



## Housing Management and Almshouses Sub (Community and Children's Services) Committee

**Date:** THURSDAY, 11 JULY 2013  
**Time:** 1.45pm  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

**Members:** Deputy Billy Dove  
Alderman David Graves  
Deputy the Revd Stephen Haines  
Deputy Henry Jones  
Gareth Moore  
Adam Richardson  
Elizabeth Rogula  
Virginia Rounding  
Revd Dr Martin Dudley (Ex-Officio Member)  
Angela Starling (Ex-Officio Member)

**Enquiries:** Jacky Compton  
tel. no.: 020 7332 1174  
[jacky.compton@cityoflondon.gov.uk](mailto:jacky.compton@cityoflondon.gov.uk)

Lunch will be served in the Guildhall Club at 1pm

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Reports

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **ELECTION OF CHAIRMAN**  
To elect a Chairman pursuant to Standing Order 29.
4. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Chairman pursuant to Standing Order 30.
5. **TERMS OF REFERENCE**  
To receive the Terms of Reference, as agreed at the May 2013 meeting of the Community & Children's Services Committee (copy attached).  
**For Information**  
(Pages 1 - 2)
6. **MINUTES**  
To approve the public minutes and summary of the Housing Management Sub Committee meeting on 31 January 2013 (copy attached).  
**For Decision**  
(Pages 3 - 8)
7. **ALLOCATED MEMBERS SCHEME**  
Report of the Director of Community & Children's Services (copy attached).  
**For Decision**  
(Pages 9 - 18)
8. **ANNUAL REPORT FOR TENANTS 2013**  
Report of the Director of Community & Children's Services (copy attached).  
**For Information**  
(Pages 19 - 38)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **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 as follows:-

**Item No.**  
12-17

**Exempt Paragraphs**  
3

## **Part 2 - Non-Public Reports**

12. **NON-PUBLIC MINUTES**  
To approve the non-public minutes of the Housing Management Sub Committee meeting on 31 January 2013 (copy attached).  

**For Decision**  
(Pages 39 - 40)
13. **CITY OF LONDON ALMSHOUSES UPDATE**  
Report of the Director of Community & Children's Services (copy attached).  

**For Decision**  
(Pages 41 - 46)
14. **AFFORDABLE HOUSING**  
Report of the Director of Community & Children's Services (copy attached).  
  
Together with a presentation by the Affordable and Housing Needs Manager.  

**For Decision**  
(Pages 47 - 54)
15. **PROJECT PROPOSAL - ISLINGTON ART FACTORY**  
Report of the Director of Community & Children's Services (copy attached).  

**For Decision**  
(Pages 55 - 64)
16. **PROJECT PROPOSAL - RICHARD CLOUDESLEY SCHOOLS**  
Report of the Director of Community & Children's Services (copy attached).  

**For Decision**  
(Pages 65 - 72)
17. **PROJECT PROPOSAL - SUMNER BUILDINGS**  
Report of the Director of Community & Children's Services (copy attached).  

**For Decision**  
(Pages 73 - 82)
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

This page is intentionally left blank

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

### **Constitution**

The Chairman and Deputy Chairman of the Community & Children's Services Committee  
8 Members to be elected by the Community & Children's Services Committee.

In accordance with Standing Order Nos. 29&30, no Member who is resident in, or a tenant of, any property owned by the City of London and under the control of this Sub Committee is eligible to be Chairman or Deputy Chairman.

### **Chairmanship**

In April 2012, the Grand Committee agreed that the Sub Committee may have power to elect its own Chairman and Deputy Chairman, in accordance with Standing Orders, at its first meeting each Committee year.

### **Terms of Reference**

To be responsible for:-

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

This page is intentionally left blank

# Agenda Item 6

## HOUSING MANAGEMENT SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE

Thursday, 31 January 2013

Minutes of the meeting of the Housing Management Sub (Community and Children's Services) Committee held at Committee Rooms, West Wing, Guildhall on Thursday, 31 January 2013 at 1.45 pm

### Present

#### Members:

Deputy Billy Dove (Chairman)  
Virginia Rounding (Deputy Chairman)  
Revd Dr Martin Dudley  
Alderman David Graves  
Deputy Revd Stephen Haines  
Deputy Henry Jones  
Peter Leck  
Anthony Llewelyn-Davies  
Gareth Moore  
Angela Starling

#### Officers:

|                  |  |
|------------------|--|
| Caroline Webb    | - Committee and Member Services Officer              |
| Jacky Compton    | - Committee and Member Services Officer              |
| Mark Jarvis      | - Chamberlains                                       |
| Neal Hounsell    | - Acting Director of Community & Children's Services |
| Jacquie Campbell | - Dept of Community & Children's Services            |
| Carla Keegans    | - Dept of Community & Children's Services            |
| Mike Kettle      | - Dept of Community & Children's Services            |
| Anne Mason       | - Dept of Community & Children's Services            |
| Karen Tarbox     | - Dept of Community & Children's Services            |
| Wendy Giaccaglia | - Dept of Community & Children's Services            |
| June Bridge      | - Dept of Community & Children's Services            |
| Mark Lowman      | - City Surveyor                                      |

#### 1. APOLOGIES

There were no apologies.

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

Gareth Moore declared a personal interest as a tenant of the Golden Lane Estate.

3. **MINUTES**

The public minutes and summary of the meeting held on 22 November 2012 were agreed as a correct record.

**Matters Arising**

**Welfare Reform** – The Chairman stated that the process was being dealt with across the Corporation.

4. **SHELTERED HOUSING SCHEMES**

The Sub Committee considered a report of the Director of Community & Children's Services outlining the current position regarding the City's sheltered housing schemes.

The Director of Community & Children's Services advised that a panel would need to be set up to discuss the review of the long-term strategy for the provision of accommodation for older people. The Chairman sought volunteers for the panel and the following Members were appointed:

Deputy Billy Dove  
Virginia Rounding  
Peter Leck

Members stated that they also wished the City of London Almshouses to be included in the review of sheltered housing.

**RESOLVED:** That Members

- agree the need for a review of sheltered accommodation;
- agree to the formation of a Member/officer Panel to lead the review;
- ask the Chairman to appoint one or more Members to the Panel, in liaison with the Housing Services Director; and
- delegate to the Housing Services Director the task of commissioning a consultant to carry out the review.

5. **RESIDENT INVOLVEMENT SECOND YEAR EVALUATION**

The Sub Committee received a report of the Director of Community & Children's Services providing Members with an overview and evaluation of the second year of the Resident Involvement Strategy (2010-2013).

**RESOLVED:** That Members note the contents of the report.

6. **GOLDEN LANE ESTATE – GREAT ARTHUR HOUSE - CURTAIN WALLING, WINDOWS, OTHER WORKS GATEWAY 4C DETAILED DESIGN**

The Sub Committee considered a report of the City Surveyor relating to the Golden Lane Estate – Great Arthur House: Curtain Walling/Windows/Other works Gateway 4c Detailed Design.



The Town Clerk advised that Projects Sub and Finance Committees had also approved the report.

In answer to a question relating to concrete repairs, the City Surveyor advised that a figure of £210,000 has been allowed for within the budget estimate for these works. Although concrete elements of the block were treated as part of a previous refurbishment project, it is important that the complete structure be reviewed in order to ensure the long term maintenance of the building. As part of the Design Team's survey works some areas of concrete spalling were noted and it is therefore proposed that further analysis be carried out and repair works undertaken as necessary at the same time as access is provided for other elevation works.

In answer to a question relating to roof level interface repairs, the City Surveyor stated that £73,000 has been estimated for works that will be required at roof level where the new cladding will abut the parapet and other roof elements. This figure has been included to cover the costs associated with necessary adjustment to ensure a sound and watertight connection between the new cladding and the existing structure.

The Sub Committee agreed that the Chairman and Deputy Chairman would receive regular reports from the Community & Children's Services Programme Board about the progress of the project.

**RESOLVED:** That, subject to the amendment to Recommendation 5 where the tolerance figure should read **+5%** and not +25%, Members –

- approve the proposed design of the replacement for the curtain walling and associated works as set out in the report;
- approve a revised budget of £6,187,325, an increase of £1,318,325 over the previous estimated project cost (£3,815,904 from HRA and £2,371,421 from long leaseholder contributions);
- approve the continuation beyond RIBA Stage D to Stage L of the appointment of John Robertson Architects Ltd and Sweett (UK) Limited;
- approve the application to the Government Office for London (GOL) to obtain a further extension to obtaining the Government's Decent Homes Standard until July 2015; and
- approve the tolerance figure of +5% of the value of the works totalling £276,250 to address the potential risk of unforeseen construction elements.

**7. DETAILED OPTIONS APPRAISAL - AVONDALE SQUARE ESTATE, GEORGE ELLISTON AND ERIC WILKINS HOUSES - ROOFS AND WINDOWS**

The Sub Committee considered a report of the Director of Community & Children's Services relating to the Detailed Options Appraisal – Avondale Square Estate, George Elliston and Eric Wilkins Houses – Roofs and Windows.

**RESOLVED:** That Members –

- approve Option 3 for the provision of roof flats, new double glazed windows and associated fabric repairs and redecoration at George Elliston House and Eric Wilkins House;
- approve a budget of £1,856,000 - £1,203,000 from the Section 106 Affordable Housing Budget, £653,000 from the Housing Revenue Account, of which £149,000 is from Long Leaseholders contributions;
- approve the invitation of fee proposals from suitable firms of Architects/Surveyors to undertake the full design, costings, planning application, preparation of tenders/tender process, contract administration and health and safety (CDM) of the project up to a budget of £160,000 (with a tolerance of +10% or £16,000); and
- approve the tolerance figure of +5% of the value of the works which totals £83,000.

**8. PROJECT PROPOSAL – AVONDALE SQUARE AND YORK WAY ESTATES CAVITY WALL INSULATION**

The Sub Committee considered a report of the Director of Community & Children’s Services relating to the project proposal for Avondale Square and York Way Estates Cavity Wall insulation.

The Director of Community & Children’s Services advised that this report was for information only and not for decision as stated on the report.

The Director also advised that this report was to be considered through Gateway 1 and would be considered by the Committee at a later date.

**RECEIVED.**

**9. ASSAULTS ON HOUSING OFFICERS**

The Sub Committee received a report of the Director of Community & Children’s Services relating to the increase in cases of verbal and physical assaults against the City’s Housing officers, and what is being done to address it.

**RECEIVED.**

**10. HOUSING ESTATES - ALLOCATED MEMBERS' REPORT**

The Sub Committee received a report of the Director of Community & Children’s Services updating the Sub Committee on events and activities on the City of London Corporation’s social housing estates.

**RECEIVED.**

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

There were no questions.

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

There were two urgent items.

**Caroline Webb** – The Chairman informed the Sub Committee that this was Caroline's last meeting as she was leaving the Corporation tomorrow. On behalf of the Sub Committee, the Chairman wished her well for the future and thanked her for all her help and support.

**Housing Strategy** – The Director of Community & Children's Services advised that this was currently being drafted and sought the views of the Committee as to whether any Members wished to volunteer to meet with senior officers on the way forward for the Strategy.

Two Members, namely the Deputy Chairman – Virginia Rounding and Gareth Moore, volunteered to meet with senior officers.

13. **EXCLUSION OF THE PUBLIC**

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

| <b>Item No.</b> | <b>Exempt Paragraphs</b> |
|-----------------|--------------------------|
| 14-16           | 2, 3 and 4               |

14. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 22 November 2012 were agreed as a correct record.

15. **DCCS TECHNICAL SERVICES ORGANISATIONAL RESTRUCTURE**

The Sub Committee considered a report of the Director of Community & Children's Services relating to the Technical Services Organisational Restructure.

16. **GATEWAY 4 DETAILED OPTIONS APPRAISAL - AVONDALE SQUARE REDEVELOPMENT OF THE COMMUNITY CENTRE**

The Sub Committee considered a report of the Director of Community & Children's Services regarding the Gateway 4 Detailed Options Appraisal – Avondale Square Redevelopment of the Community Centre.

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

There were no questions.

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

There were no urgent items.

**The meeting ended at 2.45pm**

-----  
Chairman

**Contact Officer: Jacky Compton  
Tel No.: 020 7332 1174  
jacky.compton@cityoflondon.gov.uk**

| <b>Committee(s):</b>   | <b>Date(s):</b> | <b>Item no.</b>     |
|--|-----------------|---------------------|
| Housing Management & Almshouses Sub-Committee  | 11 July 2013    |                     |
| <b>Subject:</b><br>Allocated Members Scheme  |                 | <b>Public</b>       |
| <b>Report of:</b><br>Director of Community & Children's Services   |                 | <b>For Decision</b> |
| <b><u>Summary</u></b>  |                 |                     |
| <p>This report is an update on the Allocated Members Scheme, which was introduced in 2000 to encourage Members to take an active interest in the management of the City's 11 social housing estates.</p> <p>The Community &amp; Children's Services Committee agreed the guidelines for the scheme, which are attached at Appendix 2, in November 2011. At its meeting on 10 May 2013, the Grand Committee delegated the appointment of Allocated Members to the Housing Management Sub-Committee.</p> <p>The management of the estates has been restructured, and smaller estates have been brought together, so that we now have 7 Estate Manager posts running the 11 estates, and a Sheltered Housing Manager. As it has not always been easy to fill all the Allocated Member positions in the past, Members are asked to consider whether the Allocated Member Scheme should now echo the management structure.</p> <p><b>Recommendations</b></p> <p><b>Members are asked to:</b></p> <ul style="list-style-type: none"> <li>- Note the guidelines attached at Appendix 1</li> <li>- Agree their preferred option for the number of Allocated Member posts, as set out in 3.2</li> </ul> |                 |                     |

## **Main Report**

### **1. Background**

- 1.1 The Allocated Members Scheme was introduced in 2000. Members of the Community & Children's Services Committee were allocated to different

City of London Corporation housing estates. The purpose of the scheme was:

- To give residents and staff a named Member to ‘champion’ their estate
- To allow Members to take an interest in the estate, its residents and staff
- To develop a group of members with housing knowledge & experience to contribute to the CC&S Committee.

## **2. Current Position**

2.1 Although there are 11 estates, some of these have been combined, and there are currently 10 Allocated Member positions. Two of these cover more than one estate.

On the two estates within the City, it is customary for any Ward Members on the Community & Children’s Services Committee to share the role of Allocated Member.

2.2 Guidelines for Allocated Members were revised and agreed by the Community & Children’s Services Committee in November 2011. These are attached at Appendix 2.

2.3 Allocated Members are expected to make an initial visit to their estate, and then to visit from time to time, for example, to attend the AGM of the Residents’ Association, social events or an occasional estate walkabout. A six-monthly Allocated Members Report is submitted to the Housing Management Sub-Committee and then the Community & Children’s Services Committee so that Members can inform the Committees of matters of interest relating to their estates. This report is compiled by officers in consultation with the Allocated Members.

2.4 Briefing sessions are held from time to time to keep Allocated Members informed about Housing policy matters.

2.5 There have been significant benefits to residents and staff of having enthusiastic and engaged Allocated Members. Examples of this are :

- Explaining matters of City Housing policy to residents who may not understand the reason for a decision;

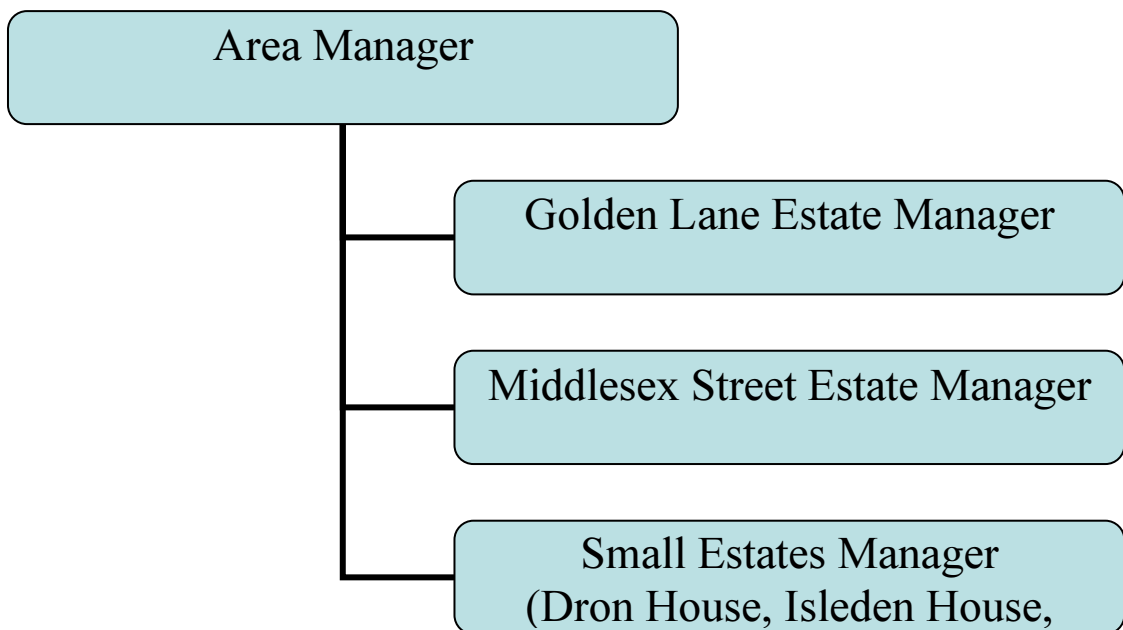
- Facilitating good relationships between the City and outside boroughs where we have housing estates, by speaking informally to other Members on issues;
- Using contacts within the City to make arrangements which benefit the estate;
- Lobbying to attract funding or support to their estate.

2.6 The Community & Children’s Services Committee, at its meeting on 10 May 2013, gave in-principle approval to a new Estates Management Structure. This has now been implemented. We now divide the estates into two areas – City & Fringes and Out-of-City.

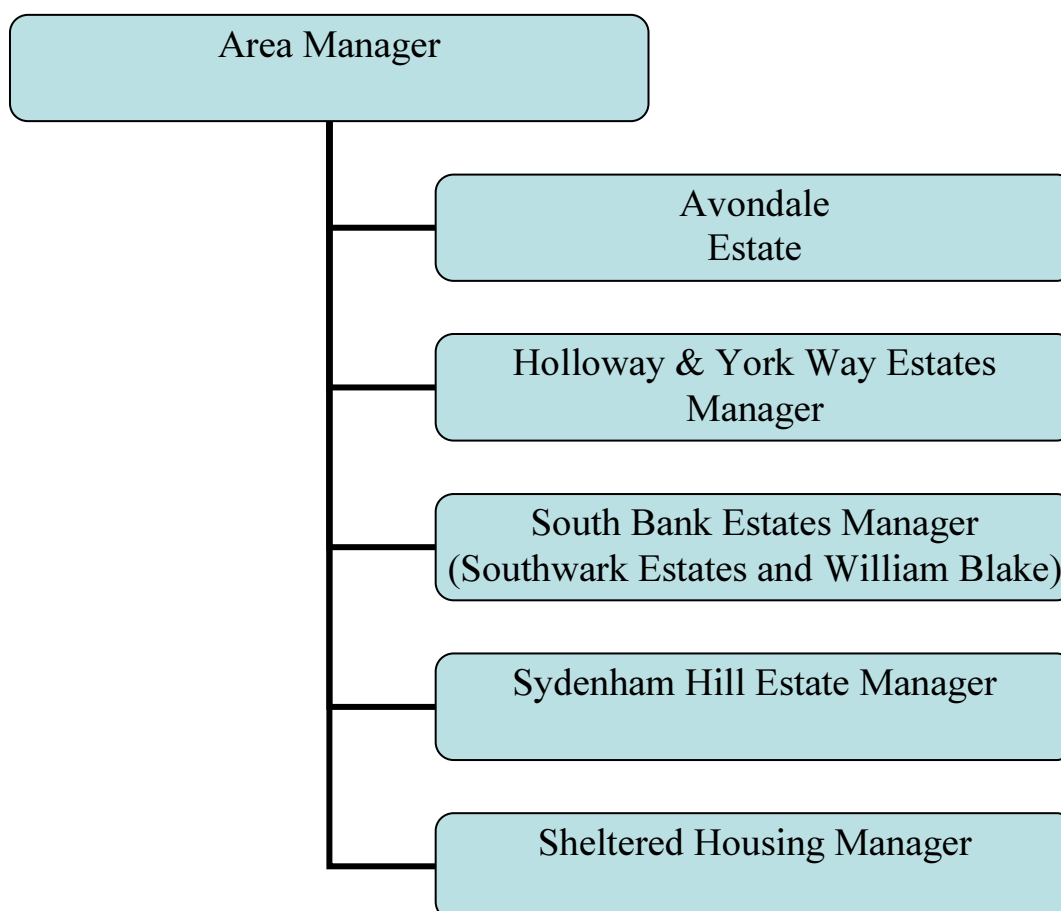
Each large estate has a dedicated manager, with smaller estates grouped together. A Sheltered Housing Manager is responsible for the sheltered schemes and the City of London & Gresham Almshouses.

The structure of the two areas is shown in the following charts:

**City & Fringes**



## Out-of-City



### 3. Options

3.1 The responsibility for appointing Allocated Members is now delegated to the Housing Management Sub-Committee. In the past, there have been some difficulties in filling all Allocated Member posts, and so this is an opportunity for Members to consider whether they wish to make changes to the number of Allocated Members posts.

3.2 There are three options open to Members:

a) To retain the existing position of having 10 Allocated Member posts.

b) To change the number of Allocated Members to reflect the new structure. Each Allocated Member would work with a specific



Estate Manager. The sheltered schemes and almshouses would have their own Allocated Member. This option would have the advantage of building a relationship between the Estate Manager and the Allocated Member to work together for the benefit of the estate(s). It would also give us a Champion for our older tenants, which we do not currently have and which would be much welcomed by the residents of the sheltered schemes and almshouses.

Under this option, the 8 Allocated Member positions would cover:

- Golden Lane
- Middlesex Street
- Avondale
- York Way & Holloway
- South Bank
- Sydenham Hill
- Small Estates (Dron House, Isleden House, Windsor House)
- Sheltered Schemes (Mais House, Harman Close, Almshouses)

Where an Allocated Member covered more than one estate, they would have extra support from local staff to make sure their time commitment was not excessive.

c) To have a panel of 2-3 Allocated Members for each of the 2 areas. This would have the advantage of reducing the number of Members needed to a maximum of 6. If this were the case, Members may wish to consider appointing from the Housing Management Sub-Committee, rather than from the wider membership of the Community & Children's Services Committee.

**4. Financial and Risk Implications**

There are no known financial or risk implications in this report.

**5. HR Implications**

There are no known HR implications.

**6. Consultees**

The Town Clerk, Chamberlain and Comptroller & City Solicitor have been consulted in the preparation of this report.

**Contact:**

*Jacque Campbell, Head of Housing Management*

*0207 332 3785*

*[jacque.campbell@cityoflondon.gov.uk](mailto:jacque.campbell@cityoflondon.gov.uk)*

## Appendix 1

### Guidelines for Allocated Members

#### 1. Background

- 1.1 The Allocated Members Scheme matches a Member from the Community & Children's Services Committee to each of the City's social housing estates. There are ten Allocated Member positions, with some covering a small estate in close proximity to a larger one. It is possible for two Members to share the Allocated Member role on a large estate if they wish to do so.
- 1.2 The purpose of the Scheme is to:
- Give residents and staff a named Member to 'champion' their estate;
  - Allow Members to take an interest in the estate, its residents and staff;
  - Develop a group of members with housing knowledge & experience to contribute to the CC&S Committee.
- 1.3 Allocated Members are appointed each year by the Chairman of the Housing Management Sub-Committee.

#### 2. Role of the Allocated Member

- 2.1 The Allocated Member exists to champion the estate and its whole community, covering staff and all residents. This involves:
- Making occasional visits to the estate and attending some events, to ensure familiarity with the estate, its residents and staff.
  - Promoting the interests of the estate within the City – raising its profile by drawing attention to new developments, initiatives and good practice.
  - Liaising with other departments, outside agencies, and home local authorities over matters which are of concern to the whole estate community. For example, a general rise in anti-social behaviour, affecting many residents on an estate might be helped by the involvement of the Allocated Member, working with managers, to encourage intervention from the police or home borough.
- 2.2 Allocated Members exist to champion the whole estate community, not the interests or issues of individual residents. If an individual attempts to raise an issue with an Allocated Member, they should be referred to local staff or managers. If the matter is a complaint, the resident must be referred to the formal complaints process.

Managers and staff cannot discuss individual residents with Allocated Members, for confidentiality reasons. Allocated Members should not normally

meet privately with residents, or visit them in their homes, unless part of a formal visit with managers. The Allocated Member Scheme is not a forum through which residents can seek to challenge management decisions, and it is not appropriate for residents to request this of the Allocated Member, thus putting them in a difficult position.

- 2.3 There is a clear difference between the role of a Ward Member and that of an Allocated Member. A Ward Member has a democratic responsibility for protecting the interests of residents in his/her ward, and can, therefore, take up a matter with officers on behalf of an individual. Residents outside the City will have their own ward councillors whom they have elected to represent them, and who, therefore, can take up an issue on their behalf.

Allocated Members, however, have not been elected as democratic representatives, and, therefore, officers cannot discuss individual issues or complaints with them. The Allocated Member is selected to represent the estate as a whole, not individuals.

- 2.4 If an individual raises a personal issue with an Allocated Member, the Member will either:
- a) give the resident details of the appropriate local manager so that they can contact them, or
  - b) bring the matter to the attention of the local manager and ask them to contact the resident direct in order to resolve the issue through proper processes.

### **3. Responsibilities of Allocated Members**

- 3.1 An Allocated Member makes an initial commitment to a familiarisation visit to the estate, to be shown around and to meet staff.
- 3.2 Following the familiarisation visit, the Allocated Member is expected to visit the estate on two occasions during the year. One of these occasions will be a formal estate walkabout, organised by the Area Manager and open to residents to take part. The other visit may be an informal one, or might be to attend the Annual General Meeting of a recognised Residents' Association, or a social event for all residents.
- 3.3 Further visits to the estate are at the discretion of the Allocated Member. The Area Housing Manager should always be informed, as a matter of courtesy, when the Allocated Member proposes to visit the estate.
- 3.4 Officers will prepare a six-monthly report on activities on the estate and will circulate this to Allocated Members for comment in advance of it being presented to the Housing Sub-Committee, and referred to the Grand Committee. Allocated Members should be prepared to answer questions on any matter included in the estate at the appropriate Committee meeting.

3.5 The contact details for Allocated Members will be displayed on notices on the estate and in relevant publications. From time to time, Allocated Members may be asked to contribute a piece for the estate newsletter or other publication.

#### **4. Support for Allocated Members**

4.1 The Area Housing Manager responsible for an estate will contact the Allocated Member at least on a quarterly basis to discuss issues and activities on the estate.

4.2 The Area Housing Manager will also e-mail the Allocated Member at the end of each month with a short update on estate matters.

4.3 The Area Housing Manager will also contact the Allocated Member if there are any significant issues on the estate, over and above those which are purely management matters. Examples might be an emergency situation on the estate such as a fire, flood or major crime.

4.4 Allocated Members will be informed about forthcoming estate events as so as these are arranged, and will be given the dates of estate walkabouts at least six months in advance.

4.5 Briefing events will be held for Allocated Members at appropriate times. These might be to discuss matters of national housing policy and how they affect estates, or to talk about a general issue.

This page is intentionally left blank

# Agenda Item 8

|  |                              |                 |
|--|------------------------------|-----------------|
| <b>Committee(s):</b> Housing Management & Almshouses Sub-Committee   | <b>Date(s):</b> 11 July 2013 | <b>Item no.</b> |
| <b>Subject:</b><br>Annual Report for Tenants 2013  | <b>Public</b>                |                 |
| <b>Report of:</b><br>Director of Community & Children's Services   | <b>For Information</b>       |                 |
| <b>Ward (if appropriate):</b>  |                              |                 |
| <b><u>Summary</u></b>  |                              |                 |
| <p>This report presents to Members our fourth Annual Report for Tenants.</p> <p>Producing an Annual Report is a regulatory requirement and good practice within the housing sector. It allows us to comply with national standards to ensure that social landlords are accountable to their tenants and provide them with clear information.</p> <p>The report has been designed for this year to be more user-friendly and available to residents in different formats. As in previous years, tenants have been involved in agreeing the content.</p> <p>Overall, we have delivered a high performing housing service and achieved high satisfaction levels.</p> <p><b>Recommendations</b></p> <p>Members are asked to note the content of the Annual Report, which will then be made available to tenants.</p> |                              |                 |

## **Main Report**

### **Background**

1. In 2010, the Tenant Services Authority (TSA) introduced a requirement for all housing providers to produce an annual performance report for their tenants. The TSA was abolished in April 2012, its responsibilities transferred to the Homes & Communities Agency. However, the regulatory framework laid down by the TSA remains in place and it is accepted practice that annual reports continue to be produced.

## **Current position**

2. Producing the report each year helps to build a picture of our work and achievements on a rolling basis for a range of stakeholders, including tenants, Members and the regulator.
3. The draft report for 2013 is attached as Appendix 1. Final proofreading will be done immediately prior to printing.
4. In previous years a copy of the full report has been delivered to each household. This is expensive, as the report is lengthy and we have received feedback from some residents that they would like us to reduce the amount of information sent out to them. This year, therefore, we are producing a short summary to be delivered to each household. We are posting the full report on the City's website but residents can request a paper copy if they prefer.

## **Summary of performance**

5. Overall, the City's Housing Services are provided to very high standards. Key achievements include:
  - 98.56% rent collection rate – although this is slightly less than last year, it is an excellent performance given the financial pressures facing many of our residents;
  - Only 1.1% of all households expressing dissatisfaction with overall customer services provided by our estate staff;
  - Increasing the number of involved tenants from 138 to 261 over the past year;
  - Completing repairs needed in an empty home before we can re-let it in an average of 7.5 days against a target of 10 days.
  - Providing support to 100% of vulnerable tenants who require help to maintain their tenancy which exceeds our target of 95%.
  - 91% of tenants indicating that they were either very satisfied or satisfied with the Repairs Service after a visit to their home.

## **Financial and Risk Implications**

6. Producing the Annual Report meets a regulatory requirement and therefore reduces the risk of intervention from the regulator. Monitoring and reporting on performance on a regular basis reduces the risk of poor performance.



## **Strategic Implications**

7. The Annual Report positively contributes to the Department's strategic objectives. Monitoring and reporting performance to tenants helps to ensure greater efficiencies, value for money, engagement with our service-users and on-going service improvements.

## **Consultees**

8. The Town Clerk, Chamberlain and Comptroller & City Solicitor have been consulted in the preparation of this report.

### **Contact:**

***Jacquie Campbell***

*Head of Housing Management*

*Jacquie.campbell@cityoflondon.gov.uk*

*020 7332 3785*

## Appendix 1



# ANNUAL REPORT FOR TENANTS

2013

**(front cover photograph to be finalised)**

**Find out what we do as your landlord,  
how well we do it compared to others,  
and how you can help us to get better...**



## What is the Annual Report for Tenants?

### *Welcome to our fourth Annual Report!*

Inside you will find details about the services we provide as your landlord and how well we perform against our targets.

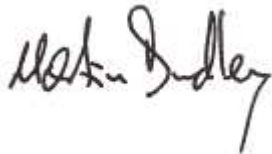
Sharing this information with our tenants is important, as we want to be as open as possible about how we work.

We hope that having information like this helps to increase our tenants understanding of what we do, how much it costs, and how tenants can help improve what we do.

We hope to show each year how we improve our housing services for the benefit of all of our tenants.



**Eddie Stevens**  
**Housing Services Director**



**Dr. Rev. Martin Dudley**  
**Chairman of the Community & Children's Services Committee**



**Mr. Billy Dove**  
**Chairman of Housing Sub-Committee**

**If you have any feedback about how we can improve our Annual Reports in future, or if you may be interested in getting more involved with us, please email us at:**

**[resident.involvement@cityoflondon.gov.uk](mailto:resident.involvement@cityoflondon.gov.uk)**

## Contents Page

|  |       |
|--|-------|
| 1. <u>Tenant Involvement and Empowerment</u>       | 3-5   |
| 2. <u>Repairing and Maintaining your Home</u>      | 6-8   |
| 3. <u>Looking after our Estates</u>                | 9-10  |
| 4. <u>Supporting People and Supported Housing</u>  | 11    |
| 5. <u>How we Allocate our Properties</u>           | 12    |
| 6. <u>The Rent you Pay</u>                         | 13    |
| 7. <u>Ensuring Value for Money Services</u>        | 14-15 |
| 8. <u>Our Democratic Mechanisms</u>                | 16    |
| 9. <u>Monitoring our Performance in the Future</u> | 16    |

Each section gives details of our performance over the financial year 2012-2013 (April 2012 – end of March 2013), unless stated otherwise.

Each section also gives details of resident satisfaction where we collect it and ways that tenants are involved in helping us to improve our services.

## 1. Tenant Involvement and Empowerment



### What is this?

Tenants have the right to comment on what their landlord does, and to work with their landlord to help improve housing services. Making sure this happens, and that tenants are supported to have their say and be involved is an important part of Tenant Involvement and Empowerment.

*It is also about having fun!* Supporting residents to set up community groups on their estates and getting people together to build community spirit is also an important part.

**Tenant Involvement and Empowerment is very important today.** Social housing is under-going significant changes. The Coalition Government has changed many aspects of social housing, and these changes will impact upon the City as a landlord, and our tenants. We want to work with our tenants to ensure we make the best of these changes.

### Improving our Tenant Involvement Service

We are now in the third year of our Resident Involvement Plan, and the strategy sets out how we encourage and support more tenants and residents to be better informed and involved.

Each year, we send a Resident Involvement survey to all residents. Last year, we had a total of 261 residents return their survey, up from 138 the previous year. As we set up new methods of involvement, we draw on the list of people who say they want to be involved.

We have also been working closely with our registered Resident Associations to help them in their role and to ensure tenants have a proper voice within these groups.

## **Some of our achievements over the past year include:**

### **Service/Policy Consultations**

You helped us develop the revised Allocations policy, and Resident Involvement co-ordinated the public consultation process. You also provided feedback to us on the creation of the HRA Business Plan.

You gave us your views on an updated Decent Homes standard, the results of which have been fed into our asset management strategy development.

Residents were supported to be involved in the re-development project on the Avondale Square Estate and in the Great Arthur House Cladding project, ensuring that you have the opportunity to be meaningfully involved in decisions that will affect you.

### **Customer Service**

We co-ordinated and launched a texting service for residents. It is currently in use for the repairs service and tenants are able to text to receive their rent balances. Estate staff can also use the service to send bulk one-off texts to inform people of estate matters quickly, like when there is a lift breakdown or power outage affecting the estate.

### **Community Spirit**

We helped residents fund and plan their estate parties for The Queen's Diamond Jubilee and the London 2012 Olympics to increase community spirit. We also offered free First Aid training to residents who were hosting Jubilee events. You held Jubilee parties on seven estates.

Housing Services has piloted a Good Neighbour Scheme in Middlesex Street Estate. As part of this, a Gardening Group has been formed and is being supported. Three estates also had 'Our Place' projects, run in partnership with Wastewatch to encourage a sense of community spirit and responsibility for the environment of the estate.

Residents who participate are earning SPICE credits, a system of time credits where each hour of volunteering to help other residents earns credits that can either be exchanged between residents, or 'spent' at participating businesses, like the Barbican Centre and the Golden Lane Sport and Fitness.

### **Communications**

We co-ordinated production of a new tenant Welcome Pack, working with other teams, and Residents' Associations put in their own welcome letters and their newsletters. We also appointed a Communications Apprentice, who helped to set up the Housing Facebook page, launched this year.

## Customer Complaints:

The following table sets out our complaints received between April 2012 and the end of March 2013:

| Number of complaints received | Nature of Complaint and Numbers  | Number of Complaints referred to the Housing Ombudsman | Number of complaints upheld by Housing Ombudsman |
|-------------------------------|--|--|--|
| 40                            | Repairs - 21<br>Unsatisfactory Service/General - 16<br>Noise/Neighbour - 3 | 0  | 0  |

## 2. Repairing and Maintaining your Home



The City of London has legal and health and safety duties to maintain the external fabric, and fixtures and fittings in all of our rented properties. These duties, and your responsibilities as a tenant, are set out in your Tenants' Handbook or the new Welcome Pack when you sign up as a new tenant.

The Repairs and Maintenance service is split into two broad parts. The first is the day to day repairs service. This is when tenants report repairs that crop up in their home from time to time.

The second is what we called the 'planned maintenance and improvement works'. This includes works that we do to bring our properties up to the national Decent Homes standard, and other works that need doing periodically to maintain the fabric of our buildings for the future. For example, replacement windows or heating systems.



## Improving our Repairs and Maintenance Service

During 2012, Property Services started a restructure, which is almost complete. The focus was on delivering a high quality, co-ordinated service to all of our estates. The call centre is fully operational and with nearly 10,000 orders raised during 2012/13. We have performed well against our performance indicators.

The Asset Management Strategy is being finalised, and if approved by our Committees, we hope to deliver a bold programme of works over the next five years.

We continue to explore energy saving measures and obtain grants to deliver them. We recently delivered a project valued at £200,000 which was fully funded by Department of Climate Change. We are also in discussions with British Gas, who are proposing to fund cavity wall insulation and some external wall insulation.

### How we've performed:

#### Tenant and Resident Satisfaction with Repairs and Maintenance Service

When a repair is carried out, we ask residents to either fill in a paper satisfaction survey, or answer questions via text messaging. We ask for residents' overall satisfaction with the repairs service, and their satisfaction with the repair.

| Questions asked  | 2013 results                   | 2012 results                      |
|--|--------------------------------|-----------------------------------|
| Overall, how satisfied are you with the repairs and maintenance service? | 91%* from satisfaction surveys | 73% from the 2012 STAR survey     |
| How satisfied are you with the repair carried out in your home?          | 97%                            | Not asked in the 2012 STAR survey |

The results for this service area have improved since we changed to a new customer-focused contractor. We will continue to make improvements to our services and involve residents in these processes.

We have a number of repairs targets that we work towards as a Social Housing Landlord. The table below reports on the results from April 2012 – end of March 2013 which are very encouraging:

|  |             |
|--|-------------|
| <b>Total Number of repairs completed (all contractors)</b> | <b>9956</b> |
|--|-------------|

| <b>Performance Indicator</b>   | <b>Target to Meet</b> | <b>Result Achieved</b> |
|--|-----------------------|------------------------|
| Number of Appointments made and kept   | 100%                  | 98%                    |
| 'Immediate' repairs (complete within 2 hours)                                    | 95%                   | 100%                   |
| 'Emergency' repairs (complete within 24 hours)                                   | 95%                   | 98%                    |
| 'Urgent' repairs (complete within 3 working days)                                | 95%                   | 96.5%                  |
| 'Routine' repairs (complete within 5 working days)                               | 93%                   | 96%                    |
| 'Routine' repairs (complete within 20 working days)                              | 96%                   | 97%                    |
| Post-Inspections to be carried out   | 10%                   | 15%                    |
| Average time taken to complete works in empty properties (to prepare for re-let) | 10 working days       | 7.5 working days       |

## **Decent Homes**

The national Decent Homes standard has ended. It is now up to each social housing landlord to adopt a local standard that will ensure their properties do not fall below this minimum standard, and we have the options to agree a higher standard where this is financially possible.

As part of improving our service to residents and as we are now self-financing, we are able to explore options for additional works on our estates. Resident consultation has been carried out and the feedback we have received is being incorporated into future plans.

## **Efficiency**

### **Our Standard Assessment Procedure (SAP) rating is 67.**

The SAP rating is the national calculation for measuring the energy efficiency of a house. A perfect rating is 100 and our figure of 67 is a good rating for our older housing stock.

## **Gas servicing**

### **93% of our properties have a valid Gas Safety Certificate, or CP12, for gas safety.**

The national target is 100%. We have not been able to achieve this because some tenants persistently refuse to allow us access to their homes. We continue to make every effort to address this, with various initiatives including Saturday appointments, stopping non-emergency repairs in the home and legal action.

## **Planned Maintenance and Improvement Works**

Between 2012 and end of March 2013, we spent **£3.85 million** investing in our housing stock. This included carrying out the national Decent Homes works.

## **Planning for the future investment in our housing stock**

It is important that we have long-term plans to maintain and improve your homes. In order to ensure we plan properly, and know the costs of the works that need doing (based on property surveys), we are developing a new Asset Management strategy which will be in place in 2013. The strategy will establish a 5-year programme of capital improvement works to our properties.

### 3. Looking after our Estates



The City of London prides itself on the quality of its housing estates, indeed they are amongst the best maintained in the country.

#### **Estate Service Standards**

We have very high standards for cleaning, gardening and caretaking. These are the services that both tenants and home owners pay service charges for. In order to maintain these standards we have agreed Estate Plans for all of our estates after successfully piloting Estate Plans on three estates initially. Residents were consulted on these plans and they set out the priorities for the estate.

#### **Improving our Estate Services**

Last year we listened to your feedback on management resources on the estates, and as a result, reorganised Housing Services to address some of the issues you've highlighted. You now have new Estate Managers on your estates who will work with you and local partners to review your Estate Plans and review and set priorities for your estate.

We will be introducing weekly bulletins to update residents on issues specific to your estate, and will introduce 'participatory budgeting' on estates where income is generated by the rental of sheds and/or guest flats (where available).

## Tenant and Resident Satisfaction with Estate Services

Satisfaction surveys allow us to measure how residents feel about the services we provide so that we can identify areas where improvements are needed. This year, we have focused on measuring **dissatisfaction** because people who are unhappy with a service are more likely to fill in a survey than those who are happy.

The surveys were delivered to every household in January 2013.

| Performance Indicator   | Target         | Percentage dissatisfied |
|---|----------------|-------------------------|
| % of households expressing dissatisfaction with cleaning standards on their estate              | Fewer than 15% | 1.3%                    |
| % of households expressing dissatisfaction with the appearance of their estate (gardening etc.) | Fewer than 15% | 1.4%                    |
| % of households expressing overall dissatisfaction with the customer service on their estate    | Fewer than 15% | 1.1%                    |

Our staff work hard to look after your estates so they are clean, safe and attractive environments. The responses to the survey included many favourable comments received regarding our staff. There were also suggestions for improvements which we welcome and are including in our plans for the next year.

### Resident Involvement on Estates

During 2012-13, we have maintained and added to the range of ways to improve how we keep our residents informed on estates, and for residents to have their say to local staff on a regular, drop-in basis. These include:

- Estate Walkabouts to inspect communal parts of estates – dates displayed in estate offices
- Estate newsletters
- Residents' Associations
- Estate Focus Groups (involved in major projects on some estates)
- Estate Plans

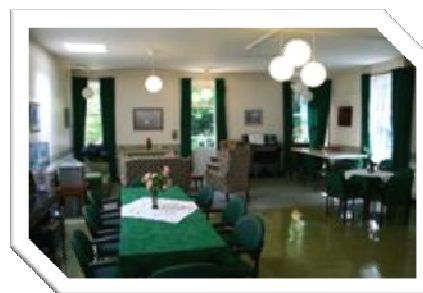
- Cleaning standards sub-groups
- Estate satisfaction surveys

Details of the above can be found in your local estate office, and are in the Resident Involvement Plan.

### **Allocated Members**

Each estate has a Member of the Department of Community and Children's Services Committee allocated to it. This means that our Committee Members will take a more in-depth interest in their allocated estate to better understand how we operate. They often try to attend local community events.

## 4. Supporting People and Supported Housing



Above: Mais House, Isleden House and Harman Close – the City’s sheltered accommodation.

### **Tenancy Support:**

The City provides support to some tenants who need help to maintain their tenancy. Support can include help to:

- manage money
- claim benefits
- establish personal safety and security
- set up/maintain a home or tenancy
- find other accommodation
- develop domestic or social skills
- access other services
- establish social contacts & activities

Housing-related support can help to prevent people from becoming homeless, from building up debts or rent arrears or from needing hospital treatment. It can also help people to have a better quality of life.

### **How we’ve performed:**

| Performance Indicators   | Planned target | Actual result |
|--|----------------|---------------|
| <b>% of vulnerable people achieving independent living</b> (those that have successfully moved out of the Middle Street accommodation for homeless people into permanent accommodation). | <b>85%</b>     | <b>75%</b>    |
| <b>% of vulnerable people supported to maintain independent living</b> (this applies to residents in our sheltered accommodation and those who receive support in their own home)        | <b>95%</b>     | <b>100%</b>   |

**Sheltered Housing** : The City of London owns and manages three sheltered housing services for older people – Isleden House in Islington, Harman Close in Southwark, and Mais House in Lewisham. Each has a Scheme Manager who is responsible for the day-to-day running of the service. A Sheltered Housing Manager oversees these services and manages the staff.

## 5. How we allocate and let our properties:

The City of London holds a Housing Register of people who need accommodation and all applications are prioritised depending on housing circumstances. The Allocations Policy was reviewed in 2012 to ensure we take into account recent legal changes to this service area. Tenants were involved in this process.

Once someone is accepted onto our Housing Register by meeting our Allocations Policy requirements, they are then encouraged to actively 'bid' for our empty properties through our Choice Based Lettings scheme.

When properties owned by The City of London become available to rent we advertise them on the internet and through our estate offices. Interested applicants can then 'bid' for these properties on-line. If you do not have access to the internet, bids can be made on your behalf by the Housing Options Team.

We have targets for letting our properties efficiently and as speedily as possible in order to reduce the amount of rent lost and to prevent illegal occupation. To do this, we have very strict guidelines to follow.

We ask people who want a home to help us with this by viewing and accepting the home they have bid for as quickly as they can. We have been successful in keeping down the number of days a home stays empty.

### How we've performed:

| Performance Indicators                                 | Planned target | Actual result |
|--|----------------|---------------|
| Average time it takes to re-let an empty property      | 17 days        | 18.38         |
| Total number of properties let                         | n/a            | 90            |
| Number of properties let under Choice Based Lettings   | n/a            | 83            |
| Total number of people on the waiting list             | n/a            | 1086          |
| Number of households living in temporary accommodation | 17             | 15            |



## **6. The Rent you pay:**

The rent and service charges that our tenants pay, and the service charges that home owners pay, fund a lot of our housing services. Tenants pay for most of these services, with home owners contributing through service charges:

**2012-2013 rent from City of London tenants collected = £11.29m**

**2012-2013 service charges from home owners collected = £1.55m**

In addition, we also collected approximately £1.05 million from the rent we charge on our commercial properties.

Without this money we cannot deliver our services and maintain your home and estates. This is why collecting rent from tenants, advising and supporting tenants so they do not go into rent arrears, and chasing former tenant arrears is very important. Estate Officers now offer advice to any tenant who may be struggling with their rent so please contact them if you need to – they are there to help.

Over the past year we collected 98.56% of all the rent that was owed by our tenants. This is a great result, but we recognise that the current economic climate and the effects of Welfare Reform may be affecting some tenants' ability to pay their rent.

1.44% of unpaid rent amounts to £165,000 over the past year. In hypothetical terms, this would have been enough money to pay for 30 new kitchens or 55 new bathrooms! So you can see how every penny counts.

Services such as dealing with homelessness, preventing/tackling rough sleeping, and administering housing/council tax benefits are *not* paid by rents or service charges. They are paid out of the City of London Corporation's 'City Fund' (called the 'General Fund' in other Local Authorities) and sometimes external grants too.

### **Keeping up with rent payments**

It is extremely important that you do not fall behind with your rent payments. Getting into rent arrears can lead to you being evicted so you should always pay your rent before other less important bills.

We recognise that many tenants may get into difficulties over the next year as the recession continues and the many changes to welfare benefits take hold. Our staff, and our free advice provider City Advice, are here to help any tenant who may be in rent arrears or at risk of going into arrears – if this is you – please speak to someone sooner rather than later.

## 7. Ensuring Value for Money Services

The City of London is committed to providing quality housing services at the most cost effective levels. We know that many tenants are facing difficult times concerning money, so we take this part of our work seriously.

We have continued to review our services and identify how much different things cost. This means we can tell tenants how much things cost, therefore you can be involved in making decisions to change or introduce new services.

### **‘Self-financing’**

In April 2012, the City of London officially became ‘self-financing,’ along with all Local Authority Landlords who own council housing. In a nutshell, it means we keep all the rent and service charges we collect without it going to national Government for redistribution across the country.

Last year we put some of the foundations in place to make sure we manage the risks of this – but also to maximise opportunities to do things better for our tenants - by using new accurate financial information (something that was a bit ‘vague’ under the previous national system).

As we progress with this, we will of course continue to keep our tenants informed and offer opportunities to be involved – particularly at the estate level, where most people are interested.

## 8. Our Democratic Mechanisms

As a Local Authority Housing Services provider, we report to an elected Committee. This Committee is called The Community and Children’s Services Committee, which now has a **Housing Management Sub-Committee** dedicated to housing services. This was set up in April 2011 reflecting the increasing priority housing has within the City.

These Committees have overall responsibility for ensuring we abide by all rules that apply to social housing, including legal, regulatory and budgetary rules. They also ‘scrutinise’ our decisions, asking why we may have chosen one particular action over another. This provides a good balance to our decision-making.

Our Resident Involvement groups and activities are also an important part of making sure we are accountable to tenants by regularly reporting on what we are doing as your landlord. Over the next year we will be looking at increasing this involvement by putting mechanisms in place for tenants to scrutinise our performance and decisions.

# Agenda Item 12

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

Document is Restricted

This page is intentionally left blank

# Agenda Item 13

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

Document is Restricted

This page is intentionally left blank

# Agenda Item 14

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

Document is Restricted

This page is intentionally left blank



Document is Restricted

This page is intentionally left blank

# Agenda Item 15

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

# Agenda Item 16

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

Document is Restricted

This page is intentionally left blank



Document is Restricted

This page is intentionally left blank

# Agenda Item 17

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank