to bin stores, which can feel uninviting.

While landscape and external access works fall outside the current project scope, the City of London Corporation is developing separate proposals to improve accessibility and wayfinding to the Leisure Centre.



Access to estate from Goswell Road



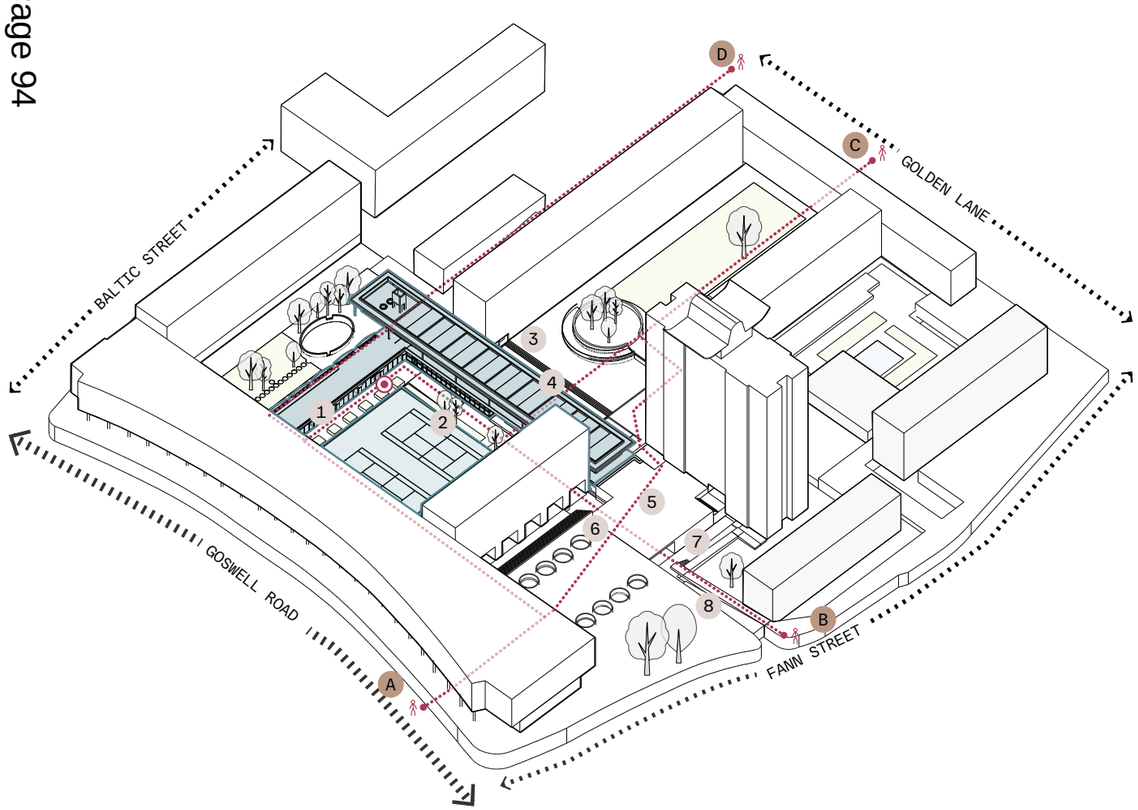
Access to estate from Fann Street



Access to estate from Golden Lane



Access to estate from Golden Lane



Existing access routes to the leisure centre



Steps from Crescent House and rooftop walkway



Upper level approach from Fann Street



Upper level walkway and lower path to entrance



Accessible route under Cullum House by bin store



Steps and ramp from Basterfield House Lawn



Ramp and step access from Fann Street



Stepped access to the Leisure Centre



Ramp next to the service road from Fann Street

4.0 Heritage and Conservation



Hiscoric photograph of the Club Rooms facade

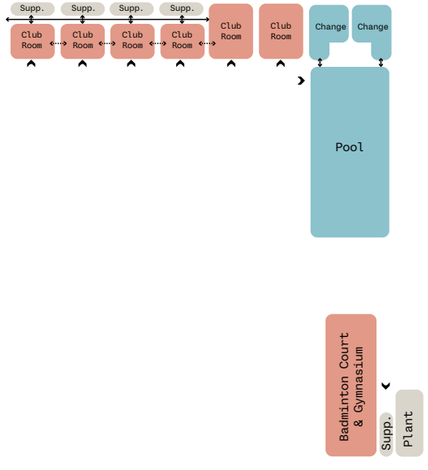
4.1 Facility Evolution





1962

Originally, the Leisure Centre comprised two separate, unconnected elements: a 20m swimming pool with external access and poolside changing rooms, and a single-storey block of flexible club rooms with individual entrances,a nursery and a sunken playground on top ot the club rooms and a games hall, .

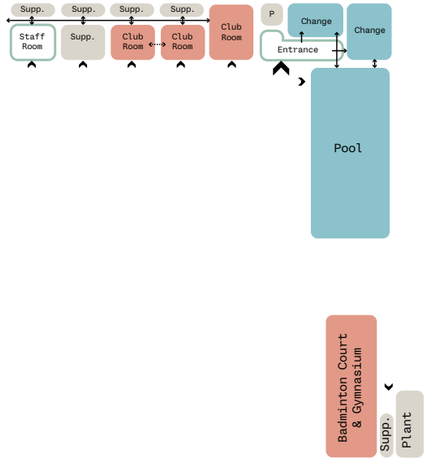




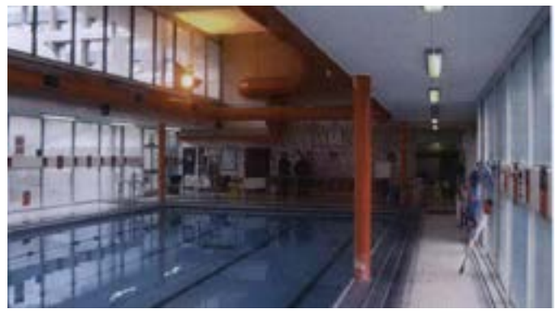


From the 1980s onwards

From the 1980s, incremental alterations reduced spatial clarity, with internal reconfiguration and the loss of flexible connections. A new entrance to the pool changing rooms was formed in 1992 from part of the club rooms, improving access but leaving the remaining spaces disconnected.

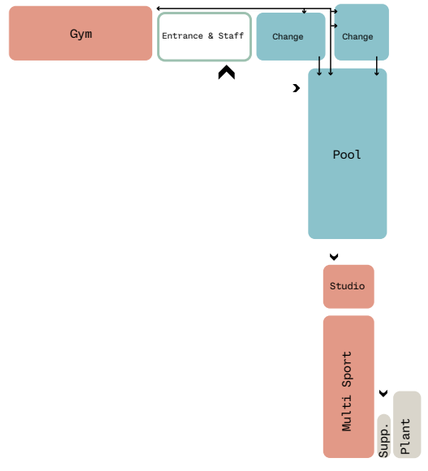






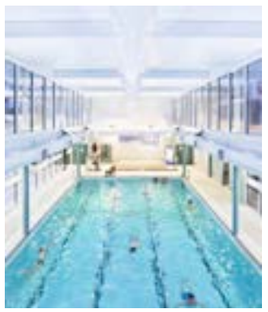
2012

The 2012 refurbishment represented the most comprehensive upgrade since original construction. This works introduced a new entrance and staff areas, changing facilities, a gym, studio extension and an upgraded games hall.









4.2 Existing Facility

The Golden Lane Leisure Centre is a Grade II listed building, designated in 1997, which has undergone a series of refurbishments throughout its lifetime to respond to evolving user needs and contemporary building standards.

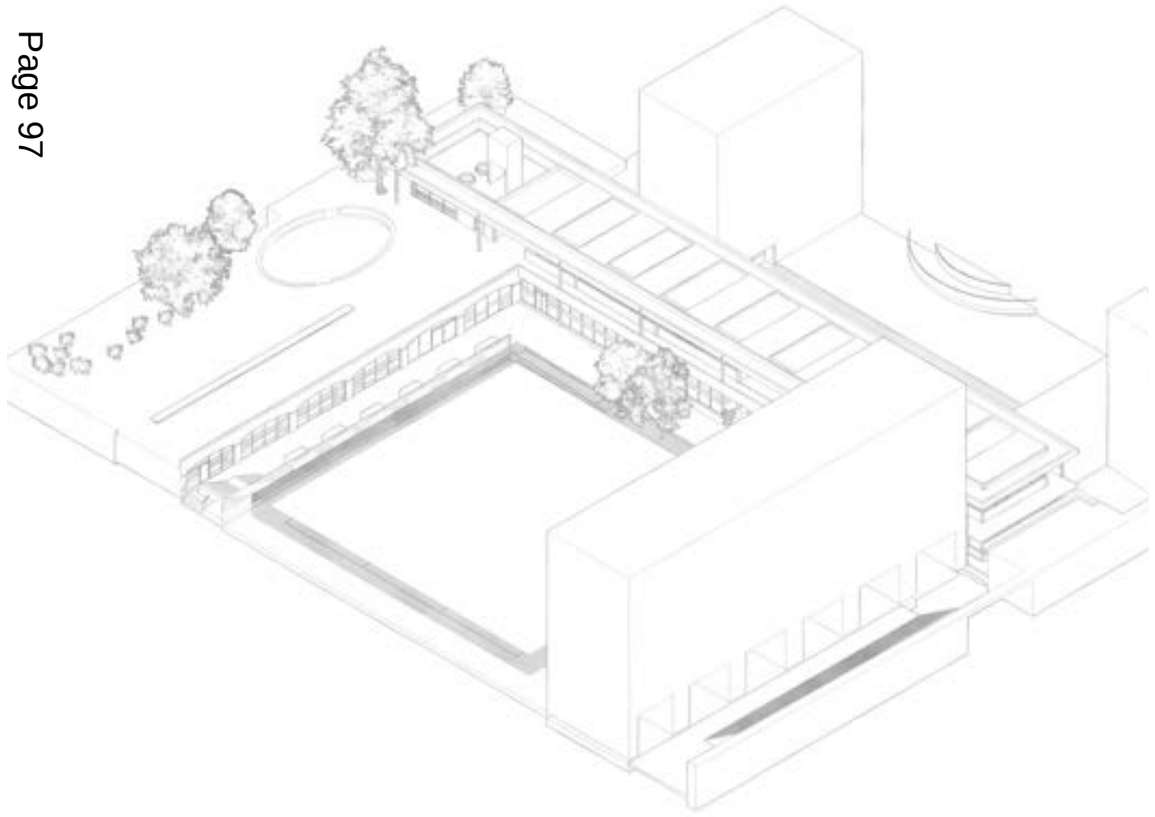
The most recent significant refurbishment was completed in 2012 by Cartwright Pickard Architects, upgrading key internal spaces and building services while retaining the building's established spatial arrangement.

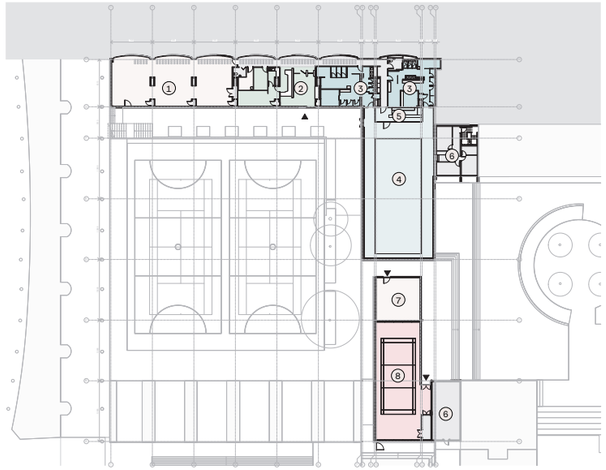
At **Level 00**, the main entrance provides access to a reception area supported by a staff area, from which the public routes connect to the gym and the main changing facilities. The changing provision is arranged as male, female and accessible facilities, which lead directly to the pool hall. The pool hall incorporates a spectator gallery with integrated seating and is supported by storage spaces located beneath Basterfield House.

The multi-use hall is accessed independently and does not connect internally with the remainder of the Leisure Centre. In addition, a former passage linking the tennis courts with the bastion has been infilled to create a multi-use studio, which has its own independent entrance from the passage.

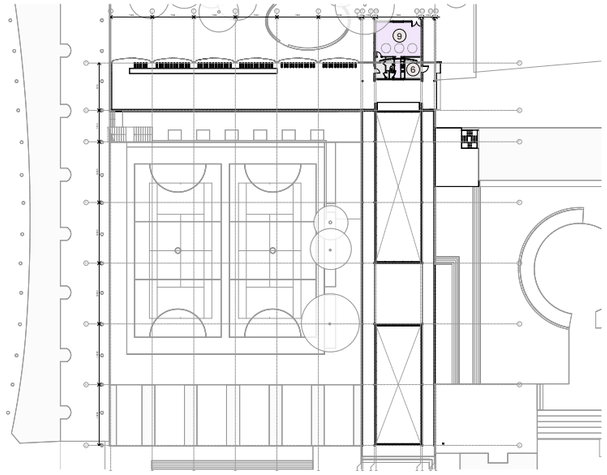
At **Level 01,** the accommodation includes a community room alongside plant spaces serving both the community facilities and the wider Leisure Centre. The remainder of this level comprises a landscaped terrace above the gym and reception, with pedestrian walkways providing views into the double-height pool hall and multi-use hall.

The **roof** structure creates areas of overhang and incorporates a tower housing the water tank, forming a distinctive element of the building's roofscape. Photovoltaic panels were installed on the roof as part of the 2012 improvements.

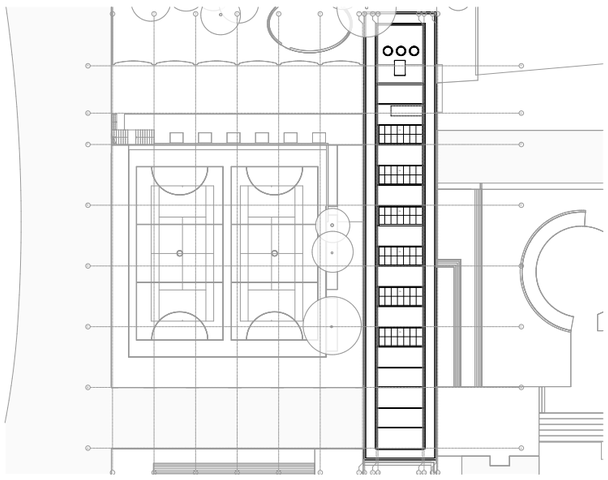




Existing Ground Floor Plan



Existing First Floor Plan



Existing Roof Plan

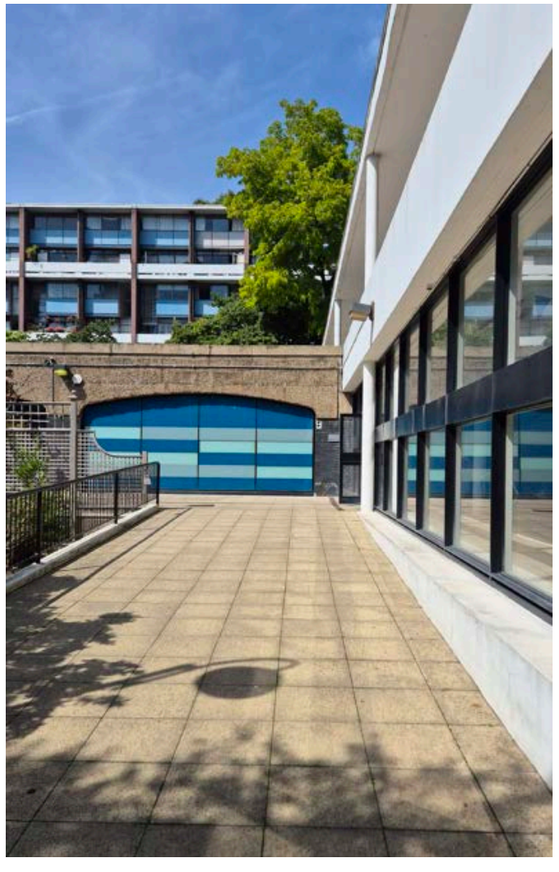
1. Gym
2. Entrance and staff area
3. Changing Area
4. Swimming Pool
5. SpectatorArea
6. Stores & Plant
7. Studio
8. Multi use Hall
9. Community Room

Golden Lane Leisure Centre exterior images of the two interlocking architectural elements, the arches and the double height pool and multi-use hall



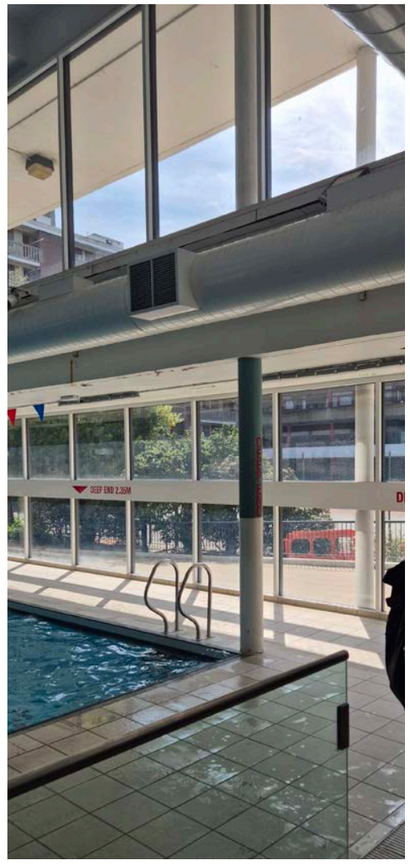




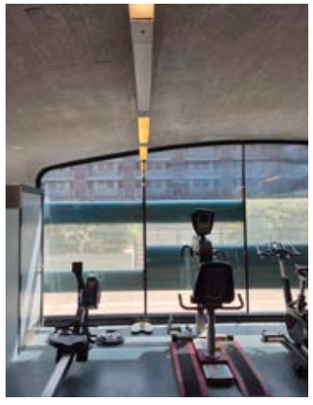


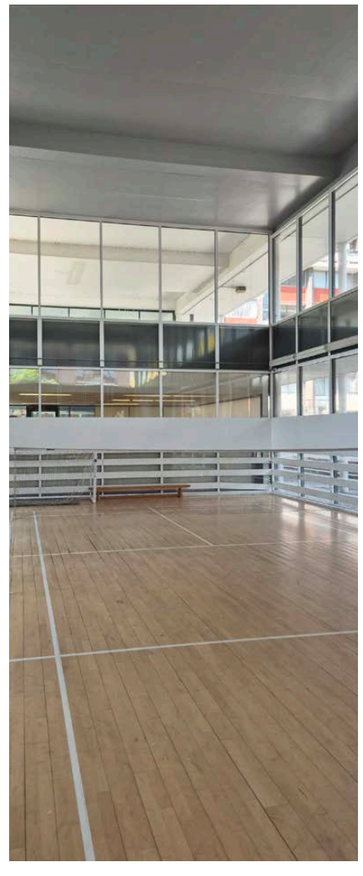


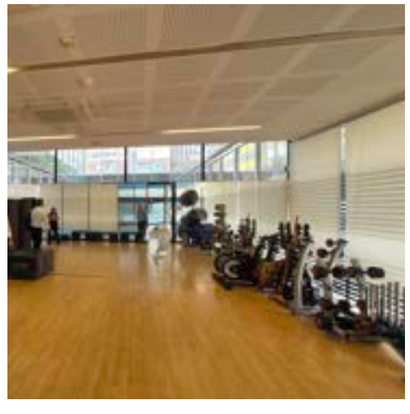
Golden Lane Leisure Centre images showing the current internal spaces













4.3 Building condition and significance

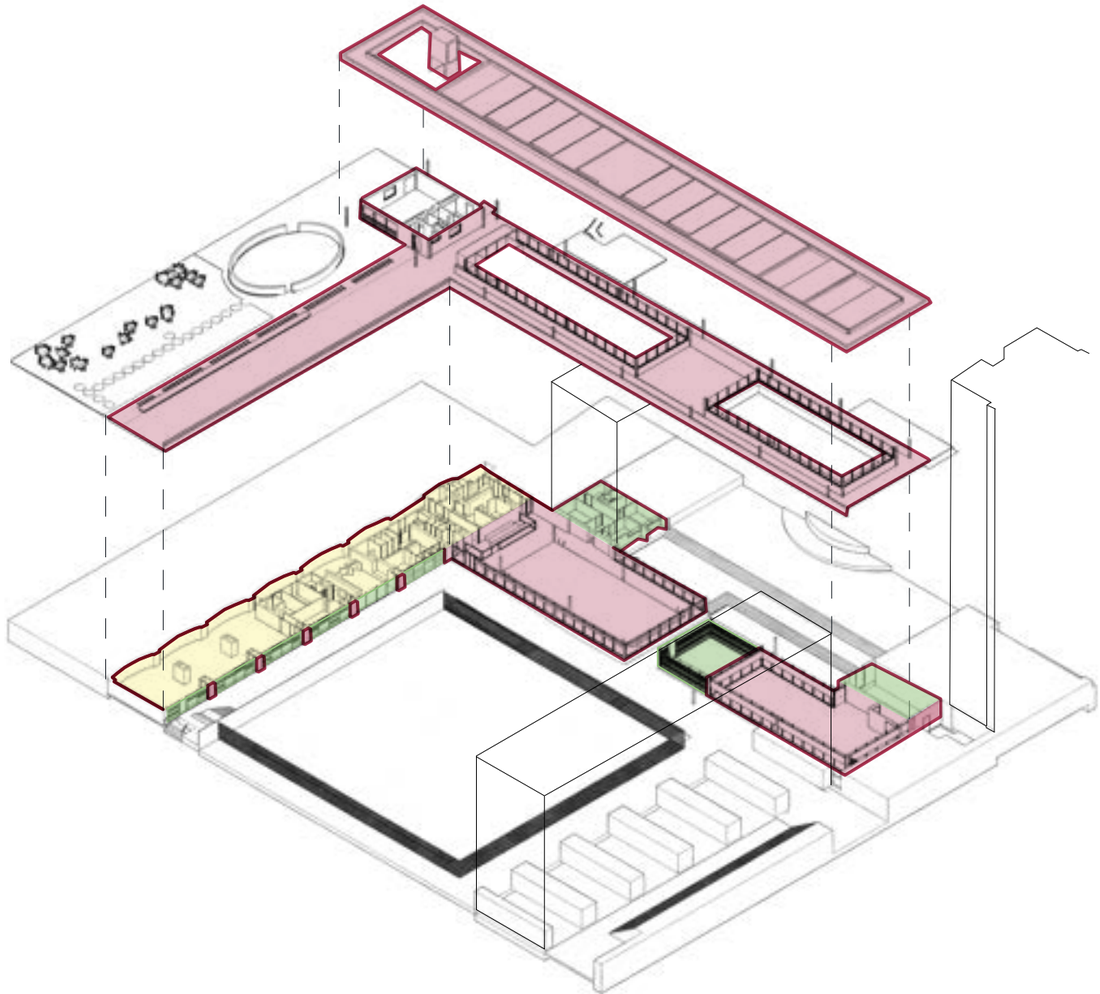
The existing building condition has deteriorated since the refurbishment in 2012. There are indications of material damage internally indicating issues of damp ingress and with mechanical services. In addition a number of finishes and fixtures are damaged or have degraded over time through use.

In Stage 3 a conditions survey will be undertaken to inform the detailed design and repair works to be specified in the project as it progresses.

Alan Baxter Associates have been appointed as heritage consultant and have analysed the existing building to determine levels of historic significance building spaces and elements have, a graphic interpretation of this study is illustrated opposite. The study has informed the design options ensuring features critical to the listed character of the building are retained.



Existing building condition images



Existing building significance assessment

5.0 Consultation & Engagement



5.1 Stage 1 Consultation

As part of forming the Stage 1 Brief Alliance Leisure appointed Active-Insight to conduct a survey to support the early-stage engagement. The survey was conducted between January and March 2025.

The survey received 405 responses from both residents within Golden Lane and others from outside the estate. 45% of respondents were active users of the Golden Lane Leisure Centre.

The findings highlighted many aspects but some of the key findings included:

- The quality of facilities available being the main barrier to doing more exercise
- Requests for additional facilities including, wellness spaces, a cafe, flexible working / meting paces, a sauna
- The need for safe and inclusive environments
- 'Make it fabulous' celebrating the pool as an asset
- Changing facilities being developed into a changing village model whilst ensuring appropriate privacy
- Working gym equipment
- Community spaces
- Consideration of alternative uses in the outdoor courts

5.2 Stage 2 Consultation

The consultation process continued throughout Stage 2, comprising a series of site visits and meetings held both in person and virtually.

The following meetings were undertaken:

- Site visit with Planning and Listed Building officers
- Online meeting with the building operator running the Leisure Centre at the time
- Stakeholder consultation presentations with:
  - Aldersgate ward members
  - Cripplegate ward members
  - Golden Lane Estate Residents Association
  - WeSwim
  - Anaconda swimming club

A report summarising the key findings from these stakeholder engagements has been prepared by Concilio, the communications consultant.

5.3 Further Consultation (Post–Stage 2 / Early Stage 3)

Following the finalisation of Stage 2, further consultation has been undertaken to support the progression of the design into early Stage 3 design development.
This has included :

- An initial pre-application meeting with Planning, Heritage and Sustainability Officers
- A meeting and additiional workshop with the Golden Lane Estate Residents' Association (GLERA) and the Neighbourhood Forum.
- Formal consultation with Sport England commenced in May 2026
- Engagement with Swim England initiated in June 2026

5.4 Public Engagement (June 2026)

In June 2026, a programme of public engagement was undertaken to present the emerging options and gather public feedback.

This included a public presentation session, a drop-in session, a webinar with Q&A, and a series of focused webinars for specific user groups.

A report summarising the key findings from these activities has been prepared by Kanda Consulting (former Concilio) and forms part of the information submitted to the Community and Children's Services Committee to inform decision-making on the preferred option to be progressed to the next stage of design development.

6.0 GLLC Evolving Proposals

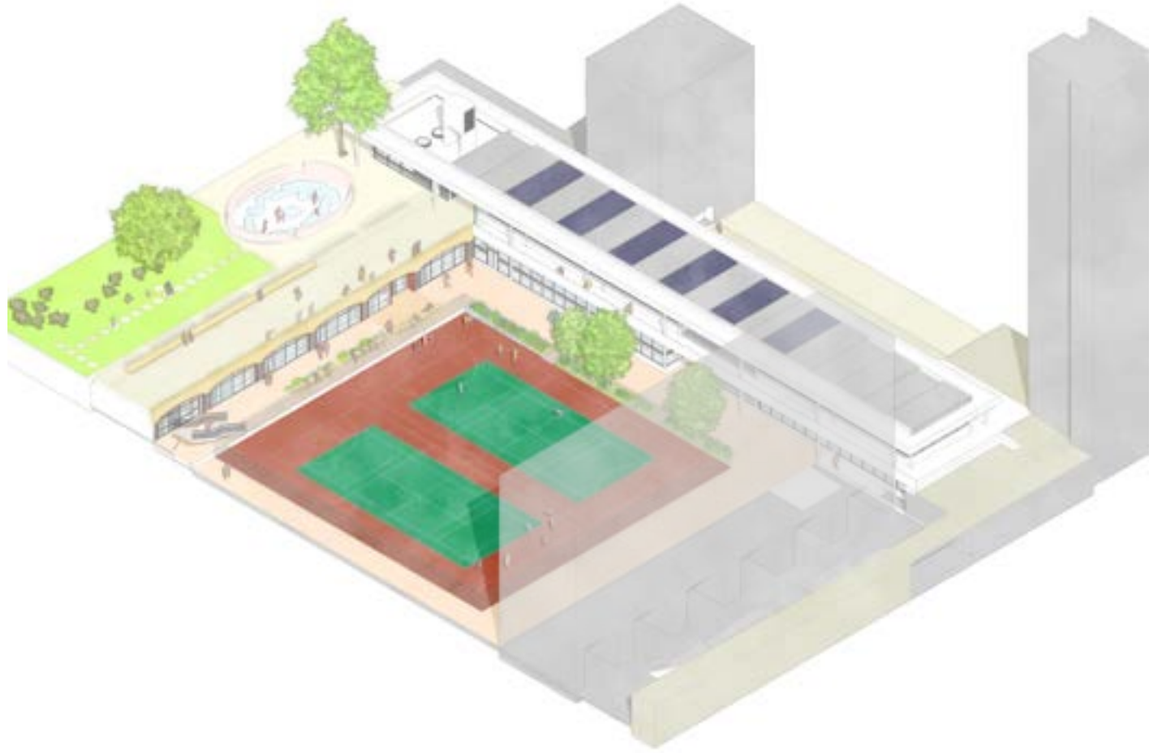
6.1 Options study

During Stage 2, the Design Team undertook a review of the existing building, including current uses and identified constraints such as accessibility, environmental performance, and condition of the fabric. This informed the development of a range of options exploring opportunities for improvement, rationalisation, and potential alternative uses.

From the range of options developed, two were taken forward for further consideration. These options were selected to represent different approaches to intervention, while responding to identified constraints, stakeholder feedback, and project objectives, including heritage considerations, operational requirements, and long-term sustainability

These options also seek to increase overall usage and broaden participation, enabling the facility to reach a wider cross-section of the community and re-establish itself as an integral place supporting everyday health, wellbeing, and social interaction at the heart of the City.

The options were developed to test their viability, incorporate initial stakeholder feedback, and support discussion through public engagement. They are described in the following section.



Golden Lane Leisure Centre Axonometric View

6.1.1 Refurbishment Option

The Refurbishment Option retains the existing spatial arrangement and primary uses of the building. It proposes upgrades to internal layouts, building fabric, and services to address condition, accessibility, and operational performance.

This approach maintains the current distribution of activities within the building, while introducing targeted changes to support improved functionality and compliance with relevant guidance.

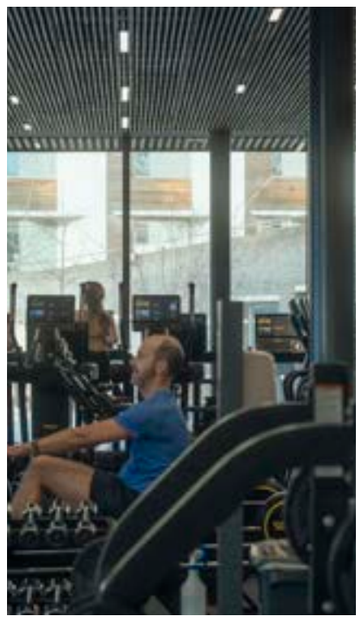
The entrance and changing areas are reconfigured to provide greater spatial efficiency and increased capacity for health and fitness uses. The wet changing provision is remodelled to create a 'changing village' environment in accordance with current Sport England design guidance. A seating area, with potential for food and beverage vending, is introduced adjacent to reception to enhance visibility of the entrance, provide a waiting space for users, and encourage informal interaction.

The 20m swimming pool, multi-use hall, and studio spaces are retained in their current configuration. The proposals includes the potential addition of a sauna or steam room adjacent to the pool, expanding the overall wellness offer.

At first floor level, the existing community room (Sir Ralph Perring Suite) is retained.
The building will be refurbished internally, including new floor, wall, and ceiling finishes. The condition of the pool and surround tiling will be assessed, with repairs and re-grouting proposed as required. The entrance will incorporate a new reception desk, vending area, retail provision, and improved staff facilities. Changing areas will be upgraded to include new cubicles, WCs, vanity areas, lockers, and shower facilities.

Mechanical and electrical systems will be replaced throughout, with new services carefully integrated to support the architectural approach, enhancing the building's performance while respecting its listed status and heritage significance.

Externally, the building fabric will be repaired and redecorated where required. Existing curtain walling to the main pool and sports hall will be retained, subject to condition survey, and a new glazed façade to the arches is proposed to improve ventilation, access, and the legibility of





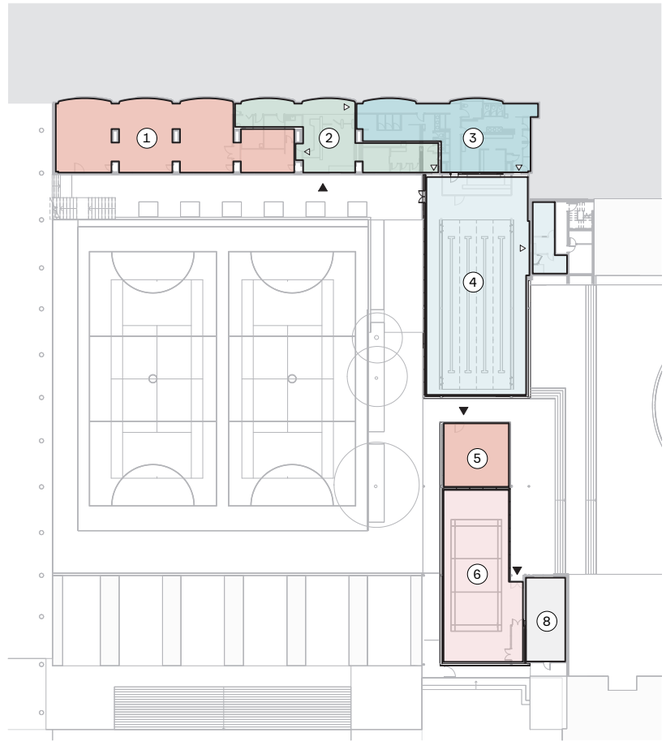


This option maintains the building's established uses, supporting continuity and familiarity for existing users while delivering targeted upgrades.

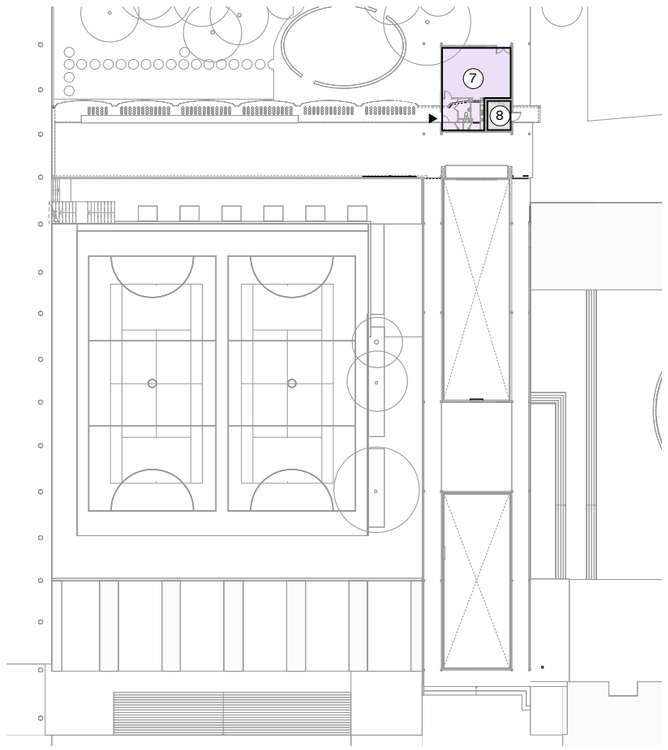
1. Health & Fitness suite
2. Entrance and staff area
3. Changing Village
4. Pool Hall and storage
5. Studio
6. Multi Use Hall
7. Sir Ralph Perring Centre
8. Plant

Uses	Area (m²)
Entrance and Staff	118
Pool Hall	350
Changing Village	115
Health & Fitness Suite	215
Studio	62
Multi Use Hall	180
Pool Plant	50
Plant (1st Floor)	10
Total	1100

Note: The areas shown exclude the community area in Sir Ralph Perring Centre, which is not included within the scope of the leisure centre refurbishment proposals.



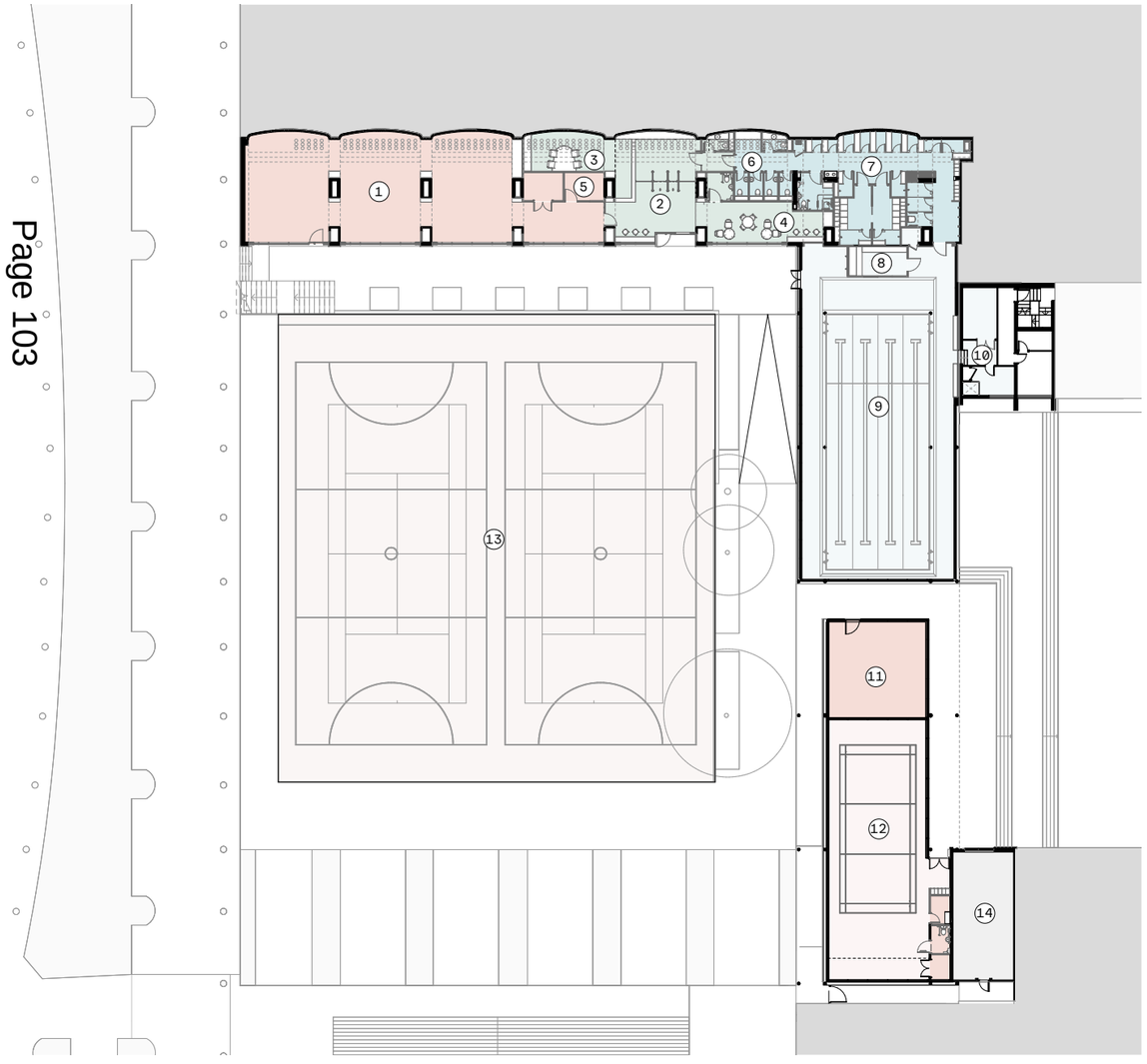
Bubble diagram - Level 00



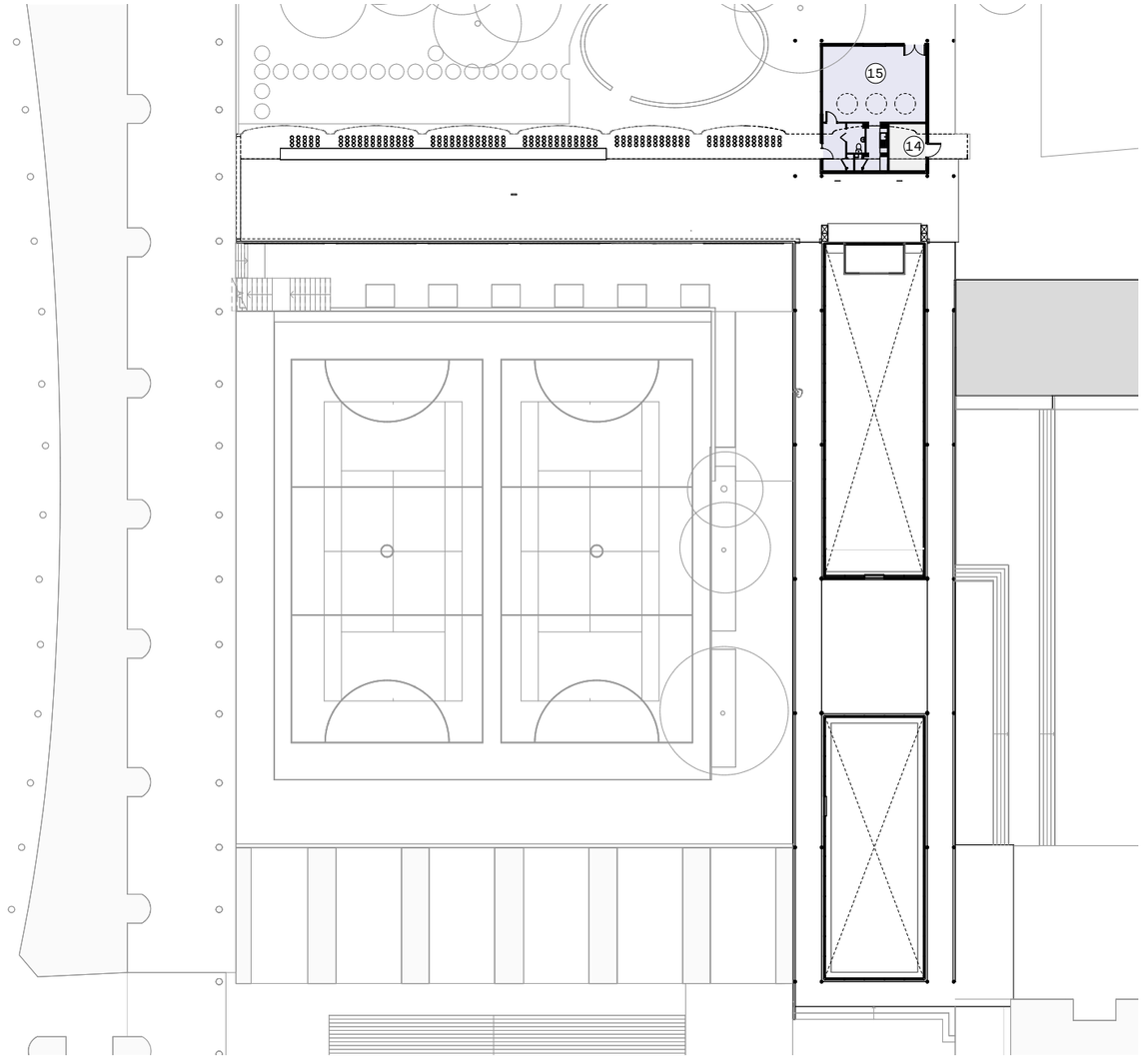
Bubble diagram - Level 01

The plans below illustrate an indicative layout for the Refurbishment Option proposal, prepared to support public engagement and discussion about the future of the leisure centre.

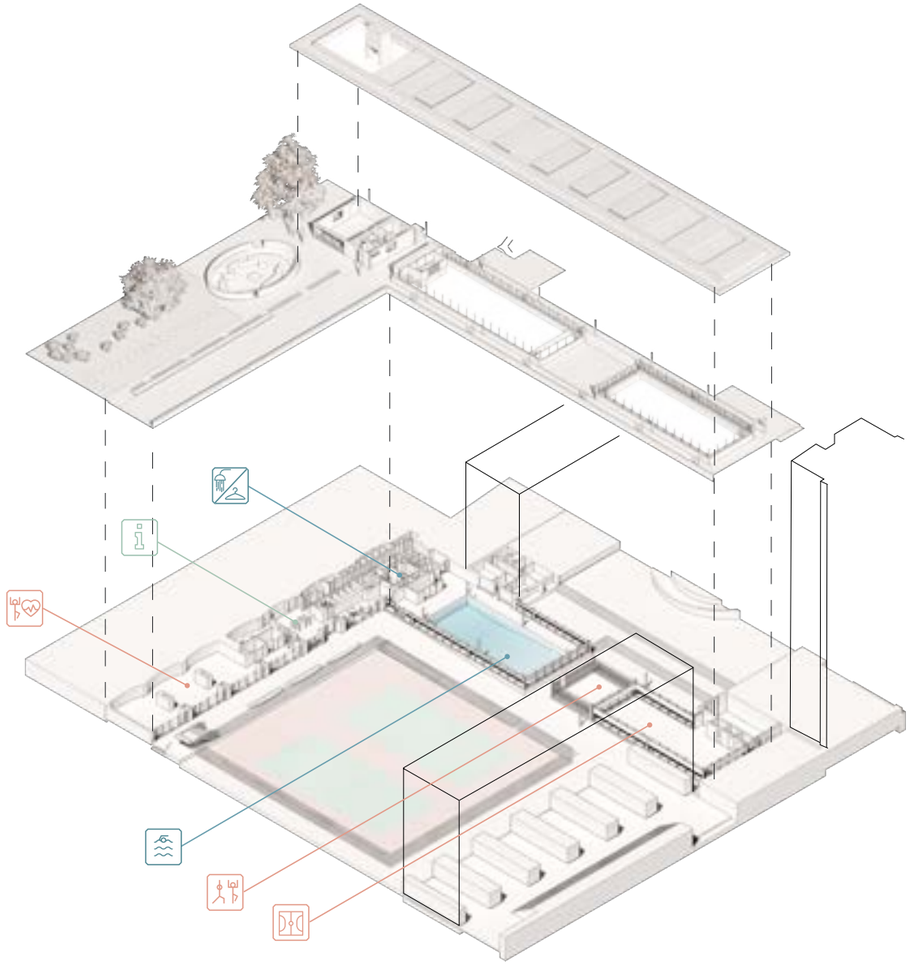
1. Health and Fitness Suite
2. Entrance
3. Staff area
4. Break out area
5. Flexible consultation space
6. WC & Vanity Area
7. Changing Village
8. Sauna/Steam Room
9. Pool Hall
10. Storage
11. Movement Studio
12. Multi Use Hall and ancillary
13. Tennis Courts
14. Plant
15. Sir Ralph Perrin Centre

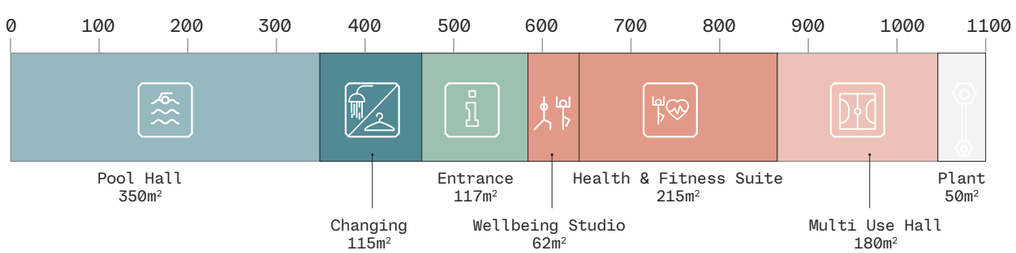


Refurbishment Option: Proposed Ground Floor Plan



Refurbishment Option: Proposed First Floor Plan





Refurbishment Option: Detailed description of proposed works

Proposed works throughout the building
- → Full strip out
- → Complete replacement of mechanical and electrical systems
- → Clean and repair to any damage to concrete and brick structures
- → New floor, wall and ceiling finishes throughout
- → New internal doors and ironmongery
- → Installation of new ceilings where required

Proposed works to Entrance & Staff area
- → Replacement of curtain walling for integration of ventilation
- → New entrance doors required
- → Reconfiguration of reception space, to create food and drink vending offer with seating area
- → Addition of new retail area
- → Redesign of staff and reception area to create a more efficient layout
- → Creation of additional storage space
- → Review of internal skylight detail; to coordinate with CoL waterproofing works.
- → Interior design and signage to be considered to create a welcoming entrance experience

Proposed works to Health & Fitness Suite
- → Replacement of curtain walling for integration of ventilation
- → Staff area reconfigured and gym extended
- → Creation of additional storage space and support accommodation
- → Review of internal skylight detail; to coordinate with CoL waterproofing works
- → New gym equipment to be provided - assumed to be provided by client / operator.

Proposed works to Change facilities
- → Full changing reconfiguration and removal of corridor to create a new Sport England compliant
- → changing village
- → New drainage to coordinate with layouts
- → Changing cubicles, vanity areas, lockers to be replaced
- → New showers and sanitary appliances

Proposed works to Swimming Pool
- → Internal envelope improvements to meet thermal and condensation criteria
- → Repair of damage to soffit
- → Complete replacement of pool filtration plant and pool ventilation systems
- → Installation of new ceiling finishes to manage internal acoustics
- → Condition of pool surround tiles to be reviewed
- → Tiling to be regrouted
- → Reconfiguration of spectator area including new glazed balustrades if retained
- → Condition survey of the pool tank required to assess repairs required
- → Introduction of sauna and steam room
- → Minor repairs / making good to store areas
- → New pool equipment and pool access facilities

Proposed works to existing Studio
- → Repair of mirror wall
- → Clean / repair / repaint existing finishes where required
- → Review condition of existing MEP systems

Proposed works to Sports Space
- → Replacement of rebound boards, new solution required
- → Internal envelope improvements to meet thermal criteria
- → Repair of damage to soffit
- → New sports floor
- → Addition of acoustic material to ceilings and walls, as required

It is assumed that the ongoing remediation works to the roof, skylights, and installation of a new waterproofing system will resolve any existing leakage issues affecting the gym and entrance area.

6.1.2 Refurbishment and Reconfiguration Option

The Refurbishment and Reconfiguration Option introduces a revised spatial arrangement, combining refurbishment with targeted reallocation of uses within the building.

This allows multiple activities to take place at the same time. This option also provides additional public-facing space, including a flexible consultation room to support activities such as Health Referral programmes.

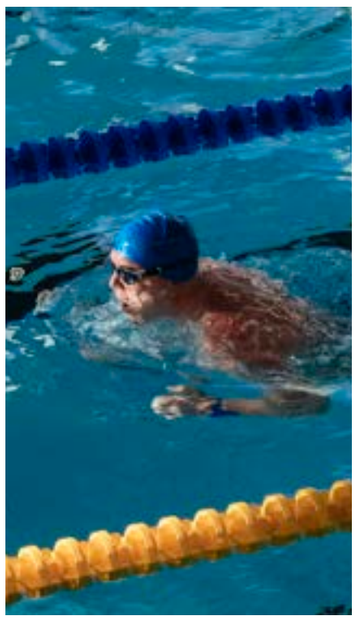
The proposed spatial arrangement relocates the Health and Fitness Suite into the existing multi-use hall. The adjacent studio space is repurposed to act as an extension and entrance to the suite, improving visibility and user access. Although the multi-use hall is repurposed to accommodate the relocated Health and Fitness Suite, the existing double-height volume is retained, preserving the spatial quality of the hall while supporting the new use. Additional toilets and shower facilities are introduced to the rear of the suite to support operational requirements.
The main entrance and wet sports areas are refurbished in line with the interventions identified in the Refurbishment Option, maintaining a consistent approach to the upgrade works.

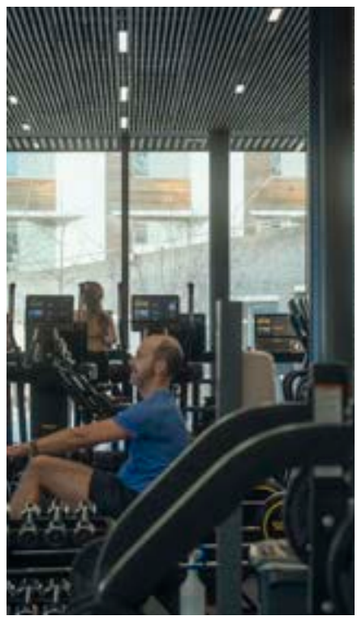
This approach would result in a redistribution of activities, including a change in the use of the existing multi-use hall, and the introduction of additional studio-based provision. These changes would require consideration of how existing uses are accommodated as part of the overall operational strategy.

The building will be refurbished internally, including upgrades to finishes, fittings, and associated facilities in line with the proposed reconfiguration.

Externally, the building fabric will be repaired and redecorated where required, following the design principles established in the Refurbishment Option. The replacement of glazing to the arches will follow the same principles as set out in the Refurbishment Option.





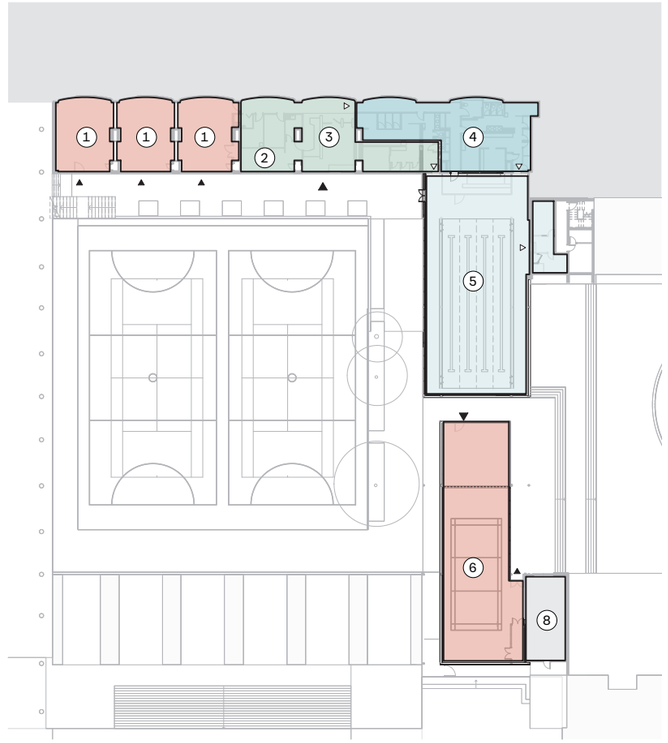


This option introduces a reconfigured layout to support an alternative range of activities, while delivering targeted upgrades to the existing facility.

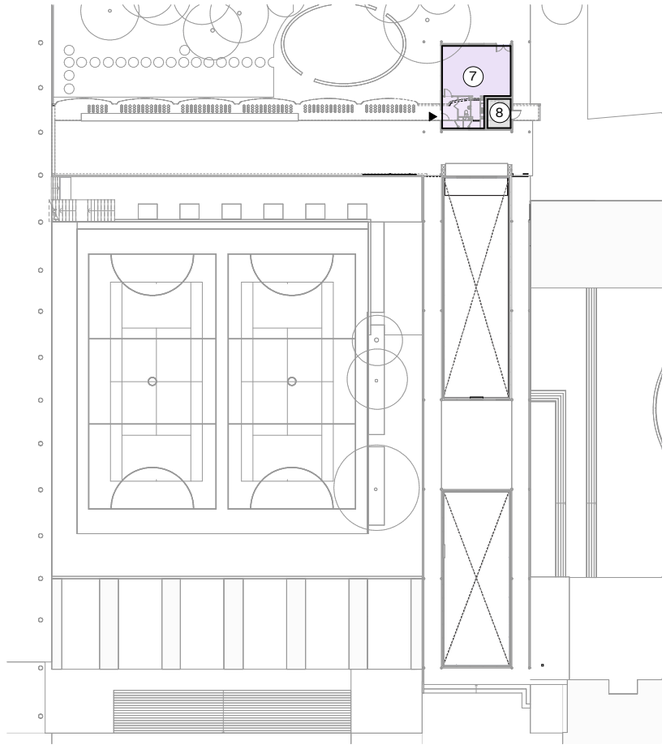
1. Studios
2. Consultation Area
3. Entrance and Staff area
4. Changing Village
5. Pool Hall and Storages
6. Health & Fitness Suite
7. Sir Ralph Perrying Centre
8. Plant

Uses	Area (m²)
Entrance and Staff	150
Pool Hall	350
Changing Village	115
Health & Fitness Suite	245
Studios (3)	180
Pool Plant	50
Plant (1st Floor)	10
Total	1100

Note: The areas shown exclude the community area in Sir Ralph Perring Centre, which is not included within the scope of the leisure centre refurbishment proposals.



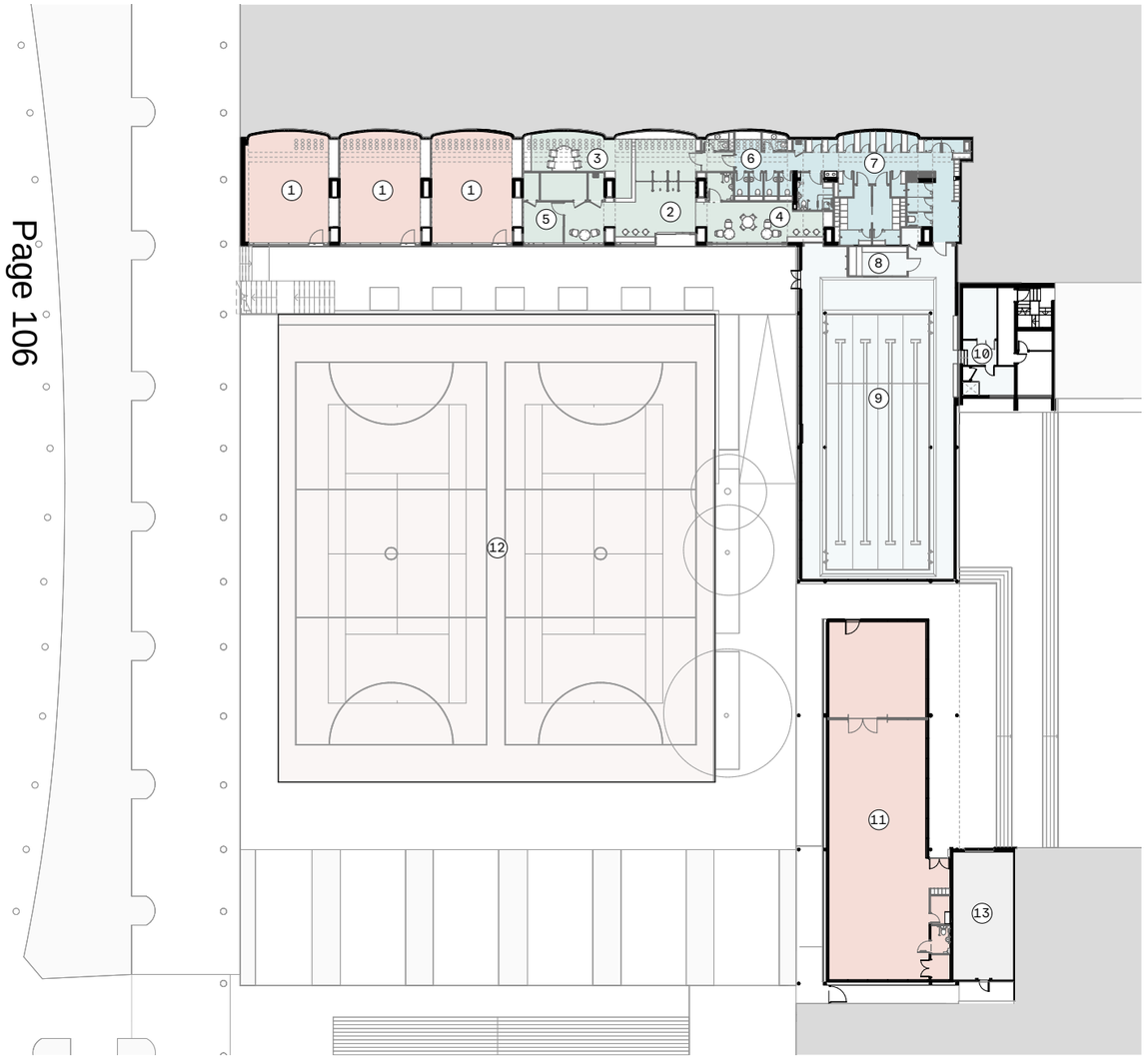
Bubble diagram - Level 00



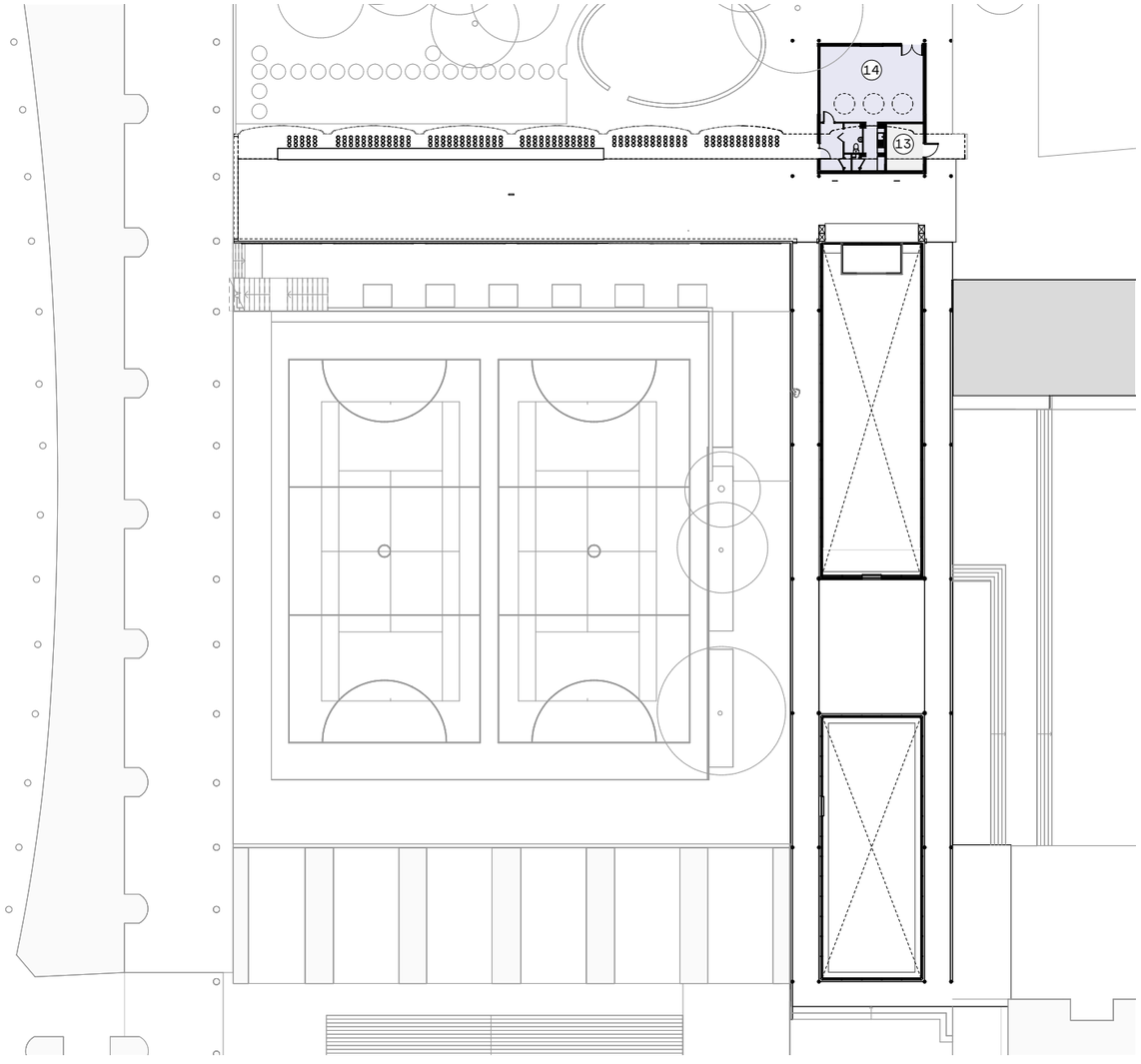
Bubble diagram - Level 01

The plans below illustrate an indicative layout for the Refurbishment and Reconfiguration Option proposal, prepared to support public engagement and discussion about the future of the leisure centre.

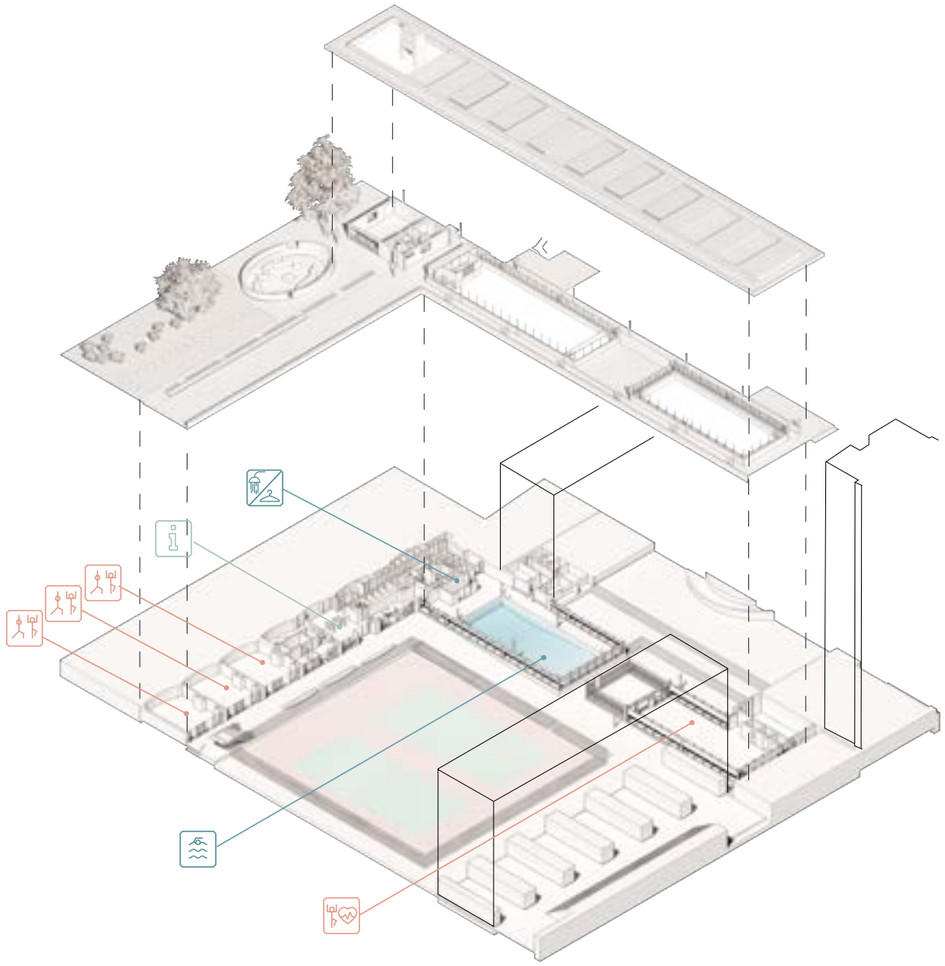
1. Movement Studios
2. Entrance
3. Staff area
4. Break out area
5. Flexible consultation/treatment space
6. WC & Vanity Area
7. Changing Village
8. Sauna/Steam Room
9. Pool Hall
10. Storage
11. Health and Fitness Suite
12. Tennis Courts
13. Plant
14. Sir Ralph Perrin Centre

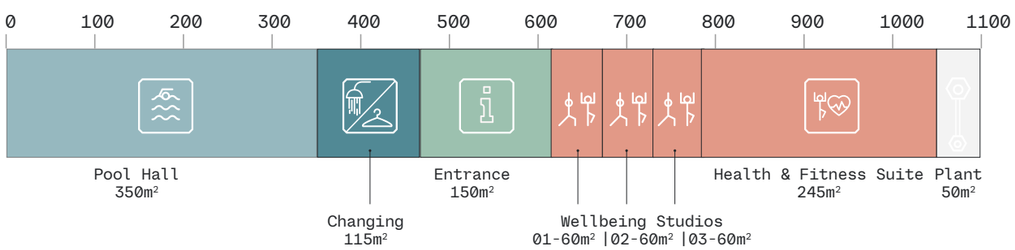


Refurbishment and Reconfiguration Option: Proposed Ground Floor Plan



Refurbishment and Reconfiguration Option: Proposed First Floor Plan





Refurbishment and reconfiguration Option: Detailed description of proposed works

Proposed works throughout the building
- → Full strip out
- → Complete replacement of mechanical and electrical systems
- → Clean and repair to any damage to concrete and brick structures
- → New floor, wall and ceiling finishes throughout
- → New internal doors and ironmongery
- → Installation of new ceilings where required

Proposed works to Gym
- → The gym area will be repurposed to create flexible studio spaces for wellness and community use, with integrated storage solutions for both equipment and users' items.
- → Replacement of curtain walling for integration of ventilation and independent access to the studios
- → Review of internal skylight detail; to coordinate with CoL waterproofing works

Proposed works to Entrance & Staff area
- → Replacement of curtain walling for integration of ventilation
- → New entrance doors required
- → Reconfiguration of reception space, to create food and drink vending offer with seating area
- → Addition of new retail area
- → Redesign of staff and reception area to create a more efficient layout
- → Creation of additional storage space
- → Review of internal skylight detail; to coordinate with CoL waterproofing works.
- → Interior design and signage to be considered to create a welcoming entrance experience

Proposed works to Change facilities
- → Full changing reconfiguration and removal of corridor to create a new Sport England compliant changing village
- → New drainage to coordinate with layouts
- → Changing cubicles, vanity areas, lockers to be replaced
- → New showers and sanitary appliances

Proposed works to Swimming Pool
- → Internal envelope improvements to meet thermal and condensation criteria
- → Repair of damage to soffit
- → Complete replacement of pool filtration plant and pool ventilation systems
- → Installation of new ceiling finishes to manage internal acoustics
- → Condition of pool surround tiles to be reviewed
- → Tiling to be regrouted
- → Reconfiguration of spectator area including new glazed balustrades if retained
- → Condition survey of the pool tank required to assess repairs required
- → Introduction of sauna or steam room
- → Minor repairs / making good to store areas
- → New pool equipment and pool access facilities

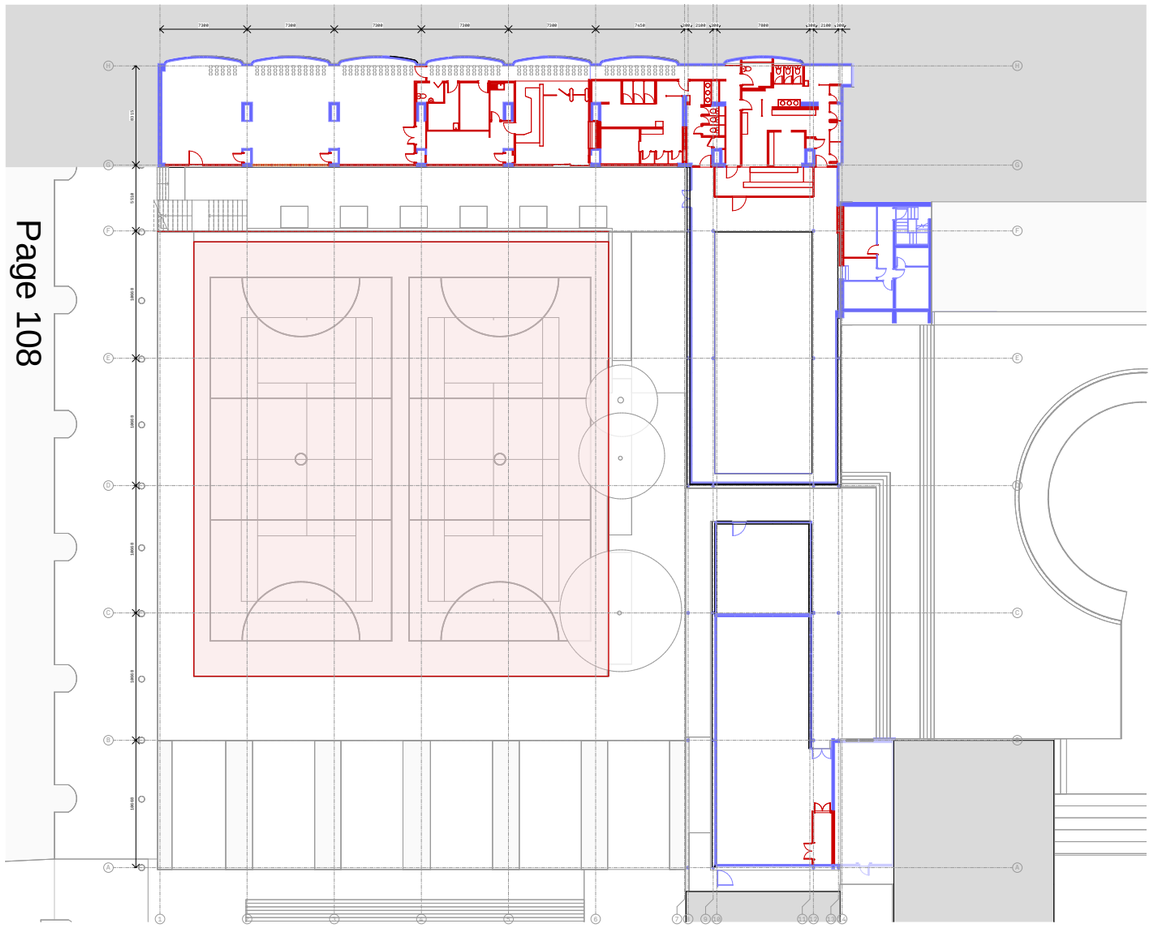
Proposed works to Multi- use hall and existing Studio
- → Reconfiguration of the curtain wall between the Studio and the Sports Space to create a connection between the two spaces
- → Change of use to health and Fitness Suite and reconfiguration to create additional dry changing area
- → New floor, wall and ceiling finishes throughout to support new gym use.
- → Internal envelope improvements to meet thermal criteria
- → Addition of acoustic material to ceilings and walls, as required
- → New gym equipment to be provided - assumed to be provided by client / operator

It is assumed that the ongoing remediation works to the roof, skylights, and installation of a new waterproofing system will resolve any existing leakage issues affecting the gym and entrance area.

6.2 Fabric Alterations

To enable the refurbishment works to be successfully carried out it will be necessary to conduct some alterations to the existing building fabric. As part of the Stage 2 works a conceptual plan identifying required demolitions has been developed. This demolitions and strip out strategy has been informed by the existing building condition, observed on site, the heritage significance study and an understanding of the existing structure. A detailed condition survey is recommended at Stage 3 to further inform this strategy.

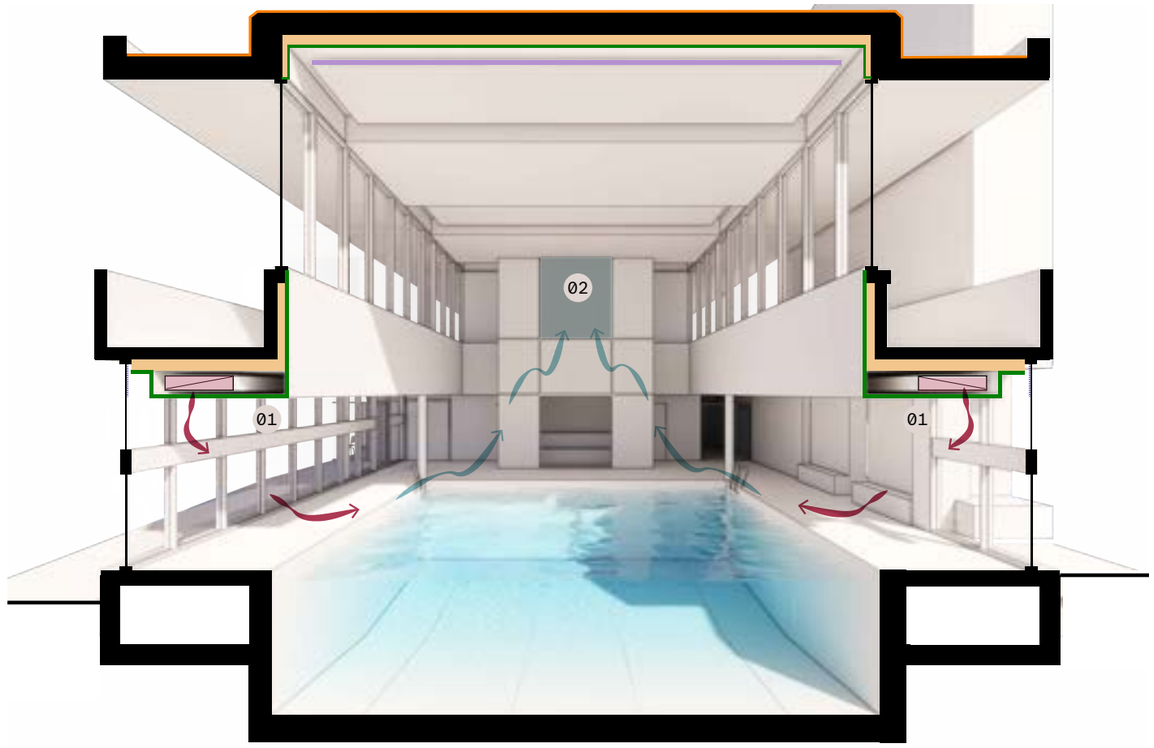
The demolitions proposal is largely limited to internal strip out works which will enable the spatial reconfigurations to occur, regardless of the preferred option. The curtain wall systems to the pool hall and multi-use sports hall are intended to be retained, repaired or replaced like for like if required. The only element of external facade proposed to be replaced is the of the glazed facade to the arches. The external sports courts and perimeter fencing is to be fully replaced.



Indicative Stage 2 demolitions strategy

During site visits and following dialogue with the former operator and users it is evident the condition of the space currently does not meet its functional requirements. The environment significantly overheats, there is condensation visible on internal surfaces and there is lack of ventilation to the accommodated pool surround level. The refurbishment works provides an opportunity for these items to be addressed ensuring the longevity of the leisure centre.

Replacing the mechanical ventilation systems will significantly improve the pool hall environment, however the refurbishment works give opportunity to improve the external fabric to reduce cold bridging through the structure. The strategy for introducing new insulation, vapour control layers and surface finishes to the pool hall is illustrated below. The design introduces services, blinds and acoustic control in an integrated manner that is more sympathetic with the listed building appearance.



Indicative works required to pool hall envelope:

- Review condition of existing roof finish
- New insulation and VCL to internal side of existing concrete
- Acoustic treatment to ceiling coffers - suitable floor pool hall environment
- New painted masterboard finish on C4 rated frame
- Possible manifestation to external glazing to mask new bulkhead

1. New air supply duct
2. New air extract duct / grille

Pool hall fabric improvements

6.3 External design and material approach

The Golden Lane Estate presents a distinct and cohesive architectural identity that informs the design concept for the redevelopment of the Golden Lane Leisure Centre.

While each building within the estate is unique, a series of shared characteristics creates a unified visual and spatial language. These include a clear use of colour—balancing vibrant primary colours with neutral and natural palette. Strong horizontal and vertical lines are expressed consistently across the estate, while simple, pure geometries define many of the building forms.

Within this context, the Golden Lane Leisure Centre reflects the wider estate character through its composition of two clearly defined elements:

- → **The Club Rooms** are shaped by robust geometric forms, textured surfaces and originally neutral palette.
- → **The pool and multi use hall** has a language articulated through sharp vertical and horizontal lines and a controlled interplay of transparency and solidity.

The refurbishment intent is to retain and repair the existing façades wherever possible, preserving both the architectural character and the heritage integrity of the building.

However, the glazed infills within the arches (from 2012 intervention) will require replacement to meet updated building services and performance requirements.

This intervention also presents an opportunity to deliver a façade treatment that is more closely aligned with the architectural language of the Golden Lane Estate and more faithful to the original design intent of the Club Rooms façade.



Primary colours







Neutral colours
Horizontals
Verticals

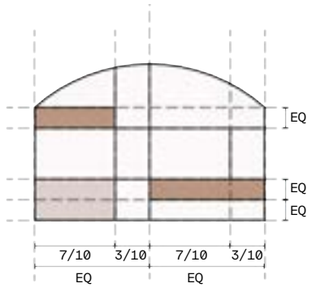


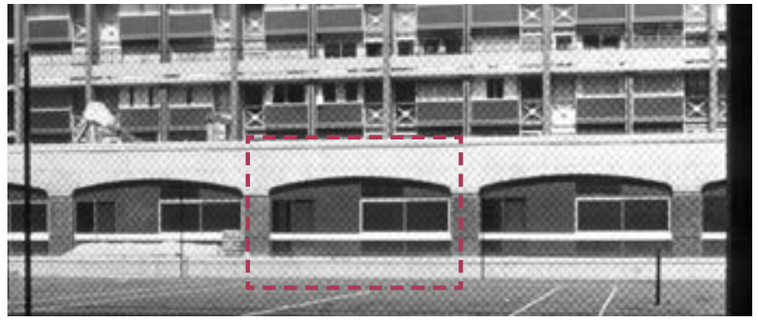


Geometric patterns

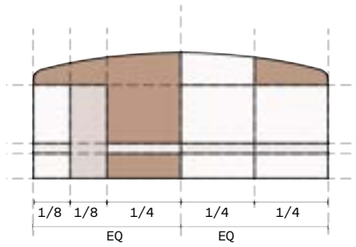


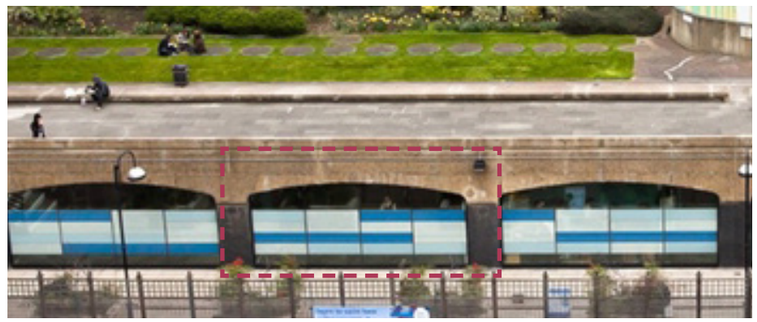
Crescent House Elevation - Similar language to Club Rooms Elevation



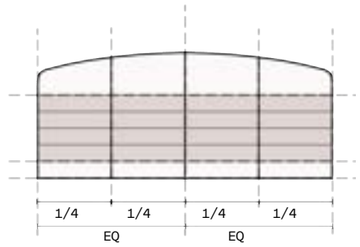


Golden Lane Leisure Centre - Original Clubrooms Elevation

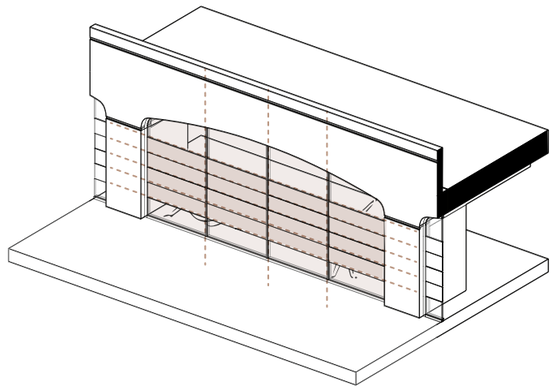




Golden Lane Leisure Centre - Current Clubrooms Elevation



6.3.1 A new facade and entrance



Current elevation concept

The design concept for the new façade to the Club Rooms builds directly on these original qualities.

The proposal responds to contemporary technical and environmental requirements while seeking to restore and reinforce the original architectural intent.

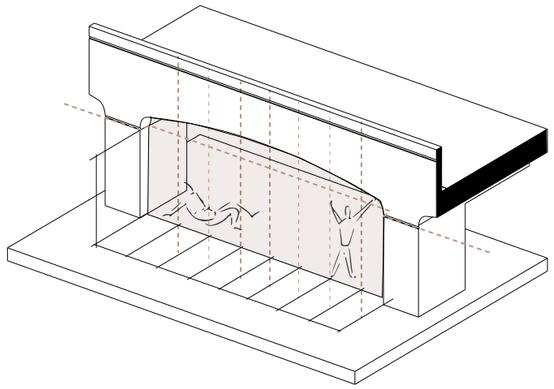
Together, these principles form the basis of a design concept rooted in the architectural heritage of the Golden Lane Estate while addressing the functional and material needs of a modern leisure facility.

Key conceptual drivers include:

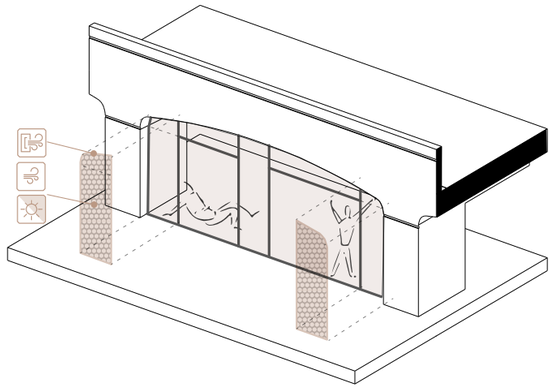
- → Reinstating original proportions to re-establish clarity in the façade composition.
- → Reinterpreting the balance of solids and transparencies to enhance daylight, visibility and privacy.
- → Recovering the importance of texture and reintroducing a natural/neutral material palette to support intuitive wayfinding.

Addition of Layers

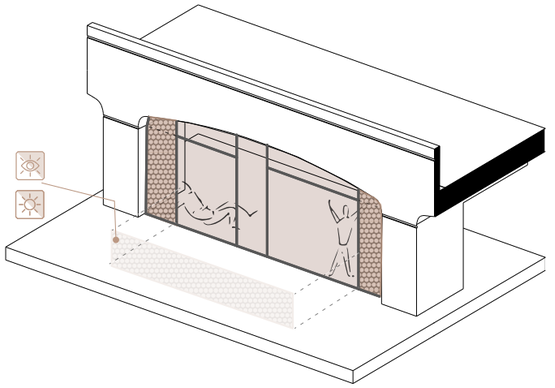
1 - Proportions
New proportions based on original Clubroom elevations



2 - Technical
Integration of mechanical & natural ventilation and solar shading into facade



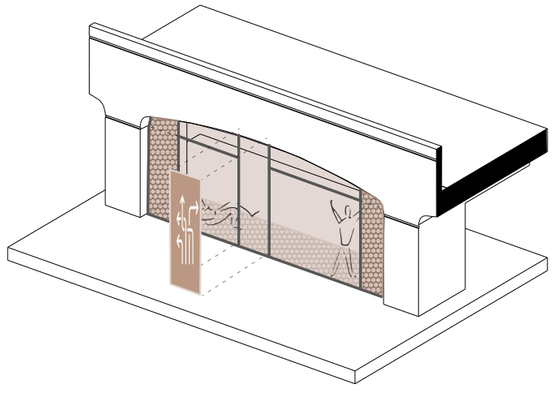
3 - Use
Fritting to provide privacy, reduction in solar gains, without interrupting internal & external space visual connection



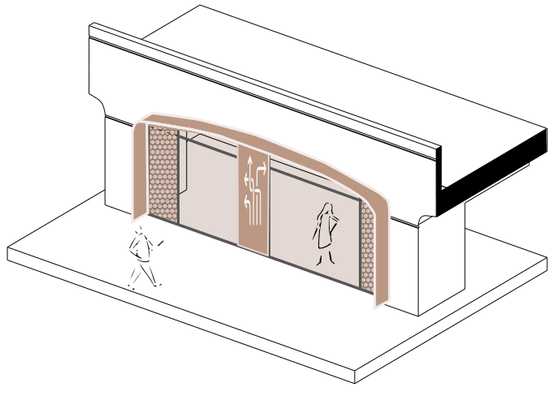
Wayfinding and Character

Using the facade as wayfinding

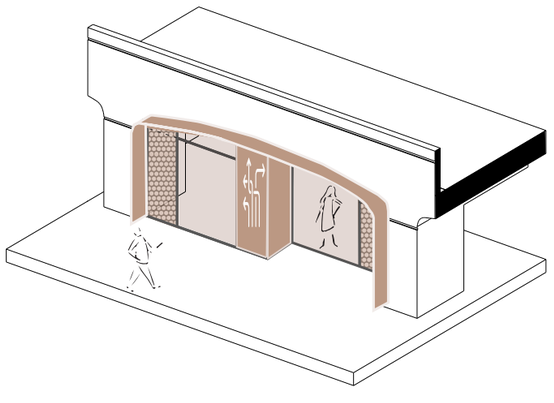
2D Wayfinding - Integrated into the facade



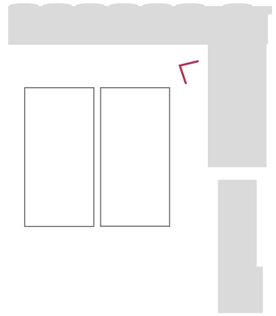
3D Wayfinding - Projections



3D Wayfinding – Recessed Entrance
Highlights the entrance and creates a clear arrival point



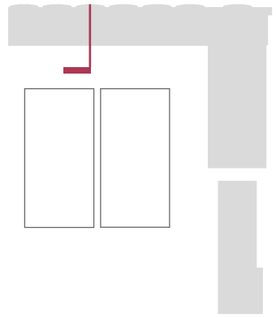
6.3.2 Building concept - Entrance



1. New entrance as a clear point of identity – strengthening character and intuitive wayfinding
2. Improved connection between internal and external spaces – enhancing visibility, access and flow
3. Integrated ventilation services - delivering for improved environmental air quality to internal spaces
4. Resurfaced courts and new fencing

Proposed entrance to Golden Lane Leisure Centre - illustrative view. Outside seating areas are shown for illustrative purposes only.

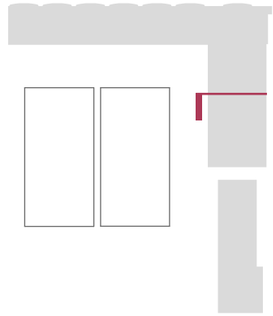
6.3.3 Building concept - Club rooms space



1. Enhanced visibility – showcasing activity and creating a more open, welcoming presence and active frontage.
2. Integrated storage solutions – improving efficiency and freeing up usable space
3. Integrated MEP systems
4. Intuitive wayfinding and simplifying navigation
5. Resurfaced courts and new fencing

Illustrative studio view. Principles transferable to refurbishment option. Outdoor seating shown for illustration only.

6.3.4 Building concept - Swimming Pool



1. Enhanced user experience – opportunity for new wellness uses such as a sauna or steam room
2. Visual connection opportunity between reception and swimming pool
3. Integrated MEP systems – enabling a cleaner, more efficient and coordinated technical solution
4. Integrated blinds to lower level glazing - offering improved privacy and flexibility of use
5. New finishes to pool surround and walls
6. Integrated acoustic strategy – improving sound quality and comfort
7. Improved access provision to pool - encouraging a wider range of users
8. Poolside seating for pool users



Illustrative swimming pool view

7.0
Refurbishment Option – Emerging Design

Feedback received during the June 2026 public engagement identified the importance of the existing multi-use hall to a number of participants, particularly in relation to its role as a flexible community space.

While initially presented options explored refurbishment and reconfiguration scenarios, a consistent message from participants was a strong preference to retain multi use hall space. It is clearly valued not only as a venue for sport, but also as a flexible community asset that supports a wide range of activities, users and contributes to social cohesion.

This option represents a considered response to public engagement input and demonstrates how community priorities can be integrated alongside the project's broader objectives for sustainability, improved performance, and enhanced user experience.

Public engagement has also highlighted the importance of spectator seating associated with the swimming pool. Feedback indicated that the current provision of reception-level viewing and limited poolside seating may not be sufficient to support a range of activities, particularly children's sessions and SEND programmes, where visibility and supervision are key. In response, the emerging design includes provision for a dedicated spectator seating area. The scale, location, and configuration of this seating will be further developed during the next design stage to ensure it is appropriately sized and effectively integrated within the overall layout.

In response, the design team has reviewed how this feedback could be considered alongside the project objectives, including operational performance and long-term sustainability. This has informed the development of the emerging refurbishment approach.

This emerging approach does not pre-determine the selection of a preferred option and is presented to support ongoing evaluation and decision-making.

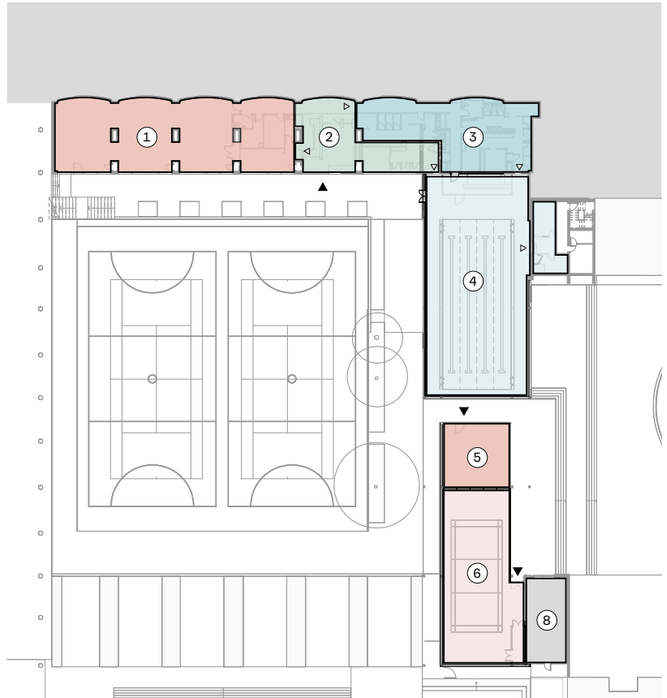
Public engagement has highlighted the importance of the changing facilities to the overall user experience. In response to the feedback received, the changing strategy will be reviewed during the next stage, and the feedback will be carefully considered and, where appropriate, inform the ongoing development of the design. The design team will seek to develop a well-balanced solution that responds to a wide range of user needs, supports inclusive access, and aligns with relevant guidance and best practice, while also taking into account site constraints, operational requirements, and the sensitive context of the existing building.

These represent some of the key design findings arising from the public engagement process. They are not intended to be exhaustive and will be further reviewed during the next stage, informing the ongoing development of the design where appropriate.

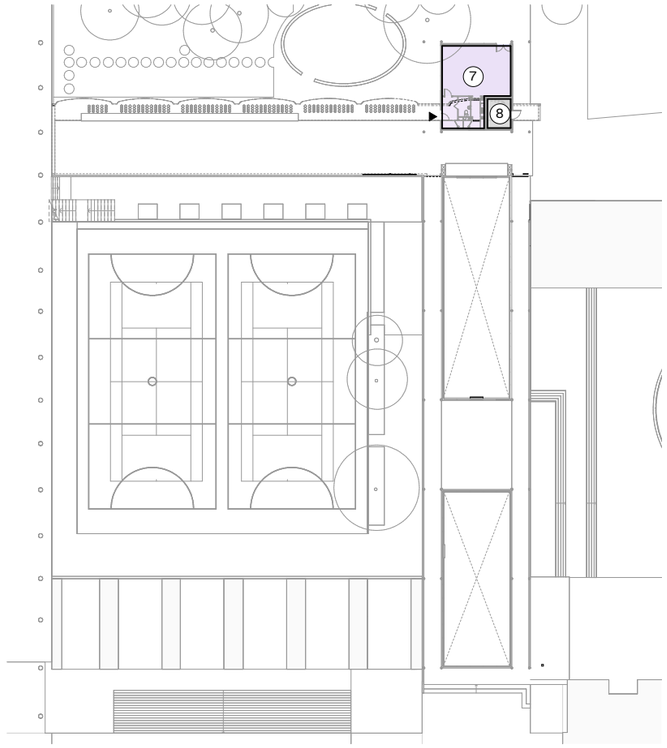
1. Health & Fitness suite
2. Entrance and staff area
3. Changing Village
4. Pool Hall and storage
5. Studio
6. Multi Use Hall
7. Sir Ralph Perring Centre
8. Plant

Uses	Area (m²)
Entrance and Staff	93
Pool Hall	350
Changing Village	115
Health & Fitness Suite	240
Studio	62
Multi Use Hall	180
Pool Plant	50
Plant (1st Floor)	10
Total	1100

Note: The areas shown exclude the community area in Sir Ralph Perring Centre, which is not included within the scope of the leisure centre refurbishment proposals.



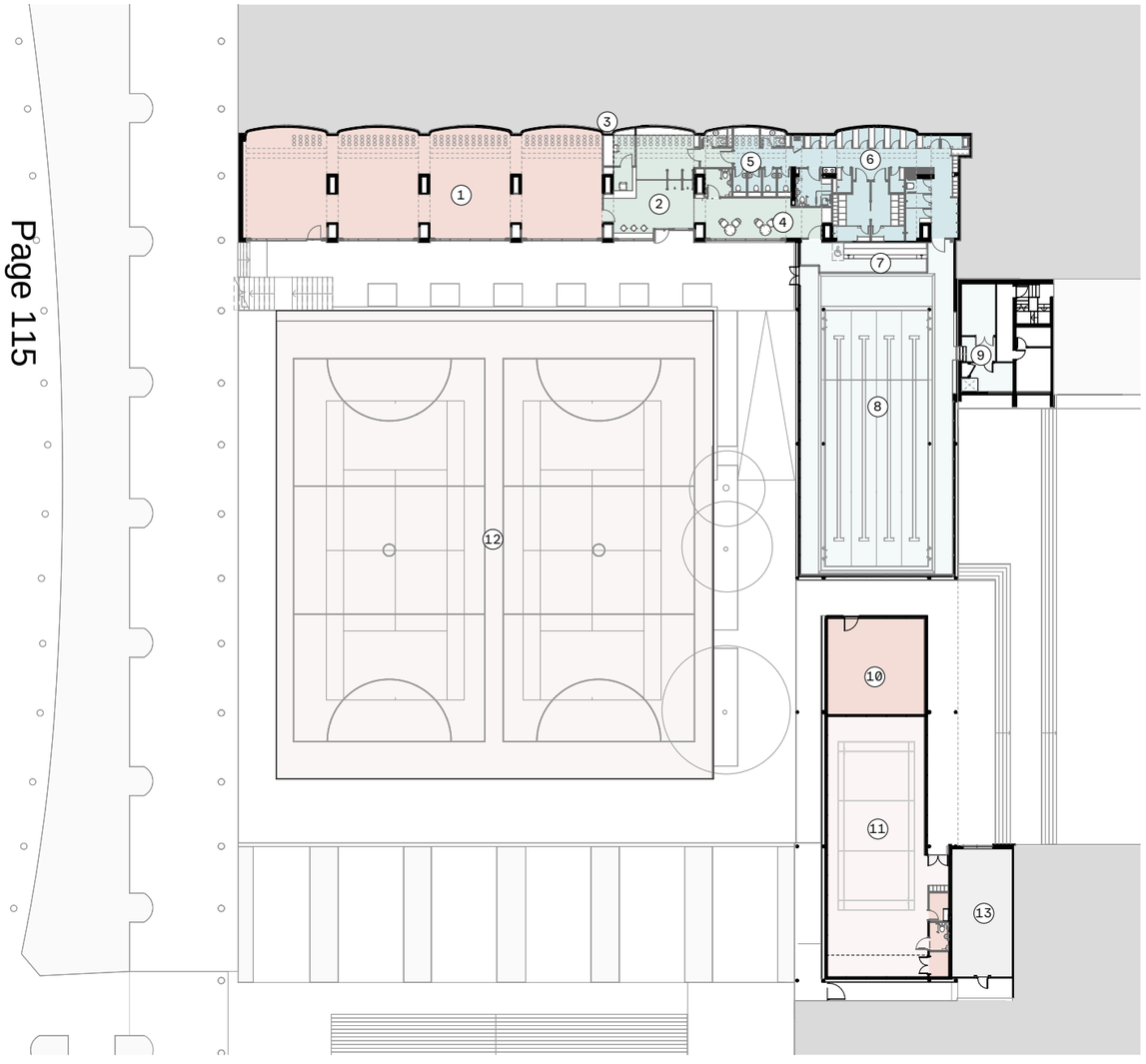
Bubble diagram - Level 00



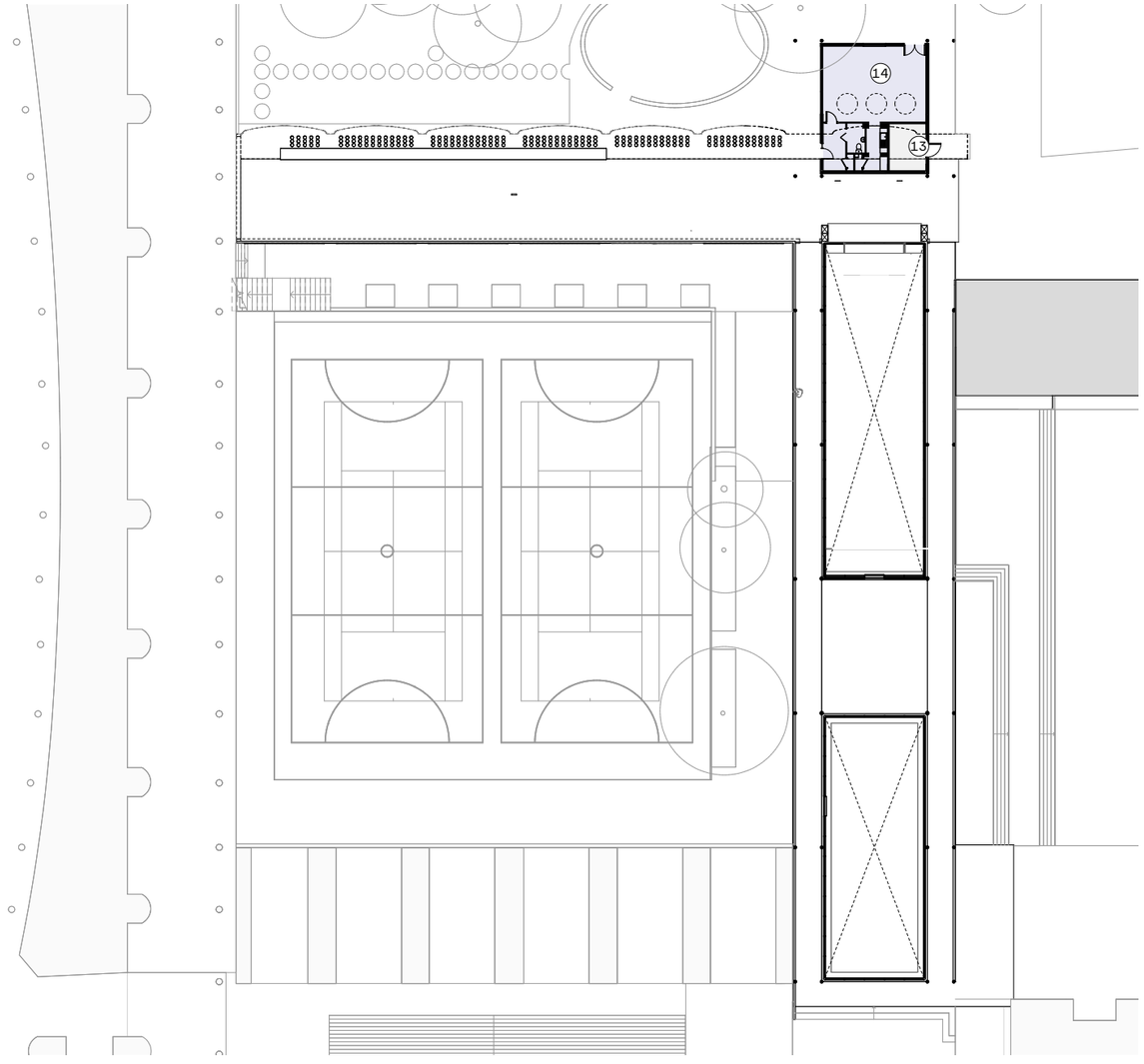
Bubble diagram - Level 01

The plans below illustrate an indicative layout for the emerging design for the refurbishment proposal. They have been prepared to capture feedback during public engagement. Further refinement will be carried out at the next stage.

1. Health and Fitness Suite
2. Entrance
3. Staff area
4. Break out area
5. WC & Vanity Area
6. Changing Village
7. Spectator Seating
8. Pool Hall
9. Storage
10. Movement Studio
11. Multi Use Hall and ancillary
12. Tennis Courts
13. Plant
14. Sir Ralph Perrin Centre



Refurbishmen(Emerging Design): Proposed Ground Floor Plan



Refurbishment (Emerging Design): Proposed First Floor Plan

8.0 Appendix

Appendix:

Public Engagement Boards

Golden Lane Estate

A pioneer of the Urban Village



Geoffry Powell, winning drawing of Golden Lane estate

Golden Lane Estate stands as one of Britain's earliest and most influential urban villages—where architecture, community and wellbeing were brought together to shape a new model of city living.

From Post-War Ruin to New Urban Living

Golden Lane Estate was built on a site devastated by wartime bombing, at a time when the City of London faced an urgent need to reintroduce housing and rebuild community life. Constructed between 1952 and 1962, the estate formed part of a wider ambition to bring residents back into the Square Mile.
This was not simply housing provision—it was an early vision for a new way of living in the city.

A Vision for the "Urban Village"

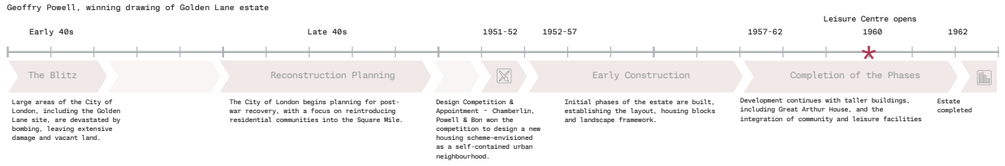
Designed by Chamberlin, Powell & Bon, Golden Lane Estate is one of the earliest realised examples of the "urban village" in the UK.
The concept brought together daily life within a compact, walkable neighbourhood, combining:
→ Homes
→ Leisure and health facilities
→ Landscaped open spaces
→ Community amenities
This integrated approach created a self-contained and sociable environment, where living, wellbeing and community were designed as a single system.

Architectural Innovation and Legacy

Golden Lane represents a key moment in post-war architectural thinking.
Early example of modernist housing design in Britain
→ Carefully composed mix of building types and heights, from maisonettes to residential towers
→ Strong relationship between architecture and landscape, including podiums, courtyards and green spaces
→ A precursor to the later Barbican Estate, developed by the same architects
Today, the estate is Grade II listed, recognising its national architectural and historic significance.

Designed for Community and Wellbeing

The estate was conceived to support everyday life and social interaction.
Emphasis on shared spaces and walkable routes
→ Facilities designed to promote health, recreation and social connection
→ A diverse residential community, including key workers and City employees
→ Integration of amenities within easy reach of all residents
This holistic approach placed wellbeing and community at the centre of its design.





View south towards Cullum Welch House



View of Clubrooms



Sunken Playground



View through to the north east court

Golden Lane Estate Today

Golden Lane Estate remains a highly distinctive post-war neighbourhood, where heritage, landscape and community life are closely intertwined. Its inward-looking courts, layered spaces and integrated leisure facilities continue to support a strong sense of identity and everyday social life in the City.

An Enduring Urban Neighbourhood

Golden Lane Estate remains a distinctive part of the City of London, where architecture, landscape and community life continue to operate as one.
At its heart, the Grade II listed leisure centre anchors daily activity, reflecting the estate's original ambition to support life beyond housing.

A Coherent Architectural Ensemble

The estate retains a strong architectural identity:
→ Mix of maisonettes and landmark towers
→ A modernist language expressed through structure and material
→ From light curtain walling to robust concrete forms. Landmark buildings including Crescent House (Grade II*)

A Landscape-Led Structure

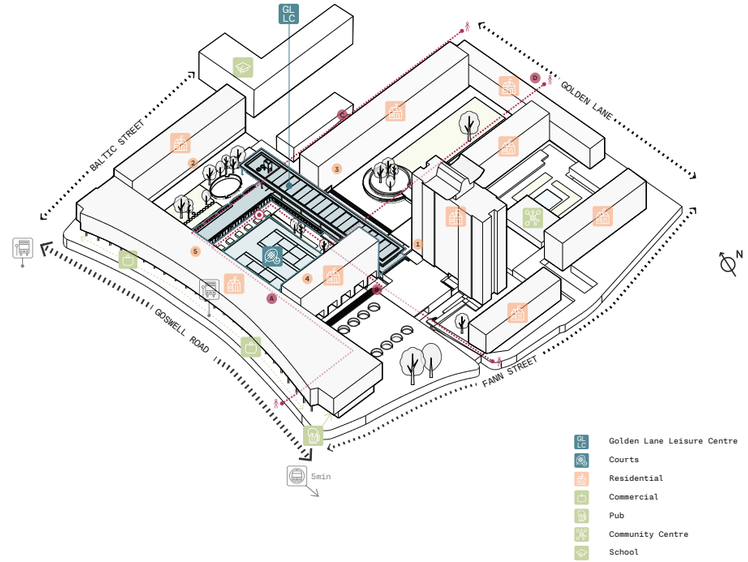
The estate is defined by its inward-looking composition:
→ More than half of the site is given over to shared landscape
→ Interconnected courts and sunken gardens
→ Buildings arranged to frame views and define space
→ A calm environment within a dense city setting

A Designed Community

Spatial planning continues to support everyday life:
→ Clear distinction between public and communal spaces
→ Integrated leisure and community facilities
→ Pedestrian-focused movement, with service routes below
→ Spaces that encourage interaction and shared use

Connected and Relevant Today

Golden Lane Estate remains:
→ A heritage asset of national significance
→ A vibrant residential community



An enduring example of how thoughtful design can bring together architecture, landscape and community in the heart of the city.

Neighbourhood Buildings











Access









Golden Lane Leisure Centre





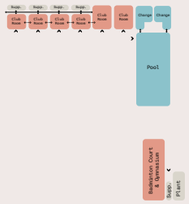


Golden Lane Leisure Centre

The evolution of the building

1962 - The original Golden Lane Leisure Centre

Originally, the Leisure Centre comprised three separate, unconnected elements:
→ A 20m swimming pool with external access and poolside changing rooms
→ A badminton court and gymnasium
→ A single-storey block of flexible club rooms with individual entrances
At first-floor above the club rooms, a nursery with a sunken playground was provided.

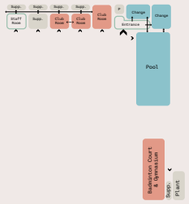






1980s onwards

From the 1980s, incremental alterations reduced spatial clarity, with internal reconfiguration and the loss of flexible connections. A new entrance to the pool changing rooms was formed in 1992 from part of the club rooms, improving access but leaving the remaining spaces disconnected.

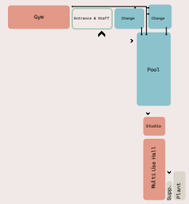






2012 Refurbishment

The 2012 refurbishment represented the most comprehensive upgrade since the building's original construction. The works focused on reorganising the layout of the facility, introducing a new entrance and staff areas, upgraded changing facilities, a gym, an extended studio, and an improved multi-use hall.



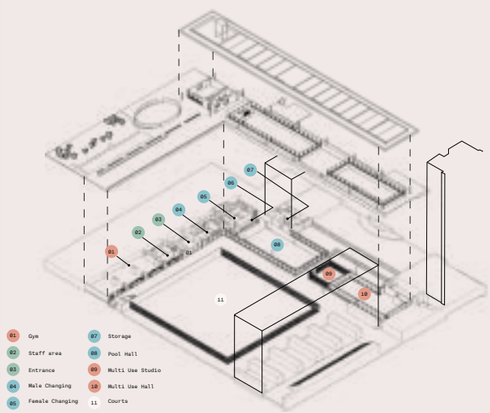




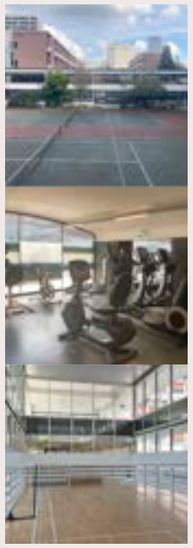
Today

The condition of the Golden Lane Leisure Centre has declined since its 2012 refurbishment, with evidence of damp, ageing services and general wear affecting the quality and performance of the spaces.

Although in use until recently, utilisation fell after the pandemic. This refurbishment presents an opportunity to restore its role at the heart of the community.







Golden Lane Leisure Centre

Securing the future

New Facility

The refurbishment seeks to conserve, repair and enhance the architectural and historic significance of the Leisure Centre while ensuring its continued use as a high-quality, inclusive and sustainable facility.

The project aims to improve the existing leisure offer, address longstanding fabric and environmental issues, and modernise facilities in a manner that is sensitive to the listed building, its setting, and its role within the wider estate. The overarching objective is to secure the long-term viability of this important heritage asset for the benefit of the Golden Lane Estate residents, users and the wider City community.

The development includes:

- Refurbished entrance with breakout area
- Refurbished & enhanced health & fitness facilities
- Introduction of a new glazed facade to the existing arches
- Refurbished changing facilities
- Resurfacing of courts and replacement of fence
- Building fabric repairs
- Refurbished exiting pool
- Enhancement of the wellness offer
- MEP infrastructure renewal

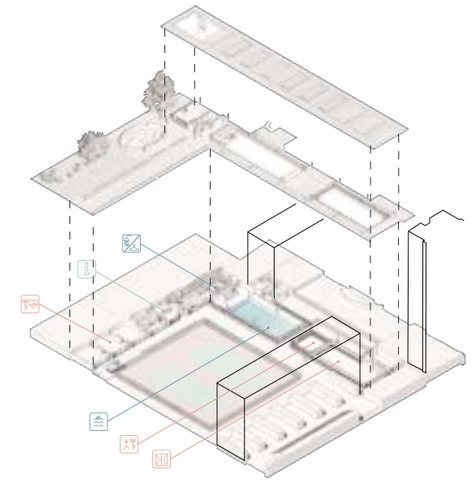
Have Your Say

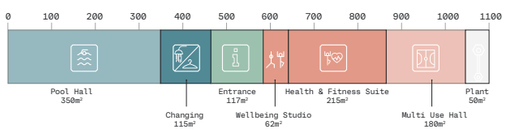
Your feedback will help shape the preferred option and guide the future of the leisure centre.

Design Options

The Design Team has undertaken a comprehensive review of the existing building, assessing current uses and exploring opportunities for improvement, rationalisation, and potential new functions. This process has informed the development of a series of distinct options, each representing a different level of intervention and change. From this wider set, two options have been selected as the most appropriate to take forward, offering a considered balance between intervention, heritage sensitivity, and future use.

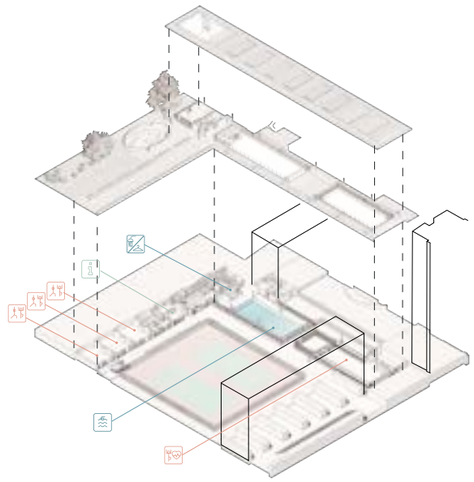
Refurbishment

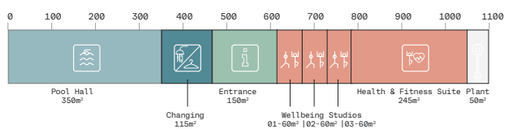




Facilities provided:
→ Entrance
→ Reception
→ Staff area
→ Break-out area
→ Health & Fitness Suite
→ Changing Village
→ Pool Hall with enhanced wellness and storage area
→ Wellbeing Studio
→ Multi Use Hall with WC and changing provision

Refurbishment + Reconfiguration





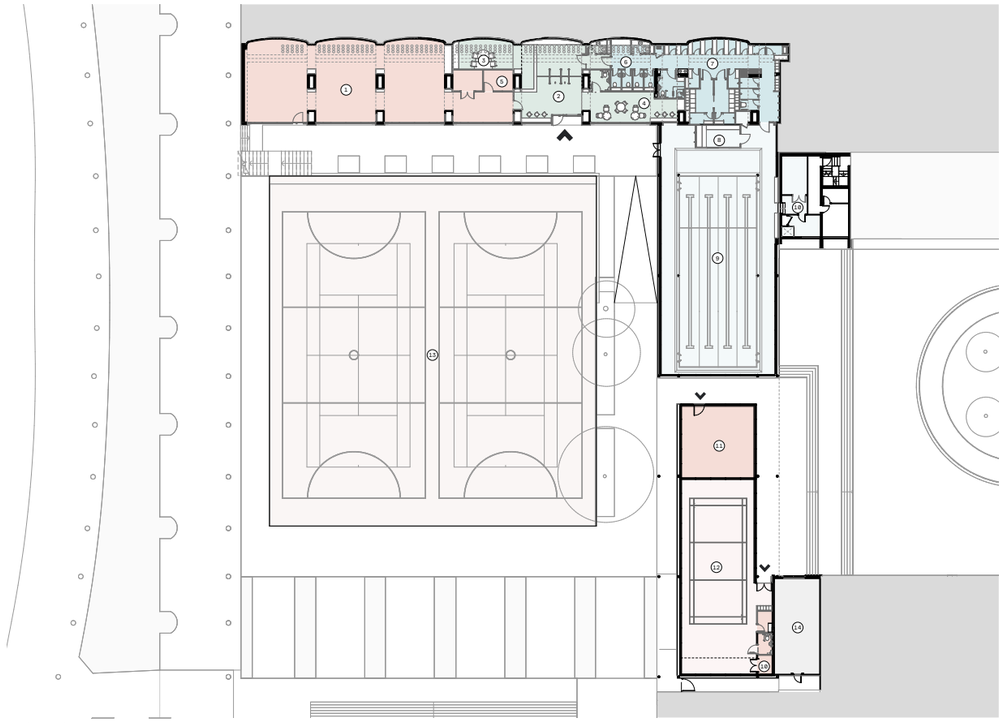
Facilities provided:
→ Entrance
→ Reception
→ Staff
→ Break-out area
→ Health consultation area
→ Health & Fitness Suite
→ Changing Village
→ Pool Hall with enhanced wellness and storage area
→ Wellbeing Studio 01
→ Wellbeing Studio 02
→ Wellbeing Studio 03

Refurbishment

Refurbishment (Enhancement of Existing Arrangement)

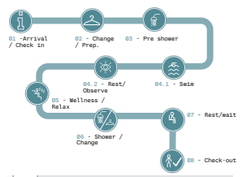
This option focuses on the refurbishment and enhancement of the existing facility, maintaining the current spatial arrangement and uses. By retaining familiar layouts, this approach supports a sense of continuity, security, and attachment for existing users, while improving quality, accessibility, and performance across the building.

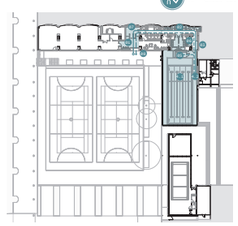
1. Health and Fitness Suite
2. Entrance
3. Staff area
4. Break out area
5. Flexible consultation space
6. WC Area
7. Changing Village
8. Sauna/Steam Room
9. Pool Hall
10. Storage
11. Wellbeing Studio
12. Multi Use Hall
13. Tennis Courts
14. Plant



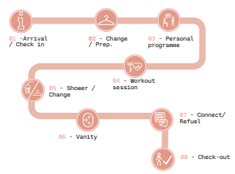
Level 00 Refurbishment

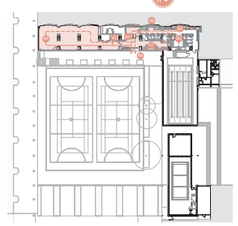
Day in the life
Swimming Pool User



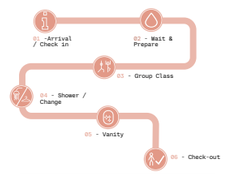


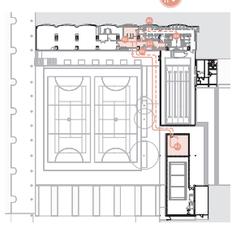
Day in the life
Health and Fitness Suite User



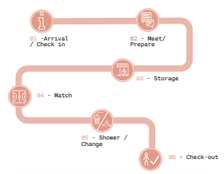


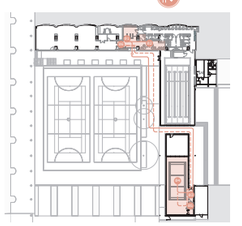
Day in the life
Wellbeing Studio User





Day in the life
Multi Use Hall User





illustrative diagrams showing possible uses and daily patterns. Actual use may vary.

CITY LONDON AllianceLeisure

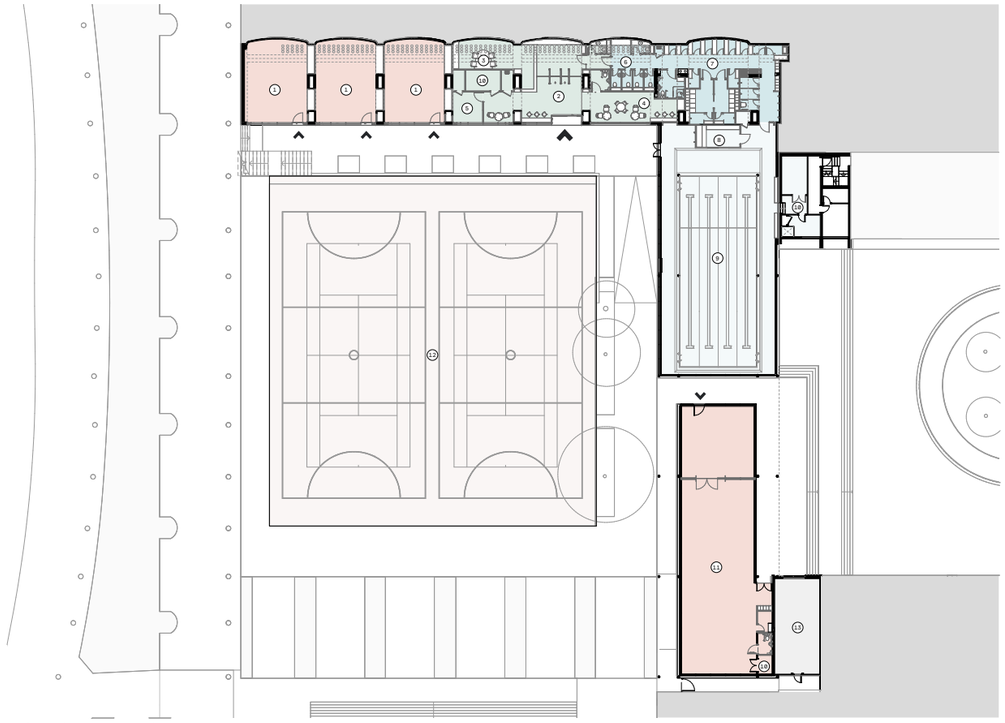
Golden Lane Leisure Centre - Engagement June 2026

Refurbishment + Reconfiguration

Refurbishment + Reconfiguration (Expanded Offer)

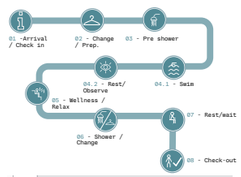
This option introduces a greater level of intervention, combining refurbishment with targeted reconfiguration to broaden the building's offer. This option re-establishes the original club rooms as a series of individual, wellbeing-focused spaces for group use, while relocating the health and fitness provision into the multi-use hall. As part of this approach, the existing double-height sports space is lost, allowing for a redistribution of space to support a more varied and flexible programme of activities.

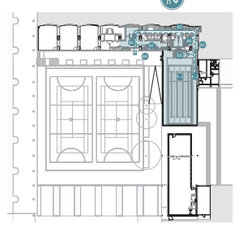
1. Wellbeing Studios
2. Entrance
3. Staff area
4. Break out area
5. Flexible consultation/treatment room
6. WC Area
7. Changing Village
8. Sauna/Steam Room
9. Pool Hall
10. Storage
11. Health and Fitness Suite
12. Tennis Courts
13. Plant



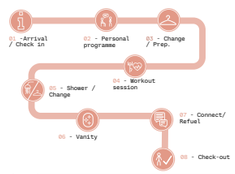
Level 00 Refubishment + Reconfiguration

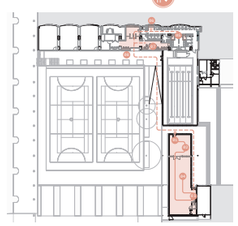
Day in the life
Swimming Pool User



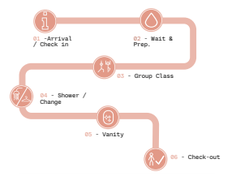


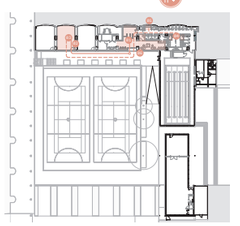
Day in the life
Health and Fitness Suite User



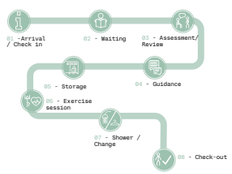


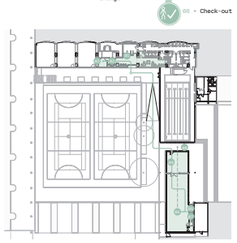
Day in the life
Wellbeing Studio User





Day in the life
Health Referral





illustrative diagrams showing possible uses and daily patterns. Actual use may vary.

CITY LONDON AllianceLeisure

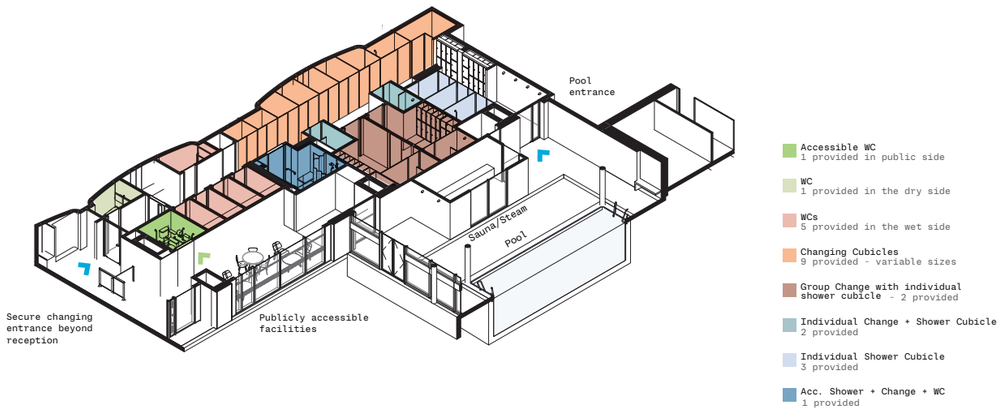
Golden Lane Leisure Centre - Engagement June 2026

Refurbished Pool + Changing Area

1. Enhanced user experience – introducing new wellness uses such as a sauna or steam room
2. Visual connection opportunity between reception and swimming pool
3. Integrated MEP systems – enabling a cleaner, more efficient and coordinated technical solution
4. Integrated blinds to lower level glazing - offering improved privacy and flexibility of use
5. New finishes to pool surround and walls
6. Integrated acoustic strategy – improving sound quality and comfort
7. Improved access provision to pool - encouraging a wider range of users
8. Poolside seating for pool users



Illustrative swimming pool view



Changing Village Axonometric

New Entrance

Own character

1. New entrance as a clear point of identity – strengthening character and intuitive wayfinding
2. Improved connection between internal and external spaces – enhancing visibility, access and flow
3. Integrated ventilation services - delivering for improved environmental air quality to internal spaces
4. Resurfaced courts and new fencing



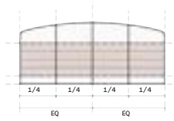
Proposed entrance to Golden Lane Leisure Centre - illustrative view. Seating areas are shown for illustrative purposes only.

The refurbishment intent is to retain and repair the existing façades wherever possible, preserving both the architectural character and the heritage integrity of the building.

However, the glazed infills within the arches (from 2012 intervention) will require replacement to meet updated building services and performance requirements.

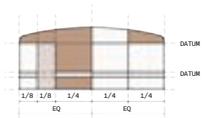
This intervention also presents an opportunity to deliver a façade treatment that is more closely aligned with the architectural language of the Golden Lane Estate and more faithful to the original design intent of the Club Rooms façade.

Existing Club Rooms Facade



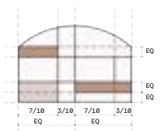


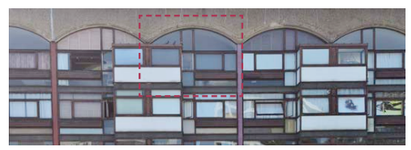
Original Club Room Facade





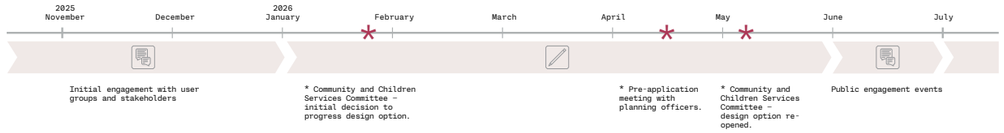
Context Facade - Crescent House



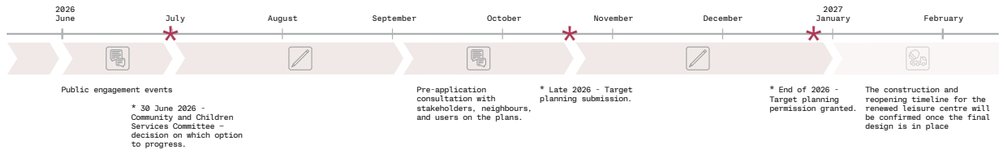


Project Timeline

To date



Next steps



Feedback

Have your say

Your feedback is important in helping shape the future of the Golden Lane Leisure Centre.

Please share your views using the online questionnaire:

If you prefer, **paper copies are available** — please ask a member of the team.

Thank you

Thank you for taking the time to attend this engagement event and share your feedback.
Whether in person or through the questionnaire, your input will help shape the proposals and guide the next stage of design.

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DRAFT
Golden Lane Leisure Centre Community Steering Group Terms of Reference
June 2026

1. Purpose

The Golden Lane Leisure Centre Community Steering Group (the Group) brings together the community, elected members and City of London Corporation (City Corporation) officers to shape and support the refurbishment of the leisure centre, the procurement of a new service provider and the shape of services going forward.

The Group is not a decision-making body, it provides the opportunity for a meaningful two-way dialogue during the process to ensure community insights, opinions and views feed into decisions made by the Community and Children's Services Committee and that community needs are front and centre of discussions. In turn, this will ensure that the refurbishment and subsequent services meet the needs of the community.

The Group supports the City Corporation's ambitions for the refurbished centre: to increase usage and reach across the City of London community, support community health and wellbeing, ensure the centre is accessible and inclusive, and ensure it is well run and well maintained.

The role of the group will be reviewed once the refurbishment is complete and a new provider is in place.

2. Membership

The Group brings together elected Members, City Corporation officers, and community members.

Role	Number
Chair (elected Member)	1
Deputy Chair (elected Member)	1
Elected Members	1 (plus the Chair and Deputy Chair)
GLLC Independent User Group	2
City Corporation officers	3
GLERA/BGLNF representative	1
Swimming Clubs (Anaconda and We Swim)	2
Young at Heart	1

SEND Children and their families (City Parent Carer Forum)	1
Young People (Youth Services representation)	1

Compensation and recognition
Community members are giving their time, experience, and knowledge to this process. This contribution will be recognised in line with the DCCS Reward and Recognition for Involvement Policy, at Tier 2, reflecting that the role does not involve formal decision-making or financial reward. Other non-financial forms of recognition may be considered.

Additional attendees
Guests may be invited to specific meetings to speak to particular issues.

3. Responsibilities

The Group does not have specific decision-making powers but will make recommendations for consideration by decision makers on the following:

- The design developed during RIBA Stage 3. This includes layout, accessibility, changing facilities, the pool environment, community space, and the overall user experience.
- Community access, inclusion, and service priorities and outcomes for when the centre reopens.
- The qualitative aspects of the leisure management tender specification. This includes scope and programming of services, concessionary access, inclusion and accessibility, social value and community involvement, and ongoing engagement with centre users.
- Oversight of progress against the project programme and key milestones, with the opportunity to raise questions or concerns.
- Helping to shape and oversee a communications plan to ensure clear and timely information reaches leisure centre users, elected Members, and community groups throughout the project.
- The Group will review progress regularly to make sure learning, both positive and negative, is captured and used.

4. The meetings

Frequency and location
The Group will meet monthly during the RIBA Stage 3 design period, with frequency reviewed as the project progresses.

Meetings will be held in person wherever possible with online attendance available.

Any specific accessibility requirements will be considered.

Extraordinary meetings may be called as needed, with agreed attendees.

Notice of meetings
An agenda and papers will be circulated at least five working days before each meeting.

Servicing of meetings
Meetings will be arranged and noted by the Department of Community and Children's Services. They will also send out papers and circulate any additional information to members. A first draft of action notes will be produced within five working days of each meeting and shared with the Group for comment.

Conduct at meetings
As a group and as individuals, we agree to be:

- respectful of each other, with equal voice and open minds
- focused on what is best for the whole community
- inclusive, keeping in mind the needs of all users and potential users, including those who are currently under-represented
- committed to being open and transparent, both within the Group and in how the Group communicates with the wider community

5. Review of terms of reference

These Terms of Reference will be reviewed at the first meeting of the Group and at the end of the refurbishment process. The role of the Group ongoing will be considered then.

6. Contacts

Tba

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City of London Corporation Committee Report

Committee: Community and Children's Services Committee	**Dated:** 30/06/2026
Subject: 0–2 childcare provision at The Aldgate School	**Public report:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Diverse engaged communities. Providing excellent services.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£ 60,000 p.a. and £66,070.02 one-off cost
What is the source of Funding?	City Fund
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Judith Finlay, Executive Director of Community and Children's Services
Report author:	Deborah Bell, Strategic Director of Education and Skills

Summary

This report sets out two options for Members to consider and decide on a preferred approach. One proposes that the City of London Corporation continues to provide financial support of £60,000 p.a. to deliver 0–2 childcare provision at The Aldgate School. This is beyond the current commitment of £174,000 p.a. until the close of the academic year ending August 2027. The other option proposes that no further financial subsidy is given beyond that date. This is in line with the intention of this committee's decision in June 2025 that a financially sustainable model is developed to sustain delivery from September 2027 without additional financial support from the City Corporation.

To clarify how 0-2 childcare is defined in this context, children from 3 months old until rising 3 years old (up to their third birthdays) are in the relevant cohort being considered today. Their provision is childcare, registered under different Department

for Education (DfE) and Ofsted regulations to The Aldgate School nursery (for children from their third birthdays) and primary school.

Financial modelling by The Aldgate School indicates an ongoing funding gap of around £60,000 per year to sustain the 0-2 childcare. In addition to this need (should Members decide to fund continued delivery), the school requires financial support to fund pay protection, which it is proposed could be met by underspend.

The report notes that the financial support given by the City Corporation to The Aldgate School for this delivery is discretionary.

The report also notes the progress in implementing the Best Start in Life approach.

Recommendations

Members are asked to:

- Decide on and approve their preferred option to either provide ongoing financial support of up to £60,000 p.a., plus a one-off amount of £66,070.02 for pay protection, to sustain 0–2 childcare or maintain the decision made in June 2025 to support financially sustainable modelling for when the subsidy ends in August 2027.
- Note the progress in implementing the Best Start in Life approach.

Main Report

Background

1. In September 2025, in response to recent government policy changes through the Department for Education (DfE) Best Start in Life and Family Hub reforms, the City of London Corporation transferred the leadership and management of Children's Centre services from The Aldgate School to the City Corporation. Responding to government policy changes is one of the City of London Corporation's responsibilities acting in its capacity as Local Authority. A legacy of the decommissioning of the former Children's Centre at The Aldgate School in preparation for the government reforms, is the remaining 0-2 childcare provision delivered by the school.

2. An update on the delivery of Children's Services uptake is given in Appendix 2.

3. While these changes strengthen service delivery and support the development of a Family Hub approach, they also had implications for the viability of The Aldgate School's 0-2 childcare provision, which had been partly sustained through Children's Centre funding.

4. This Committee decided in June 2025 to provide discretionary funding of up to £174,000 from the City Fund local risk budget to The Aldgate School to support 0–2 childcare for a further (academic) year until August 2027. The continuation

provided a period where the school would be supported by the City Corporation to explore options for childcare delivery from September 2027 – which would include operating without further financial support from the City Corporation. The Aldgate School advised officers that, without subsidy, the provision of affordable childcare would not be possible from 1 September 2027. An update on this work was given to the March 2026 Committee.

Current position: 0–2 childcare

5. On 27 February 2026, officers of the City Corporation were informed of a confidential decision by the Governing Body of The Aldgate School not to continue delivery of 0–2 childcare provision from September 2027. The Governing Body had taken this decision having been informed in January 2026 that no further funding would be available. The Corporation offered a meeting in April 2026 to plan how to manage the closure of the affordable childcare. At that April meeting, it was suggested by Executive Director of Community and Children's Services and Strategic Director of Education and Skills, that reduced funding may be available subject to this Committee's approval. This funding would be on the proviso that the school undertake the financial modelling required to identify the extent of an anticipated future deficit. The Governing Body agreed to review its decision in light of this, with a paper planned for this Committee on 30 June 2026.

6. Revised costings shared with the City Corporation in April 2026 indicate a funding shortfall of £60,000 to sustain delivery of 0–2 childcare at the school. The Head Teacher and Co-Chairs of the Governing Body have indicated a willingness to continue delivery if the shortfall in funding is met by the City Corporation. This would facilitate continued delivery of locally valued and affordable childcare offering preferential fees for City residents. It should be noted that The Aldgate School operates within the Portsoken Ward – which experiences the highest proportion of low-income households in the Square Mile. Of ten families accessing the DfE's Extended childcare funding at The Aldgate School, five are resident in Portsoken Ward.

7. The school has indicated that additional financial support would be required to fund three years' pay protection for four members of childcare staff. This would allow The Aldgate School to move these employees from City Corporation pay scales to National Joint Council pay scales – in line with other non-teaching support staff at the school. This element is costed by the school to be £66,070.02 for the three years (£22,023.34 per year). There will be no increase in London weighting during that time. It should be noted that the school is the employer of the potentially impacted staff and would ultimately be responsible for funding pay protection. The need for pay protection to be funded by the City Corporation is part of the package of financial support being sought by the school.

8. Based on average spend, it is anticipated that the current funding support of up to £174,000 p.a. given to the school is likely to have an underspend of £34,000 in 2026–27. There would also be a pro rata element for the period April–August 2027. Unused funding is usually retained by the Department of Community and

Children's Services' budget. It is proposed that this underspend is drawn down by the school to the amount of £66,070.02 to fund the pay protection proposed.

9. In proposing continued delivery of 0–2 childcare, The Aldgate School has requested that Members consider a tapered withdrawal of the current £174,000 funding provision. Members should note that the current decision of the Committee will see all funding cease from September 2027.

10. The option of providing £60,000 p.a. and the retention of £66,070.02 of underspent resources to fund pay protection (if both approved) provide a step down, alongside increased DfE Extended Childcare funding (see Table 1). Therefore, further tapering of funding support is not considered.

11. There is an outstanding matter of a potential lease cost required by the Portal Trust that is yet to be clarified. The Aldgate School Governors met with the Portal Trust in the week commencing 4 May 2026 seeking to clarify the position. The Trust intends to undertake a further site survey before determining its position. The City Corporation has no responsibilities regarding decisions that are for the Portal Trust to make.

12. The proposal to continue subsidised delivery of 0–2 childcare at The Aldgate School are made in the context of the DfE's Extended Childcare funding, introduced in September 2025. The reforms have seen increased take-up and funding allocated for Early Years settings in the City of London for eligible City resident children aged 9 months to 2 years. The funding allocated went up from £40,245.75 (14 children across five Early Years settings) in Autumn 2024 to £133,083.00 (23 children) in Autumn 2025, an increase of £92,837.25 or around 70%.

13. Overall, the comparison shows that, while such funding (for working families) was used by a modest and widely distributed group of families in 2024, the entitlement expanded sharply in 2025 (when the funding went from 15 hours to 30 hours). This reflects demand increases from families living in the City of London, Tower Hamlets, and Hackney.

14. The Aldgate School experience of these changes is set out below, demonstrating a positive impact on income for the 0-2 childcare provision:

Table 1 DfE-funded childcare

The Aldgate School

Funding Type	Autumn 2024 Total	Autumn 2025 Total	Change
2-year-olds (families in receipt of government funding. Max. 15 hrs)	£4,845.75	£0.00	-£4,845.75
2-year-olds (working families. Max. 30 hrs)	£8,745.75	£8,911.50	£165.75
9 months to 2-year-olds (working families. Max. 30 hrs)	£6,015.75	£23,731.50	£17,715.75

15. The current City Corporation approach of providing financial support to a specific setting (The Aldgate School) to deliver childcare is a discretionary approach and in line with government policy to see nurseries based in primary school settings to deliver childcare. It is provided in addition to the Childcare Accessibility Scheme (which provides a subsidy direct to the family).

16. Officers have undertaken a survey of London local authorities to understand the extent of discretionary arrangements for subsiding childcare in addition to the DfE's Extended Childcare funding.

17. At the time of writing, 22 authorities had responded. One (Islington) provides a subsidy to settings to deliver affordable childcare to low-income households. A further six have schemes to support families similar to the City Childcare Accessibility Scheme, with a further two providing such support in exceptional circumstances. Thirteen local authorities offer no support, and nine have yet to respond. The City of London is unique in its scale of worker population when compared with other local authorities in London and beyond.

18. The number of children enrolled in 0–2 childcare at The Aldgate School (including the baby room and toddler room) is shown below in Table 2. The City Corporation's financial subsidy supports a maximum capacity of 16 places in 0–2 childcare. However, the support is not tied to City residence. It instead benefits the child wherever they reside. The current enrolment as of May 2026 shows 15 enrolled children in 0–2 childcare of whom only seven live in the Square Mile. These are disaggregated into two groups in the table, as the different age brackets are supported by differing staff ratios. The maximum number of children who can be accommodated in the childcare provision is determined by the space available, and the costs are determined by the statutory staffing requirements.

Table 2 May 2026 0–2 enrolled children at The Aldgate School

Room	Age	Total Number	**City resident**	Other (incl. Tower Hamlets)
Explorers (baby room)	0 to rising 2s	6 children	**2 children**	4 children
Discoverers (toddler room)	2 to rising 3s	9 children	**5 children**	4 children

Options

A. Continued financial subsidy

19. Business modelling put forward by The Aldgate School identifies the need for a subsidy for 0–2 childcare provision to remain viable.

20. Therefore, Members are invited to consider the option of subsidising The Aldgate School up to £60,000 p.a. to allow for the 0–2 childcare to be sustained. It is proposed that this is provided on an ongoing basis with biennial reviews by this Committee. In addition to £60,000 p.a. ongoing, Members are invited to approve

£66,070.02 as a one-off discretionary payment to support The Aldgate School in meeting its obligation as an employer with its responsibility for protecting the pay of staff impacted by potential changes to their terms of employment.

21. This funding would come from the City Corporation's local risk budget for delivery of Children's Centre services, from which the current £174,000 funding is drawn. If agreed, the net amount of £114,000 would be available to the department for its Family Hub delivery. If Members were to reject this option, the full £174,000 would return to the Family Hub budget.

22. If agreed, it is proposed that permission would be given to retain sufficient resources (£66,070.02) from underspend in the agreed funding in 2026/27 and part of 2027/28 to fund pay protection for four staff.

B. Confirm decision to end financial subsidy from September 2027

23. The alternative proposal is that Members confirm their decision from June 2025 to cease up to £174,000 p.a. discretionary subsidy. The City of London Corporation continues to face an increasingly challenging financial environment and is committed to being transparent about the implications of this context. All services need to be delivered more efficiently. Governors have confirmed their decision – should Members confirm this option, that the 0–2 childcare provision delivered by The Aldgate School will cease in September 2027.

24. This would be consistent with other childcare settings the Square Mile in that the City Corporation does not provide direct funding. Childcare providers across the City (five plus a workplace nursery) can deliver their childcare services from revenue streams of DfE funding and parents' fees.

25. The benefit of such subsidy to children resident in the City is limited (as set out above). However, the removal of funding from The Aldgate School could see the potential closure of the school's 0–2 childcare provision.

Corporate & Strategic Implications

Strategic implications

26. These options align with the Corporate Plan 2024–29 and the Community and Children's Services Business Plan by:

27. 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.

28. 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

29. 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 efficiently. The proposed subsidy of up to £60,000, if agreed, (plus £66,070.02 one-off funding for pay protection) would be drawn from City Fund and require a new Service Level Agreement from September 2027 between The Aldgate School and the City Corporation for sustained delivery of 0–2 childcare. Should Members confirm their decision to withdraw the existing subsidy of up to £174,000 p.a., that full amount would be available for Best Start in Life activities across the City.

Resource implications

30. Existing resources to be drawn on for delivery of Members' decision.

Legal implications

31. There is no statutory duty on the Corporation to provide subsidised childcare. Its provision is discretionary and pursuant to a power to assist providers of childcare (including providing financial assistance – under Section 8 Childcare Act 2006).
32. The City Corporation is obliged to ensure there is sufficient childcare in its area to meet the needs of residents. Compliance with this statutory duty is assessed bi-annually through the Sufficiency Survey commissioned by the City Corporation. This is available on the City Corporation's FIS webpages and was last undertaken in December 2025.
33. The City of London Childcare Sufficiency Survey shows that there is sufficient childcare provision in the City, including if the 0–2 childcare provision at The Aldgate School were to close. In addition to the childcare providers in the City, one provider in Tower Hamlets, 0.4 of a mile from The Aldgate School, is part of the City's Childcare Accessibility Scheme.
34. The requirements for good decision-making including the exercising of discretionary powers in public law, are that decisions are rational, within relevant legal powers and are procedurally correct. Complying with these principles reduces the likelihood of a successful legal challenge.
35. The Corporation is also under a duty to comply with the best value duty. The duty is set out in the Local Government Act 1999 and provides that local authorities must:

> "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness".

Risk implications

36. Should Members decide on Option B, Governors of The Aldgate School will enact their decision to cease the 0–2 childcare provision at the school in September 2027.
37. Should this Committee not approve an ongoing subsidy of up to £60,000 p.a. to sustain the 0–2 childcare provision at The Aldgate School, a reduction of staff posts will likely be necessary. The responsibility for redundancy payments and pension pressure is that of the City of London Corporation to meet (under Section 37 of the Education Act 2002).
38. If the 0–2 childcare provision closed from September 2027, The Aldgate School may then decide to pursue early plans to extend their 2+ childcare provision.

Equalities implications

39. 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.
40. An Equality Impact Assessment of the Childcare Policy was prepared and considered by Members of this Committee in June 2025. Mitigations were not required as the Equality Impact Assessment did not show any negative impact of the approved Childcare Policy. The City Corporation has undertaken a further Equality Impact Assessment, through the specific lens of 0–2 childcare, should Members not approve Option A. Please see Appendix 1. Sufficient mitigations are in place, (see paragraph 33). The requirements of the Equalities Act 2010 have been adhered to and will continue to be kept under review as matters progress.

Climate implications

41. Not applicable.

Security implications

42. Consideration of alternative use of the existing 0–2 childcare space at The Aldgate School, from a safeguarding perspective, has ruled out private, voluntary and independent childcare providers delivering 0–2 childcare from the school's space.

Conclusion

43. Members are asked to decide whether to approve a discretionary subsidy of up to £60,000 p.a., together with the use of any agreed underspend to support pay protection of £66,070.02, to enable The Aldgate School to continue delivering affordable 0–2 childcare from September 2027. Alternatively, Members are asked to confirm their decision made in June 2025 to cease the discretionary subsidy of up to £174,000 from the end of the 2026–2027 academic year. In reaching a decision, Members are invited to balance the value of retaining a locally

accessible and affordable childcare offer – particularly for families in Portsoken Ward and those on lower incomes – against the discretionary nature of this funding in a challenging financial climate. Also, the City Corporation would continue to meet its statutory childcare sufficiency duty if the provision were to cease.

Appendices

- Appendix 1 – Equality Impact Assessment
- Appendix 2 – Children's Services uptake from September 2025

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
- 19 June 2025 – Community and Children's Services: Children's Centre Services and 0–2 childcare arrangements
- 16 March 2026 – Community and Children's Services: 0–2 childcare provision at The Aldgate School

Dr Deborah Bell
Strategic Director of Education and Skills
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Equality Impact Assessment Form

Before completing this form, please refer to the Equality Impact Assessment Guidance documents and training materials

- EQIA Intranet Info hub
- EQIA Guidance

The Equality Impact Assessment (EQIA) will identify how any proposed policies, practices, activities, service changes or procedures will impact or affect different groups or communities if implemented. It supports officers in assessing whether the impacts are positive, negative, or unlikely to impact each of the nine protected characteristic groups. The assessment will also demonstrate whether there are ways to proactively advance equity, equality, diversity and inclusion. An EQIA is required before you finalise your proposal, or it may not be legally compliant.

If you have any questions or need feedback on your analysis, please contact the EDI team: CSPT.EDI@cityoflondon.gov.uk

Section 1: To be completed by all

Proposal Title	Closure of the 0-2 Childcare at The Aldgate School
Details of the lead officer completing the Assessment/ Role responsible for the completion of the EQIA	Kirstie Hilton Head of Service Education and Early Years
Department Responsible:	Department of Community and Children's Services (DCCS)
Who has been involved in creating the EQIA: (please summarise/list stakeholders you have engaged with and how)	• The Aldgate School (data) • Education and Early Years Service
Date of Initial assessment:	May 2026
Dates of review (as applicable)	

Please refer to the EQIA guidance when completing this form

1.PROPOSAL OVERVIEW

What does the proposal aim to achieve? Please outline your proposal below

- ➔ If no potential impacts are identified at this stage, proceed to **Section 3**
- ➔ If you believe there may be potential negative impacts, continue to **Section 2, Steps 2,3,4, and 5** to complete a full EQIA, then move to **Section 3**
- ➔ If you identified any positive impact, please record and monitor at **Section 2, Step 5,** then move to **Section 3**

Please feel free to attach supporting documents/ information

In June 2025, Members agreed a time-limited package of support for the school's 0–2 childcare, which runs until the end of August 2027.

Over recent months, City Corporation officers have continued to meet with the school's leaders and governors. Our shared aim has been to support the school as it developed a financially viable plan for the future and continuation of the 0-2 childcare.

This included exploring options that make best use of available income, national entitlements and fees, and ensuring that costs are understood and appropriately allocated. The school will update families when there is firm news about the model it intends to take forward from September 2027.

The 0–2 childcare at The Aldgate School continues to operate unchanged. The City Corporation will keep working alongside the school so that families have clear information as plans are developed. The City Corporation will also continue to meet its duty to ensure sufficient childcare across the Square Mile and to support families who are eligible for help.

At present, The Aldgate School is planning to close the childcare at the end of Summer 2027.

Please refer to the EQIA guidance when completing this form

Section 2: To be completed for a full EQIA

2. EVIDENCE AND IMPACT ANALYSIS

Please highlight the potential impact on these groups, actions taken to mitigate impact and advance equality, diversity and inclusion (include data/evidence upon which the analysis is based)
Protected Groups:

- Age
- Disability
- Gender Reassignment
- Marriage & Civil Partnership
- Pregnancy & Maternity
- Race
- Religion & Belief
- Sex
- Sexual Orientation

Additional Groups

- Socio-economic background
- Care leavers
- Carers & Parents
- Veterans

Where relevant note relevant intersectional impacts: where combinations of different group identities may result in unique or compounded impacts.

Closure of the 0-2 childcare at The Aldgate School will affect the 15 families who currently use the provision. Only 7 of these are City residents.

The City of London, along with other local authorities must plan, commission and oversee childcare provision, ensuring there are enough suitable places, including funded places, that meet the needs of working families and children with SEND, while supporting providers rather than replacing them. Our twice-yearly sufficiency assessment enables us to identify geographic gaps in provision and shortages for specific age groups as well as recognise any barriers affecting the take-up of places.

- **Age** – children under-three are the focus age group that may be affected by this closure. There will also be a negative impact for local parents/ carers whose children currently attend or who were planning to attend after August 2027. The Early Years Team will support the affected families to find alternative settings. There will be a neutral impact for those not eligible for the services provided by the childcare.
- **Disability** – children 0-2 with special educational needs and disabilities (SEND) may be affected. Currently we know of one child with SEND attending the childcare. The child will be three in December 2026 and will therefore be able to move to the Nursery class and not affected by the closure in August 2027. Any families who have children with SEND will be supported through the brokerage service to find alternative settings.

- **Pregnancy and maternity** – women currently pregnant may be negatively affected by the closure of the childcare when looking for a provision for their child. The Early Years brokerage service will support new parents in identifying local childcare.
- **Sex** – The census 2021 data showed that the City of London population comprised of 4,722 males and 3,861 females (55% and 44% respectively).

  According to research, mothers with pre-school aged children (under 5) spend 2 to 3 times as much time providing care, especially on weekdays, than men. This means that mothers may be more negatively affected by the closure than men.
- **Race** – The childcare at The Aldgate School serves the local population which includes families from several different ethnic backgrounds. There is a nearby nursery, located in Tower Hamlets, which the Early Years team is working closely with and will support City families to access. The nursery has recently signed up to the City's Childcare Accessibility Scheme.
- **Socioeconomic background** – The childcare currently offers places at a reduced rate for local families. The Childcare Accessibility Scheme has been designed to support families who require additional childcare assistance, including those experiencing economic disadvantage.

Care options for 0 – 2's (Early Years)	Effective date	Hourly rate
City residents (income below £55,000)	1st September 2024	£7.65
City residents (income above £55,000)	1st September 2024	£8.70
Non-City residents	1st September 2024	£9.25

Care options for 2 – 3-year-olds (Early Years)	Effective date	Hourly rate
City residents (income below £55,000)	1st September 2024	£7.35
City residents (income above £55,000)	1st September 2024	£8.40
Non-City residents	1st September 2024	£9.00

It is intended that there will be a neutral impact on the following characteristics:

- religion and belief
- care leavers/experience
- marriage and civil partnership

- gender reassignment
- sexual orientation

This proposal has no impact on veterans.

3. STAKEHOLDER ENGAGEMENT

Outline any consultation/engagement activity and additional information gathered not outlined above (if relevant) Include information on stakeholders involved, and methods used for engagement / consultation. Describe any further work required on proposals as a consequence of engagement/consultation (if relevant)

The City Corporation is working alongside the school so that families have clear information as plans are developed.

Further information will be shared with families in consultation with the school to ensure consistency of messaging.

4. DECISION MAKING (MITIGATIONS AND CHANGE)

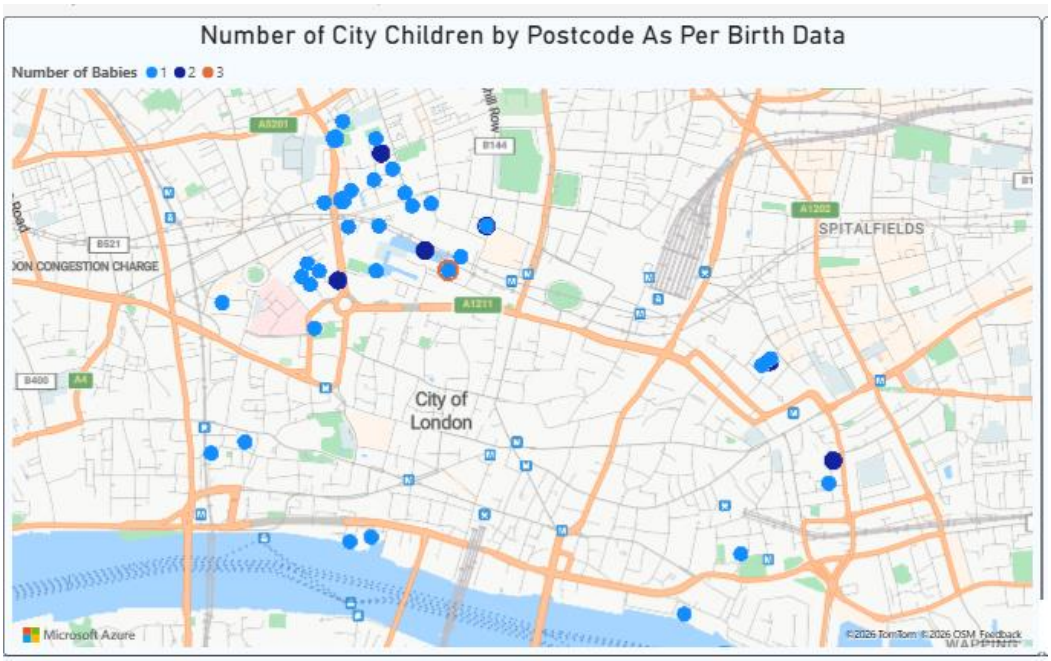
After completing steps 1-3, please outline your informed decision.

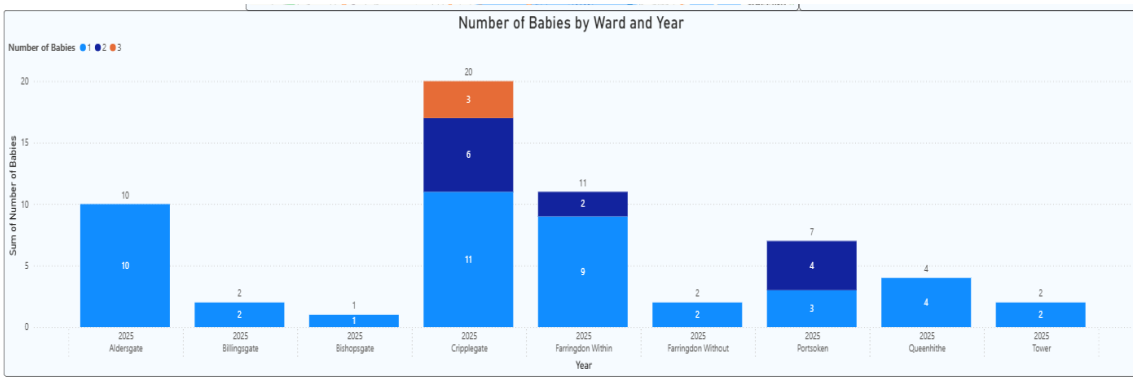
Possible outcomes could be that:

a. **No changes are required; there is no negative impact or discrimination**
b. **Available actions have been taken to remove or minimise potential negative impacts**
c. **Adjustments to the proposal to remove or minimise potential negative impacts – monitoring and regular review will take place to manage this with a view to taking further mitigation actions**
d. **Where a negative impact is identified that is not unlawful discrimination, or where discrimination can be objectively justified- justify and continue with the proposal: there may be other factors (such as other proposal aims or financial constraints) that make it reasonable to adopt the proposal, despite the negative impact – potential impacts will be monitored and kept under regular review. Please seek advice from/ the EDI team and the Legal team before making the decision.**

e. **You decide not to take the proposal forward.**

Contextual Information:
The City of London has, on average, between 40 and 60 new births a year. New Birth data for 2025 shows there were 59 new births registered in the City of London. As can be seen in the map and data set below, a high number of births are concentrated at the North West point of the City, with most births taking place in the Cripplegate ward.





Local Childcare

Out of the 15 children currently attending the childcare at The Aldgate School, nine are in the toddler room (two to rising three), five of which are City residents. Six of the nine children will be moving to Nursery in September 2026.
There are a number of childcare settings accessible in and around the City of London (within 20 minutes walk of The Aldgate School):

- Global Kids Aldgate East, 52 Old Castle St, London E1 7AJ (7 minutes walk).
- Early Steps Nursery, 47 Hobsons Place, London E1 5HH (16 minutes walk)
- Hatching Dragons Nursery, Ferroners' House Ironmongers Hall Shaftesbury Place Off, Aldersgate St, Barbican, EC2Y 8AA, (20 min walk)
- Newpark Childcare Centre, 1 Barbican, London EC2Y 8DU (17 minutes walk)
- Barbican Playgroup, Andrewes House Barbican, London EC2Y 8AX (17 minutes walk)

Global Kids Aldgate East, Hatching Dragons Nursery, Newpark Childcare Centre, and Barbican Playgroup, accept the Childcare Accessibility Scheme which provides financial support to City residents meeting certain criteria.

Children with Disabilities

We are active in supporting children with disabilities accessing childcare. Currently we know of one child with SEND attending the childcare at The Aldgate School. The child will be three in December 2026 and will therefore be able to move to the Nursery class. The Autumn Term 2025 Sufficiency Assessment has shown that all City of London settings provide inclusive environments for all children, including those with SEND. The Early Years Inclusion Fund and the Disability Access Fund can be claimed by settings to provide additional support and resources for children with SEND.

Pregnancy and Maternity

We receive regular information on new births from our health colleagues and ensure that home visits are offered to all new families. We work closely with health visiting teams to make sure families can access information about stay and play sessions and receive support in finding suitable childcare.

The Census 2021 – Conceptions in England and Wales 2021 – highlights that:

- of all the English regions and Wales, London has seen the biggest fall in conception rates over the last decade, decreasing by 20.9% since 2011
- the conception rate for women aged under 18 years has more than halved since 2011 when it was 30.9 conceptions per 1,000 women of the same age, down to 13.2 conceptions per 1,000 women of the same age in 2021
- In 2025, there were 59 births recorded in the City of London.

There are a number of childcare settings accessible in and around the City of London. Our Family Involvement Worker and Early Years Advisors can support parents to find childcare settings that best meet the family's needs.

Sex

Census 2021 data showed that the City of London population comprised of 4,722 males and 3,861 females (55% and 44% respectively).

The Sharing of childcare and well-being outcomes: an empirical analysis report, published 15 January 2021 *explains that women are more likely to provide care during any given day and spend more time providing care compared to men. This gender gap is especially noticeable during the weekday, for caring alone, and routine care. In other words, when men take part in care, it is mostly done jointly with their partners, during the weekend, or providing enrichment care.*
This gender gap was especially prevalent among parents with pre-school aged children (under 5) where mothers were spending 2 to 3 times as much time providing care, especially on weekdays, and for routine and solo care.

This means that the closure of the Childcare at The Aldgate School may have a bigger impact on women than on men.

However, there are several childcare settings accessible in and around the City of London (within 20 minutes' walk of The Aldgate School) and the Early Years Advisor as well as the Family Involvement Worker are available to provide support in finding alternative childcare places. The Childcare Accessibility Scheme is currently being accessed by a majority of women.

Race

The Census 2021 records ethnic group not race. The City of London resident population is predominantly white. The largest minority ethnic groups of children and young people in the area are Asian/Bangladeshi and Mixed – Asian and White. A health needs assessment for the population aged 0-25 for the City of London and Hackney (2022) highlighted that 'The City of London has…higher levels of ethnic diversity in Portsoken ward, including a large Bangladeshi community, and the remainder of the City less diverse'.

The City of London has a relatively small Black population, less than London and England and Wales. Children and young people from global majority groups account for 41.71% of all children living in the area, compared with 21.11% nationally.

White British residents comprise 57.5% of the total population, followed by White-Other at 19%.

The childcare at The Aldgate school serves the local population which includes families from several different ethnic background, including Asian/Bangladeshi and Black. Global Kids Aldgate East and Early Steps Nurseries reflect a rich diversity of cultures and backgrounds among both staff and families, creating a welcoming environment for everyone.

Socio-economic background
The Childcare at The Aldgate School currently offers places at a reduced rate for local families. The Childcare Accessibility Scheme will continue to offer financial support to City residents meeting the following criteria:

- Criterion 1: Referral from professional or charitable organisation delivering services.
- Criterion 2: Referrals from professionals for children with additional needs but not eligible for an Education, Health and Care (EHC) plan.
- Criterion 3: Referrals from early years settings for families needing financial support. This criterion is aimed at parents who have a joint combined income of less than £60,000 net per annum and savings not exceeding £16,000.

Currently there are six City of London families benefitting from the scheme. Of these, one currently attends the Childcare at The Aldgate School. There will be a neutral impact for those not eligible for the services included in this project.

Gender Reassignment
92.1% of the City of London population that completed the Census 2021 stated their gender as being the same as their sex registered at birth. 7.4% of respondents did not provide an answer to the question about gender identity. 0.4% identified as gender identity different from sex registered at birth but no specific identity given, trans woman, trans man or non-binary.

It is expected that there will be a neutral impact from the proposal on this protected characteristic.

Marriage and civil partnership
The Census 2021 records legal partnership status. In the City of London for residents aged 16 and over (8,003):

- 4,594 never married and never registered a civil partnership
- 2,435 married or are in a civil partnership
- 172 separated, but still legally married or still legally in a civil partnership
- 559 divorced or dissolved a civil partnership
- 243 widowed or surviving a civil partnership

It is expected that there will be a neutral impact from the proposals on this protected characteristic.

Sexual orientation

The Census 2021 data available for City of London residents aged 16 and over (8,008) shows that:

- 6,348 identified as straight or heterosexual
- 607 as gay or lesbian
- 185 as bisexual
- 15 as pansexual
- 5 as asexual
- 8 as queer
- 10 as all other sexual orientations
- 830 didn't answer that question

Data is not available for children and young people aged 15 and below.

It is expected that there will be a neutral impact of the proposals on this protected characteristic as childcare is available and accessible to all children, parents, and carers.

Care leavers

The City Corporation data states that at the end of April 2025, there were 46 City of London care leavers. No care leaver has a child currently attending the Childcare at The Aldgate School.

Therefore, there will be a neutral impact of this proposal on care leavers.

5.MONITORING AND REVIEW

How will you monitor and review the impact (positive or negative) of the proposal once it has been put into effect, if so, how? What are the timescales for reviewing the EQIA once proposals are implemented?

This may take the form of an action plan.

We will monitor:

- The uptake of the Childcare Accessibility Scheme
- Access to the brokerage service offered by the Early Years Team
- Any complaints received directly by Officers as well as via the call centre and the EEYService@cityoflondon.gov.uk email inbox.

This will include quantitative data (e.g., demographics, usage, etc.) and qualitative feedback (e.g., Sufficiency Assessment, complaints or compliments received by the EEY Team on childcare availability).

This Equality Impact Assessment will be reviewed each year, particularly in Summer 2027.

Please refer to the EQIA guidance when completing this form

Section 3: To be completed by ALL

6.RECORDING YOUR DECISION AND SIGN-OFF

1. Submit to your line manager for review and sign-off
2. Submit to Director or Chief Officer (as relevant) for sign-off
3. Where possible, share the final document with the corporate EEDI team

[Insert the outcome(s) of your impact assessment here]

Please refer to the EQIA guidance when completing this form

Sign off

1. Officer completing the EQIA

Name	Kirstie Hilton
Job Title	Head of Education & Early Years Service
Date	08/05/26
Signature	K. Hilton

2. Line Manager

Name	Deborah Bell
Job Title	Strategic Director of Education & Skills
Date	08/05/26
Signature	D. Bell

3. Senior Manager or Chief Officer

Name	
Job Title	
Date	
Signature	

Once this form has been signed off, please send a copy of the form to the EDI Team: CSPT.EDI@cityoflondon.gov.uk

Appendix 2

Update on Best Start for Life services following the decommissioning of the Children's Centre at The Aldgate School:

1. Following the transfer of the City's Children's Centre services from The Aldgate School to the City Corporation delivery model of Best Start in Life services in September 2025, there has been no increase in costs of delivery. This is caveated by the fact that The Aldgate School received one term's Children's Centre services funding for summer term 2025 which appears as an overspend from that budget for financial year 2025-26. This is a consequence of academic year and financial year budgetary arrangements. Availability of Best Start in Life services throughout the City has been well received by families who use the services as demonstrated in table a.

Sessions	% increase
Stay & Play Artizan Library	10%
Bumps & Babies (monthly sessions at Barbican Children's Library)	50%
Barbican Rhyme Time x3 weekly sessions	10%
Barbican Story Time	80%
Shoe Lane Rhyme time x3 weekly sessions	37%
Artizan Rhyme Time	8%

Table a. Increase in uptake from March 2025 to March 2026

Baby massage uptake has increased by 22% to date, although a March 2025 to March 2026 comparison is not available as the baby massage service was short-term delayed in recommencing due to staff training requirements.

Two new sensory room sessions have commenced at Smithfield Nursery with comparable uptake over the two fixed points used for this data unavailable until next term.

2. The Aldgate School acknowledges that the creation of a Family Hub service in the City, including Best Start in Life services, has disrupted the existing arrangements in place for over 20 years, and is a direct consequence of Government policy. Members have received reports on the development of the City's Family Hub at previous committee meetings and will continue to receive updates.

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City of London Corporation Committee Report

Committees: Community and Children's Services Committee	**Dated:** 30/06/2026
Subject: A review of the City Childcare Accessibility Scheme	**Public report:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	• Diverse Engaged Communities • Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	Not currently required (accessing CILN funding)
If so, how much?	N/A
What is the source of Funding?	Community Infrastructure Levy Neighbourhood (CILN) funding
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Judith Finlay, Executive Director of Community and Children's Services
Report author:	Kirstie Hilton, Head of Education and Early Years Service

Summary

The City of London Corporation remains committed to ensuring that every child who lives or is educated in the City of London has the opportunity to reach their full potential. Since 2015, the City of London Education and Early Years Service has supported families to access childcare through the Childcare Accessibility Scheme. On 19 June 2025, this Committee approved the Childcare Policy which included a review of the Childcare Accessibility Scheme, with an annual review due now. The Education and Early Years Service also continues to monitor the availability and sustainability of childcare provision across the Square Mile through the twice-yearly Sufficiency Assessment.

Recommendation

Members are asked to:

- Review the Childcare Policy agreed in June 2025 and consider whether to maintain the current approach or approve a revised and enhanced Childcare Accessibility Scheme from September 2026. The proposed change is the introduction of additional support for families already receiving the 30-hour entitlement, where there is more than one pre-school child in the family. Officers recommend Option 2, as it broadens access and reduces cost

pressures for working families, particularly those on lower incomes who continue to face significant childcare expenses.

Background

1. Childcare costs in London are among the highest in the country. The London Assembly has pointed out that fees are 25–33% above Great Britain averages. This makes the funding shortfall (between what providers receive via the entitlement schemes and what it costs to run high-quality provision in London) more acute. The average City of London childcare place cost is shown in Appendix 1.

2. Since September 2025, working parents in England have been able to access up to 30 hours of free childcare per week, 38 weeks a year, for children aged from 9 months old until they start school (Free Early Education Entitlement – FEEE). This is funded by the Department for Education (DfE). Eligibility requires that parents (or one parent in a two-parent household) work at least the equivalent of 16 hours per week at National Minimum Wage and have an adjusted net income below £100,000 per year (per parent).

3. Many parents still face additional charges (meals, consumables, extra sessions, non-funded hours). The 30 hours funding also does not apply to families where only one parent works.

Current Position

4. We engage proactively with families every year on childcare-related matters as part of our childcare sufficiency assessments. As part of the Spring/Summer 2026 Sufficiency Assessment, a parents' survey was undertaken to ascertain what impact the latest expansion to the FEEE has had on families' working patterns. The survey was launched on 5 January 2026 and was widely advertised via Early Years settings, primary schools, community libraries, and local WhatsApp groups.

5. When asked whether the expanded Early Years entitlement (from 15 to 30 hours) had affected their ability to work, 37.5% of respondents stated 'yes' positively and 57% stated that it had had no impact. The most frequent positive outcome of accessing an extended funded childcare place was the ability to extend working hours (60% of relevant parents). Of relevant parents, 88% stated that reduced childcare costs (from accessing the FEEE) made work more financially worthwhile. However, childcare fees were still a high-profile theme, with the cost burden having the biggest impact on work and career.

6. The average hourly fees across the City of London range from £11.75 for babies (birth to 1 year old) to £10.54 for 3- and 4-year-olds (This calculation does not include the fees for the sessional Barbican Playgroup, to ensure a like-for-like comparison, as the Playgroup operates on a term-time basis only and does not take children under 2 years old).

7. Since 2015, the Childcare Accessibility Scheme (CAS) has been reviewed twice (once in 2020 and once in 2025) to ensure the scheme supported the most vulnerable families in the City.

8. The current scheme has three distinct criteria. A summary of the criteria is below. A full description can be found in Appendix 2:

    - Criteria 1: Referral from professional or charitable organisation delivering services.

    - Criteria 2: Referrals from professionals for children with additional needs but not qualifying for an Education, Health and Care Plan (EHCP).

    - Criteria 3: Referrals from Early Years settings for families needing financial support (for families with a household income of £60,000 p.a. net or less and savings not exceeding £16,000).

9. Numbers of applications have fluctuated over the last few years. More detail on these applications can be found in Appendix 3.

10. The Childcare Accessibility Scheme was originally funded by money received by the Corporation pursuant to a Section 106 Agreement.[1] When large numbers of dwellings are built in a local area, there is an impact on the community, which Section 106 seeks to mitigate by requiring the developers to contribute to infrastructure, services or facilities. As of 1 April 2026, £204,513.81 remain in the Childcare Accessibility Fund. By end of June 2026, this fund will be reduced to £195,263.73.

11. One potential key issue was raised about the current scheme. The perceived inequity for working single parents or families on low income. Families already receiving the 30-hour entitlement only receive additional support in school holidays. In practice, wraparound costs, consumables, stretched hours, and additional childcare beyond funded sessions can still be unaffordable. This has a particular impact on lone parents working full time.

Proposals

12. **Option 1:** The Childcare Accessibility Scheme (CAS) criteria remain the same. The CAS continues to be available only during the school holidays for families entitled to the government's 30 hours funding (see Appendix 2).

13. **Option 2:** Universal Needs

    The scheme would retain three criteria. Families would be eligible even if already in receipt of the 30 hours FEEE.

    Criterion 1: Families receiving support from professionals such as:
    - social care
    - family support

[1] Section 106 of the Town and Country Planning Act 1990.

- domestic abuse services
- mental health services
- refugee/migrant support
- recognised charities
- other targeted interventions.

Criterion 2: Referrals from professionals for children with additional needs but not qualifying for an EHCP.

Criterion 3: Financial Hardship

Referrals from Early Years settings or self-referral where families demonstrate, for example, low income, debt, insecure employment, and so on.

- household net income cap in line with Housing support thresholds (e.g. £60,000)
- savings cap (e.g. £30,000 as per Housing Support threshold).

Option 2 would ensure that families who already receive the 30 hours of free early years entitlement continue to receive help with additional childcare costs, which are particularly high in London.

This proposal introduces extra support for families with more than one pre-school child, in addition to their existing 30-hour entitlement.

14. **Option 3:** Hybrid Points-Based Priority Scheme

This option would be similar to the housing system where applicants receive eligibility points based on circumstances.

Example:

Factor	Points
Lone parent household	3
Child with additional needs	3
Professional support involvement	2
Household income below threshold	3
Parent in training for employment	2
Risk of exclusion/isolation	2
Multiple children under 5	1

This option could be more nuanced and flexible, and better reflects cumulative disadvantage. However, point allocation would require clear governance and an appeals process (as is the case for Housing allocation). There would be a resource implication for this option.

Recommendations

15. Option 2 would enable vulnerable families who are already entitled to the 30 hours of FEEE to fully access the CAS scheme (up to 15 hours a week), thereby supporting increased participation in employment.

16. If the policy continues to apply the eligibility criteria outlined in Option 1, current spending levels suggest that available funding could last for up to seven years. A move to Option 2 may increase the spending and reduce the sustainability of the current available funding to five years. However, in the past five years, the number of applicants has varied from one to seven, depending on the year, and some applications were only for a term. Therefore, it is difficult to provide an accurate estimate of future spending.

Corporate & Strategic Implications

17. ***Strategic implications***

1) This aligns with the Corporate Plan 2024–29 and the Community and Children's Services Business Plan 2025.

2) 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.

3) 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.

18. ***Financial implications***

The Childcare Accessibility Scheme is currently funded from CIL resources, with an estimated balance of approximately £195k remaining by June 2026. Whilst current expenditure levels indicate that the remaining funding may be sufficient to support the existing scheme for several years, the proposed changes under Option 2 may increase demand and accelerate the rate at which the available funding is utilised.

Given the historically low and variable number of applications received, the financial impact of the proposed changes cannot be quantified with certainty at this stage. Members should note that no alternative funding source has currently been identified beyond the remaining CIL allocation.

Should the scheme continue beyond the life of the available CIL funding, a future funding decision would be required. The DfE Best Start in Life funding cannot be used for this purpose as it is ring-fenced for approved programme activities. Any future request for replacement funding would need to be considered through the Corporation's budget-setting process and would be subject to the availability of resources

19. ***Resource implications***

The City CAS, which Members of this Committee last approved in June 2025, is aimed at increasing demand and take-up by lower-income families. The administration of this will be absorbed within existing officer resources.

20. ***Legal implications***

There is no statutory duty on the Corporation to provide subsidised childcare. The CAS is discretionary and aims to ensure equity of support for individual children and families in the City through availability of subsidised childcare across the Square Mile. Adopting a policy or scheme that is fair, reasonable, rational, and where eligibility can be properly assessed, reduces the risk of a legal challenge.

21. ***Risk implications***

When the current CIL funding is spent, there will no longer be available funds for the CAS. This could result in reduced childcare access, leading to adverse outcomes including decreased parental employment or training participation, heightened financial hardship, poorer child development outcomes and potentially greater demand on statutory support services over time.

22. ***Equalities implications***

A Test of Relevance has been undertaken and is included as Appendix 4. There was no negative impact identified and therefore a full Equality Impact Assessment is not needed.

23. ***Climate implications*** – Not applicable

24. ***Security implications***

The scheme is only available in settings judged by Ofsted to have at least Good/Expected Standards and with a Safeguarding outcome met. Unlike other evaluation areas, which are now graded on a 5-point scale, safeguarding is judged on a ‘met’ or ‘not met’ basis. This reflects Ofsted’s expectation that every setting must comply with statutory safeguarding requirements in full.

Conclusion

25. Fewer than 50% of respondents to the online parents’ survey stated that the expansion to the FEEE had had a positive impact on their ability to work, particularly the ability to extend working hours.

26. This review of the CAS should consider whether the scheme remains what it was intended for (support the City of London’s most vulnerable families to access childcare), whether to revise the criteria, the administration, and how to sustain it once CIL funding has been spent.

Appendices

- Appendix 1 – Average hourly fees per age group
- Appendix 2 – Current Childcare Accessibility Scheme Criteria
- Appendix 3 – Details on CAS Applications over the last five years
- Appendix 4 – Test of Relevance

Background papers:

- 19 June 2025 – Community and Children's Services: Children's Centre Services and 0–2 childcare arrangements

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Appendix 1 – Average hourly fees per age group

Aged 0–12 months	Aged 1 year	Aged 2 years	Aged 3 years	Aged 4 years
Spring 2026 stated hourly fees				
£11.75	£11.75	£11.23	£10.54	£10.54

Appendix 2 – Current Childcare Accessibility Scheme Criteria

The Childcare Accessibility Scheme offers eligible families who live in the City of London up to 15 hours of free childcare per week. For families already receiving the 30-hour Free Early Education Entitlement, the scheme will only apply during the school holidays This scheme aims to foster children's early development and empower parents to make positive changes to their lives through work, training or family support.

Criteria 1: Referral from professional or charitable organisation delivering services.

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. Evidence should include:

- A brief description of the child's developmental level: physical skills, emotional wellbeing and communication.
- A brief description of the family's current issues.
- Evidence of any child protection/safeguarding issues, including public law interventions (if applicable).
- The expected impact of this funding on the child/family.

Criteria 2: Referrals from professionals for children with additional needs but not qualifying for an Education, Health and Care PLAN (EHCP).

- The referral should include evidence of implementation of the graduated approach (Assess, Plan, Do, Review) and its impact.
- A clear description of the intended purpose of the childcare place and expected positive outcomes.

Criteria 3: Referrals from Early Years settings for families needing financial support.

Open to families with a household income of £60,000 p.a. net or less and savings not exceeding £16,000.

Evidence required:

- Three months' payslips as proof of income. If newly employed, payslips must be submitted on a weekly/fortnightly/monthly basis until the three-month threshold is met. Funding will be withdrawn if this condition is not met.
- Most recent P60
- Proof of childcare costs (e.g. invoice)
- Proof of City of London address of parent/carer and child

- Three months’ bank and savings account statements.

Application Process

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

Approved Childcare Providers

- Funded childcare must be provided by Office for Standards in Education, Children's Services and Skills (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.

Appendix 3 - Details on CAS Applications over the last five years

Criteria 2020-2025:

1a: Children whose welfare/development gives cause for concern
1b: Children with additional needs but not qualifying for an Education Health and Care (EHC) plan
2: Families who have a combined income of less than £55K

Criteria July 2025 – To date

1: Referral from professional or charitable organisation delivering services.
2: Referrals from professionals for children with additional needs but not qualifying for an Education, Health and Care PLAN (EHCP).
3: Referrals from Early Years settings for families needing financial support.

Year	Total number of families for the year
2021	1
2022	7 (including Afghan and Ukrainian families)
2023	7
2024	2
2025	3
From August 2025 – June 2026	6

Appendix 4 – Test of Relevance

TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required.

The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on the City of London Intranet at: Equality and Inclusion

Introduction

The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have statutory 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not.

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sexual orientation

It is also Corporation policy to give voluntary (non-statutory) 'due regard' to the impact upon Social Mobility.

What is due regard?

- Statutorily, it involves considering the aims of the duty in a way that is proportionate to the issue at hand.
- Ensuring that real consideration is given to the aims and the impact of policies with rigour and with an open mind in such a way that it influences the final decision.
- Due regard should be given before and during policy formation and when a decision is taken, including cross-cutting ones, as the impact can be cumulative.

The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.

Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.

It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.

The Corporation has also adopted a voluntary (non-statutory) due regard of the impact upon social mobility issues. This should be considered generally and, more specifically, against the aims/objectives in the Social Mobility Strategy, 2018-28.

How to demonstrate compliance

Case law has established the following principles apply to the PSED:

- **Knowledge** – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind.
- **Sufficient Information** – must be made available to the decision maker.
- **Timeliness** – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken – not after it has been taken.
- **Real consideration** – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- **Sufficient Information** – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty.
- **No delegation** – public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.
- **Review** – the duty continues to apply when a policy is developed and decided upon, but also when it is implemented and reviewed.

However, there is no requirement to:

- Produce equality analysis or an equality impact assessment
- Indiscriminately collect diversity data where equalities issues are not significant
- Publish lengthy documents to show compliance
- Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met
- Make services homogeneous or to try to remove or ignore differences between people.

The key points about demonstrating compliance with the duty are to:

- Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups
- Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications
- Keep adequate records of the full decision-making process.

Test of Relevance screening

The Test of relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template, and the full equality analysis must be completed.

The questions in the Test of Relevance Screening Template are designed to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be obvious, and service user or provider information will need to be considered to make a preliminary judgement. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether Section 149 considerations come into play.

There is no one-size-fits-all approach but the screening process is designed to help fully consider the circumstances.

What to do

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative/adverse impacts arise from the proposal, it is not necessary to undertake a full equality analysis.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed, and the Director has signed off, the Test of Relevance Screening Template
- Store the screening template safely so that it can be retrieved if, for example, Members request to see it, or there is a Freedom of Information request, or there is a legal challenge
- If the outcome of the Test of Relevance Screening identifies no or minimal impact, refer to it in the Implications section of the report and include references to it in the Background Papers when reporting to the Committee or other decision-making process.

1. **Proposal / Project Title: The Childcare Accessibility Scheme**

2. **Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):**
Since 2015, the City of London Education and Early Years Service has supported families to access childcare through the Childcare Accessibility Scheme (CAS). The scheme offers up to 15 hours of free childcare per week to City of London resident families eligible under set criteria. The CAS is being reviewed but the overall aim of the CAS will not change.

3. **Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:**

Protected Characteristic (Equality Group)	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	☐	☐	☒	The scheme is available to children 0–5
Disability	☒	☐	☐	The Childcare Accessibility Scheme has had and continues to have application from parents with disabilities as well as parents with children with SEND. The CAS is targeted at families experiencing difficulties, including disability. Currently three parents on the scheme have a disability.
Gender Reassignment	☐	☐	☒	*Click or tap here to enter text.*
Marriage and Civil Partnership	☐	☐	☒	*Click or tap here to enter text.*
Pregnancy and Maternity	☒	☐	☐	The scheme is open to parents, including pregnant women and parents on parental leave.
Race	☐	☐	☒	Click or tap here to enter text.
Religion or Belief	☐	☐	☒	*Click or tap here to enter text.*
Sex (i.e. gender)	☐	☐	☒	Click or tap here to enter text.
Sexual Orientation	☐	☐	☒	*Click or tap here to enter text.*

4. **Are there any potential social mobility or wider issues?** Please check appropriate box	Yes	No	Briefly explain your answer:
	☐	☒	The Childcare Accessibility Scheme aims to foster children's early development and empower parents to make positive changes to their lives through work, training or family help, supporting positive social mobility.

5. **There are no negative/adverse impact(s)** Please briefly explain and provide evidence to support this decision: The Childcare Accessibility Scheme aims to support resident families facing a range of disadvantage and vulnerability. It provides support for these families to be able to access childcare and early education, therefore supporting their children to learn, develop and thrive.

6. **Are there positive impacts of the proposal on any equality groups or social mobility?** Please briefly explain how these are in line with the equality aims or social mobility strategy:
The Childcare Accessibility Scheme aims to support resident families facing a range of disadvantage and vulnerability. It provides support for these families to access childcare and early education. This supports children facing a range of disadvantage to reach their full potential. The CAS supports two of the City Social Mobility Strategy's aims: Everyone can develop the skills and talent they need to thrive; and Opportunity is accessed more evenly and equally across society.

7. **As a result of this screening, is a full EA necessary?** Please check appropriate box	**Yes**	**No**	**Briefly explain your answer:**
	☐	☒	There has been no negative impact identified by this Test of Relevance.

8. **Name of Lead Officer: Kirstie Hilton** **Job title:** Head of Service for Education and Early Years **Date of completion: 29/04/2026**

Signed off by Department Director: **Name:** **Date:**

City of London Corporation Committee Report

Committee(s): Community and Children Services Committee	**Dated:** 30/6/2026
Subject: Stronger Communities Fund analysis and funding policy update	**Public:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	**Diverse Engaged Communities; Vibrant Thriving Destination**
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:	Simon Latham, Interim Managing Director, City Bridge Foundation
Report author:	Jack Joslin, Head of Funding and Charity Management Team

Summary

The Central Funding & Charity Management Team (CFCMT), formerly the Central Grants Unit, manages a portfolio of five funding programmes that support the delivery of activities and services primarily within the Square Mile. The ColC's Stronger Communities Fund (SCF), managed on behalf of the Department of Community & Children's Services (DCCS) by CFCMT, opened in October 2016 and the integration of the Small Grants Scheme into the SCF took place in February 2018. This report provides an overview of projects and services funded through the SCF in 2025/26 alongside a comprehensive analysis of SCF's grants awarded over the last six years and the fund's contribution to delivering both DCCS key strategies and City of London's Corporate Plan Strategic Outcomes. Members are also requested to approve a reduction in the maximum grant available, an updated SCF Policy and the SCF Officer Panel Terms of Reference.

Recommendation

Members are asked to:

1. Note the recent grants awarded from the Stronger Communities Fund 2025/26 at **Appendix 2.**
2. Note the analysis of the Stronger Communities Fund over the last six years, and its impact for City of London communities at **Appendix 3**.
3. Approve a reduction in the maximum SCF grant available from £15,000 to £10,000.

4. Approve the updated Stronger Communities Fund Policy at **Appendix 4** and the SCF Officer Panel Terms of Reference at **Appendix 5.**

Main Report

Background

1. The Stronger Communities Fund (SCF) is one of a portfolio of four open grant funding programmes that form the City of London Corporation's (CoLC's) Central Grants Programme (CGP). The SCF opened in October 2016 and in February 2018 the Community and Children's Services Committee (CCSC) agreed to add Small Grants Scheme to the SCP, as there was no longer resource in the DCCS to deliver a Small Grants Scheme independently. The CCSC delegates the award of grants to Officers of the Department of Community and Children's Services (DCCS).

2. The SCF awards grants to projects and services that are being delivered for the benefit of communities or beneficiaries within the City of London and/or its housing estates across London. SCF applications must meet one or more of the fund's sub-themes – 'developing stronger neighbourhoods and communities by enabling more people to become involved in their communities and encouraging a broader understanding of the diverse needs of these communities' and/or 'promoting community health and wellbeing demonstrating positive outcomes that address the health and wellbeing priorities set out in the 2024-28 Joint Health and Wellbeing Strategy'. (See **Appendix 1**).

3. A comprehensive grant management service for SCF and other City of London grant funding programmes is delivered by the CFCMT drawing on the team's expertise in the field of grant-making and in line with 'Open and Trusting' grant making practice. The CFCMT is a City of London-wide resource managing a number of other grant programmes on behalf of departments across the City of London including the Community Infrastructure Levy Neighbourhood Fund.

4. Management of the SCF process is aligned with the City's existing grant allocation process through the CFCMT. Applications to the SCF undergo a process of due diligence, assessment and financial review by Funding Managers before sign off by a Senior CFCMT Officer. Eligible applications are then presented to the SCF Officer Panel for delegated decision. The SCF Officer Panel comprises of three Senior DCCS Officers and is chaired by the Director – Commissioning & Partnerships. At the Officer Panel consideration is given to each proposal's alignment with the SCF criteria, outputs and outcomes, value for money in terms of social, environmental as well as financial value and equality considerations, levels of existing service provision and anticipated demand.

5. CFCMT Officers offer pre-application advice to potential applicants including those identified through proactive outreach. This successful outreach is reflected in the significant year-on-year increase in the number of applications in each of the last two years (average 49%).

Increase in applications for grants	2023/ 2024	2024/ 2025	2025/ 2026
Stronger Communities Fund	31	48	68
% increase in applications on previous year		**55%**	**42%**

Stronger Communities Fund Analysis of Grants Awarded over the last 6 years

6. **Appendix 3** provides a comprehensive analysis of the grants awarded by the Stronger Communities Fund (SCF) over the last six years (2020-26) illustrating the contribution of the SCF in delivering both DCCS's key strategies and City of London's Corporate Plan strategic outcomes.

7. The SCF is delivered across two schemes. The Main Scheme is characterised through its funding of preventative grants which avoid the costly escalation of need due to early intervention. Delivered alongside is the Small Grants Scheme that provides the City's resident-led and grassroots voluntary groups with their first step on the funding ladder.

8. The SCF is vastly over-subscribed. Over the last 5 years since the pandemic applications to the SCF have quadrupled and this trend is set to continue. In line with the steep annual increase in the demand for SCF funding the annual approval rate has dropped to 19% with 1 out of every 5 applications not being awarded funding. A large proportion of these are ineligible and others do not meet the funding criteria or are not sufficiently evidenced in the they claims they make in relation to participation and partnerships.

9. Over the last six years, 2020-26, the SCF has distributed £453,494 across 66 grants to 41 unique organisations with an average value of grant awarded reduced to £5,536 (2025/26). Approximately a third of the funds each year are distributed as small grants (<£3k) and two-thirds are grants of up to £10k.The SCF has no limitation on the number or value of continuation grants that can be awarded to an organisation. This is an important policy which allows SCF to fund very small, volunteer-run, grassroots and community organisations over a substantial number of years. In the last two financial years 100% of grants awarded through SCF were to organisations with a turnover of less than £500k.

10. In 2024/25 the number of repeat SCF grant recipients increased to 70% of the grants awarded in year potentially leaving very little capacity to support those new to grant funding or newly established. In response CFCMT has worked with repeat applicants to support them to secure funding from the CILNF thereby freeing up the SCF to support small, grassroot and newly formed organisations. Consequently in 2025/26 repeat SCF grant recipients dropped back down to 47% with 7 organisations funded for the first time through Stronger Communities including newly formed Golden Lane Estate Events and Urban Tree Festival.

11. Over the last six years 30% of all grants awarded were preventative in nature providing activities and services to the community that prevented the escalation of need providing considerable economic and social impact through early investment that reduces incidents of acute need and the resultant high costs of

care and intervention. For example, grants to First Love Foundation ensured emergency advice and food support was available to City residents in crisis preventing families from sinking deeper into poverty.

12. The SCF works in synergy with DCCS commissioned funds to deliver against priorities within five key strategies and plans: Children's & Young People's Plan 2022-25; Carers Strategy 2023-28; Safer City Partnership Strategy; SEND Strategy for Children and Young People; Strategy for Adult Social Care 2025-29.

13. Intentionally, the SCF delivers strongly against the CoL's Joint Local Health and Wellbeing Strategy 2024-28 Priority Two 'Increasing Social Connection and Reducing Social Isolation'. Social isolation has a profound impact on individuals leading to increased loneliness, depression, anxiety, and physical health issues such as heart disease. SCF's focus on supporting hyper-local volunteer-led community and residents' associations to bring communities together for shared celebrations reduce social isolation (such as in 2025/26 Portsoken Activities Group summer trips, Positive Action Through Creativity's Mela in the City and Golden Lane Estate Events' annual programme) with funded initiatives such as The Jewish Square Mile's 'Medieval Jewish Kitchen' at the Aldgate Centre forging community cohesion and shared understanding.

14. The SCF delivers against four CoL Corporate Plan strategic outcomes. As expected, given the strategic focus of the fund, SCF strongly contributes to creating 'Diverse engaged communities' with 65% of grants awarded delivering increased community cohesion and 61% of all grants reducing social isolation. For example, the SCF grant to the Barbican Tuesday Club for older Golden Lane and Barbican Estates residents actively contributes to reducing social isolation for residents aged 60+ many of whom live alone and 58% of whom have some form of disability. Similarly, the SCF also strongly contributes to the CoL's Corporate Plan strategic outcome 'Providing excellent services' with 44% of all grants contributing to improving mental or physical health, for example, through SCF's 2025/26 funding for Mental Fight Club to deliver 'Sounds of Frustration' for residents and City workers experiencing mental health issues.

15. Over the last six years 51% of SCF grants awarded (£261,308 investment) were of City-wide benefit, with 49% of SCF grants awarded identified for specific wards/areas representing £191,986 investment, of which £178,858 was for projects delivered in three wards (Aldgate, Cripplegate, Portsoken) reflecting investment in services in the City's most deprived wards. Over the last six years the SCF has increasingly prioritised providing an entry point to grant funding reflected in the percentage of grants awarded per year to Constituted Voluntary Organisations/ Residents Associations, having grown from 17% of grants (in 2020/21) compared to 46% of grants awarded in 2025/26.

Supporting strategic DCCS programmes through Community Infrastructure Levy Neighbourhood Fund (CILNF) grant funding

16. More than just an effective distributor of grant funding, the CFCMT has an increasingly important role in the support and development of the City's Voluntary and Community Sector (VCS). CoL's communities face unique challenges stemming from the scale and extensiveness of development locally

such as: the cost of private services, a lack of awareness of available support, distrust of statutory services, poor inter-locality mobility and a small VCS. Through CFCMT's programme of outreach, pre-application advice, information library, signposting and growing 'funder plus' offer, the team support VCS organisations delivering in the City to become better connected, collaborate more and secure the funding they need to provide local services.

17. In line with increasing demands on limited available City Fund and City Estate resources and reduction in commissioned funds, CFCMT has been actively working with DCCS and other CoLC Departments to identify gaps in service provision that can be met by grant-funding, working with external third parties to develop bespoke applications to meet this demand.

18. For example, in collaboration with DCCS, the Community Infrastructure Levy Neighbourhood Fund has funded Family Action to expand its City Food Club (£162,184), Hackney CVS (£76,565) to provide organisational development for the City's voluntary and community sector and Volunteer Centre Hackney (£246,479) to establish a Befriending Service and Volunteer Brokerage Service for the City. CFCMT has also worked with CoL Teams to CILNF-fund additional community infrastructure: Middlesex Street Estate podium & Community Room (£390,419); CoL Circular Economy Team's Library of Things (£88,469) providing low-cost tool rental; Barbican Library's Community Room (£449,550).

19. CFCMT is also working closely with DCCS to target CILNF grant-funding to ensure the ongoing provision of established community services adversely affected by reductions in commissioned funding: Society Links has been CILNF-funded (£90,238) to provide sports sessions in addition to its DCCS commissioned Youth Services; MRS Independent Living has been CILNF-funded (£37,415) to continue its Falls Prevention programme in the absence of available health service funding; Toynbee Hall has been funded (£499,955) to reinstate its 'CityAdvice' service for hidden City workers; Age UK Camden has been awarded CILNF funding (£371,591) to ensure the ongoing provision of activities for the City's large older population including new requested services (Handy Person service, Digital Connection home visits & Food Home Delivery).

Stronger Communities Fund Policy and management

20. Current SCF policy (**Appendix 1**) states that 'A Main Grants scheme is available for requests up to £10,000' however 'Grants of up to £20,000 will be considered in exceptional circumstances if the project takes place over a two-year period'. Due to the limited value of the fund (c.£73,333/year) in practice no grants of over £10,000 have been awarded since 2023/24. In response to growing demand and limited resources, Members are recommended to set the maximum grant awarded by SCF to £10,000. This will also better align the SCF with the CILNF (minimum grant £10,000) creating a coherent transition for organisations from one fund to another as their services grow.

21. To align the management of the SCF with other open funding programmes members are also requested to approve an updated SCF Policy (**Appendix 4**) which includes more specific details in relation to eligibility and exclusions and approve for the SCF Officer Panel Terms of Reference (**Appendix 5**).

Corporate & Strategic Implications

22. **Financial implications** – CFCMT Officer time to manage the SCF will be met by City Estate.

23. **Resource implications** – Officer time to manage the SCF and review its impact will be provided by the CFCMT as part of its management responsibility for CGP.

24. **Legal implications** – None.

25. **Strategic implications** – The delivery of the SCF providing support and services for communities in the City of London and City of London Corporation Housing Estates aligns to DCCS key strategies and to the City Corporation's Corporate Plan and stated aims of providing excellent services and creating diverse engaged communities.

26. **Risk implications** – All SCF grants are managed and monitored by CFCMT to mitigate risks in project delivery through provision of ongoing advice and support.

27. **Climate implications** – None.

28. **Equalities implications** – The purpose of the SCF is to fund projects and services delivered for the benefit of communities or beneficiaries within the City of London and/or the City of London Corporation's Housing Estates which either 'develop stronger neighbourhoods and communities' and/or 'promote community health and wellbeing demonstrating positive outcomes that address the health and wellbeing priorities set out in the 2024-28 Joint Health and Wellbeing Strategy'. Health inequalities disproportionally impact individuals and households from target equality groups, including those from Black, Asian and Minority Ethnic (BAME) communities, older households, and those with disabilities. The delivery of the SCF contributes to tackling these inequalities.

29. **Security implications** – None.

Conclusion

30. The SCF is a highly impactful grant funding programme that contributes to the delivery of both the DCCS's key strategies and the City of London's Corporate Plan strategic outcomes. The SCF Main Scheme is characterised through its funding of preventative grants which avoid the costly escalation of need due to early intervention. Delivered alongside is the Small Grants Scheme that provides the City's resident-led and grassroots voluntary groups with their first step on the funding ladder. The SCF remains the only City of London Corporation grant funding programme open to very small and grassroots organisations.

Appendices

- Appendix 1 –Stronger Communities Fund Policy July 2020 (current)
- Appendix 2 – Stronger Communities Fund – Grants awarded 2025/26
- Appendix 3 – Stronger Communities Fund Analysis of Grants 2020-26
- Appendix 4 – Stronger Communities Fund Policy June 2026 (updated)

- Appendix 5 – Stronger Communities Fund Officer Panel Terms of Reference

Background papers

None

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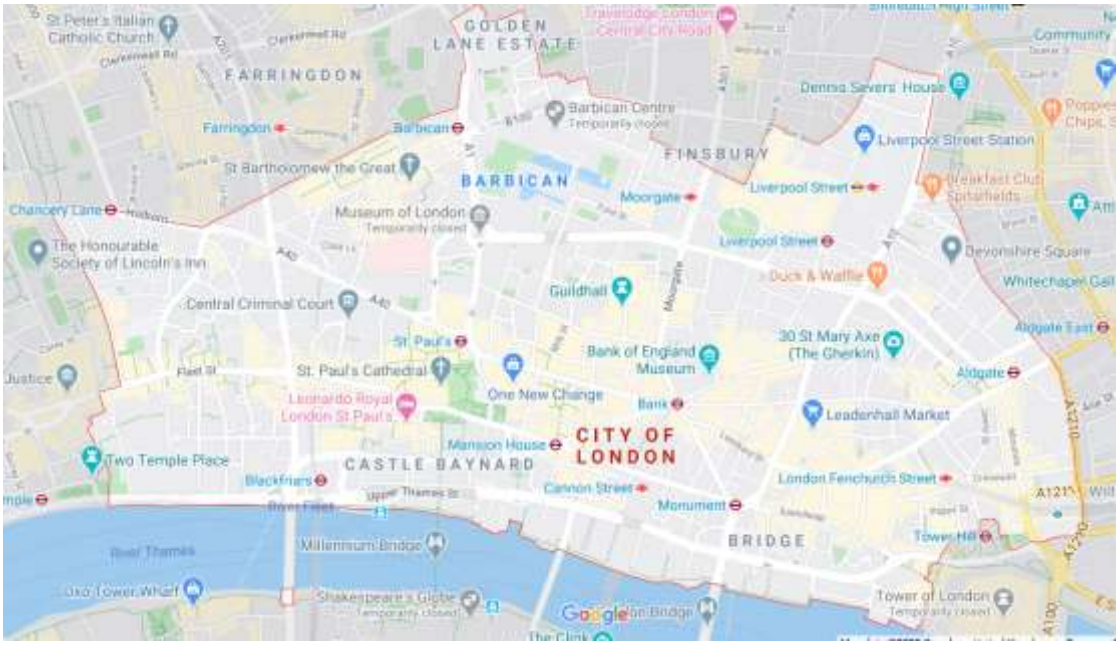
Stronger Communities

1. Geographical eligibility

Grants issued through the 'Stronger Communities' theme will be awarded to projects or services that are being delivered for the benefit of communities or beneficiaries:

i. Within the City of London (the Square Mile – see red boundary on the map below)



And / Or

ii. On City of London Corporation managed housing estates. A current list is available at: http://www.cityoflondon.gov.uk/services/housing/housing-estates/Pages/default.aspx

Please only apply to this programme if your project is directly targeting beneficiaries within one or more of the above geographical areas. Applications that do not meet these criteria will unfortunately be rejected.

2. Types of activity to be supported

The Stronger Communities funding theme has been separated into two sub-themes. Applications should fit one or both of these sub-themes:

- **Developing stronger neighbourhoods and communities**

This sub theme has been developed to actively support local community based projects within the City of London and its Housing estates across London. The projects you put forward should enable more people to become involved in their communities and encourage a broader understanding of the diverse needs of these communities. Projects may either promote a higher take up of existing projects or services or encourage new and innovative ones.

- **Promoting community health and wellbeing**

The activities supported through this sub theme should contribute to the health and wellbeing of communities and should be able to demonstrate positive outcomes that address the Health and Wellbeing priorities set out in the Joint Health and Wellbeing Strategy (Details of which can be found on the City of London Corporation (CoLC) website).

3. Who can apply for a City of London Corporation Grant?

The CoLC Central Grants Programme is open to organisations that fall into one of the following categories:

- Registered charity
- Registered Community Interest Company
- Registered Charitable Incorporated Organisation
- Charitable company (incorporated as a not-for-profit)
- Exempt or excepted charity
- Registered charitable industrial and provident society or charitable Cooperative (Bencom)
- Constituted voluntary organisation

Proposals that support individuals can be accepted under this theme. However, if you are an individual wanting to make an application, we ask that you apply for funding through a City-based constituted group or organisation, residents association or a charity who will be able to support and countersign your application and thus have "ownership" of the project.

Should you be a resident on one of the CoLC Housing Estates and would like to consider establishing a Residents Association (should there not be one already operating in your area), you should contact your local Estates Manager who will be able to provide you all the necessary advice and guidance on how to proceed. Their contact details can be found on the CoLC website.

Your local Council for Voluntary Service would be able to provide you advice and guidance in constituting any other type of organisation.

4. Opening Dates

Main Grants

Two grant rounds will take place each year. Grant dates will be advertised on the webpage. Deadlines are usually in November and April each year. Decisions will be made within 12 weeks of the application deadline.

Small Grants

A small grants scheme for grants of £3,000 or less will now run throughout the year on a rolling basis with no deadlines.

5. What is the minimum and maximum Grant that can be applied for?

The minimum grant award permitted will be £500, and the maximum £10,000 for projects that take place over a 12-month period. Grants of up to £20,000 will be considered in exceptional circumstances if the project takes place over a 2-year period. Exceptional grants will be those that demonstrate how greater funding over a longer period will make a demonstrable difference to the community they work with.

A small grant scheme is also available for grants of £3,000 or less.

6. How do you apply for a grant?

To apply for a CoLC grant you will need to complete either the small grant of standard online application form by the corresponding deadline and submit this electronically with your supporting documents to the CoLC Central Grants Unit.

You should send your application to us well before the stated deadline to allow us to process your application in time. We will only consider one application from your organisation at any one time.

All application forms should be completed through the online CoLC grants web portal. Application forms in large print, Braille or audio tape would be offered to applicants by special request.

7. How are applications assessed?

Once the CoLC has received your online application and all supporting documents it will be passed to one of the City Corporation's Grant Officers for assessment. As part of this process a Grants Officer may contact you for more information.

We will acknowledge receipt of your application within 10 working days of it being received. If your application is not complete it will be returned to you and you will have a further 10 working days to send us the missing information.

A Funding Officer may also arrange to visit or call your organisation as part of the assessment process. Once a full assessment has been completed your request will be referred to an appropriate Committee.

Main Grants

The timescale to process your application will vary; however, we will endeavour to ensure your application is assessed within 12 weeks of the closing date. You should take account of this when planning your project.

Small Grants

Small Grants will be assessed within 8 weeks of the application being submitted.

8. How do we monitor and evaluate grant recipients once an award has been made?

If we fund your project we will need you to complete an end of grant monitoring report to confirm how the grant has been spent and what you achieved. Please make sure that you keep receipts for all the items or services you buy with the grant and that you keep them somewhere safe as we may ask you to provide them.

We may also visit you to check how the grant has been spent.

Please keep us up to date if your project or any of your contact details change at any stage during the period of your grant.

9. If your grant application is successful

If your application is successful, an initial offer letter detailing the level of grant awarded will be issued. This may contain special conditions relating to the grant award or pre-agreement grant conditions.

Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days.

Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

Note: You cannot start your project until we have received, checked and approved all information that we have requested.

10. If your grant application is unsuccessful

Due to the limited budget available and the number of applications for funding we receive, the CoLC unfortunately cannot provide funding to every applicant that applies for a grant. Grants are therefore issued on a discretionary basis, there is no appeal process and the decision of the CoLC is final.

11. Support with your application

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on our website and attend one of our Grant Officer led workshops; dates for which will be publicised on our website throughout the year.

If you have an enquiry that is not covered within the online guidance, please contact the City of London Central Grants Unit directly, who will be able provide answers to general queries regarding the application process.

12. Can you reapply for funding?

You may reapply for funding to deliver a continuation of the same project however; organisations cannot hold more than one of our grants at any one time

If you are a current grant holder, you will need to have satisfactorily met all our grant monitoring requirements before applying again.

13. What do we not fund?

Some things we are unable to pay for are shown below.

- activities that have already taken place or start before we confirm our grant
- any costs you incur when putting together your application
- fundraising activities for your organisation or others
- items that are purchased on behalf of another organisation
- loans or interest payments
- projects that actively promote religious or political activities
- purchase of alcohol

14. Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3712, email us at grants@cityoflondon.gov.uk, or visit our website www.cityoflondon.gov.uk/centralgrantsprogramme to find out more.

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Appendix 2

Stronger Communities Fund grants approved under delegated authority 2025/2026

Applicant	Description	Decision
City Showtunes Orchestra (26686)	£1,920 over 12 months towards the costs of sheet music, insurance, rehearsal and performance space at St Mary Aldermary Church.	Approved
Run Walk Lewisham (27010)	£1,750 towards the cost of exercise equipment, marketing costs, 2 x Level 3 PT courses and safety equipment over 12 months.	Approved
Hackney Anaconda (26997)	£9,662 over a year to support the bursary scheme enabling five children to access swimming lessons within the City and launch a junior water polo team at Golden Lane Pool.	Approved
Age UK City of London (27151)	£9,979 across one year to support a bilingual support worker along with additional project costs to deliver health and environmental awareness for older Bengali women on Mansell Street estate.	Approved
Barbican Association (27072)	£3,000 over 12 months towards the marketing, preparation and delivery costs of the 'Barbican Estate and Golden Lane Summer Party' in August 2026.	Approved
GLEE (26998)	£10,000 over 12 months to deliver a programme of 10 resident-led events for and with Golden Lane Estate communities	Approved
Yogashare CIC (27121)	£10,000 over 12 months towards the planning, promotion, delivery and monitoring of 50 free yoga sessions alongside the purchasing of associated equipment for residents of the City of London held at Golden Lane Community Centre.	Approved
The Jewish Square Mile Foundation (27742)	£4,000 over 6 months to deliver 'The Medieval Jewish Kitchen' – a food history talk, cheesecake decorating workshop and medieval "fladen" tasting - bringing together City of London residents from across communities through the sharing of Jewish traditions plus volunteer training.	Approved
Portsoken Activities Group (27904)	£2,000 over 9 months towards community activities for residents of Portsoken during Summer 2026 to increase community cohesion and build a stronger community – two seaside coach trips for local families and children.	Approved
Mental Fight Club (27928)	£6,600 over 10 months to deliver 'Sounds of Frustrations' – two participatory workshops and a hilariously polyrhythmic music-theatre experience transforming the sounds of daily frustrations into creative outlets for community enjoyment.	Approved
Barbican Tuesday Club (27869)	£3,175 over 12 months towards the costs of the Barbican Tuesday Club's regular weekly Tuesday socials and a programme of monthly activities including talks, visits, Summer and Christmas parties and a seaside/stately home annual trip.	Approved

Urban Tree Festival CIC (27941)	£5,462 across two months to support with the planning and delivery of 6 events as part of The Urban Tree Festival 2026 for communities living in the Square Mile and across the City of London's Housing Estates.	Approved
Positive Action Through Creativity (28081)	£8,750 over 3 months to deliver 'Mela in the City' to celebrate the Bengali New Year through a day of dance and music performances.	Approved

As at 14.5.26

City of London Corporation Central Grants Programme – Stronger Communities Fund
Analysis of Stronger Community Grants awarded 2020/21 to 2025/26

Executive Summary

This paper provides a comprehensive analysis of the grants awarded by the Stronger Communities Fund (SCF) over the last six years illustrating SCF's contribution to delivering both the Department of Community & Children's Service's (DCCS) key strategies and City of London's Corporate Plan strategic outcomes. SCF is delivered across two schemes. The Main Scheme is characterised through its funding of preventative grants which avoid the costly escalation of need due to early intervention. Delivered alongside is the Small Grants Scheme that provides the City's resident-led and grassroots voluntary groups with their first step on the funding ladder.

Notable findings of the grant analysis include:

- The SCF is vastly over-subscribed. Over the last 5 years (2021/22 to 2025/26) since the pandemic applications to the SCF have quadrupled and this trend is set to continue. This steep increase in the number of applications to grant funders is being experienced across the sector as Voluntary & Community Sector (VCS) organisations whose reserves were used during the pandemic struggle with the cost of living crisis and increased costs at a time when several major charitable funders are realigning their funding priorities or closing.
- In line with the steep annual increase in the demand for SCF funding the annual approval rate has dropped to 19% with 1 out of every 5 applications not being awarded funding.
- Over the last six years, 2020/21 to 2025/26, the SCF has distributed £453,494 across 66 grants to 41 unique organisations with an average value of grant awarded (2025/26) reduced to £5,536. Approximately a third of the funds each year are distributed as small grants (<£3k) and two-thirds are grants between £3k to £10k.
- The SCF has no limitation on the number or value of continuation grants that can be awarded to an organisation. This is an important policy which allows SCF to fund very small, volunteer-run, grassroots and community organisations over a substantial number of years.
- In 2024/25 the number of repeat SCF grant recipients increased to 70% of the grants awarded in year potentially leaving very little capacity to support those new to grant funding or newly established. In response CFCMT has been working with repeat applicants to support them to secure funding from the Community Infrastructure Levy Neighbourhood Fund thereby freeing up the SCF to support small, grassroot and newly formed organisations. Consequently in 2025/26 repeat Stronger Community grant recipients dropped back down to 47% with 7 organisations funded for the first time through Stronger Communities including newly formed Golden Lane Estate Events and Urban Tree Festival.
- Over the last six years 51% of SCF grants awarded (£261,308 investment) were of City-wide benefit, with 49% of SCF grants awarded identified for specific wards/areas representing £191,986 investment, of which £178,858 was for projects delivered in three wards (Aldgate, Cripplegate, Portsoken) reflecting investment in services in the City's most deprived wards.
- In the last two financial years 100% of grants awarded through SCF were to organisations with a turnover of less than £500k.
- Over the last six years the SCF has increasingly prioritised providing an entry point to grant funding reflected in the percentage of grants awarded per year to Constituted Voluntary Organisations/ Residents Associations, having grown from 17% of grants (in 2020/21) compared to 46% of grants awarded in 2025/26 reflecting SCF's move to focus on smaller community organisations and grassroots groups.

- 24% of grants awarded over the last six years have been to organisations/ groups that were user-led (for example led by older people, led by residents of a specific area or those with a particular health issue) representing a £107,655 investment.
- SCF grants often span more than one beneficiary group. 39% of SCF funded activities over the last six years were for general beneficiaries, 33% of all funded projects benefitted older people, 24% benefitted families, 24% benefitted children < 11yr and 18% benefitted young people aged 11-25 yrs.
- The SCF has two sub-themes which operate as the criteria for the fund. Over the last six years 80% of SCF grants awarded developed 'stronger neighbourhoods and communities' and 59% of SCF grants awarded 'promoted community health and wellbeing (Joint Local Health & Wellbeing Strategy)' with just under half (42%) of all applications meeting both criteria.
- Over the last six years 30% of all grants awarded were preventative in nature providing activities and services to the community that prevented the escalation of need, providing considerable economic and social impact through early investment that reduces incidents of acute need and the resultant high costs of care and intervention. For example, a grant to First Love Foundation ensured emergency advice and food support was available to residents in crisis within the City of London preventing families from sinking deeper into poverty.
- SCF works in synergy with DCCS commissioned funds to deliver against priorities within five key strategies and plans: Children's & Young People's Plan 2022-25; Carers Strategy 2023-28; Safer City Partnership Strategy; SEND Strategy for Children and Young People; Strategy for Adult Social Care 2025-29.
- Intentionally, the SCF delivers strongly against the CoL's Joint Local Health and Wellbeing Strategy 2024-28 Priority Two 'Increasing Social Connection and Reducing Social Isolation'. Social isolation has a profound impact on individuals leading to increased loneliness, depression, anxiety, and other physical health issues, such as heart disease and the risk of early mortality. SCF's focus on supporting hyper-local volunteer-led community and residents' associations to bring communities together for shared celebrations such as Portsoken Activities Group summer trips, Positive Action Through Creativity's Mela in the City and Golden Lane Estate Events' (GLEE) annual programme reduce social isolation, with funded initiatives such as The Jewish Square Mile's 'The Medieval Jewish Kitchen' at the Aldgate Centre forging community cohesion and shared understanding.
- SCF delivers against four of the six CoL Corporate Plan strategic outcomes. As expected, given the clear and strategic focus of the fund, SCF strongly contributes to creating 'Diverse engaged communities' with 65% of all grants awarded delivering increased community cohesion and 61% of all grants reducing social isolation. For example, the SCF grant to the Barbican Tuesday Club for older Golden Lane and Barbican Estates residents actively contributes to reducing social isolation for residents aged 60+ many of whom live alone and 58% of whom have some form of disability. Similarly, the SCF also strongly contributes to the CoL's Corporate Plan strategic outcome 'Providing excellent services' with 44% of all grants contributing to improving mental or physical health, for example, through SCF's funding for Mental Fight Club to provide Wellness Wednesdays at Shoe Lane Library for residents and City workers experiencing mental health issues.

City of London Corporation: Central Grants Programme
Analysis of Stronger Community Grants awarded 2020/21 to 2025/26

Background

1. This paper provides a comprehensive analysis of the 66 grants awarded by the 'Central Grants Programme: Stronger Communities Fund' (SCF) over the last six years (April 2020 to March 2026 inclusive) to illustrate the impact of the fund in delivering both the Department of Community & Children's Service's key strategies and the City of London's Corporate Plan strategic outcomes. The paper addressing the key learning questions identified for the programme is appended to the report (see **Appendix A**).

2. SCF is one of a portfolio of five open grant funding programmes that form the City of London Corporation's Central Grants Programme. The SCF opened in October 2016 and a Small Grants Scheme was integrated into the SCF in February 2018.

3. SCF is a key grant funding programme allowing first time applicant organisations to access small grants, pilot community initiatives and grow demand for services. Once experienced in project delivery and grant management, applicants are then well placed to access larger grants from the City of London's Community Infrastructure Levy Neighbourhood Fund (CILNF) or other external funders and charitable trusts. SCF therefore acts as an entry point and essential 'first rung' in the funding ladder providing a crucial stepping stone to accessing future sources of funding and grow the City of London's voluntary and community sector.

4. SCF has a rolling deadline with an 8- to 12-week decision turnaround allowing the fund to be responsive to immediate local needs. During 2020/21 and to some extent 2021/22 the SCF was expanded in both value and criteria to respond to the impact of the pandemic on local communities and services. Over the last four years, 2022/23 to 2025/26, SCF has distributed c.£73,333 each year across two strands – the Small Grants Stream which provides grants from £500 to £3,000 and the Main Grants Stream which funds grants from £3,000+ to a maximum of £10,000. Historically the SCF has awarded grants up to £20,000 for projects taking place over a two-year period, but in recent years the SCF has not been able to support this level of award due to high demand and limited funds.

5. Grants issued through SCF are awarded to projects and services delivered for the benefit of communities or beneficiaries within the City of London and/or the City of London Corporation's Housing Estates across London. Importantly, SCF is the only CoL grant funding programme that supports residents from City of London Corporation run housing estates located outside of the Square Mile (Avondale Square Estate, Dron House, Isleden House, Spitalfields, Holloway Estate, Windsor House, York Way Estate, Southbank Estates, Horace Jones House, Sydenham Hill Estate, William Blake Estate).

6. Funding for SCF comes from the City's Estate with a budget agreed each year. SCF funds activities and initiatives that complement the work of the DCCS, it is not a source of funding that can resource or duplicate statutory activities.

7. SCF applications must meet one or more of the fund's sub-themes – 'developing stronger neighbourhoods and communities by enabling more people to become involved in their communities and encouraging a broader understanding of the diverse needs of these communities' and/or 'promoting community health and wellbeing demonstrating positive outcomes that address the health and wellbeing priorities set out in the 2024-28

Joint Health and Wellbeing Strategy'. As such, grants awarded through SCF contribute to delivering the City of London Corporation's Public Sector Equalities Duty and the City of London Corporation's Equality Objectives.

8. In line with embedding EEDI within funding best practice, SCF offers pre-application advice to all applicants helping to support organisations establish connections with key stakeholders, identify potential project partners and liaise with relevant CoL Officers prior to application. The programme's management is reviewed against IVAR's Open and Trusting Grant-Making for Public Agencies with light touch grant reporting in line with Open and Trusting grant-making principles.

Value and distribution of grants over time

9. Over the last six years, 2020/21 to 2025/26 inclusive, SCF has distributed £453,494 across 66 grants. Grants awarded have ranged from £500 to £20,000, however no grants over £10,000 have been awarded since 2023/24. (See **Table 1**).

Table 1			
Financial Year	**Number of grants awarded**	**Value of grants awarded in year**	**Average value of grant awarded**
2020/21	12	£99,189	£8,266
2021/22	7	£66,009	£9,430
2022/23	12	£66,514	£5,543
2003/24	12	£79,128	£6,594
2024/25	10	£70,680	£7,068
2025/26	13	£71,974	£5,536
Total	**66**	**£453,494**	**£6,871**

10. The average value of grant awarded over the last six years was £6,871. However, the focus and value of grants awarded in 2020/21 and to some extent 2021/22 was atypical as the Department of Community & Children's Services (DCCS) sought to provide support to communities during the pandemic. In the subsequent three years (2022/23 to 2024/25) the average value of SCF grant awarded rose from £5,543 to £7,068 likely reflecting the known increases in costs incurred by Voluntary and Community sector (VCS) organisations post-pandemic and compounded by the cost-of-living crisis. Since the annual value of the fund remained more or less static this resulted in an inevitable reduction in the number of grants awarded each year to 10 (2024/25). In 2025/26 the average value of grant awarded reduced to £5,536 in line with the successful outreach to encourage applications from grassroot and small community organisations.

Demand for Stronger Communities funding

11. Over the last 6 years there have been a total of 231 applications to the SCF. Over the last 5 years (2021/22 to 2025/26) applications to the SCF have quadrupled and this trend is set to continue. This steep increase in the number of applications to grant funders is being experienced across the sector as charities and VCS organisations whose reserves were used during the pandemic struggle with the cost of living crisis and increased costs at a time when several major charitable funders are realigning their funding priorities or closing. (See **Table 2**).

12. In order to increase applications from grassroot organisations, residents groups and small local community organisations, CFCMT initiated a programme of outreach in early Spring 2024. Provision of pre-application advice, signposting and application

development has correlated with almost doubling the year on year increase in applications from a 29% increase per year to a 55% increase. (See **Table 2**).

Table 2		
Financial Year	**Number of applications submitted**	**% increase on previous year**
2020/2021	43	n/a
2021/22	17	[39%]
2022/23	24	41%
2023/24	31	29%
2024/25	48	55%
2025/26	68	42%
Total	**231**	

13. For many applicants, the SCF is the first competitive grant programme to which they have applied. Over the last three years the volume of withdrawn applications to the SCF has increased. These are underdeveloped applications that cannot be improved during the period of assessment and so applicants are encouraged to withdraw and reapply once additional advice and guidance and Departmental Officer support has been sought enabling applicants to reapply on a tighter timeframe than had they received a rejection. A significant number of applicants also misunderstand the geographic area of benefit and are advised to withdraw their application.

14. In line with the steep annual increase in the demand for SCF funding the annual approval rate has dropped to 19% with 1 out of every 5 applications not being awarded funding. This is very low in comparison to other local community funds, for example, Cripplegate Foundation reports 59% success rate for the Islington Council's Community Chest in 2024/25. (See **Table 3**).

15. This is significant because for many grassroots and community organisations the SCF will be their first experience of grant funding and despite Officer efforts to help support the development of strong proposals, due to limited funding the majority of these applicants will be unsuccessful.

Table 3						
Financial Year	**Number of applics submitted**	**Number of Grants awarded/ funded**	**Number of applics rejected**	**Number of applics withdrawn**	**Number of applics lapsed**	**Approval rate**
2020/21	43	12	28	0	0	28%
2021/22	17	7	6	4	0	41%
2022/23	24	12	7	2	0	50%
2023/24	31	12	5	10	2	39%
2024/25	48	10	10	23	1	21%
2025/26	68	13	16	21	0	19%
Total	**231**	**66**	**72**	**60**	**3**	

16. SCF has two streams – a Small Grants Scheme awarding grants of up to £3,000 with an 8-week turnaround on decisions and a Main Grants Scheme awarding grants of up to £10,000 with a 12-week turnaround on decisions. Over the last six years 35% of all grants awarded were for £3,000 or less. During the pandemic and immediately post-pandemic larger value grants were distributed. Over the last four years the percentage of larger grants awarded has risen to 62% of the grants awarded each year and conversely the percentage of smaller grants awarded has reduced from 58% to 38% of

all grants awarded. This may reflect the increase in costs of delivering projects and puts further pressure on the limited total value of the fund. (See **Table 4**).

Table 4					
Financial Year	**Number of grants awarded**	**Number of grants awarded £3k or less**	**% of total grants awarded £3k or less**	**Number of grants awarded over £3K**	**% of total grants awarded over £3K**
2020/21	12	3	25%	9	75%
2021/22	7	1	14%	6	86%
2022/23	12	7	58%	5	42%
2023/24	12	4	33%	8	67%
2024/25	10	3	30%	7	70%
2025/26	13	5	38%	8	62%
Total	**66**	**23**	**35%**	**43**	**65%**

17. In line with funding best practice CFCMT offers 1:1 tailored pre-application advice calls to all potential applicants. This practice ensures that potential applicants are provided with information, advice and introductions to potential stakeholders to help develop their projects prior to submission. It allows the CFCMT to ensure that those who are furthest from accessing funding are given the support they individually need by removing structural barriers within the funding process. Pre-application calls also enable the team to establish relational grant-making practice from the initial contact with a potential applicant and identify and mitigate common issues experienced by applicants. Most importantly, pre-application advice provides early identification of ineligible applicants and projects, thereby preventing organisations wasting precious time on working up full applications and allowing CFCMT Officers to spend more time on assessing potentially successful applications.

18. In 2024/25 only 4 organisations requested SCF pre-application advice, none of whom then submitted an application. By comparison in 2025/26 36 pre-application advice sessions were delivered in relation to SCF.

Continuation/Repeat Funding

19. Over the six-year period (2020/21 to 2025/26 inclusive) 41 unique organisations were supported through the award of SCF grant funding. 10 organisations had two or more grants each. (See **Table 5**).

Table 5	
Number of grants awarded over last 6 years	**Number of organisations**
1	31
2	5
3	1
4	2
5	0
6	1
7	1
Total	**41**

20. The maximum aggregate grant from SCF over the last six years to any single organisation was £51,625 and the largest number of continuation grants awarded to a single applicant was 7. (See **Table 6**).

Table 6		
Organisation	**Number of grants awarded over 6 years**	**Value of grants awarded over 6 years**
Age UK City of London	6	£51,625
Hoxton Health	4	£43,252
First Love Foundation	2	£30,000
Mental Fight Club	3	£26,600
Portsoken Activities Group	7	£24,700
Tower Hamlets Youth Sport	2	£18,600
Society Links Tower Hamlets	2	£13,000
Barbican Tuesday Club	4	£10,175
The Carers Centre Tower Hamlets	2	£5,000
City Showtunes Orchestra	2	£3,920

21. In 2024/25 the number of repeat SCF grant recipients increased to 70% of the grants awarded in the year leaving very little capacity to support those new to grant funding or newly established. In response CFCMT has been working with repeat applicants to support them to develop and secure funding from the Community Infrastructure Levy Neighbourhood Fund (CILNF) thereby freeing up the SCF to support small, grassroot and newly formed organisations. Consequently in 2025/26 repeat SCF grant recipients dropped back down to 47% with 7 organisations funded for the first time through Stronger Communities including newly formed Golden Lane Estate Events and Urban Tree Festival whilst established groups such as Portsoken Activities Group, Mental Fight Club and Hoxton Health secured multi-year funding through CILNF enabling them to better support their forward planning and service expansion.

22. Unlike CILNF, the SCF has no limitation on the number or value of continuation grants that can be awarded to an organisation. This is an important policy for the SCF fund which allows it to fund very small grassroots and community organisations over a substantial number of years. Often entirely run by volunteers some of these very small VCS organisations do not want to significantly increase their turnover due to the additional time burden and reporting that this would require. It is important to note that there is no other City of London Corporation grant funding programme available for these very small local organisations such as CoL Residents Associations, gardening clubs and community groups.

Areas/wards specifically benefiting from Stronger Communities grant funding

23. Over the last 6 years 51% of all SCF grants awarded (34 grants) were of City-wide benefit, with 49% of all SCF grants awarded identified for specific wards/areas. This equates to £261,508 investment over the last six years to City-wide projects (58% of the total value of grants awarded) and £191,986 (42% of total value of grants awarded) investment to specific wards/areas. (See **Table 7**).

24. 3% of the total value of the grants awarded over the last six years was for projects benefitting residents of housing estates managed by the City of London Corporation outside of the City of London.

25. 39% of the total value of SCF grants awarded over the last six years (£178,858) was for projects delivered in three wards (Aldgate, Cripplegate, Portsoken) reflecting investment in services in the City's most deprived ward (Portsoken) which experiences significantly

higher unemployment, lower household incomes and greater challenges in education and housing compared to its neighbours based on the Index of Multiple Deprivation.

Table 7				
City of London Ward	**Number of grants awarded over 6 years**	**% of grants awarded**	**Value of grants awarded over 6 years**	**% value of grants awarded over 6 years**
All wards – whole of City of London	34	51%	£261,508	58%
CoL run estates outside City of London	3	5%	£13,128	3%
Aldgate Ward	4	6%	£32,666	7%
Cripplegate Ward	14	21%	£89,885	20%
Portsoken Ward	11	17%	£56,307	12%
Total	**66**		**£453,494**	**100%**

26. With the exception of the grants awarded in response to the pandemic (2020/21 and 2021/22) the percentage of all grants awarded to specific wards/areas has been growing slightly over the last two years to 54%. (See **Table 8**).

Table 8						
Financial Year	**No Grants to all wards**	**% Grants to all wards**	**Grants to specific wards**	**% Grants to specific wards**	**Grants to outside of Square Mile**	**% Grants to outside of Square Mile**
2020/21	8	67%	3	25%	1	8%
2021/22	2	29%	4	57%	1	14%
2022/23	7	58%	5	42%	0	0%
2023/24	7	58%	4	33%	1	9%
2024/25	4	40%	6	60%	0	0%
2025/26	6	46%	7	54%	0	0%
Total	**34**		**29**		**3**	

27. Of the grants awarded to specific wards over the last six years the spread between the number of the projects supported in the East and North of the City has been more or less even with 48% of funded specific ward projects taking place in Cripplegate and 52% of funded specific ward projects taking place in Aldgate or Portsoken. (See **Table 9**).

Table 9			
Financial Year	**Number of Grants to Aldgate**	**Number of Grants to Cripplegate**	**Number of Grants to Portsoken**
2020/21	2	1	0
2021/22	1	2	1
2022/23	0	2	3
2023/24	1	2	1
2024/25	0	3	3
2025/26	0	4	3
Total	**4**	**14**	**11**
	14%	**48%**	**38%**

Stronger Communities Fund grantee organisation by turnover

28. As would be expected in relation to the effective maximum value of the grant (£10,000) available from SCF, over the last six years 84% of grants awarded were to small organisations with an annual turnover of less than £500k. Just under half (48%) of all SCF grants awarded over the last five years were to 'very small' organisations with an annual turnover of less than £100k. (See **Table 10**).

Table 10		
Annual Turnover of grantee	**Number of grants awarded over last 6 years**	**% of grants awarded over last 6 years**
£5m+	2	3%
£1m to £4,999,999	4	6%
£500K to £999,999	4	6%
£100K to £499,999	24	36%
< £100K	32	48%
Total	**66**	

29. Except for during the pandemic (2020/21) when some larger organisations were supported to deliver key services for the community, over the last six years SCF has consistently directed its grants to small organisations with a turnover of less than £500k. In the last two financial years (2024/25 and 2025/26) all grants awarded through SCF were to organisations with a turnover of less than £500k. (See **Table 11**).

Table 11			
Financial Year	**Number of grants awarded to small orgs turnover less than £500k**	**% grants awarded in the year to small orgs turnover less than £500k**	**Total number of grants awarded**
2020/21	7	58%	12
2021/22	7	100%	7
2022/23	10	83%	12
2023/24	9	75%	12
2024/25	10	100%	10
2025/26	13	100%	13
Total	**56**		**66**

30. Of the 32 SCF grants given out to organisations with a turnover of less than £100k over the last 6 years, 69% of grants were awarded to 'very small' constituted voluntary organisations or Resident Associations and 16% were awarded to 'very small' UK registered charities. (See **Table 12**).

Table 12 Organisations turnover less than £100k		
Organisation type	**Number of grants over the last 6 years**	**% of grants over the last 6 years**
Constituted voluntary organisation or Resident Association	22	69%
UK Registered Charity	5	16%
Church	1	3%
Exempt or excepted charity	1	3%
CIC	3	9%
Charitable Incorporated Organisation	0	0%
Charitable Company	0	0%

University	0	0%
Total	**32**	

Stronger Communities Fund grantee organisation by type

31. Looking at SCF as a whole, over the last six years over a third of SCF grants were awarded to applicants that were Constituted Voluntary Organisations/Residents Associations (34%) and a further third of grants were awarded to applicants that were UK registered charities (36%). (See **Table 13**).

32. Over the last six years SCF has increasingly prioritised providing an entry point to grant funding reflected in the percentage of grants awarded per year to Constituted Voluntary organisations/Residents Associations having grown from 17% of grants (in 2020/21) compared to 46% of grants awarded in 2025/26 reflecting SCF's move to focus on smaller community organisations and grassroots groups. (See **Table 13**).

Table 13							
Organisation Type	**% of grants**	**2020/ 2021**	**2021/ 2022**	**2022/ 2023**	**2023/ 2024**	**2024/ 2025**	**2025/ 2026**
UK Registered Charity	36%	4	4	6	3	2	4
Constituted voluntary organisation or Resident Association	34%	2	2	5	4	5	6
Charitable Company	11%	1	0	0	3	2	0
CIO	9%	1	0	1	2	1	1
Exempt or excepted charity	2%	0	1	0	0	0	
CIC	4%	2	0	0	0	0	2
Church	2%	1	0	0	0	0	0
University	2%	1	0	0	0	0	0
Total		**12**	**7**	**12**	**12**	**10**	**13**

Stronger Communities Fund grantee organisation by leadership (user-led)

33. 24% of grants awarded over the last six years from SCF have been to organisations/ groups that were user-led (for example led by older people, led by residents from a specific community or those with a particular health issue) representing a £107,655 investment. However, only 2% of grants over the last six years (£10,000 investment) were specifically to organisations/groups that were BAME user-led perhaps reflecting the lack of formalised groups supporting the City's diverse communities. (See **Table 14**).

34. With the exception of the single award to Halls4jumuah, SCF average grants to user-led organisations (£4,069) have been approximately half the value of the average grant to non-user led organisations (£8,435). This disparity may be explained by the greater proportion of user-led organisations applying for the Small Grant Scheme – 61% of grants awarded in the Small Grants Scheme were to user-led organisations compared to 26% of grants awarded in the Main Grant Scheme.

Table 14					
Type of user led organisation	**Number of grants**	**% of grants**	**Value of grants awarded**	**% of total SCF spend**	**Average value of grant**
BAME user led	1	%	£10,000	2%	£10,000

Other user led	24	%	£97,655	22%	£4,069
Not user led	41	%	£345,839	76%	£8,435
	66	**100%**	**£453,494**	**100%**	

Stronger Communities Fund grantee organisation by sector

35. As would be expected from SCF's community and health focused grant criteria, 33% of grants awarded over the last six years were to organisations from the Voluntary & Community /Residents Association sector and a further 11% of grants were awarded to organisations in the health sector. (See **Table 15**).

36. The value of the average grant awarded to each grantee organisation sector varied with an average grant value of £19,906 for the grant awarded to advice/infrastructure reducing to an average value of grant of £3,031 for organisations working in the VCS/Residents Association sector. This disparity across sectors can be explain by the larger grant having been awarded for advice during the pandemic and the smaller average award to VCS/Residents Associations reflecting their higher application rate to SCF's Small Grant Scheme.

Table 15					
Grantee Organisation Sector	**No of grants**	**% of grants**	**Value of grants awarded**	**% value of grants awarded**	**Average value of grant to sector**
Voluntary & Community/ Residents Association	22	33%	£99,058	22%	£4,503
Health	11	17%	£104,949	23%	£9,541
Culture Arts	7	11%	£56,048	12%	£8,007
Sports	8	12%	£64,620	14%	£8,078
Other	6	9%	£52,600	12%	£8,767
Religious	4	6%	£25,580	6%	£6,395
Youth Provision	4	6%	£21,640	5%	£5,410
Environment	3	4%	£9,093	2%	£3,031
Infrastructure/Advice	1	2%	£19,906	4%	£19,906
	66		**£453,494**		

Small Grants Scheme – Funds awarded

37. SCF is split into a Main Grant Scheme for grants over £3,000 to a maximum effectively of £10,000 and a Small Grants Scheme which has a faster decision turn around and a simpler application form for grants between £500 and £3,000. Over the last six years 35% of all the 66 SCF grants awarded were for £3,000 or less with a total aggregate value of £52,579 and an average grant value of £2,286. (See **Table 16**).

38. The smallest grant awarded in the period was £500 and maximum small grant awarded was £3,000 as stipulated by the funding criteria. 35% of the small grants awarded over the last six years were at the highest value £3,000.

Table 16			
Financial Year	**Number of grants awarded**	**Number of grants awarded at £3k or less**	**% of total grants awarded at £3k or less**
2020/21	12	3	25%
2021/22	7	1	14%
2022/23	12	7	58%
2023/24	12	4	33%

2024/25	10	3	30%
2025/26	13	5	38%
Total	**66**	**23**	

39. In each of the last three years approximately a third of the SCF grants awarded have been through the Small Grants Scheme. (See **Table 16**).

40. 57% of grants awarded over the last six years from the SCF Small Grants Scheme were to organisations from the Voluntary & Community/ Residents Association sector. (See **Table 17**). The relatively loose structure of this type of organisation and light touch reporting requirements are well suited to entirely volunteer led groups.

Table 17 Small Grants Scheme		
Grantee Organisation Sector	**Number of small grants awarded at £3k or less**	**% of small grants awarded at £3k or less**
Voluntary & Community/ Residents Association	13	57%
Other	2	9%
Youth Provision	2	9%
Environment	2	9%
Culture Arts	2	9%
Health	1	4%
Sports	1	4%
Religious	0	0%
Infrastructure/Advice	0	0%
	23	

41. 61% of grantees awarded SCF Small Grants over the last six years were user-led organisations, illustrating the SCF Small Grants scheme's importance in supporting hyper-local user-led community and grassroot voluntary groups.

Meeting Stronger Community Fund Sub-themes

42. The SCF has two sub-themes which operate as the criteria for the fund. To be eligible for funding each application must meet at least one of the following two sub-themes:
    i. Developing stronger neighbourhoods and communities
    ii. Promoting community health and wellbeing (Joint Local Health and Wellbeing Strategy 2024-28)

43. Over the last six years 80% of SCF grants awarded developed 'stronger neighbourhoods and communities' and 59% of SCF grants awarded 'promoted community health and wellbeing (Joint Local Health & Wellbeing Strategy)' with just under half (42%) of all applications meeting both criteria. (See **Table 18**).

Table 18		
Stronger Communities Fund Sub-theme met	**Number of grants**	**% of total grants awarded**
Developing stronger neighbourhoods and communities	53	80%
Promoting community health and wellbeing (Joint Local Health & Wellbeing Strategy)	39	59%
Both Sub-themes	28	42%

Preventing escalation of need

44. Over the last six years almost a third (30%) of all SCF grants awarded were preventative in nature providing activities and services to the community that prevented the escalation of need. This type of funding has a considerable economic and social impact through early investment that reduces incidents of acute need and the resultant high costs of care and intervention.

45. For example, within the City of London there is huge disparity in income and pockets of depravation including low income households within Mansell Street Estate, Middlesex Street Estate and Golden Lane Estate. The Living Wage's Report (London's Low Pay Landscape) identifies that half of low paid Londoners have used a food bank in the past year, with about a quarter visiting one at least once a week and that low income households often face additional, complex challenges such as unemployment/low-paid work, mental health problems, housing insecurity, disabilities/health conditions and social isolation. SCF's two grants to the First Love Foundation ensured emergency advice and food support was available to residents in crisis within the City of London preventing families from sinking deeper into poverty.

46. Falling between health and social care, toenail cutting is often overlooked as an essential service to maintain independence, particularly for those who live alone or whose partner may also be disabled. Hoxton Health's SCF grant-funded service has supported those with arthritis, back pain, lack of strength in hands, blood clotting issues, shaky hands, eyesight issues, obesity and dementia to have their toenails cut - enabling them to put on shoes properly, improve mobility and reduce risk of falls. Thereby creating a significant impact on their wellbeing, physical health and preventing the need for further more complex medical intervention.

47. Mental ill health, especially that caused by isolation, has increased due to the pandemic with depression rates in the UK doubling since the COVID-19 pandemic began (Office for National Statistics, May 2021). Groups disproportionately affected are those affected by existing inequalities such as young people, women, clinically vulnerable adults, people living with a disability and those living in the most deprived areas. Mental Fight Club's SCF grant-funded Dragon Café in the City has provided a free, all-day, drop-in creative space, delivered every other Wednesday to support the mental health and wellbeing of City residents and workers, hosted by CoL Library Service in the public open access area of Shoe Lane Library. MFC provides an integrated service to overcome the shame and stigma commonly experienced by people with a mental health diagnosis. The SCF grant-funded programme of artist-led creative activities builds patrons' agency, resilience, confidence, social network and sense of belonging thus preventing escalation of need and avoiding costly in-patient services.

48. Whilst preventative grants are awarded across both SCF schemes, on average across the last six years almost half (42%) of the grants issued in the SCF Main Scheme were preventative. (See **Table 19**). This characterises the SCF Main Scheme as investing in early intervention to prevent escalation of need and longer term costs, with the complementary Small Grant Scheme existing in parallel as the only City of London Corporation grant funding programme available to very small grassroots and voluntary groups serving communities in the Square Mile.

Table 19						
Financial Year	**Number of Grants awarded**	**Number of preventative grants awarded**	**% Preventative grants awarded**	**Number of Main Grants awarded**	**Number of Main Scheme preventative grants awarded**	**% Main Scheme preventative grants awarded**

2020/21	12	5	42%	9	5	56%
2021/22	7	3	43%	6	3	50%
2022/23	12	4	33%	5	3	60%
2023/24	12	3	25%	8	2	25%
2024/25	10	3	30%	7	3	43%
2025/26	13	2	15%	8	2	25%
Total	**66**	**20**	**Av 30%**	**43**	**18**	**Av 42%**

Delivering key Department of Community & Children's Services Strategies

49. The Department of Community and Children's Services (DCCS) has a wide remit and portfolio of key strategies meeting statutory and City of London Corporation duties. SCF works in synergy with DCCS commissioned funds to deliver against a number of priorities within these key strategies.

50. For example, the SCF awarded a grant of £5,640 to Lifeskills Education Charity for online resources and workbooks for four primary schools, to aid the provision of Life Skills Education in primary schools delivering against the CoL's **Children's & Young People's Plan 2022-25** outcome '*Children and young people have the tools to fulfil their potential and are prepared for success in adulthood*'.

51. CoL carers have reported that caring can have a significant impact on their health and emotional wellbeing. SCF has directly delivered the CoL's **Carers Strategy 2023-28** Priority Two to support '*The Health and emotional wellbeing of carers*' through the award to The Carers Centre of £2,000 to provide a warm space for carers and those they care for, providing social interaction, healthy refreshments and wellbeing activities, and through SCF's award of £10,000 to Tavistock Relationships to promote the development of therapeutic support for carers and their loved ones living in the City of London.

52. SCF has delivered against the **Safer City Partnership Strategy 2022-25** strategic priority to reduce Hate Crime through its grant to Faith Matters for £8,740 for their 'Connecting Communities' programme that reinforced pluralism of communities and support for one another through the COVID crisis.

53. The SCF also provides funding to projects that deliver against the **2020-2024 SEND Strategy for Children and Young People's** outcome 3 '*children and young people with SEND are integral and valued members of the City of London community'* ensuring '*children and young people with SEND are welcomed and supported to participate in the cultural life of the City'* through grants such as the award to Fusion Lifestyle for £9,000 towards sport and physical activity session's for SEND children living in the City of London and well-being sessions for their parents and carers.

54. The SCF has also evidenced delivery against the **CoL's Strategy for Adult Social Care Living well, Ageing well 2025-29** Commitment One *'Help people meet their own needs and aspirations in a safe and supportive way'* through the award of grants to Hoxton Health to run two monthly foot-health clinics at Portsoken Community Centre and the Neaman GP Practice and carry out home visits to housebound or bedbound residents.

55. Intentionally, SCF delivers strongly against the **CoL's Joint Local Health and Wellbeing Strategy 2024-28 Priority Two** 'Increasing Social Connection and Reducing Social Isolation'. Social isolation and lack of social connection has a profound impact on individuals leading to increased loneliness, depression, anxiety, and other physical health issues, such as heart disease and the risk of early mortality. The World Health

Organisation estimates that one in four older people experience social isolation and states that the effects of social isolation are comparable to well-established risk factors such as smoking, obesity, and physical inactivity. SCF's focus on supporting hyper-local volunteer-led community and residents' associations to bring communities together for shared celebrations such as Portsoken Activities Group summer trips, Positive Action Through Creativity's Mela in the City and Golden Lane Estate Events' (GLEE) annual programme reduce social isolation with funded initiatives such as The Jewish Square Mile's 'The Medieval Jewish Kitchen' at the Aldgate Centre forging community cohesion and shared understanding.

Delivering against City of London Corporate Plan Strategic Outcomes

56. SCF delivers against four of the six CoL Corporate Plan strategic outcomes. As expected, given the clear and strategic focus of the fund, SCF strongly contributes to creating 'Diverse engaged communities' with 65% of all grants awarded delivering increased community cohesion and 61% of all grants reducing social isolation. (See **Table 20**). For example, grants such as £3,000 to the Barbican Tuesday Club for older residents from the Golden Lane and Barbican Estates actively contributed to reducing social isolation for residents aged 60+ many of whom live alone and 58% of whom have some form of disability.

57. The SCF also strongly contributes to the CoL's Corporate Plan strategic outcome 'Providing excellent services' with 44% of all grants contributing to improving mental or physical health, for example, through SCF's funding for Mental Fight Club to provide Wellness Wednesdays at Shoe Lane Library for residents and City workers experiencing mental health issues.

58. Interestingly, although not a requirement of the funding programme, 15% of grants awarded over the last six years met the Corporate Strategic outcome to 'Increase participation in co-creating and delivering services - Diverse engaged communities'.

Table 20

Main grant purpose (outcomes)/ Corporate Plan Strategic Outcome	Number of grants	% of grants
Increased Community Cohesion - 'Diverse engaged communities'	43	65%
Reduced Social Isolation - 'Diverse engaged communities'	40	61%
Improved mental or physical health - 'Providing excellent services'	29	44%
Increased participation in co-creating and delivering services - 'Diverse engaged communities'	10	15%
Climate mitigation - 'Leading Sustainable Environment'	2	4%
Increased Biodiversity - 'Leading Sustainable Environment'	1	2%
Pathways to employment - 'Providing excellent services'	1	2%
Increased weekend footfall - 'Vibrant Thriving Destination'	1	2%

Grant beneficiaries

59. The SCF grant programme supports activities and services for a wide range of beneficiary groups. Many projects target more than one main beneficiary group. 39% of SCF funded activities over the last six years were for general beneficiaries, 33% of all funded projects benefitted older people, 24% benefitted families, 24% benefitted children under the age of 11, and 18% benefitted young people aged 11-25 years. (See **Table 21**).

Table 21			
Main grant beneficiary group/s	**Number of grants**	**% of grants**	**Example SCF grant funded projects**
General beneficiaries/ no specific target groups	26	39%	Golden Lane Estate Residents Association - £2,800 towards the Golden Lane Estate Summer Fair an afternoon with workshops and stalls reconnecting the community and sharing ideas.
Older people	22	33%	Barbican Tuesday Club - £3,000 for a programme of regular weekly events and outings for those over 60 from the Barbican and Golden Lane Estates.
Families	16	24%	Portsoken Activities Group – £7,200 to provide community activities for Portsoken residents: Eid, Podium Party, seaside coach trips, Family Day & Kids Halloween Party.
Children < 11yr	16	24%	Life Skills Education Charity - £5,640 to provide online resources and workbooks for four primary schools, to aid in the provision of Life Skills Education in primary schools.
Young People/Youth 11-25yr	12	18%	Mer-IT Digital - £10,000 towards the provision of computers, laptops and desktops to schools and low-income residents; Tower Hamlets Youth Sport Foundation - £9,600 to support community cricket provision for children in the City of London and the adjacent areas of Farringdon and Whitechapel.
People living in poverty	10	15%	First Love - £20,000 to provide emergency advice & food support to residents in crisis within the City of London; Bankside Open Spaces Trust - £2,000 to provide a warm hub for local residents.
People from global majority communities	11	17%	Halls4Jumuah - £10,000 over 30 weeks to cover the weekly hire of the Dutch Centre in the City for Friday prayers; Age UK City of London - £9,949 to support older BAME women on Mansell Street estate, through regular coffee mornings providing social, cultural and wellbeing activities.
People with physical disabilities	5	8%	Hoxton Health - £10,000 to provide two monthly foot health clinics at Portsoken Community Centre & Neaman GP Practice and carry out home visits to housebound or bedbound residents.
People with learning disabilities	1	2%	Fusion Lifestyle - £9,000 towards the provision of sport and physical activity sessions for SEND children and young people.

Recommendations

60. The primary purpose of this paper is to provide a comprehensive analysis of the grants awarded by the 'Central Grants Programme: Stronger Communities Fund' over the last six years to illustrate the impact of the fund in delivering both the Department of Community & Children's Service's key strategies and the City of London's Corporate Plan strategic outcomes.

61. Analysis has evidenced the significant contribution of SCF in delivering a raft of key DCCS strategies and the City of London's Corporate Strategies. This represents

excellent value for money given the small value of the fund in relation to its breadth of impacts.

62. Importantly, SCF's two schemes are mutually reinforcing with the Main Scheme characterised through its funding of preventative grants which avoid the costly escalation of need through early intervention. Delivered alongside this is the Small Grants Scheme that provides the City's resident-led and grassroots voluntary groups with their first step on the funding ladder.

63. To further strengthen the SCF and its impact it is recommended that:

    i. Analysis of the fund is undertaken annually to track trends in funding.

    ii. Statistics from the SCF analysis are incorporated into assessment report recommendations to the SCF Officers Panel to provide context and arguments for future investment in sectors where there has been historically low SCF investment, for example grants to BAME-led organisations.

    iii. Officers consider how to reduce the barriers to funding for the high percentage of applicants who withdraw their applications through the provision of more detailed pre-application advice, training, signposting, provision of City specific data and contextual information in relation to existing provision and potential demand.

    iv. Officers review the SCF policy and update the SCF web pages to better promote CFCMT's pre-application offer to potential applicants.

    v. Maximum SCF grant to be limited to £10,000 given the demand on the Fund and limited resources.

Appendix A

Stronger Communities Fund: Sub-themes

a) **Developing stronger neighbourhoods and communities**
b) **Promoting community health and wellbeing**

Key information and learning questions
What it the total SCF grant allocation/year? Total invested over last 5 years?
How many SCF grants have been awarded/year? Total number of grants awarded?
What is the spread of grants in terms of value & number? How has this changed over time?
What is the demand for SCF funding (total number of applications) and how has this changed over time?
What is the approval rate for SCF grants and how has this changed over time for both small and main scheme grants?
What is the percentage of continuation grants/repeat funding?
What areas/ward within CoL are grants benefitting?
How are SCF grants spread across turnover (size) of grantee?
How are the SCF grants spread across organisation type (constitution)?
To what extent is SCF supporting user-led organisations?
What sectors are SCF grantees working in?
What is the profile of the very small turnover (<£100K) grantees that SCF funds?
What is the profile of the Small Grants Scheme grantees?
To what extent have different SCF sub-themes been met through SCF funding
What are the main outcomes of SCF funded projects/Which CoL Corporate Plan strategic outcomes does CILNF contribute to delivering?
To what extent is SCF funding activities that are preventative?
Which other key DCCS strategies has SCF funded activity helped to deliver?
Which groups of people benefit from SCF funding?

Original October 2017; Updated July 2020 to focus on two criteria; Draft June 2026 limiting maximum grant to £10K

Stronger Communities Fund – Funding Policy

What we fund

Proposals must meet one or both of the funding criteria of the Stronger Communities Fund:

- **Developing stronger neighbourhoods and communities**

Proposals should actively support local community based projects within the City of London and its Housing estates across London. The projects you put forward should enable more people to become involved in their communities and encourage a broader understanding of the diverse needs of these communities. Projects may either promote a higher take up of existing projects or services or encourage new and innovative ones.

- **Promoting community health and wellbeing**

Proposals should contribute to the health and wellbeing of communities and should be able to demonstrate positive outcomes that address the Health and Wellbeing priorities set out in the Joint Health and Wellbeing Strategy https://www.cityoflondon.gov.uk/services/health-and-wellbeing/about-the-public-health-team).

Where we fund

Grants issued through the Stronger Communities Fund will be awarded to projects or services that are being delivered for the benefit of communities or beneficiaries:

i. Within the City of London (the Square Mile)

And / Or

ii. On City of London Corporation managed housing estates across London. A current list is available at: https://www.cityoflondon.gov.uk/services/housing-and-homelessness/housing-estates

Value of Bids

Main grants: The main grants scheme is available for requests over £3,000 to a maximum of £10,000.

~~The minimum grant award permitted will be £500, and the maximum £10,000 for projects that take place over a 12-month period. Grants of up to £20,000 will be considered in exceptional circumstances if the project takes place over a 2-year period. Exceptional grants will be those that demonstrate how greater funding over a longer period will make a demonstrable difference to the community they work with.~~

Small Grants: A small grant scheme is also available for grants of £500 to £3,000. The minimum amount that can be applied for is £500.

Who can apply

Applications are welcomed from:

- UK Registered charities
- Registered Community Interest Companies (CIC)
- Registered Charitable Incorporated Organisations
- Charitable companies (incorporated as a not-for-profit)
- Exempt or excepted charities
- Registered charitable industrial and provident societies (IPS) or charitable community benefit society (Bencom)
- Constituted voluntary organisation and resident associations

The Stronger Communities Fund welcomes applications from both established organisations and new organisations of initiatives.

Proposals that support individuals can be accepted. However, individuals wanting to make an application, must apply for funding through a City based constituted group or organisation, residents association or a charity who will be able to support and countersign the application and will be accountable for the grant.

Application Deadline

Applications to the Stronger Communities Fund are submitted online and are accepted on a continuous basis. Funding decisions are made through officer delegation. For Main Grants, decisions should normally be made within a maximum of 12 weeks from the receipt of a valid application. For Small Grants, decisions should normally be made within a maximum of 8 weeks from the receipt of a valid application.

Application Advice

The Central Funding and Charity Management Team provides pre-application advice and support to all applicants. Requests for advice should be emailed to grants@cityoflondon.gov.uk However, the Central Funding and Charity Management Team cannot provide assistance with project management or delivery of schemes funded through the Stronger Communities Fund. The Central Funding and Charity Management Team can also provide feedback to unsuccessful applicants.

Supporting Documents

The following supporting documents are required in relation to all applications:

- A copy of the organisation's constitution (or another governing document).
- If the applicant is a newly constituted organisation (established in the last 18 months) they should submit management accounts and a financial forecast for the first 12 months of operation.
- For applications for a Small Grant, a budget for the current year.
- For applications for a Main Grant, a budget breakdown identifying the full project costs, other income and grant requested from the Stronger Communities Fund.
- If the organisation works with children or vulnerable adults, a copy of the organisation's safeguarding policy.

Eligibility Criteria

- Applicants can only hold one Stronger Communities Fund grant at any one time.
- Applicant organisations should have a clear set of governing rules and governing document appropriate to their legal status.
- Applicant organisations must have a minimum of three unrelated members on their governing body who do not live at the same address.
- Newly constituted organisation (established in the last 18 months) must submit management accounts and a financial forecast for the first 12 months of operation.
- Applicants should have robust financial procedures in place to ensure that funds are used appropriately. The applicant must have an ordinary business bank account and all cheques from the bank account must be signed by at least two individual representatives of the organisation who are not related to one another and who do not live at the same address.
- Applications will not be accepted from political parties or organisations involved in political lobbying.

- Applications will not be accepted from City Corporation teams or divisions.
- Applicant organisations should have a safeguarding policy that ensures the organisation provides a safe and trusted environment which safeguards anyone who comes into contact with it, including beneficiaries, staff and volunteers. Applicants seeking funding for activities with or for young people and vulnerable adults must have a robust safeguarding policy in place which outlines procedures, training, incident reporting and safeguarding risks.
- Applications should not include expenditure for any spending commitments made before the date any Stronger Communities Fund grant is awarded.
- Applicants should not apply to the Stronger Communities Fund for any part of a project that is already funded.
- Applications that include a request for funding towards a post where the post holder will work more than 17.5 hours per week must submit a job description to outline the key roles and responsibilities of the post, the hours and the pay rate/salary.
- We are a Living Wage Friendly Funder. Any post paid for in full or part by a Stronger Communities Fund grant must be paid the London Living Wage as a minimum.
- Applicants who withdraw their application during the assessment process or whose application is rejected may reapply to the Stronger Communities Fund at any time.
- New applicants must be endorsed by a referee who knows the work of the organisation but is independent of it. This could be a local councillor, another funder or an officer of the applicant's local Council for Voluntary Services, Volunteer Bureau, local authority or umbrella body. It should not be a member of the applicant's Committee, someone who uses the applicant's services or a member of the applicant's family.

What do we not fund

The following are ineligible for funding through the Stronger Communities Fund:

- activities that have already taken place or start before we confirm our grant
- activities or any part of a project that is already funded
- any costs the applicant incurs when putting together their application
- fundraising activities for the applicant organisation or others
- items that are purchased on behalf of another organisation
- loans or interest payments
- projects that actively promote religious or political activities
- purchase of alcohol

Assessment

Once we have received an online application and supporting documents the application will be allocated to a Funding Manager who will lead the review of the proposal. As part of this assessment process, the Funding Manager will undertake a number of due diligence checks in relation to the organisation's governance, history, safeguarding and finance. As part of the assessment process the Funding Manager will arrange an assessment discussion with the applicant to talk in more detail about any questions that may have arisen and to find out more details about the project.

Receipt of an application will be acknowledged within 10 working days of it being received. If an application is not complete it will be returned and the applicant will have a further 10 working days to send in the missing information.

Awards Process

Proposals will be reviewed and approved by Officers from the City Corporation under delegated authority, with decisions being reported to the Communities & Children's Services Committee.

If an application is successful, an initial offer letter detailing the level of grant awarded will be issued. This may contain special conditions relating to the grant award or pre-agreement grant conditions.

Grant acceptance terms and conditions will also be issued which should be signed and returned within 20 working days.

Grantees cannot start their project or incur any grant related expenditure until the City of London Corporation has received, checked and approved all the information that we have requested.

Where a grant has been awarded, grantees have up to one year from the date of the grant offer letter in which to begin to draw down funds. The grant offer may be revoked where the grant is not drawn down as outlined above unless an alternative timescale has been agreed in writing. The City of London Corporation will monitor delivery of projects, including taking action to ensure that projects are delivered on time, or seek to recover funds if projects do not proceed within agreed parameters.

Governance Process

Due to the limited budget available and the number of applications for funding received, the City of London Corporation unfortunately cannot provide funding to every applicant that applies for a grant. Grants are therefore issued on a discretionary basis, there is no appeal process and the decision of the City of London Corporation is final.

Continuation Funding

Grantees may reapply for funding to deliver a continuation of the same project. However, organisations cannot hold more than one grant at any one time. Current grant holders will need to have satisfactorily met all the City of London Corporation's grant monitoring requirements before re-applying.

Complaints Process

Any applicant wishing to complain or express dissatisfaction about the conduct, standard of service, actions or lack of action by the Central Funding and Charity Management Team during the assessment of their application should follow the City of London's simple three-stage procedure outlined on the Corporation's website at: Feedback - City of London. At Stage 1 complainants should contact grants@cityoflondon.gov.uk upon which a review of their complaint will be undertaken by the Head of Central Funding and Charity Management Team. A full response should be provided within ten working days. At Stage 2 a complaint review will be undertaken by the Chief Officer of the Department or a nominated Senior Officer (Deputy Town Clerk). A full response should be provided within ten working days or the complainant will be advised of any delay. At Stage 3 complainants should contact complaints@cityoflondon.gov.uk upon which a complaint review will be undertaken by the Town Clerk & Chief Executive or a Senior Officer acting on his/her behalf. A full response should be provided within ten working days or the complainant will be advised of any delay.

Terms of Reference for the City of London Corporation Stronger Communities Fund Officer Panel

1. Purpose

The Stronger Communities Fund Officer Panel (SCFOP) is an officer body, with responsibility for discussing and directing matters relevant to the policy, management and allocation of the Stronger Communities Fund (SCF) and communicating issues to the elected Members of the Community & Children's Services Committee, as required.

The SCFOP will:

1. Provide a forum for a cross-department group of Officers to:

   1.1 Comply with Stronger Communities Fund Policy and all subsequent amendments in relation to the purpose and administration of the Stronger Communities Fund;

   1.2 Establish, review and oversee the ongoing implementation of SCF policy in line with evolving grant making good practice;

   1.3 Regularly monitor and review the value of SCF available for distribution to ensure the value of grants awarded does not exceed the level of funds available;

   1.4 Discuss detailed grant application assessments in relation to Stronger Communities Fund priorities and under delegated authority to take decisions to fund or reject SCF funding applications for applications of £10,000 or under;

   1.5 To report on decisions taken under delegated authority to the Community & Children's Services Committee;

2. Constitution and Membership

2.1 The SCFOP is made up of Officers drawn from across the Department of Community & Children's Services selected on the basis of their skills, knowledge and experience in order to ensure that the SCFOP has an appropriate balance and breadth of skills, knowledge and experience necessary to deliver SCF policy and related grant-making recommendations

2.2 Membership

Name	Job Title
Simon Cribbens (Chair)	Director, Commissioning & Partnerships
Ellie Ward	Head of Strategy & Performance
Greg Knight	Head of Commissioning

2.3 Other relevant Officers, or external experts, will be invited to the meeting as and when required.

2.4 The Chair of the SCFOP will be the Director (Commissioning & Partnerships) in line with the authority delegated to the role.

3. Quorum

A quorum for the SCFOP is two Panel members.

4. Meetings and Decisions

4.1 SCFOP meetings will be chaired by the SCFOP Chair, but if s/he is not present Officers present can nominate a Panel member to chair the meeting;

4.2 Any vote at a meeting shall be decided by a show of hands;

4.3 In a split vote the Chair will have the casting vote;

4.4 Where matters require wider consideration or escalation, the SCFOP can provide memoranda, including any recommendation, to other Strategic Officer groups (as relevant to their terms of reference);

4.5 Where a grant decision under delegated authority is required urgently and falls outside the timetable of SCFOP meetings, Panel members can vote on application assessments or issues for decision circulated via email between meetings indicating their recommendation to the Chair within 3 working days.

5. Declaration of interests

At the start of each meeting Panel members must declare:

5.1 The nature and extent of any interest, direct or indirect, which they have in relation to a potential funded organisation and/or grant request;

5.2 Withdraw from the meeting for that item after providing any information requested by the Chair and other Panel members;

5.3 Not be counted in the quorum for that part of the meeting;

5.4 Have no vote on the matter.

6. Meeting duration and timings

Meetings will take place in person and/or remotely approximately every month and shall aim to last no more than 30 minutes. The frequency of meetings will be reviewed at appropriate intervals. When there are no application assessments for review in any given month the meeting will be cancelled.

7. Documentation

Agendas, assessment reports and any additional documentation, will be produced and circulated to the group five working days in advance of each meeting by the Central Funding and Charity Management Team. Minutes will be captured at each meeting and circulated between meetings by the Central Funding and Charity Management Team.

8. Review of Terms of Reference

The SCFOP's terms of reference shall be reviewed at least annually and in light of any recommendations made or similar bodies established.

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City of London Corporation Committee Report

Committee(s): DCCS Portfolio Board – For Information Community and Children's Services Committee – For Decision	**Dated:** 24/06/2026 30/06/2026
Subject: Issue Report (With Change Request) – Fire Safety Planned Maintenance Programme 2028-31 (Project ID: 1468) (Tier 2)	**Public report:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Providing Excellent Services Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£1,250,000
What is the source of Funding?	HRA Capital
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Judith Finlay, Executive Director of Community & Children's Services
Report author:	Greg Wade, Head of Major Works DCCS

Summary

This Issue Report includes a **Change Request** for the project. The need for this Change Request is driven by the legitimate requirement for an extensive range of specialist surveys, Fire Strategies, reports and exploratory works to inform the design and development of the Fire Safety Planned Maintenance Programme 2028-31.

This Issue Report seeks approval to increase the fees budget from £500,000 to £1,750,000 but with no corresponding increase in the works budget of £10,500,000. This will result in overall increase to the project budget of £450,000.

Decisions are requested to approve the revised fees expenditure.

Status

- **Approved Gateway baseline reference:** Gateway 1 – Strategic Alignment establishing an initial budget of £500,000 to reach Gateway 2 and a total estimated cost of between £10,000,000 and £12,000,000 (excluding risk).

- **Current RAG and risk status: Amber**, reflecting that the additional fees budget is required to fund preliminary surveys and exploratory works, triggering this Change Request. The **risk status** remains **Medium**, acknowledging that the cost of identified work is likely to be significant, but can only be properly ascertained once Feasibility work has been properly undertaken.

- **CORA governance:** This Issue Report will be entered in CORA with associated Cora Issue ID and Change Request ID: to be assigned.

- **Revised total works cost (excl. risk): unchanged at £10,500,000** (excluding risk, fees, staff costs).

- **Revised total estimated project cost (excl. risk): £12,450,000** (excluding risk).

- **Costed Risk Provision (CRP):** N/A.

- **CRP utilisation to date:** N/A.

Recommendation(s)

Members are asked to:

1. Approve an additional fees budget of £1,250,000 for preliminary surveys, Fire Strategies, reports and exploratory works.

2. Note the revised total project budget of £12,450,000 (excluding risk).

3. Note that this represents an uplift of £450,000 in the total fees, surveys and exploratory works budget from the Gateway 1 Report of May 2026.

Main Report

Budget

Approved Baseline (Gateway 1):

- Total approved: **£500,000**

Revised Budget Position (Change Request):

The following £1,250,000 additional budget is requested to reach the next Gateway.

Cost Item	Previous Approved Cost	Change Request	Revised Cost	Source
Professional fees	£360,000	£0	£360,000	HRA Capital
Fire Strategies	£0	£250,000	£250,000	HRA Capital
Preliminary surveys	£60,000	£950,000	£1,010,000	HRA Capital
Exploratory works	£50,000	£50,000	£100,000	HRA Capital
Staff Costs	£30,000	N/A	£30,000	HRA Capital
Total	**£500,000**	**£1,250,000**	**£1,750,000**	
Refer to GW1 Business Case				
Total Fees Budget	£1,300,000	£450,000	£1,750,000	HRA Capital
Total Staff Costs	£200,000	£0	£200,000	HRA Capital
Total Estimated Works Costs	£,10,500,000	£0	£10,500,000	HRA Capital
Total Estimated Project Cost	**£12,000,000**	**£450,000**	**£12,450,000**	HRA Capital

Total Revised Project Cost (Change Request): £12,450,000
(This figure includes all items above but excludes risk provision, subject to further Chamberlain confirmation.)

This represents a total project uplift of **£450,000** from the Gateway 1 Report of May 2026.

Drivers of change include:

- Requirement for extensive preliminary surveys, Fire Strategies, reports and exploratory works to inform the design and development of the Fire Safety Planned Maintenance Programme 2028-31.
- This means there is a critical need to release the entire allocated fees budget of £1,300,000 and to approve a further expenditure of £450,000. This is required to undertake the necessary preliminary surveys and exploratory works, in order to reach the next gateway.

Issue Description

- Multidisciplinary consultant and Fire Engineer Ridge and Partners LLP was commissioned in January 2026 to undertake a portfolio-wide survey programme, which was intended to inform the future Fire Safety Planned Maintenance Programme.
- Ridge and Partners' first task was to undertake a gap analysis of missing fire safety documentation, without which they would be unable to fulfil their commission effectively.
- The gap analysis highlighted the absence of over 30 Fire Strategies for individual blocks, in addition to outdated Fire Management Plans and the requirement for FRAEW and Compartmentation surveys.
- The Health and Fire Safety Team have identified a pool of accredited suppliers, who can assist with undertaking the necessary work as a matter of high priority. Furthermore, Ridge and Partners are currently being commissioned to undertake the Fire Strategies.
- Without these essential reports and surveys, the Fire Safety Planned Maintenance survey workstream will stall and result in a corresponding delay to the subsequent works programme.

Change Assessment

Cost

The project's cost position has changed since Gateway 1, where the total project budget was originally £12,000,000.

These combined changes result in a revised total cost requirement of **£12,450,000.**

Scope

The scope will be informed by the survey programme, at this present time it is at an embryonic stage (inception).

Timetable

The Fire Safety Planned Maintenance survey programme is scheduled for completion in October 2026 but will have to be extended to accommodate the extensive preliminary work which has now been identified.

Benefits and Outcomes

- The Corporation will fulfil statutory landlord compliance responsibilities.
- This will improve the Corporation's reporting position in respect of the Social Housing Regulator.
- This will reduce the long-term pressure currently experienced by the Repairs and Maintenance Team in respect of responsive repairs.

Risks

The risk of poor contractor performance and exposure of the City Corporation is mitigated through the following:

- Appointed multidisciplinary consultant support, which will include contract administration and cost consultancy, ensuring that the Corporation has appropriate technical support throughout the delivery phase.
- The Clerk of Works role will be fulfilled by the Major Works Team during the delivery phase, supported by external consultancy where required, to ensure an appropriate level of due diligence.

Corporate & Strategic Implications

Strategic implications

Supports delivery of housing asset compliance. Aligns with Corporate Plan outcomes: *Providing Excellent Services*, *Leading Sustainable Environment*.

Financial implications

The works form part of the fully funded 10-year Major Works Programme.

Resource implications

No significant ongoing revenue implications are expected beyond standard maintenance under existing contracts.

Legal implications

Works support the City's legal obligations as landlord and freeholder to maintain safe, secure, and compliant building access arrangements. The works will ensure adherence to Building Regulations (fire safety, energy performance, access, and security) and reduce the risk of legal challenge from residents regarding safety, disrepair, or non-compliance.

Risk implications

The appointment of a multidisciplinary consultant from inception of the project to completion will ensure suitably robust due diligence in respect of professional management of the works.

Equalities implications

No negative impacts anticipated.

Climate implications

None.

Security implications

None.

Conclusion

A Change Request is required to ensure the project can be progressed in a timely fashion and to the expected standard. Approval of the revised budget and scope is essential to maintain design development and discharge the City's landlord obligations.

Appendices

None

Background Papers

None

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