Public Document Pack

Community & Children's Services Committee

Date: **TUESDAY, 24 NOVEMBER 2026**

Time: 11.00 am

Venue: **COMMITTEE ROOMS - 2ND FLOOR, 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
John Griffiths
Mercy Haggerty
Adam Hogg
Amy Horscroft
Sandra Jenner
Shravan Joshi MBE
Laura Jørgensen (Co-opted Member)
Helen Ladele
Alderman & Sheriff Tim Levene
Tim McNally
Sophia Mooney
Leyla Ostovar
Stuart Thompson
Deputy James Thomson CBE
William Upton KC
Mark Wheatley
Deputy Ceri Wilkins
David Williams
Philip Woodhouse
Vacancy
Vacancy
Vacancy (Co-opted Member)

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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 meeting held on 8 September 2026.

   For Decision
   (Pages 7 - 18)

4. **OUTSTANDING ACTIONS**

   Members are asked to note the outstanding actions report.

   For Information
   (Pages 19 - 22)

5. **THE CHILDREN AND YOUNG PEOPLE'S PLAN 2026-29**

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

   For Decision
   (Pages 23 - 56)

6. **GOLDEN LANE LEISURE CENTRE - VERBAL UPDATE**

   The Director, Commissioning and Partnerships to be heard.

   For Information

7. **DCCS DEPARTMENTAL RISK UPDATE**

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

   For Discussion
   (Pages 57 - 80)

8. ***COMMUNITY AND CHILDREN'S SERVICES (NON-HOUSING) REVENUE OUTTURN FORECAST AS AT QUARTER 2, 2026/27**

Joint report of the Executive Director, Community and Children's Services, and the Chamberlain and Chief Financial Officer.

For Information

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

For Information

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

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

12. **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

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 8 September 2026.

For Decision
(Pages 81 - 86)

14. **NON-PUBLIC OUTSTANDING ACTIONS**

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

For Information
(Pages 87 - 90)

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

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

For Decision
(Pages 91 - 100)

16. **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 the Executive Director, Community and Children's Services.

For Decision
(Pages 101 - 110)

17. **ISSUE REPORT (WITH CHANGE REQUEST) GREAT ARTHUR HOUSE FIRE SAFETY AND INVESTMENT WORKS**

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

For Decision
(Pages 111 - 120)

18. **ISSUE REPORT (WITH CHANGE REQUEST) - YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**

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

For Decision
(Pages 121 - 194)

19. ***HOUSING - NEW DEVELOPMENTS UPDATE**

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

For Information

20. ***FINAL RECOMMENDATIONS OF POLICY, GOVERNANCE AND ADMINISTRATION REVIEW: THE CITY OF LONDON ALMSHOUSES**

Joint report of the Managing Director, City Bridge Foundation, and the Executive Director, Community and Children's Services.

For Information

21. ***REPORT OF ACTION TAKEN - AMENDMENTS TO THE GOVERNING DOCUMENT OF THE CITY OF LONDON ALMSHOUSES**

Report of the Town Clerk.

For Information

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

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

For Information

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

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

Part 3 - Confidential Reports

25. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the previous meeting held on 8 September 2026.

For Decision

26. **DCCS UPDATE**

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

For Decision

COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Tuesday, 8 September 2026

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Tuesday, 8 September 2026 at 1.45 pm

Present

Members:

Deputy Helen Fentimen OBE JP (Chair)
Steve Goodman OBE (Deputy Chair)
Joanna Tufuo Abeyie
Munsur Ali
Matthew Bell
Simon Burrows
Deputy Anne Corbett
Deputy John Fletcher
John Griffiths
Mercy Haggerty
Adam Hogg
Shravan Joshi MBE
Helen Ladele
Tim McNally
Leyla Ostovar
Deputy Nighat Qureishi
Beverley Ryan (Co-opted Member)
Deputy James Thomson CBE
Deputy Ceri Wilkins
David Williams
Philip Woodhouse

Observed virtually:

Alderman Tim Levene
Sophia Mooney
Mark Wheatley

In Attendance:

Deputy Marianne Fredericks
Gaby Robertshaw

Officers:

Sheena Etches	-	City Bridge Foundation
Mohammed Hussain	-	City Bridge Foundation
Jack Joslin	-	City Bridge Foundation
Dr. Sandra Husbands	-	Director of Public Health, City of London & London Borough of Hackney
Judith Finlay	-	Executive Director, Community and Children's Services
Beverley Andrews	-	Community and Children's Service 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
Simon Cribbens	-	Community and Children's Services Department
Hannah Dobbin	-	Community and Children's Services Department
Michael Gwyther-Jones	-	Community and Children's Services Department
Greg Knight	-	Community and Children's Services Department
Rachel Levy	-	Community and Children's Services Department
Chris Pelham	-	Community and Children's Services Department
Rachel Talmage	-	Community and Children's Services Department

Elliot Tarling	-	Community and Children's Services Department
Ellie Ward	-	Community and Children's Services Department
Lisa Ward	-	Communications and External Affairs Department
Kevin Colville	-	Comptroller and City Solicitor's Department
Frank Marchione	-	Comptroller and City Solicitor's Department
Mark Jarvis	-	Chamberlain's Department
Amelia Christopher	-	Town Clerk's Department
Polly Dunn	-	Town Clerk's Department

The Chairman thanked departing member Alderman Kawsar Zaman, and thanked Beverley Ryan (Co-opted Member) noting that it was her last meeting.

1. **APOLOGIES**

Apologies for absence were received from Anthony David Fitzpatrick, Dawn Frampton, Sarah Gillinson, Sandra Jenner, Alderman Tim Levene (observed virtually), Sophia Mooney (observed virtually), Stuart Thompson, William Upton KC, Mark Wheatley (observed virtually).

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

Tim McNally declared that he is a governor of The Aldgate School, and has grandchildren of the relevant age but not in attendance at The Aldgate School or in receipt of the City Corporation's subsidy or accessibility scheme.

Beverley Ryan declared that she was Co-Chair of Governors at The Aldgate School.

David Williams declared that his children went to the nursery at The Aldgate School.

3. **MINUTES**

RESOLVED: That the public minutes and non-public summary of the previous meeting held on 30 June 2026 be approved as an accurate record.

4. **OUTSTANDING ACTIONS**

The Committee received the public outstanding actions report.

Officers highlighted that the City & Hackney Safeguarding Children Partnership Annual Report 2025-2026 would not be published in September, but later in the autumn.

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

5. **SUBSIDY OF 0-2 CHILDCARE FOR THE ALDGATE SCHOOL**

The Committee received the report of the Executive Director, Community and Children's Services. Officers explained that in June 2025, the Committee approved discretionary financial support to sustain the 0-2 childcare provision until August 2027. The City Corporation's statutory duty to ensure sufficient childcare provision was highlighted. Since the Committee's decision in June

2025 and the Committee's consideration of the matter in March 2026, the school provided an alternative financial model which required approximately two thirds less discretionary spend than previously sought. There was also evidence of the impact of the government's extended childcare offer. Should the discretionary subsidy of £60,000 per year be approved along with £66,000 spread over three years for pay protection, a Service Level Agreement (SLA) would be put in place between the City Corporation and the Governing Body of the Aldgate School, which would be reviewed annually.

The Chairman highlighted the earlier Member briefing on the report, which was an opportunity to ask questions but did not replace discussion at the Committee meeting.

Members thanked parents for their engagement in the process and hoped that people felt more heard. A Member highlighted the subsidy to private providers of business rates relief totalling around £50,000, which meant that the subsidy under consideration was not the only one available. However, that relief was not available to The Aldgate School. It was highlighted that a large part of the provision allows nervous babies and parents to progress from a baby room to a reception class in formal schooling and that was a huge benefit. Officers explained that regarding the six childcare providers in the City, three received business rates relief, The Aldgate School business rates were covered by the Dedicated Schools Grant.

A Member and Co-Chair of Governors at The Aldgate School, explained that the governors had explored all possibilities of alternative funding and the conclusion was that it was not viable to offer affordable childcare without the City Corporation's support.

If the Committee did not agree the recommendation to provide the subsidy, a Member asked whether the provision would be stopped and approximately three teachers could be lost, and as the City Corporation would need to provide support for those children that would likely cost more than £60,000. Officers explained that any decision to close the provision would be a decision of the Governing Body and the cost of closure to the City Corporation would include redundancy costs to affected members of staff, and there would be a cost to support families seeking alternative provision. The City Corporation's sufficiency of childcare provision might also be compromised and that could lead to further costs.

A Member emphasised the stark difference in affordability between what was offered at The Aldgate School compared to private providers. The Member sought clarity on the nature and scope of the annual review of the SLA, what circumstances could the subsidy be reduced or withdrawn. Officers explained that the annual review of the SLA would look at whether the governing body and school leadership team's commitment to review the fees annually is met, to ensure that City residents and those with limited means are prioritised for affordable provision; and it must be mindful of the funds available to the City Corporation to sustain the subsidy.

RESOLVED:

1. Noted the report, including further work undertaken with The Aldgate School, and revised childcare sufficiency in the Square Mile.
2. Approved an ongoing discretionary subsidy of up to £60,000 per year to support The Aldgate School's 0-2 (rising 3) childcare provision, plus a one-off pay protection staff cost of £66,070.02 (spread over three years). This would be subject to availability of funding from the City Corporation and uptake of City resident 0-2 (rising 3) year olds at the provision, to be assessed at annual review of the Service Level Agreement by officers and governors.

6. **ALLOCATED MEMBERS TO THE CITY'S HOUSING ESTATES**

The Committee received the report of the Town Clerk. Officers responded to the Chairman's query that lead officers for each of the City's Housing Estates had been nominated, and meetings between lead officers and lead Members would take place later in the month. The Chairman emphasised that the arrangement was a key part in keeping in touch with residents and the elected Members in each ward.

A Member supported the useful scheme and asked how Allocated Members' reporting to the Housing Management and Almshouses Sub-Committee, would be received by this Committee. The Deputy Chair explained that the sub-committee receives reports jointly from the lead officer and lead Member, providing assurance that any issues would be followed up by the lead officer and escalated to this Committee as appropriate.

RESOLVED: Approved the vacant Allocated Member positions to the City's Housing Estates, as determined by the Housing Management and Almshouses Sub-Committee at and subsequent to its meeting on 1 July 2026:

- Hackney - John Griffiths
- Lambeth - Mercy Haggerty
- Southwark - Deputy Ceri Wilkins
- Tower Hamlets - Deputy John Fletcher

7. **FAMILIES IN THE CITY UPDATE**

The Committee received the report of the Executive Director, Community and Children's Services. Officers explained that as part of the government's reforms, the City Corporation was required to create a Best Start Family Hub. There had been holiday activities over the summer and that included one-to-one support for children with disabilities, feedback was positive. There was a new dedicated workforce development role to improve school readiness and parenting confidence, for example through the Rhyme Time sessions.

A Member queried whether networking was underway for example through London Councils to share best practice concerning the Best Start Family Hubs. Officers explained that there was networking across London, working with both the London Innovation and Improvement Alliance, and London Councils looking at the social care reforms together. The Chairman added that there were various Member meetings to share learning.

RESOLVED: Noted the report.

8. **GOLDEN LANE LEISURE CENTRE UPDATE**

The Committee received the report of the Executive Director, Community and Children's Services. Officers explained that the leisure management contract would be outsourced to a specialist leisure operator, with the tender scheduled to be issued in December 2026. Officers and Members were working with the Golden Lane Leisure Centre (GLLC) Steering Group, which was supportive of the procurement approach, it was informing the design and service priorities. The refurbishment was in the Royal Institute of British Architects (RIBA) Stage 3 and the planning team was finalising design documents, a planning application to be submitted in October 2026.

The Chair of the GLLC Steering Group noted that the steering group had met three times since it was established at the last Committee meeting, trust was being built and it was working collaboratively. The focus had been on finalising the terms of reference and there would be two co-chairs one of whom would be from the community, as well as reviewing the architect's plans to go through the formal planning application process in the autumn, subject to future community consultation. One area of concern was around the changing facility and the proposal was to have a changing village, that would be mixed-use; those concerns were allayed following a visit to a changing village at Britannia Leisure Centre in Shoreditch. The steering group would review the procurement process and there was an opportunity for the leisure centre to be a centre of excellence regarding its inclusivity.

The Deputy-Chair welcomed the good progress made and sought continued reassurance on four areas, to demonstrate that the community was being engaged with fully: any issues concerning the design of the building, any constraints concerning the procurement process, the use of other settings such as the Sir Ralph Perring Centre and the Golden Lane Community Centre, and what progress was being made on the timings. Officers explained that regarding the timings work was on track to submit the technical design for planning in mid-October. Whether that would need to go to a planning committee meeting was factored into the timings. Members would be kept updated on the procurement process and that was currently on track, officers were confident in the genuine interest from quality providers and fulfilling the ambitions of being able to provide services for underrepresented groups. Coordination with other settings was vital, funding was being explored to address the wider signage and accessibility issues.

A Member highlighted the positive approaches taken by the GLLC Steering Group, and the Middlesex Street Steering Group, going forward those lessons learned would be vital to take on board and for future projects to have steering groups at an earlier stage, enabling issues to be addressed earlier. The Chairman added that the Golden Lane Estate Renewal Board was another steering group, and that had been a positive collaborative experience. A Member noted that it would be helpful if the steering group model could be

rolled out to other housing estates outside the square mile, for example York Way.

A Member thanked officers for putting together the leisure programme, more people were now engaged in sports than before and asked when the free subsidy would stop and when the Young at Heart subscription would end. Officers explained that a review was needed of the logistics around the administering of fees and subscriptions, a fully costed proposal would be submitted to planning, the developers could then be held accountable on the timeline and price; certainty to follow once the new provider is in place.

A Member asked about the Adult Exercise on Referral service to be mobilised in October, having understood that was already in place with Nuffield Health and Neaman Practice. Officers explained that an options appraisal had been completed, the services provided by neighbouring authorities had been reviewed, access to Islington Council's Healthwise programme had been agreed and would be mobilised later in the month. Final discussions were underway for an additional offer with Hackney Council to access their programme. The Chairman asked how the mobilisation of those services was highlighted to service users. Officers explained that the mobilisation of the service would be through GPs who would refer people and an update would be provided to service users.

The Chairman asked when a decision would be made around ongoing support to current service users and whether that was scheduled for March 2027. The Chairman noted the optimistic timeline of contract mobilisation from May 2027, and with the Golden Lane Leisure Centre being closed for one year, asked whether that would enable the opening of the new centre in 2028; or would a delay be factored in as the centre closed sooner. Officers explained that two contracts would need to be awarded, one for the future operator, and the other for the provider Alliance Leisure to go into contract for the development - that would provide certainty about the duration of the works and how long interim arrangements were needed. Officers were confident that it would be a twelve-month programme, the planning process would determine the award of contract and start of works on site.

Officers committed to emailing Committee Members regarding the next two public engagement meetings on the GLLC, and work was underway with the Golden Lane Estate Residents' Association (GLERA) to publicise that at the Open House Festival.

RESOLVED:

1. Noted the procurement approach and timeline to award the new leisure management contract for GLLC.
2. Noted the key dates for the GLLC refurbishment programme.
3. Noted the continued engagement with the GLLC Steering Group on both the procurement and refurbishment programmes.

9. **WARDMOTE UPDATES**

The Committee received the report of the Executive Director, Community and Children's Services. Officers explained that the matter had been decided under agenda item 5.

RESOLVED: Noted the resolution from the annual wardmotes 2026 and decided on the matter under agenda item 5: Subsidy of 0-2 childcare for The Aldgate School, that the Committee approved the further discretionary subsidy.

10. **POLICY AND RESOURCES COMMITTEE RESOLUTION**

The resolution from the Policy and Resources Committee was received. Officers highlighted that the Policy and Resources Committee, and Court of Common Council had committed to looking at efficiencies and effectiveness. One way the Committee could enable that would be through assessing the delegations to its sub-committees and officers, being cognisant of that when reviewing the sub-committees' terms of reference in due course.

The Chairman noted that in principle the Committee had three sub-committees: Housing Management and Almshouses Sub-Committee, Homelessness and Rough Sleeping Sub-Committee, Safeguarding & Special Educational Needs Sub-Committee. Additionally, the Integrated Care Sub-Committee (of the City and Hackney Place-based Partnership), due to the NHS changes would fall outside of the Committee's remit and be more relevant to the Health and Wellbeing Board. The Committee's and Board's terms of reference to reflect that in due course, the Health and Wellbeing Board would discuss the item: Next Steps in the City and Hackney Health and Care Partnership, at its September meeting.

RESOLVED: Discussed the Policy and Resources Committee's resolution to the Committee as a Grand Committee which has appointed sub-committees, and considered in earnest the benefits of empowering said sub-committees to take decisions without unnecessary recourse to the Grand Committee, with a view to balance due diligence with efficiency.

11. ***BARBICAN LIBRARY REFRESH WORKS**

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

A Member suggested that the engagement earlier discussed earlier - regarding steering groups - could be useful for the refresh works and queried what engagement was underway. The Chairman clarified that the Culture, Heritage and Libraries (CHL) Committee was the responsible committee, Committee Members who also sat on the CHL Committee would follow that up there. Officers provided assurance that the changes were a result of public consultation and there would be further consultation around any library closures. A Member stressed the difference between consultation and the steering group model, for example questionnaires versus regular meetings with community leaders to address issues. Officers agreed that the steering group model would be one for any significant changes to services going forward.

RESOLVED:

1. Noted the principles for possible library closure during the refurbishment works.
2. Noted the principles for a limited Barbican Library provision for the duration of the works.

12. ***CQC ADULT SOCIAL CARE ASSESSMENT OUTCOME REPORT**

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

The Chairman thanked staff and acknowledged the Good rating.

A Member welcomed the plans to secure a carers co-ordinator in primary care and asked for detail on that. Officers explained that role was in place, the Primary Care Network received money to tackle health inequalities in Shoreditch Park and City, that money was used to identify new carers through primary care and to provide support. Carers and doctors were provided with the carers co-ordinator's contact details.

13. ***OFSTED FOCUS VISIT INSPECTION OF CHILDREN SOCIAL CARE AND EARLY HELP**

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

The Chairman thanked staff and acknowledged the positive feedback from the inspection.

RESOLVED: Noted the report.

14. ***COMMUNITY AND CHILDREN'S SERVICES (NON-HOUSING) REVENUE OUTTURN FORECAST AS AT QUARTER 1, 2026/27**

The Committee received the joint report of the Executive Director, Community and Children's Services; and the Chamberlain and Chief Financial Officer. Officers outlined two main areas of significant overspend which mirrored national trends. Firstly, the local risk budget to support older people, there was a forecast overspend of £658,000, due to an increased number and average cost of care packages; there were mitigating actions but due to the long-term trend of increases, an additional funding growth bid was required. Secondly, the central risk budget for Special Educational Needs and Disabilities (SEND), there was a forecast overspend of £523,000; that was supported by grant funding from the Department for Education, City Corporation had a bespoke formula and sought an increase.

A Member queried what Housing Benefit Administration costing £300,000 was, as people applied for that via Universal Credit; and suggested that the name be changed. Officers explained that it was the difference regarding temporary accommodation, the gap between the government subsidy and local housing allowances placed outside of the City; that had reduced for some and the Homelessness and Rough Sleeping Sub-Committee would receive a report on temporary accommodation. The Chairman noted that a focused approach was

needed to address homelessness and rough sleeping, a meeting was scheduled with that sub-committee's chairman and officers looking at the future plan.

A Member asked what the Older People service concerned. Officers explained that concerned people aged over 65 who had care packages - there was another category for adults aged 18 to 65 with additional needs - and the costs of the commissioned services for example in relation to the domiciliary care provider. The Chairman highlighted that the Member's question concerned the in-house provision of services and packages of care from individual providers, those were bespoke and the rising costs and demand were challenging; similarly that was the case concerning SEND children. The Chairman highlighted the internal process in the Community and Children's Services Department, where services were being reviewed around the value for money and retention of contracts.

RESOLVED: Noted the Q1 projected outturn report for 2026/27.

15. ***HOUSING REVENUE ACCOUNT P4 UPDATE**

The Committee received the joint report of the Executive Director, Community and Children's Services; and the Chamberlain and Chief Financial Officer. Officers explained that the report was to be taken as the first substantive item in the non-public section before item 22: Management Update for the City of London Combined Relief of Poverty Charity.

A Member highlighted that the report was received late and queried why the report would be taken in non-public and did not see how the large figures could be broken down and were commercially sensitive. Officers explained that the report includes allocations of costings for several estates' major works programmes and that might be commercially sensitive. Previous reports on the matter had been in the public domain until it was highlighted that extreme caution was needed going forward. The Member as Chair of the Golden Lane Estate Renewal Board, noted the pressure faced as some members of that board were not allowed to see all the information included in the report.

A Member suggested that going forward there be a public report with as much information included as possible, with figures removed and included in a non-public report or appendix; there was a public interest as the matter concerned public money. The Chairman noted that there had been previous discussions on the matter where Members were not satisfied with a public report and a separate non-public appendix.

The Chairman suggested that the report be taken in non-public and going forward advice be sought from the Town Clerk's Department about future reports.

RESOLVED: That the report be discussed in the non-public section and advice would be sought from the Town Clerk's Department about future reports and what should be included in public and what should be included in non-public.

16. **UPDATES FROM SUB COMMITTEES AND PORTFOLIO HOLDERS**
There were no updates received.

Responding to a Member question, the Chairman clarified that the lead Members were: Adult and Children Safeguarding: Deputy Ceri Wilkins, Young People: Deputy Ceri Wilkins, Carers' and Special Educational Needs Champion: Deputy Anne Corbett.

17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no public questions.

18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no public items of urgent business.

19. **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 Part I of Schedule 12A of the Local Government Act.

20. **NON-PUBLIC MINUTES**
RESOLVED: That the non-public minutes of the previous meeting held 30 June 2026 be approved as an accurate record.

21. **NON-PUBLIC OUTSTANDING ACTIONS**
The Committee received the non-public outstanding actions report.

22. ***HOUSING REVENUE ACCOUNT P4 UPDATE**
NOTE: Refer to the debate under item 15, where it was resolved that the item be discussed in the non-public section.

The Committee received the joint report of the Executive Director, Community and Children's Services; and the Chamberlain and Chief Financial Officer.

23. **MANAGEMENT UPDATE FOR THE CITY OF LONDON COMBINED RELIEF OF POVERTY CHARITY**
The Committee received the report of the Managing Director, City Bridge Foundation.

24. **RISK REPORT FOR THE CITY OF LONDON CORPORATION COMBINED RELIEF OF POVERTY CHARITY**
The Committee received the report of the Managing Director, City Bridge Foundation.

25. **FINANCE UPDATE AND DRAFT ACCOUNTS FOR CITY OF LONDON COMBINED RELIEF OF POVERTY**
The Committee received the report of the City Bridge Foundation Finance Director (representing the Chamberlain).

26. ***DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
The Committee received the report of Town Clerk.

27. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.

28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no non-public items of urgent business.

29. **DIRECTOR OF LONDON PROGRAMMES**
The Committee received the report of the Executive Director, Community and Children's Services.

The meeting ended at 3.43 pm

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Chairman

Contact Officer: Amelia Christopher
Amelia.Christopher@cityoflondon.gov.uk

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

No	Committee Date Raised	Initial Request and Pending Actions	Responsibility	Due Date	Progress Update
1	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	Winter/ spring 2026	The 25/26 stock condition is complete. We will roll the homes that we could not access into the first year of the rolling programme. 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 action. Our aim is to present a refreshed strategy to HMASC at its meeting in the 2027 New Year.
2	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	2026/2027	The 2025-2026 report made reference to an improvement strategy around damp and mould. There was no reference made to the COL's housing services as we were unable to do a joint one with Hackney Housing. This will be done for the 2026-2027 report.
3	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	Winter 2026	Work was done to contribute to the CIPFA review of the HRA. Publication of the final report is awaited.

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

4	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	Spring/ summer 2027	The next staff survey is due to end in November 2026. A headline presentation will be brought to DCCS Committee when results are published.
5	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.
6	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	November 2026	An update on our engagement with the Regulator for Social Housing (RSH) was presented to HMASC in September 2026. The next meeting with the Regulator is due to take place 19 November 2026. The Regulator will also attend the HMASC due to take place 19 November.

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

7	30/06/2026	**Commissioning and Contract arrangements:** It was asked if the members could have a focused information session for Members about the Community and Children's Services Committee (CCS) commissioning arrangements? It would be helpful to know in more detail how the Commissioning team works with the Finance team in relation to procurement rules and value for money. In addition, how the 'health' of contracts is monitored and when contingency plans are created. Case studies would be helpful.	Director of Commissioning	Early 2027	A member briefing will be organised in the New Year.
8	08/09/26	**Golden Lane Community Centre:** The Deputy-Chair welcomed the good progress made and sought continued reassurance on four areas, to demonstrate that the community was being engaged with fully: any issues concerning the design of the building, any constraints concerning the procurement process, the use of other settings such as the Sir Ralph Perring Centre and the Golden Lane Community Centre, and what progress was being made on the timings.	Director of Commissioning	November 2026	A verbal update will be provided at Community and Children's Services Committee in November.
9	08/09/26	**Golden Lane Community Centre:** Officers committed to emailing Committee Members regarding the next two public engagement meetings on the GLLC, and work was underway with the Golden Lane Estate Residents' Association (GLERA) to publicise that at the Open House Festival.	Director of Commissioning	November 2026	A verbal update will be provided at Community and Children's Services Committee in November.

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City of London Corporation Committee Report

Committee: Community and Children's Services Committee	**Dated:** 24 November 2026
Subject: The Children and Young People's Plan 2026-29	**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?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Judith Finlay, Executive Director of Community and Children's Services
Report author:	Hannah Dobbin, Strategy and Projects Officer

Summary

The City of London's Children and Young People's Plan (CYPP) 2026-29 replaces the CYPP 2022-25. The CYPP 2026-29 sets out our vision and aspirations for all children and young people who live in the City of London or who are in the care of the City of London Corporation (City Corporation). It also states our high-level outcomes for children and young people. Strategies, action plans and service delivery plans sit below the CYPP and provide the detail of how we will deliver against these outcomes.

Recommendation

Members are asked to:

- Approve the City of London's Children and Young People's Plan (CYPP) 2026-29.

Main Report

Background

1. The CYPP is not a statutory document but the City Corporation and partners value its role in providing a shared vision for children and young people in the City of London, or those who are in the care of the City Corporation but may live outside of the City of London.

2. The CYPP 2026-29 replaces the CYPP 2022-25 and fits within the lifetime of the City of London Corporation's (City Corporation) Corporate Plan 2024-29. It also aligns with the City of London Joint Strategic Needs Assessment 2026.

3. The CYPP 2026-29 sits within the context of national children's social care reform and a national government shift towards a greater focus on outcomes frameworks. The high-level outcomes align with national developments around an outcomes framework for Best Start Family Hubs.

Current Position

4. The CYPP 2026-29 states our shared vision that children and young people who live in the City of London or who are in the care of the City Corporation have the best start in life and get the right support when they need it as they move into adulthood.

5. It sets out five high-level outcomes, that children and young people:

    - are and feel safe
    - are physically healthy
    - are happy with good emotional wellbeing and mental health
    - can learn in a way that works for them and have access to activities and opportunities that support their development
    - experience positive relationships and feel part of their community

6. The CYPP is also underpinned by a set of principles and ways of working.

7. The CYPP 2026-29 was developed based on the emerging national outcomes framework for Best Start Family Hubs and insight and feedback from families and young people who live in the City of London. On the whole, feedback from families and young people was positive, supporting the high-level outcomes and ways of working. Feedback from parents and carers on hopes for children and young people has been included in the CYPP. Feedback from young people, parents and carers on services and activities in the City of London has been summarised in the CYPP and will be used to inform the support and services on offer to children and young people, and their families.

8. The CYPP 2026-29 moves away from having its own action plan, (as the 2022-25 CYPP did), to becoming the overarching document that supports strategies, action plans and service development plans relating to children and young people. This avoids duplication of action plans and places a stronger focus on an outcomes-based approach.

9. The Children's Partnership Board – which brings together senior leaders from the City Corporation's Department of Community and Children's Services and partners including the City of London Police, Public Health, Health and Partnership for Young London – has oversight of the CYPP. Progress of activity will be reported annually to the Safeguarding and SEND Sub-committee, except where urgency requires more timely Member oversight.

10. A commitment to equity, equality, diversity and inclusion, as well as anti-racist practice is included in the CYPP. An Equality Impact Assessment (EIA) test of relevance has been completed (Appendix 3).

Corporate & Strategic Implications

11. Strategic implications – the CYPP 2026-29 aligns with and will support the delivery of the Corporate Plan 2024-2029.

12. Financial implications – none.

13. Resource implications – none.

14. Legal implications – none.

15. Risk implications – none.

16. Equalities implications – An EIA test of relevance was completed in August 2026. The CYPP 2026-29 is underpinned by principles including 'reduce inequalities by driving equity, equality, diversity and communities that are inclusive of all'. Ways of working include anti-racist practice which challenges discrimination.

17. Climate implications – none.

18. Security implications – none.

Conclusion

19. The CYPP 2026-29 provides a unifying and shared vision for all children and young people who live in the City of London, or who are in the care of the City Corporation. It underpins delivery documents and will enable partners to identify where children and young people are being supported to achieve high-level outcomes, but also help identify gaps that need addressing.

Appendices

- Appendix 1 – CYPP 2026-29
- Appendix 2 – CYPP 2026-29 Easy Read version
- Appendix 3 – Equality Impact Assessment test of relevance

Hannah Dobbin
Strategy and Projects Officer
Department of Community and Children's Services

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Appendix 1

City of London Children and Young People's Plan 2026-2029



Artwork by a City of London young person

What is our Children and Young People's Plan?

The City of London Children and Young People's Plan sets out our vision and aspirations for children and young people who live in the City of London, or who are in the care of the City of London Corporation but may live outside of the City of London, from pre-birth into adulthood.

It also relates to parents, carers and wider family members as we know how important they are to children and young people's lives.

The Plan is based on:

- what children, young people and families have told us
- national research into what is important to help children and young people develop and learn
- a set of principles and ways of working that explain how we will work to deliver the best possible outcomes for children and young people

The Plan sets out our high-level outcomes for children and young people and explains how we will deliver change under each of them through our strategies and service development plans.

What do we mean when we say….

'We' and 'our' – this refers to the City of London Corporation, or City Corporation for short.

'Children and young people' – this relates to children and young people from pre-birth to 19-year-olds or up to 25-years-old for young people with special education needs and disabilities (SEND) and care leavers.

'The Plan' – refers to this Children and Young People Plan.



Responding to national government reform

The Plan comes during a time of national government reform which requires all local authorities to think about support and services for children, young people and families and make changes.

The Plan reflects and responds to what we're being asked to do by national government in the following ways:

- our principles and ways of working fit with what we're being asked to do
- how we will deliver against the Plan includes the development of new plans and strategies such as a Best Start Local Plan
- our top-line outcomes and how we'll measure our impact will fit with an approach being developed nationally

What is the national government children's social care reform?

In 2025, the Government set out reforms to children's social care. Part of this is called the Families First Partnership reform which requires local authorities to move to a 'family help' system and another part is developing Best Start Family Hubs. We are taking a phased approach to implementing the reforms, ensuring that the way we do it best meets the needs of children, young people and families in the City of London.

The Best Start Family Hub – City of London

You can find out more about the Best Start Family Hub – City of London by scanning this QR code:



Children and young people in the City of London

The City of London is a unique place, just one square mile, and is home to 1,975 children and young people aged 0-25, of which 713 are aged 0-18 (Census 2021 – this is the most recent national population survey).

Families live across the City of London but there are certain areas where more children and young people live. Almost a third of residents aged 18 and under live in Portsoken in the East of the City, which includes Middlesex Street and Mansell Street. Some children and young people live in the North (Golden Lane and Barbican communities).

There is only one maintained (state) primary school and five independent schools in the City of London. This means children and young people that live in the City of London go to over 60 different schools across London. There are also seven early years settings, for example nurseries, across the City of London.

The Census 2021 found that in the City of London of residents aged 18 and under:

- 48% were from global majority backgrounds – within this 9% identified as Bangladeshi
- 36% identified as White British or Northern Irish
- 15% identified as other White, 1% as Roma and 1% as Irish
- 50% are male and 50% are female

At the end of April 2026, in the City of London, there were:

25 Education, Health and Care Plans 12 Children in Need 13 children open to Early Help
8 children in care 44 care leavers



Progress since the last Plan (2022-25) includes…

Children and young people are happy, healthy and enjoy good mental health and wellbeing:

- continued delivery of the Best Start in Life 0-5 offer which promotes breast feeding, healthy eating, and oral health
- delivery of healthy lifestyle workshops to families and dissemination of healthy start vouchers and free vitamins
- ongoing work with communities and local settings to increase vaccination coverage
- commissioned an Enhanced Health Visiting Service to ensure every new family has access to support which is proportionate to their needs
- recommissioned the School Based Health Service which ensures that children and young people with medical needs are supported in school. It also promotes wellbeing and healthy lifestyles, and helps keep children safe through strong safeguarding partnerships
- supported schools and youth settings to become health-promoting environments, offering health support and advice relating to sexual and reproductive health, substance use, tobacco and vaping, and mental health
- delivered in-depth analysis on the mental health needs of children and young people, including those with SEND, to inform future planning
- launched HealthSpot City and Hackney, providing young people with the opportunity to access holistic health and wellbeing support
- delivered Easter, Summer and Christmas holiday enrichment activities for children and young people aged 4 to 25, including those with SEND



Progress since the last Plan (2022-25) includes…

Children and young people have the tools to fulfil their potential and are prepared for success in adulthood:

- recommissioned youth services
- delivered the Children in Care Council and other enrichment activities to support young people's experiences and development
- young people completed five apprenticeships with the Virtual School
- supported children and young people to stay in education, employment or training and achieve a range of attainment awards through the Virtual School
- identified children and young people at risk of missing education through systematic data from the Department for Education

Children and young people grow up with a sense of belonging in their communities:

- delivered more for children and young people in our libraries and community centres
- expanded funding for under-5s of working families which improved early learning and helped families afford childcare, supporting both children's development and local economic stability
- continued to strengthen the Care Leaver Offer
- supported City of London care leavers who have become parents themselves
- provided culturally-appropriate support for unaccompanied asylum-seeking children
- delivered Children in Care Council activities including supper clubs and celebrations of cultural or religious events



Progress since the last Plan (2022-25) includes…

Children and young people are and feel safe:

- sustained no children under 18-years-old open to youth justice
- sustained no or low numbers of children supported by a Child Protection Plan
- refreshed the Multi-Agency Child Exploitation Forum to better understand and respond to harm outside the home
- widened staff roles to do more prevention work as part of implementing the national children's social care reforms
- City of London Police's Operation Makesafe worked with City of London hotels to test their awareness and response to possible child exploitation, and supported the identification of locations of possible harm
- Child Centred Policing Strategy 2027-29 has been developed to drive activity to help keep children and young people safe

Children and young people are independent and have empowerment over services:

- involved young people in the recommissioning of the City of London youth service
- co-produced the care leavers website pages with young people
- supported care leavers around tenancies and housing
- offered regular informal spaces for children in care and care leavers to share their feedback and experiences through the Children in Care Council



What young people, parents and carers have told us

By 2029, I hope children and young people in the City of London….

- have equal opportunities to their neighbours
- have more activities after school or in half term. Also have more courses to encourage students to choose their career path
- that children with low-income parents are taken into account
- feel safe and have the right support to learn and grow in the community
- have all the support they need (including their parents/carers), are happy, safe and thriving

(Responses to the Plan's public consultation).



Artwork by City of London young person

What young people, parents and carers have told us

We value families' experiences and feedback. Examples of what young people, parents and carers have told us that they want to see more of include:

- activities for babies in the Golden Lane area
- support in relation to housing
- accessible activities for children and young people with SEND
- support for SEND children, young people and their families as close to home as possible
- support for families with children with SEND to navigate services and health pathways
- provision for girls
- opportunities/facilities for sports and arts
- detailed, accessible online information about available support

Some residents want a 'one-stop shop', a physical 'hub' in the City of London, others want services as close to home as possible.

This feedback and insight is being used to inform how we develop the support and services on offer to families.



What young people have told us

Young people who shared their views as part of the development of our youth services during 2025/26 said they wanted:

- a wider variety of clubs, activities and workshops
more opportunities for young people
activities that offer different levels and certificates to help keep young people motivated
- inclusive activities
- more SEND activities for teenagers
- more young people involved

What young people told us informed the development of the youth service specification which sets out what we want the provider of the service to deliver.

Virtual School colleagues had informal conversations with young people about the draft Plan as part of the Easter school holiday activities programme (March 2026).

The young people agreed with the ways of working in the draft Plan.

The young people shared what they think works well in the City of London:
- the holiday activities, especially KABs (the provider)
- going on organised trips outside of the City of London, e.g. Epping forest
- residential trips for care leavers

The young people shared what they thought would make things even better in the City of London:
- more things to do for children outside of school
- more places to play and meet up
- easier ways to find out what is going on and whether they can go, i.e. age, sex, SEND etc.

What young people told us will be used to inform how we develop the support and services on offer to young people.



Continuing to involve families

We will continue to involve, listen and act on what children, young people and their families tell us throughout the duration of this Plan.

Ways we will do this include:

- our annual children and young people survey
- involve young people and families in our commissioning of services, like we have with our youth services offer
- engage with the City of London Youth Forum and Children in Care Council
- involve members of the City Parent Carer Forum which brings together parent carers of children with SEND
- Involve families in renewing our strategies and plans relating to children and young people
- targeted involvement activity around specific topics or with particular groups when needed to help us reach a wide, diverse range of children, young people and their families

However, parents and carers have told us they can feel overwhelmed by surveys and being asked the same questions again and again. So, we will think about what we know already and where we can join-up involvement activities to avoid duplication.



Our vision and high-level outcomes

Our vision:

Children and young people who live in the City of London or are in the care of the City of London Corporation have the best start in life and get the right support when they need it as they move into adulthood.

Our **five high-level outcomes** are that children and young people:

1. are and feel **safe**
2. are physically **healthy**
3. are **happy** with good emotional wellbeing and mental health
4. can **learn** in a way that works for them and have access to activities and opportunities that support their **development**
5. experience positive **relationships** and feel part of their **community**



Our principles and ways of working

Our Plan is based on **principles** that we will work to. They are:

- be ambitious for children and young people
- listen to children and young people and respond to what they are saying
- be transparent about what we're doing to support children and young people, so families know and understand our offer
- be open to learning from others and trying new things
- reduce inequalities by driving equity, equality, diversity and communities that are inclusive of all

Our **ways of working** are:

- strengths-based - we will focus on children and young people's strengths, not what they can't do
- relationship-based – we will support children and young people to have positive relationships
- trauma-informed – we will deliver culturally sensitive, safe services and empower children and young people to make choices
- anti-racist – we will challenge discrimination and embed anti-racist practice
- family help – we will support children and families to get the help they need at the earliest point from a multi-agency family help system and with the support of their family networks
- accessible and inclusive – we will make sure children, young people and families can access support and activities, and feel welcome
- collaborative – we will work with partners and children, young people and families to continue to develop and strengthen our offer



How will we deliver against the Plan?

This Plan provides our overarching approach to supporting children and young people to achieve positive outcomes. Several strategies, action plans and service development plans sit below this Plan.

City Corporation Corporate Plan

Children and Young People's Plan 2026-2029

Department for Community and Children's Services strategies, action plans and service development plans including:

SEND and Alternative Provision Strategy 2025-29
Early Help Strategy 2023-2026
Corporate Parenting Strategy 2024-29
Safer City Partnership Strategy 2025-29
Education Strategy 2024-29
Adult Skills and Education Strategy
Best Start Local Plan
Virtual School Development Plan
Workforce Development and Learning Strategy
Service development plans
Attendance Strategy

System-wide strategies and plans including:

NHS North East London Commissioning Strategy
Children and Young People's Emotional Health and Wellbeing Strategy 2021-2026
Children's Integrated Commissioning Strategy 2025/26 – 2026/27
City and Hackney Place-based Partnership Strategy
Joint Health and Wellbeing Strategy 2024-2028
City of London Joint Strategic Needs Assessment 2026



How we'll measure our impact

The strategies, action plans and service development plans that sit underneath this Plan are where we will set out in more detail the actions we will take to achieve our five high-level outcomes for children and young people. This is where we will also set out the indicators that we will use to demonstrate the difference we've made to children, young people and families' lives.

Alongside using numbers and statistics, we will also share families' experiences and feedback through case studies, quotes and images if families are happy for us to do so.

High-level outcome

Strategy, action plan or service development plans will include:

- actions we will take
- indicators we will use to demonstrate the difference we've made



Who will make sure we deliver against the Plan?

The City of London Children's Partnership Board brings together senior leaders from partners including the City Corporation, Health, Public Health, the City of London Police and the voluntary and community sector. It has oversight of this Plan and delivery against it.

Elected Members in the City of London sit on various committees and hold City Corporation officers to account. The Children's Partnership Board is accountable to the Community and Children's Services Committee and the Health and Wellbeing Board.

We will continue to involve and listen to children, young people and families throughout our work delivering against this Plan.



Artwork by City of London young person



My London artwork by a City of London young person

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CITY OF LONDON

Easy Read

Our plan for children and young people in the City of London

2026 to 2029



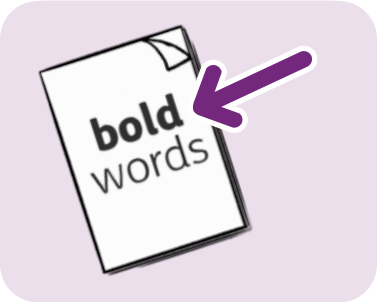
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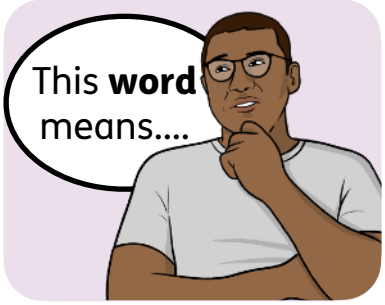
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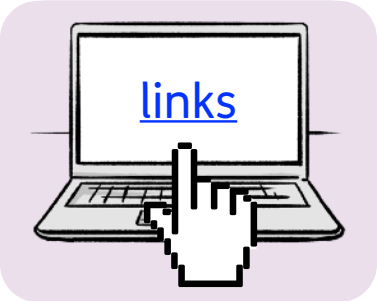
This Easy Read booklet uses easier words and pictures. Some people may still want help to read it.



Some words are in **bold** - this means the writing is thicker and darker. These are important words in the booklet.



Sometimes if a bold word is hard to understand, we will explain what it means.



Blue and underlined words show links to websites and email addresses. You can click on these links on a computer.

What is in this booklet

About this booklet.....4

What we want.....5

Our plan.....6



You can fill in a quick survey to say what you think about this Easy Read booklet: https://www.easy-read-online.co.uk/easy-read-feedback-survey

About this booklet

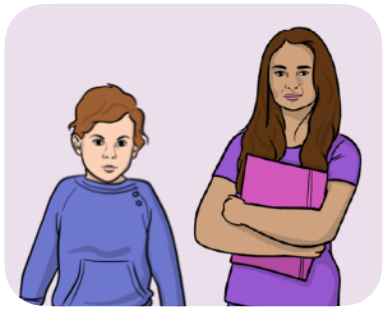
This booklet is from the City of London Corporation.

We provide local authority services for people who live in the City of London.



This booklet is about our **vision** for children and young people who live in the City of London.

A **vision** is how we want things to be in the future.



Children and young people are aged 0 to 19 years old. Or up to 25 years old for young people with **SEND**.



SEND stands for **Special Educational Needs** and **Disabilities**. Children and young people with SEND need some extra support to learn and grow.

What we want

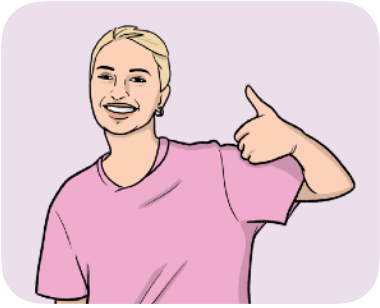
We want the City of London to be a place where all children and young people:



- Are safe.



- Are healthy.



- Are happy.



- Can learn and grow.



- Have good relationships and feel part of their community.

Our plan



Our plan explains what we want to see for children and young people over the next 3 years.



It also explains how we will approach our work with children and young people.

We will:



- Be **ambitious** - this means we will have big ideas and try to make a difference.

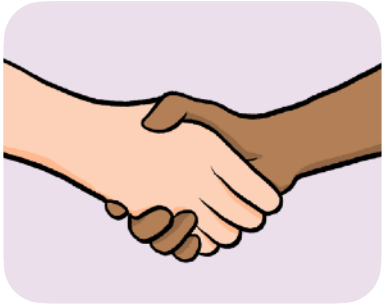


- Be open and honest.

We will also:



- Listen to children and young people and respond to what they are saying.



- Support **equity** and **equality.**

  Equity and **equality** mean making sure that everyone is treated fairly.



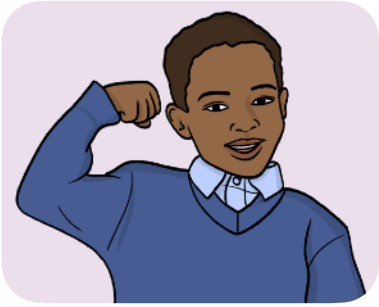
- Support **diversity.**

  Diversity means different kinds of people from different backgrounds and different experiences.



- Support communities that include everyone.

We will also:



- Focus on children and young people's strengths.



- Work with partner organisations, children, young people and families.



We will have separate action plans that explain how we will follow our plan.

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Equality Impact Assessment (EIA) Form

Section 1: To be completed by all

Proposal Title	**Children and Young People's Plan 2026-29**
Details of the lead officer completing the Assessment/ Role responsible for the completion of the EQIA	Hannah Dobbin, Strategy and Projects Officer
Department Responsible:	Department of Community and Children's Services (DCCS)
Who has been involved in creating the EQIA:	• Strategy and Performance • Children's Social Care and Early Help • Safeguarding and Quality Assurance
Date of Initial assessment:	August 2026
Dates of review (as applicable)	

1. PROPOSAL OVERVIEW

The Children and Young People's Plan (CYPP) 2026-29 sets out our overarching vision and ambitions for children and young people who live in the City of London or who are in the care of the City of London Corporation (City Corporation) but may live outside of the City of London. It also commits partners to principles and ways of working to achieve five high-level outcomes for children and young people.

The CYPP 2026-29 is not a statutory document but is valued as an overarching document that sets out our vision and ambitions for children and young people.

It is intended that the CYPP 2026-29 will have a positive impact on the following protected characteristics:

- age – children and young people from pre-birth to 19-years-old or up to 25 with special educational needs and disabilities (SEND) or care leavers, are the focus age group for the CYPP. There will also be a positive impact for parents, carers and potentially other family members of any age
- disability – children and young people with special educational needs and disabilities (SEND) are included in the pre-birth to 25 cohort
- pregnancy and maternity – it covers children from pre-birth to 2-years-old

- race – anti-racist practice is central to the ways of working committed to in the CYPP
- socioeconomic background – positive outcomes for children and young people support their social mobility
- care leavers/experience – are included in the 0-25-year-old age group

In addition, a principle of the CYPP is to reduce inequalities by driving equity, equality, diversity and communities that are inclusive of all

It is intended that there will be a neutral impact on the following characteristics as all children, young people and their families can access support and services in the City of London:

- religion and belief
- sex
- marriage and civil partnership
- gender reassignment
- sexual orientation

This proposal has no impact on veterans.

Does the proposal replace or make changes to an existing service or policy?

The proposal replaces the CYPP 2022-25. It contains similar high-level outcomes but places more focus on these outcomes and does not have its own action plan.

Are there any other risks and/or opportunities that are related to protected groups that should be considered?

This is an opportunity to have a shared vision and support the achievement of high-level outcomes for *all* children and young people pre-birth to 19-years-old, or up to 25 with SEND or care leavers, who live in the City of London.

Is a full EIA necessary?

A full EIA has not been completed as there is no identified negative impact on protected characteristics at this point in time.

Section 2: To be completed for a full EIA

A full EIA will not be completed at this time.

3. STAKEHOLDER ENGAGEMENT

Initial engagement to gather insight and view to inform the first draft involved representatives from the following teams:

- strategy and performance
- children's social care and early help
- safeguarding and quality assurance

A copy of this EIA test of relevance has been shared with the City Corporation's EEDI team.

4. DECISION MAKING (MITIGATIONS AND CHANGE)

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.**

August 2026 – no changes are required; there is no negative impact or discrimination identified at this stage.

5.MONITORING AND REVIEW

The CYPP covers 2026-29. The Children's Partnership Board – senior leadership group – has oversight of the CYPP and progress against the high-level outcomes. This EIA test of relevance will be reviewed annually.

Section 3: To be completed by ALL

6.RECORDING YOUR DECISION AND SIGN-OFF

Sign-off August 2026

1. Officers completing the EIA

Name	Hannah Dobbin	
Job Title	Programme Manager	
Date	04/08/2026	
Signature	H.Dobbin	

2. Line Manager

Name	Ellie Ward
Job Title	Head of Strategy and Performance
Date	12/08/2026
Signature	E.Ward

3. Senior Manager or Chief Officer

Name	Simon Cribbens
Job Title	Director Commissioning and Partnerships
Date	13/08/2026
Signature	S.Cribbens

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

City of London Corporation Committee Report

Committee(s): Community & Children's Services Committee	**Dated:** 24 November 2026
Subject: DCCS Departmental Risk Update	**Public report:** For Discussion
This proposal: • **provides business enabling functions**	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Judith Finlay, Executive Director Community & Children's Services
Report author:	Liane Coopey, Business Support Manager (Housing)

Summary

This report provides Committee Members with an update on the Department of Community and Children's Services (DCCS) Risk Register, highlighting what has changed since the previous report, including the addition of any new risks, the closure of risks where mitigation is now embedded, and updates to existing risk entries.

All changes to the Risk Register set out in this update (including risks added, closed, removed and amended) were reviewed and approved at the Departmental Leadership Team (DLT).

Recommendation(s)

Members are asked to:

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

Main Report

Background

DCCS maintains a Risk Register to identify, assess and manage risks that may impact the delivery of its objectives. The register is used as an active management and assurance tool and is reviewed regularly through established governance arrangements.

Current Position

Actions Taken

1. Since the last Committee report, DCCS has reviewed its risk management arrangements and services have been supported to make better use of risk reporting.
2. A quality assurance review of current entries has been completed and discussed with DLT
3. Housing has embedded oversight through quarterly Housing SMT risk meetings, improved data quality, and a more standardised way of describing and monitoring risks.

Together, these steps have improved the standard of the register and strengthened assurance to support Committee reporting.

Newly identified risks

4. No new risks requiring addition to the departmental risk register have been identified during the reporting period. Existing risks continue to be monitored for changes in exposure and emerging issues.

Closed Risks

5. Provider failure (universal provision) CP002 has been closed following a review of the risk register. The review concluded that the principal financial and provider-market pressures associated with this risk are more appropriately captured through CP003. The risks have therefore been rationalised to avoid duplication, with the relevant market exposure continuing to be monitored through CP003

Existing risk updates:

6. **Blake Tower (HS 007)** – The risk remains rated Red (16). Work continues with Barratt London in relation to the Improvement Notice and remediation programme, alongside ongoing engagement and communication with

residents. The risk remains under active review, with no change to the current score during this reporting period.

7. **Safeguarding (PE 003)** – The current risk score remains unchanged. Following a request from Members, the previously separate children's and adults' safeguarding risks have been consolidated into a single departmental safeguarding risk. This reflects the significant commonality in controls and mitigating actions and reduces duplication within Ideagen, while maintaining oversight of safeguarding across both service areas
8. **Fire Safety (HS 0012)** – Fire safety management arrangements continue to be strengthened through the implementation of RiskBase, enhanced weekly monitoring of FRA actions and ongoing staff training. While these measures provide increased visibility and oversight, further work remains underway to address outstanding actions and ensure that improvements are fully embedded.
9. **Statutory Compliance (HS 009)** – Data accuracy and reporting arrangements have continued to strengthen. The current risk score remains appropriate at this stage; however, the improvements made are providing increased assurance and will inform future consideration of the risk likelihood as the revised arrangements become further embedded.
10. **Repairs & Maintenance (HS 008)** – Interim arrangements remain in place to maintain repairs delivery while longer-term contractual arrangements are progressed. Alongside this, following the Housemark review, a six-month improvement plan is commencing to strengthen repairs data quality and the robustness of performance monitoring and reporting

Continuous Improvement

11. Continuous improvement remains a priority, with regularly scheduled meetings set up with the Corporate Strategy & Performance Team and quarterly Housing Risk Meetings
12. Further actions include:
    - Regular discussion of risks at senior management meetings to support collective ownership.
    - Integration of risk awareness into induction programmes for new starters and managers.
    - Structured feedback loops within future workshops to capture learning and identify emerging risks early.

Corporate & Strategic Implications

Strategic implications

13. The risk register fulfils the expectations of the Corporate Risk Management approach.

Financial implications

14. None.

Resource implications

15. None

Legal implications

16. None.

Risk implications

17. Effective risk management is vital to the delivery of the COL Corporate Plan 2024-2029 outcome of the provision of excellent services.

Equalities implications

18. None.

Climate implications

19. None

Security implications

20. None.

Conclusion

21. DCCS has continued to develop its risk management framework by embedding governance arrangements, sharpening reporting, and investing in staff capability through training. This programme is supporting a more joined-up approach to identifying, managing and escalating risks across services.
22. Progress continues to be made in high-priority areas, including safeguarding, statutory compliance and major programmes such as fire safety and capital works. Updated protocols and escalation routes, alongside regular risk review, are supporting improved transparency and strengthening the assurance framework across the Department
23. DCCS will maintain its focus on continuous improvement through ongoing workshops, strengthened induction, senior-level discussion, and further development of the corporate risk universe. This approach ensures that DCCS remains well positioned to anticipate emerging risks, meet regulatory expectations, and uphold strong governance in support of the Corporate Plan 2024–2029.

Appendices

Appendix 1 - DCCS Detailed Report – Latest Summary

Liane Coopey
Business Support Manager (Housing)

T: 020 7332 1614
E: Liane.coopey@cityoflondon.gov.uk

DCCS - All Risks - Detailed Report

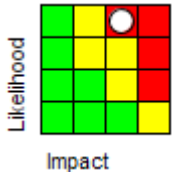
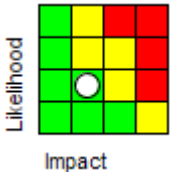
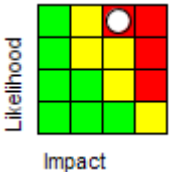
Report Type: Risks Report
Report Author: Liane Coopey
Generated on: 09 November 2026

Rows are sorted by Risk Score

Risk Level Description Departmental

Risk Code	DCCS HS 007	Risk Title	***Blake Tower - Barbican Estate***

Description	**Cause:** The redevelopment of Blake Tower in 2013 by Redrow Homes Limited, has resulted in a building with multiple defects. **Event:** In accordance with the Deed of Surrender, the Corporation is obliged to take back the Redrow lease. This has not yet occurred due to issues relating to the quality of the construction works, (including issues relating to fire safety) outstanding defects and legal disputes between Redrow and leaseholders in Blake Tower. **Effect:** Reputational, safety and financial risk due to inheriting a building that is not fit for purpose. Without due caution, the Corporation could inherit a building that contains many structural defects including, serious fire safety related deficiencies. The cost of the remedial works to deal with these defects could be several millions of pounds.

Current Risk			**Target Risk**			**Original Risk**		
Risk Score	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**

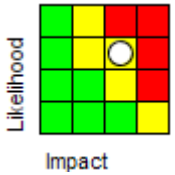
16	Likely	Major	***4***	Unlikely	Serious	***16***	Likely	Major
Red	**Trend**	Constant	Green	**Target Date**	29-Jun-2029	Red	**Creation Date**	24-Feb-2023

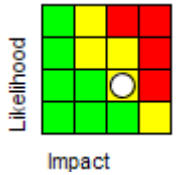
Latest Note	The primary focus is to ensure that Barratt London undertake the necessary work to address the Improvement Notice and that communication with residents is appropriate. There is an estimated date in 2029 for works to be completed. There is further extension to the remediation programme due to the new construction methodology and proposed logistics, which will impact the decant. There is a lack of visibility of design proposals. Detailed work is ongoing with Barratt to ensure that their approach is rigorous and appropriate to the Improvement Notice and remediation of the building. Engagement and communication with residents are ongoing. Waking watch is in place.	***21-Oct-2026***

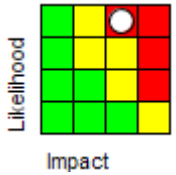
Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Judith Finlay

Risk Code	DCCS HS 003	Risk Title	*Lone Working*

Description	**Cause:** Failure to conduct proper risk assessments, allocate lone working devices, provide necessary training, and ensure effective management supervision to support lone workers **Event:** Fail to enforce corporate policy and guidance followed by legislation. Lone working staff not taking adequate control measures if an event was to occur. **Effect:** Lone working staff at risk of physical or mental harm, which could result in investigation and legal action, damaging the reputation of the City of London.

Current Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Target Date**	31-Mar-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major
Red	**Creation Date**	18-Jan-2016

Latest Note	DCCS continues to prioritise the safety and wellbeing of lone workers through a comprehensive set of procedures and controls. Staff are expected to maintain regular contact and always carry a mobile phone or lone worker device. In the event of an emergency, staff can raise an alarm using the Peoplesafe device or app, which is routinely monitored, Managers are responsible for ensuring that risk assessments are completed for all lone working tasks. Additional measures include monthly monitoring of lone working device usage, clear emergency procedures, and the availability of guidance and support from Health & Safety representatives. Staff are encouraged to report any concerns or incidents promptly	***28-Oct-2026***

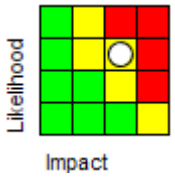
Risk Level	Departmental
Department	Department of Community & Children's Services

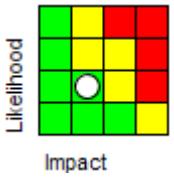
Risk Approach	Reduce
Risk Owner	Peta Caine

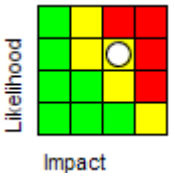
Risk Code	DCCS HS 004

Risk Title	***Housing Finance***

Description	**Cause:** Challenges to the financial sustainability of the Housing Revenue Account arising from increasing compliance, fire safety and capital investment costs **Event:** Insufficient funding is available to deliver approved expenditure commitments. **Effect:** Inability to deliver investment priorities, reduced service delivery, potential regulatory concerns and reputational damage.

Current Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Mar-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Creation Date**	15-Aug-2016

Latest Note	MHCLG Exceptional Financial Support (Capitalisation Directive) achieved for 26/27 only (to be re-applied for annually) secured funding of £2.65 million for the HRA for fire safety and other Health & Safety compliance issues. Additional staff are funded for 26/27. Permission given to recruit to Health and Fire Safety team permanently, as fixed term contracts would prove too costly	***03-Nov-2026***

	and might not attract the right calibre. Discussions regarding further support are in progress. A CIPFA review carried out on behalf of MHCLG is being reviewed by them. A Transformation Strategy is being developed to encompass all the work required to get the HRA to financial sustainability. A continuing pressure remains with the delay in handover and letting of the new homes at York Way. With some of the Black Raven Court homes being held pending the MGO board removal.	

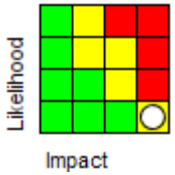
Risk Level	Departmental
Department	Department of Community & Children's Services

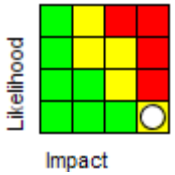
Risk Approach	Reduce
Risk Owner	Peta Caine

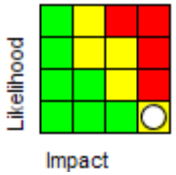
Risk Code	DCCS 001

Risk Title	***Departmental emergency response***

Description	**Cause:** Inadequate planning, training, partnering or resourcing in support of departmental humanitarian assistance role in response to an emergency/major incident **Event:** Failure to adequately meet the immediate or ongoing welfare needs of residents, workers and visitors who have been affected by a major incident **Effect:** negative impacts on health and wellbeing; harmed recovery prolonging impact; erosion of trust; reputational damage

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Target Date**	31-Mar-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Creation Date**	11-Jun-2015

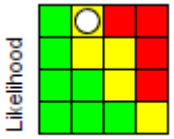
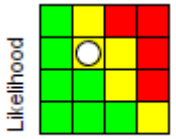
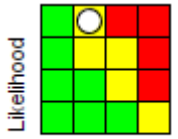
Latest Note	Membership of the Crisis Support Team has been successfully refreshed, with a record 94 volunteers currently registered to provide support in the event of an emergency. New members are being encouraged to attend British Red Cross training sessions, ensuring they are equipped with essential skills. In addition, a refresher training session was held for volunteers in the Mansion House in September 26. 25 volunteers attended.	***26-Oct-2026***

Risk Level	Departmental
Department	Department of Community & Children's Services

Risk Approach	Accept
Risk Owner	Judith Finlay

Risk Code	DCCS CP001	Risk Title	*Provider failure (targeted provision)*

Description	**Cause:** Financial failure or provider withdrawal causes significant service disruption **Event:** Delivery of targeted provision ceases or is significantly disrupted as a result of provider failure or withdrawal **Effect:** Negative service user impact; reputational impact; financial loss or additional cost

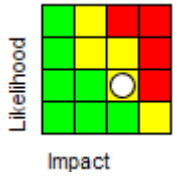
Current Risk			Target Risk			Original Risk		
Risk Score	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**
8	Likely	Serious	***6***	Possible	Serious	***8***	Likely	Serious
Amber	**Trend**	Constant	Amber	**Target Date**	25-Mar-2027	Amber	**Creation Date**	25-Mar-2026

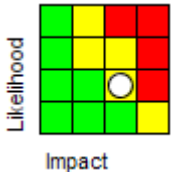
Latest Note	Financial due diligence at contract award; provider diversification in social care; mutual aid arrangements with local authorities; DCCS Business Continuity Plan	***26-Oct-2026***

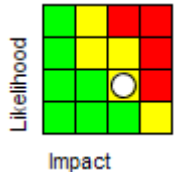
Risk Level	Departmental	Risk Approach	Reduce
Department	Department of Community & Children's Services	Risk Owner	Simon Cribbens

Risk Code	DCCS CP003	Risk Title	*Provider cost inflation*

Description	**Cause:** Inflationary pressures, workforce costs, supplier operating costs and wider market conditions increase the cost of commissioned services beyond planned budget assumptions **Event:** Provider costs increase beyond available budget or grant funding, resulting in increased contract costs and/or reduced affordability of existing provision **Effect:** Financial pressures may require services to be reduced, redesigned or reprioritised, potentially affecting service-user outcomes, statutory compliance, organisational reputation and workforce capacity

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Target Date**	25-Mar-2027

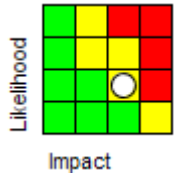
Original Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Creation Date**	25-Mar-2026

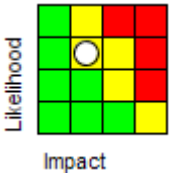
Latest Note	Continued competitive market procurement to secure best value in the context of rising costs Preventative focus to manage demand for some social care services	***26-Oct-2026***

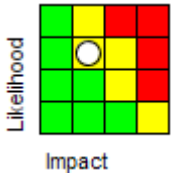
Risk Level	Departmental	**Risk Approach**	Accept
Department	Department of Community & Children's Services	**Risk Owner**	Simon Cribbens

Risk Code	DCCS HS 005	Risk Title	*Major works programme*

Description	**Cause:** Shortfall in funding/increase in costs of current major works programme **Event:** Inability of the City of London to fund current and planned major works improvements and fire safety works **Effect:** Detrimental to property conditions and living standards, reputational damage.

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Target Date**	31-Dec-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Creation Date**	07-Jan-2020

Latest Note	The funding arrangements for the 10-year Housing Major Works Programme are still under review, given that the Optimism bias (or programme contingency) is already under some limited pressure due to uplifts in anticipated expenditure – particularly in respect of the Golden Lane Estate major Works Renewal Programme. Any reduction in the scope of the overall programme will result in the potential for greater resident dissatisfaction and an increased likelihood of a breach of landlord responsibility. Currently the Major Works Team is engaged in significant procurement activity, with the aim of onboarding multiple external consultants to support delivery of the programme over the coming years. The intention is to have all consultant appointments in place by the end of April 2027.	***26-Oct-2026***

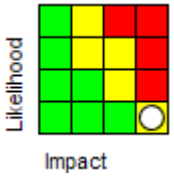
Risk Level	Departmental
Department	Department of Community &

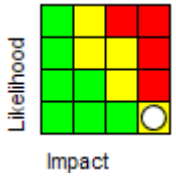
Risk Approach	Reduce
Risk Owner	Gregory Wade

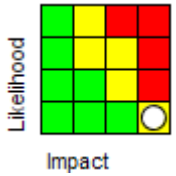
	Children's Services		

Risk Code	DCCS PE 003	**Risk Title**	***Safeguarding (previously DCCS PE, DCCS PE 001 and DCCS PE 002)***

Description	**Cause:** Not providing appropriate training to staff or Members; not providing effective leadership, management or supervision; poor case management, information sharing or follow-up actions; or insufficient resources to support safeguarding responsibilities across both Adult and Children's Services. **Event:** Failure to implement core safeguarding duties for children, young people, and adults with care and support needs. **Effect:** Physical or mental harm suffered by a child or vulnerable adult; reduced confidence in safeguarding arrangements; reputational damage to the City of London Corporation; potential legal challenge; investigation by CQC and/or Ofsted; and loss of assurance across departmental safeguarding practice.

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Target Date**	02-Mar-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
8	Rare	Extreme
Amber	**Creation Date**	02-Mar-2026

Latest Note	Children Social Care and Early Help services were subject to an Ofsted Focus Visit Inspection in June 2026. The report provided detailed assurance of the safeguarding systems operating across Child protection and Child in Need support. CQC published their final report (Jul 2026) of their Assessment (Jul 2025). The Assessment judged the City of London Adult Social Care services with an overall judgement of Good. The report describes established	***26-Oct-2026***

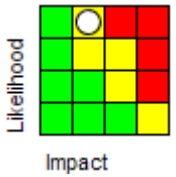
	safeguarding systems, multi-agency governance, learning from reviews, staff confidence, provider engagement, improved practice and positive outcomes for people, but was identified as an area for development. A Service Development Plan is in place to address with independent monitoring for assurance. Completion of corporate safeguarding audit to enhance the consistency of governance documentation, policy review discipline, reporting on completion of corporate-level training, and to embed the reporting of safeguarding risk to Members and will be tracked via Departmental Leadership Governance arrangements	

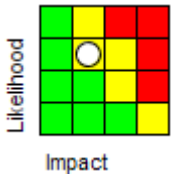
Risk Level	Departmental
Department	Department of Community & Children's Services

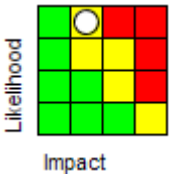
Risk Approach	Accept
Risk Owner	Chris Pelham

Risk Code	DCCS PE 004	**Risk Title**	***Demand pressure***

Description	**Cause:** Health events and external economic/social/political factors increase demand for services beyond planned capacity **Event:** Demand for services increases beyond planned capacity and budgets **Effect:** Delayed service delivery; budget overspend; client risk; reputational impact; compliance impact; staff fatigue and low morale

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Likely	Serious

Target Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious

Original Risk		
Risk Score	**Likelihood**	**Impact**
8	Likely	Serious

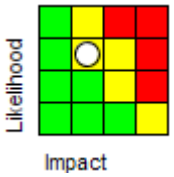
Amber	**Trend**	Constant	Amber	**Target Date**	25-Mar-2027	Amber	**Creation Date**	25-Mar-2026

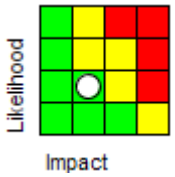
Latest Note	Q1 financial reporting continues to highlight demand pressures in Adult Social Care. Mitigating action is focused on robust oversight of high-cost care through the Complex Needs Panel, reviewing health funding and cost recovery, strengthening early intervention, reducing agency reliance, recovering outstanding provider funds, improving income from client contributions, and exploring other funding opportunities. Progress and the financial impact of these measures will continue to be monitored through future forecasts.	***30-Sep-2026***

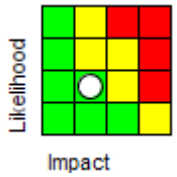
Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Chris Pelham

Risk Code	DCCS HS 001	Risk Title	*Health and Safety procedures*

Description	**Cause:** Failure to meet Health and Safety regulations and City of London procedures within the department and on the properties and estates managed by the Housing Division **Event:** Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident or visitor **Effect:** Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation.

Current Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Mar-2027

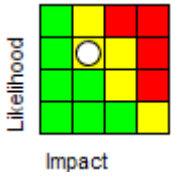
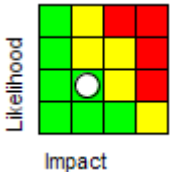
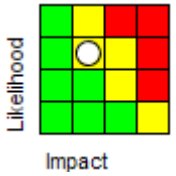
Original Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Creation Date**	13-Nov-2014

Latest Note	The DCCS Health and Safety Charter has been approved and a new Health and Fire Safety Team is being recruited by the end of Q4 2026/2027. Auditing in line with the Charter by the Health and Fire Safety Team is scheduled to commence across DCCS in Q1 2027/2028. Internal audit is currently auditing fire safety in Housing and will audit Barbican Resident Estate for same in due course.	***27-Oct-2026***

Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

Risk Code	DCCS HS 0013	Risk Title	*Failure to deliver New Homes to programme*

Description	**Cause:** Delays in the completion of the New Homes programme, including ongoing works at York Way. **Event:** New homes are not delivered in line with the agreed programme. **Effect:** Prospective tenants are required to remain in overcrowded and/or temporary accommodation for longer periods, resulting in continued pressure on temporary accommodation services and loss of rental income to the Housing Revenue Account.

Current Risk			Target Risk			Original Risk		
Risk Score	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**
6	Possible	Serious	***4***	Unlikely	Serious	***6***	Possible	Serious
Amber	**Trend**	Constant	Green	**Target Date**	31-Dec-2026	Amber	**Creation Date**	23-Mar-2026

Latest Note	Progress on site at York Way has been further impacted by contractor delays, resulting in revised forecast completion dates between November 2026 and January 2027. The current anticipated completion programme is: Blocks A and B – November 2026 Block C – January 2027 Block D – January 2027 Landscaping and public realm works –January 2027 Risks to these completion dates remain: adverse weather, contractor delays, timely building control sign off from LB Islington.	***26-Oct-2026***

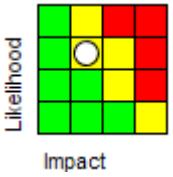
Risk Level	Departmental
Department	Department of Community & Children's Services

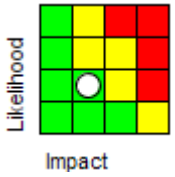
Risk Approach	Reduce
Risk Owner	Peta Caine

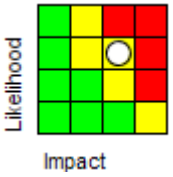
Risk Code	DCCS HS 008

Risk Title	***Delivery of Repairs & Maintenance services to City of London Housing residents***

Description	**Cause:** Repairs & Maintenance of managed homes not being carried out effectively and in a timely manner due to poor contractor performance and contract management **Event:** Failure to deliver a high quality Repairs & Maintenance service to City of London Housing Service tenants and leaseholders **Effect:** Poor quality homes for tenants and leaseholders can impact on health , safety and wellbeing. There also an impact on the property portfolio and the potential for reputational damage.

Current Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Dec-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Creation Date**	20-Jun-2024

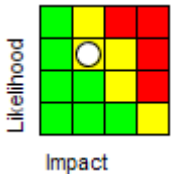
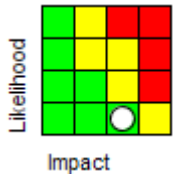
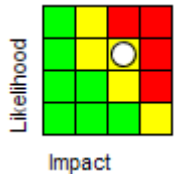
Latest Note	All Services with Chigwell remain suspended. Emergency & urgent service provision remains in place with TDK. The Chigwell backlog and routine repairs are allocated to Prestige and AD Group and Vale roofing are providing specialist repairs for door entry and roofing. Urgent Direct Award Notices are required via Procurement team to formalise current arrangements which are now expected to remain until June 2027. Prestige and MNM have now been mobilised for voids delivery with a temporary dedicated voids surveyor supporting the process. Risks remain around the current volume of R&M suppliers and increased contract management requirements along with team clarity on correct repairs order allocation and priorities. Team feedback and improved guidance is ongoing. In October, House Mark completed a review of repairs data and performance reporting for TSM REP002 – Repairs completed on time. This has revealed several areas for improvement including gaps in data, accuracy of performance reports and data in inputting errors. A 6-month action plan to implement recommendations will commence from November 2026, which will require engagement and input from main contractors including TSG for gas repairs.	***26-Oct-2026***

Risk Level	Departmental
Department	Department of Community & Children's Services

Risk Approach	Reduce
Risk Owner	Beverley Andrews

Risk Code	DCCS HS 009	Risk Title	*Statutory Compliance Requirements*

Description	**Cause:** Failure to undertake and provide evidence of periodic statutory inspections of buildings, and mechanical and electrical equipment within buildings. **Event:** Lack of designated, competent resources to effectively manage compliance delivery within statutory timescales and provide assurance across all areas. Missing, inaccurate or inaccessible compliance data, stored in multiple third-party systems. **Effect:** Potential for serious harm to residents, visitors and contractors. Potential for legal enforcement action and reputational damage along with significant unforeseen costs to remedy

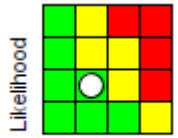
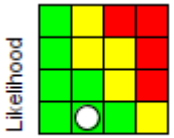
Current Risk			**Target Risk**			**Original Risk**		
Risk Score	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**
6	Possible	Serious	***4***	Rare	Major	***12***	Possible	Major
Amber	**Trend**	Constant	Green	**Target Date**	31-Mar-2027	Amber	**Creation Date**	12-Nov-2024

Latest Note	Recommendations of Penningtons Review have been incorporated into the Housing Action Plan and the R&M team annual plan for 26/27.	***26-Oct-2026***

Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Beverley Andrews; Peta Caine

Risk Code	DCCS PE 006	Risk Title	*Failure to implement Children's Social Care and Best Start Family Hubs reforms*

Description	**Cause:** The Children's Social Care and Best Start Family Hubs reforms require significant system-wide transformation, including changes to governance, service models, partnership working, performance oversight and supporting systems across child protection, early help and family support services. **Event:** If the Local Authority does not fully implement the statutory requirements of the Children's Social Care and Best Start Family Hubs reforms by 1 April 2027, including Family Help Services and Best Start Family Hubs, there is a risk of partial or delayed compliance. **Effect:** Failure to meet the implementation deadline could result in regulatory challenge, reduced assurance to Government and reputational risk, and may limit the effectiveness, consistency and sustainability of the reformed system, even where services continue to be delivered and families receive support.

Current Risk			**Target Risk**			**Original Risk**		
Risk Score	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**
4	Unlikely	Serious	***2***	Rare	Serious	***4***	Unlikely	Serious
Green	**Trend**	Constant	Green	**Target Date**	04-Apr-2027	Green	**Creation Date**	02-Apr-2026

Latest Note	Delivery of BSFH services are continuing via range of service delivered from several BSFH Network Sites and the Artizan Street Library Hub. There has been a steady increase in uptake of services and a range of communications with stakeholders on the BSFH offer. The next phase of the work is to secure longer term established roles across the Children Services system to meet the statutory deadline of 31 March 2027 for the implementation of the Children Social Reforms as set out in the Children's Wellbeing and Schools Act 2026. The Directors of Education and People will be progressing the proposals. An initial meeting with staff is taking place	***30-Sep-2026***

	September 2026. The current plan is to present proposals to Members in November and December and implement these proposals during January-March 2027.	

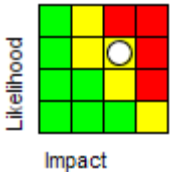
Risk Level	Departmental
Department	Department of Community & Children's Services

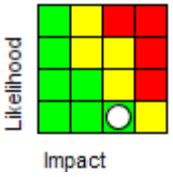
Risk Approach	Accept
Risk Owner	Chris Pelham

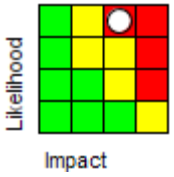
Risk Level Description Service

Risk Code	DCCS HS 0012	**Risk Title**	***Failure to maintain effective fire safety management across the housing portfolio***

Description	**Cause:** Fire safety controls, preventative measures or protective systems are inadequately implemented, maintained, monitored or managed. **Event:** A fire occurs within a residential property or communal area where fire safety measures are incomplete, ineffective or fail to operate as intended. **Effect:** Serious injury or loss of life to residents, staff or visitors; significant property damage; disruption to housing services; regulatory or enforcement action; financial liabilities; reputational damage; and increased scrutiny from regulators and auditors.

Current Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Rare	Major

Original Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major

Amber	**Trend**	Constant	Green	**Target Date**	31-Dec-2026	Red	**Creation Date**	10-Mar-2026

Latest Note	There is a risk that fire safety measures across the housing stock—including communal areas, individual dwellings, and sheltered schemes—may not meet required regulatory requirements due to delays in completing fire risk assessment actions, inadequate fire management plans, lack of access for contractors, or insufficient resident engagement. A programme of works is now underway to mitigate a section of these risks, but continued management in the meantime is required – for example, compartmentation	***27-Oct-2026***

Risk Level	Service	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

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