



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

Date: THURSDAY, 20 NOVEMBER 2014
Time: 1.45 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Virginia Rounding (Chairman)
Revd Dr Martin Dudley (Deputy Chairman)
Deputy Billy Dove
Alderman David Graves
Deputy the Revd Stephen Haines
Ann Holmes
Deputy Henry Jones
Gareth Moore
Dhruv Patel
Adam Richardson
Elizabeth Rogula

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Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio video recording

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 THE AGENDA**

3. **MINUTES**

To approve the public minutes and summary of the meeting on 25 September 2014.

For Decision
(Pages 1 - 6)

4. **HOUSING REVENUE ACCOUNT (30 YEAR BUSINESS PLAN)**

Members will receive a presentation on the Housing Revenue Account (30 Year Business Plan).

For Discussion

5. **HOUSING REVENUE ACCOUNT (HRA) AND CAPITAL BUDGETS 2015/16**

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

This report will be presented to the Community and Children's Services Committee on 12th December 2014.

For Decision
(Pages 7 - 18)

6. **HOUSING UPDATE REPORT**

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

For Information
(Pages 19 - 24)

7. **REMEMBERING YESTERDAY, CELEBRATING TODAY (AND FILM)**

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

For Information
(Pages 25 - 30)

8. **HOUSING ESTATES - ALLOCATED MEMBERS REPORT**

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

For Information
(Pages 31 - 38)

9. **PROJECT PROPOSAL (GATEWAY 1/2) - INTERNAL AND EXTERNAL REFURBISHMENT WORKS AT THE MIDDLESEX STREET ESTATE**

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

This report will be presented to the Community and Children's Services Committee on 12th December 2014.

For Information
(Pages 39 - 44)

10. **ASSET MANAGEMENT STRATEGY**
Report of the Director of Community and Children's Services.
(Appendix B to this report will follow shortly)

This report will also be presented to the Community and Children's Services Committee on 12th December 2014.

For Information
(Pages 45 - 82)

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
13. **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

14. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 25 September 2014.
For Decision
(Pages 83 - 84)
15. **HOUSING PROJECTS PORTFOLIO UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 85 - 92)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE
Thursday, 25 September 2014

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at Committee Rooms, West Wing, Guildhall on Thursday, 25 September 2014 at 11.30 am

Present

Members:

Virginia Rounding (Chairman)
Revd Dr Martin Dudley (Deputy Chairman)
Deputy Billy Dove
Alderman David Graves
Ann Holmes
Deputy Henry Jones
Gareth Moore
Dhruv Patel
Adam Richardson
Deputy John Barker

Officers:

Philippa Sewell	Town Clerk's Department
James Goodsell	Town Clerk's Department
Mark Jarvis	Chamberlain's Department
Chris Keesing	Chamberlain's Department
Sam Cook	Remembrancer's Department
Ade Adetosoye	Director of Community & Children's Services
Jacque Campbell	Community & Children's Services
Paul Jackson	Community & Children's Services
Jacqueline Whitmore	Community & Children's Services

1. **APOLOGIES**

Apologies were received from Deputy the Revd Stephen Haines and Elizabeth Rogula.

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

Mr Gareth Moore declared an interest in housing matters as a tenant of Golden Lane Estate.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 10 July 2014 be approved as a correct record.

Matters Arising

Emergency Access to Tower Blocks

Officers reported that the Health and Safety Manager had retired unexpectedly and, although work was still progressing, the anticipated report would be deferred until January 2015.

4. **HOUSING & HEALTH - A REPORT ON HEALTH-RELATED ACTIVITIES AND PLANS IN THE CITY'S SOCIAL HOUSING ESTATES**

The Sub Committee considered the report of the Director of Community and Children's Services which gave an overview of how good quality and well run social housing impacted health outcomes for local communities (e.g. access to green spaces, security, and reducing isolation), and received a presentation highlighting some examples of how the Corporation's housing estates and staff were supporting the health and wellbeing of city tenants (e.g. achieving above Decent Homes standard, prioritising window replacement schemes, and facilitating strong community links).

In response to Members' questions, officers advised that relationships with neighbouring authorities were very good, resulting in joined up care for City residents in other boroughs.

RESOLVED – That:

- (a) The report be noted; and
- (b) Existing work and future opportunities undertaken in the City's estates be endorsed.

5. **SMOKEFREE CHILDREN'S PLAYGROUNDS**

The Sub Committee considered the report of the Director of Community and Children's Services regarding the proposal to implement voluntary no smoking codes within children's playgrounds, for a trial period of six months, in four identified areas in the City: Middlesex Street Estate, Tower Hill Gardens, Portsoken Street and West Smithfield Rotunda Garden.

Officers informed Members that the key aim of smokefree children's playgrounds was to deter children and young people from smoking, but would also reduce child exposure to smoking, decrease cigarette litter, and reduce the risk of children putting toxic cigarette ends into their mouths. Members noted that this report had been approved by the Health and Wellbeing Board, Open Spaces and City Gardens Committee and the Community & Children's Services Committee, and that a consultation exercise had been carried out with the public and Friends of City Gardens, which evidenced support for this initiative.

In response to a query regarding the 'voluntary no smoking zones', Members were informed that there would be no legal enforcement, though through raising awareness and helping to facilitate conversations about the appropriateness of smoking in certain areas, it was hoped attitudes would change over time. Penalties for littering could be enforced, and officers undertook to bring this to the attention of Port Health. The Deputy Chairman advised that smoking was officially in decline, according to the recent Public Health England conference, and particular progress had been seen in reducing the level of smoking for under 15 years olds.

RESOLVED – That the report be noted, and officers speak with Port Health concerning penalties for littering.

6. **ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014**

The Sub Committee considered the report of the Remembrancer regarding provisions in the Anti-social Behaviour, Crime and Policing Act 2014 which reformed the powers available to local authorities, the police and other bodies to tackle anti-social behaviour.

Members noted that the main change of relevance to housing was the strengthening of the ability of local authority landlords to recover possession of dwellings from tenants who have been involved in crime or anti-social behaviour, and that the relevant provisions would come into effect in autumn 2014. Members discussed the new provisions, and noted that statutory guidance had been provided which would be important during the drafting of a Corporate Policy setting out how the legislation would be applied. This would be reported to the Sub Committee for decision.

RESOLVED – That the report be noted.

7. **SOCIAL HOUSING TENANCY FRAUD, ANTI-FRAUD & PROSECUTION POLICY**

Members received a report of the Chamberlain concerning the development of a Social Housing Tenancy Anti-Fraud & Prosecution Policy, which set out the Corporation's response to tackling social housing fraud.

RESOLVED – That the Community and Children's Services Committee be recommended to approve the Social Housing Tenancy Fraud – Anti-Fraud & Prosecution Policy and the proposed delegation to officers to authorise criminal proceedings where social housing tenancy fraud is identified.

8. **REDUCTION IN EXTERNAL FUNDING TO ALMSHOUSES RESIDENTS**

Members received a report of the Director of Community and Children's Services regarding a reduction in external funding to Almshouses residents. Members queried how this would be managed if more people needed help in the future and officers advised that Comptroller's had suggested eligibility be reviewed.

RESOLVED – That:

- (a) A discretionary payment to the five residents affected by the financial changes be approved for a period of three years, as set out in paragraph 10 of the report; and
- (b) The Director of Community and Children's Services be asked to carry out a review of the eligibility criteria for the Almshouses and report back to the Sub Committee in November 2014.

9. **CITY OF LONDON ALMSHOUSES UPDATE**

Members received a report of the Director of Community and Children's Services providing an update on the City of London Almshouses. Members were given a list of hamper ingredients from past years and discussed the best option for the future. Members noted that a significant amount of staff time was taken up when residents were given personalised hampers, and gift vouchers would need to be declared as taxable income. In response to a Member's

query, officers confirmed that separate ready-made hampers were available for vegan, gluten free or diabetic diets.

RESOLVED – That:

- (a) The report be noted; and
- (b) Option A, to continue with traditional hampers purchased via a specialist hamper supplier, be approved.

10. REVIEW OF HOUSING SERVICE'S COMPLAINTS POLICY

Members received a report of the Director of Community and Children's Services regarding the Complaints Policy for Housing Services. In response to a Member's question, officers undertook to clarify that complaints must be made within 6 months of the event in question.

RESOLVED – That the report be noted and the draft Complaints Policy & Procedure be agreed in principle.

11. SHELTERED HOUSING REVIEW

Members received a report of the Director of Community and Children's Services regarding the findings of Phase 1 of the sheltered housing review and options for further action, including:

- A new focus on the building of 'lifetime' homes as part of the development programme;
- A move to include housing suitable for older people on all estates wherever possible; and
- Changes in how we deliver housing support and ensure that older people are not socially isolated.

Members agreed that Community and Children's Services Committee Members should be encouraged to go on more visits to the sheltered housing developments and estates.

RESOLVED – That:

- (a) A recommendation be made to the Community & Children's Services Committee that the future strategy should be to provide lifetime homes, suitable for older people, on every estate as far as possible;
- (b) Officers be authorised to commission detailed options appraisals for each of the City's existing sheltered housing schemes which take into account the need to fund the development of lifetime homes; and
- (c) A paper identifying opportunities for building lifetime homes on existing estates be brought to this Sub Committee early in 2015.

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

In response to a Member's question concerning the Sumner Building, Officers reported that discussions were ongoing with residents and the local community, and the development was in an early stage.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chairman informed Members that a request had come via Streets and Walkways Sub Committee for clarification around the delay of the removal of car parking ramps on the Middlesex Street Estate. The Assistant Director,

Housing & Neighbourhoods advised Members that this was being managed by the Department of the Built Environment (DBE) and an issue had arisen at the end of July. Community and Children's Services (CCS) had been informed of this on 31 July, though it remained unclear what that issue had been. CCS sent out a letter on 1 August informing residents of the delay, and work continued with DBE and the Chamberlain's department to address the problem. Confirmation was received by CCS on 25 August that work could recommence, and a letter was sent to residents the subsequent day giving a new start day for the work. Within days of the second letter the DBE issued a detailed newsletter to residents.

The Director of Community and Children's Services confirmed these events, and assured Members of officers' commitment to transparency of information. Members thanked officers for their report and endorsed the actions taken by the Housing officers to communicate with residents on this matter. They encouraged Corporation Departments to work closely together in future to enable Housing officers to inform residents of matters affecting them as early as possible.

14. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item	Paragraph
15	3
16	2
17	-

15. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 10 July 2014 be approved as a correct record.

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

There was one non-public question.

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

There was no other business.

The meeting ended at 12.58 pm

Chairman

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Committee: Housing Management and Almshouses Sub Community and Children's Services	Date: 20 November 2014 12 December 2014
Subject: HOUSING REVENUE ACCOUNT (HRA) AND CAPITAL BUDGETS 2015/16	Public
Report of: The Chamberlain and The Director of Community & Children's Services	For Decision

Summary

1. This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval for the provisional revenue budget for 2015/16, for subsequent submission to the Finance Committee. Details of the HRA draft capital budget are also provided.
2. The provisional nature of the revenue budgets particularly recognises that further revisions might arise from the necessary budget adjustments resulting from corporate projects.
3. There is a very significant increase in the programme of planned cyclical repairs which is to be funded from balances held in reserves for this purpose.
4. A number of development opportunities and major projects will require considerable resource input but will result in increased social housing capacity and improvements to our properties, particularly in terms of energy efficiency.
5. The General Housing Revenue Reserve position is summarised below:-

Table 1 General Housing Revenue Reserve	Latest Approved Budget 2014/15 £000	Original Budget 2015/16 £000	Movement
Service Expenditure	10,683	15,744	5,061
Service Income	(14,612)	(16,638)	(2,026)
Other Movements	370	370	0
Transfer to Major Repairs Reserve	2,671	5,682	3,011
(Surplus)/deficit in year	(888)	5,158	6,046
Balance brought forward	(6,917)	(7,805)	(888)
Balance carried forward	(7,805)	(2,647)	5,158

6. Overall, the 2015/16 provisional budget indicates a reduction in the carried forward HRA surplus of £5,158,000. Revenue Reserves at 31 March 2016 are now expected to be £2.647m. The movement is a combination of

- An increase of £4,947,000 in the repairs and maintenance programme due to the adoption of a revised schedule of maintenance.
- An increase of £526,000 in tenant rental income resulting from the annual rent review which is based on the Government's rent formula.
- An increase of £1,500,000 in the estimated service charge income due to the increase in repairs and maintenance referred to above.

7. The overall Major Repairs Reserve (MRR) position is summarised below:-

Table 2 Major Repairs Reserve	Latest Approved Budget 2014/15 £000	Original Budget 2015/16 £000	Movement
Transfer from General Housing Revenue Reserve (see contra Table 1)	(2,671)	(5,682)	(3,011)
Net capital expenditure	3,547	9,669	6,122
Movement in MRR in year	876	3,987	3,111
Balance brought forward	(4,863)	(3,987)	876
Balance carried forward	(3,987)	0	3,987

- The budgeted reduction in the Major Repairs Reserve reflects the significant investment in the capital programme for works at Avondale Estate and Great Arthur House.

Recommendations

8. The Committee is requested to:

- review the provisional 2015/16 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the proposed budget for submission to the Finance Committee
- review and approve the draft capital budget;
- authorise the Chamberlain to revise these budgets to allow for further implications arising from departmental reorganisations and other reviews.

Main Report

Management of the Housing Revenue Account

9. The HRA is ring-fenced by legislation which means that the account must be financially self-supporting. To enable this, a 30 year plan has been produced. The budgets in this report are included as the first years element of the plan. Although the “capital account” is not ringfenced by law, the respective financial positions of the HRA and the City Fund have meant that capital expenditure is financed without placing a burden on the use of City Fund resources. HRA related capital expenditure continues to be funded from the HRA, including the Major Repairs Reserve and certain capital receipts from sales of HRA assets, with homeowners making their appropriate contributions. In practice, therefore, the capital account is also ring-fenced.

Business Planning Priorities

10. A number of development opportunities and major projects will require considerable resource input but will result in increased social housing capacity and improvements to our properties, particularly in terms of energy efficiency.

Proposed Budget Position 2014/15 and 2015/16

11. The detailed budgets are set out in table 3 over the page.

Actual 2013-14 £000	Table 3 - HOUSING REVENUE ACCOUNT	Latest Budget 2014/15 £000	Original Budget 2015-16 £000	Movement 2014-15 to 2015-16 £000	Paragraph Ref
3,695	LOCAL RISK Expenditure Repairs, Maintenance & Improvements	4,132	9,079	4,947	Appendix 1
5,072	Supervision & Management	4,482	4,557	75	
	Specialised Support Services				
367	Central Heating	312	312	0	
240	Estate Lighting	243	243	0	
1,213	Caretaking & Cleaning	1,174	1,207	33	
33	Community Facilities	19	19	0	
106	Welfare Services	128	130	2	
188	Garden Maintenance	193	197	4	
2,147	TOTAL Specialised Support Services	2,069	2,108	39	
10,914	TOTAL Expenditure	10,683	15,744	5,061	
	Income				
	Rent				
(10,161)	Dwellings	(10,163)	(10,689)	(526)	6
(487)	Car Parking	(489)	(489)	0	
(105)	Baggage Stores	(113)	(113)	0	
(1,173)	Commercial	(1,173)	(1,173)	0	
	Charges for Services & Facilities				
(4)	Community Facilities	(4)	(4)	0	
(2,424)	Service Charges	(2,619)	(4,119)	(1,500)	6
(154)	Other	(51)	(51)	0	
(14,508)	TOTAL Income	(14,612)	(16,638)	(2,026)	
(3,594)	NET INCOME FROM SERVICES	(3,929)	(894)	3,035	
171	Loan Charges – Interest	170	170	0	
(104)	Interest Receivable	(100)	(100)	0	
(3,527)	NET OPERATING INCOME	(3,859)	(824)	3,035	
297	Loan Charges – Principal	300	300	0	
2,317	Transfer to Major Repairs Reserve	2,671	5,682	3,011	
(913)	(Surplus)/deficit for the year transferred to the Housing General Reserve	(888)	5,158	6,046	

Actual 2013-14 £000	HOUSING REVENUE ACCOUNT	Latest Budget 2014/15 £000	Original Budget 2015-16 £000	Movement 2014-15 to 2015-16 £000	Paragraph Ref
	MAJOR REPAIRS RESERVE (MRR)				
(2,317)	Transfer from HRA	(2,671)	(5,682)	(3,011)	
2,843	Capital Expenditure	7,489	19,425	11,936	
2,179	Section 106	(3,535)	(6,632)	(3,097)	
204	Reimbursements from homeowners	(407)	(3,124)	(2,717)	
2,909	Transfer from/(to) reserve for year	876	3,987	3,111	
(7,772)	Balance Brought Forward	(4,863)	(3,987)	876	
(4,863)	MRR BALANCE CARRIED FORWARD	(3,987)	0	3,987	15
	GENERAL RESERVE				
(6,004)	Balance Brought Forward	(6,917)	(7,805)	(888)	
(913)	Housing Revenue Account	(888)	5,158	6,046	
	GENERAL RESERVE BALANCE CARRIED FORWARD				14
(6,917)		(7,805)	(2,647)	5,158	
(11,780)	TOTAL RESERVES CARRIED FORWARD	(11,792)	(2,647)	9,145	13

12. Income and favourable variances are presented in brackets. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.

13. Overall there is a decrease in reserves of £9,145,000.

14. The main elements which make up the £5,158,000 decrease in the General Housing Revenue Reserve is the increase in repairs and maintenance expenditure of £4,947,000, partly offset by increases in dwelling rents of £526,000 and service charge income of £1,500,000. The increase in repairs and maintenance is due to the enhanced programme of repairs and redecorations at a number of estates as well as the cost of concrete testing and repairs. See Appendix A for details. There has been an increased transfer to the Major Repairs Reserve of £3,011,000.

15. The main elements which make up the £3,987,000 decrease in the Major Repairs Reserve is the net increase in capital expenditure of £11,936,000 which is partly offset by higher than budgeted surplus brought forward balance from 2013/14 and a higher transfer from revenue reserves. A list of the capital projects for the two years is set out in Table 5 below, the most significant item of capital expenditure in 2015/16 relates to a £5.289m investment in Great Arthur House window/cladding and schemes at Avondale Square Estate.

16. Analysis of the movement in manpower and related staff costs are shown in Table 4 below. These costs are spread across repairs, maintenance and improvements, supervision and management, caretaking and cleaning, welfare services and garden maintenance in Table 3.

Table 4 Manpower statement	Latest Approved Budget 2014/15		Original Budget 2015/16	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Supervision and Management	31	949	31	992
Estate Officers	11	344	11	356
Porter/Cleaners	21	949	21	982
Gardeners	4	114	4	118
Wardens	3	80	3	82
Technical Services	26	1,177	29	1,294
TOTAL HOUSING REVENUE ACCOUNT	96	3,613	99	3,824

Potential Further Budget Developments

17. The provisional nature of the 2015/16 revenue budget recognises that further revisions may be required, including in relation to:

- Budget reductions to capture savings arising from the on-going PP2P reviews.

Revenue Budget 2014/15

18. The forecast outturn for the current year is in line with the Latest Approved Budget.

Draft Capital and Supplementary Revenue Budgets

19. The latest estimated costs of the Committee's draft capital and supplementary revenue projects are summarised in Table 5 below.

Table 5

Estate	Project	Exp. Pre 01/04/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	Later Years £'000	Total £'000
<u>Pre-implementation</u>							
Multiple Estates	Lift refurbishments		77	5			82
Multiple Estates	Windows renewals feasibility		175				175
Multiple Estates	CCTV		13				13
Avondale Square Estate	Community Centre S.106	137	375	2			514
Avondale Square Estate	Windows/roofs/redecoration excluding blocks below		28				28
Avondale Square Estate	George Elliston/Eric Wilkins windows/roofs/redecoration S106	112	72	16			200
Dron House	Flats/windows S106	9	22				31
Golden Lane Estate	Heating/hot water feasibility		26				26
Holloway Estate	Electrical rewiring		30				30
Middlesex Street Estate	Sustainability project	38	37				75
Sydenham Hill Estate	Landlord's electricity supply		24				24
Other areas	Islington Arts Factory S106	44	141				185
Other areas	Richard Cloudesley School S106	44	11				55
<u>Authority to start work granted</u>							
Multiple Estates	Decent Homes	142	463	200	150		955
Golden Lane Estate	Great Arthur House windows/cladding	461	708	5,289	120		6,578
Middlesex Street Estate	Affordable housing S106	3,182	88				3,270
Southwark Estate	Door entry systems (Pakeman/Sumner)	31	163				194
Other areas	Horace Jones House	1,065	3,463				4,528
Total budget costs		5,265	5,916	5,512	270	0	16,963
<u>Indicative implementation costs for schemes which have not yet received authority to start work</u>							
Multiple Estates	Lifts & CCTV			1,190	1,196		2,386
Avondale Square Estate	Externally funded		1,812	6,616	2,690		11,118
	Decent Homes 2			4,804			4,804
Golden Lane Estate	Door entry		70	158			228
Holloway Estate	Electrical rewiring		90	600			690
Southwark Estate	Stopher House door entry system		78				78
William Blake Estate	Decent Homes 2			545			545
Total indicative implementation costs		0	2,050	13,913	3,886	0	19,849
TOTAL COMMUNITY & CHILDREN'S SERVICES - HRA		5,265	7,966	19,425	4,156	0	36,812
Of this,	Capital	5,016	7,489	19,425	4,156	0	36,086
	Supplementary Revenue	249	477	0	0	0	726

20. Pre-implementation costs comprise feasibility and option appraisal expenditure, which has been approved in accordance with the project procedure, prior to authority to start work.

21. The implementation phases of these projects are due to be commence in 2015/16, with the exception of Avondale Square Estate Community Centre which is due to commence in late 2014, along with the work to the flats at Dron House and the electrical wiring at Holloway Estate.
22. The door entry project at Southwark Estate (Pakeman House and Sumner Buildings) is due for completion in the current financial year. In addition, the handover of 43 new affordable housing units at Horace Jones House in Tower Bridge Road is imminent.
23. Potential schemes in the pipeline include windows renewals on most estates, concrete repairs at Golden Lane and Middlesex Street estates and the development of new social housing units at Islington Arts Factory.
24. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2015.

Contacts:

Chamberlain's Department – Mark Jarvis (1221) or Alison Elam (1081)

Community and Children's Services – Jacquie Campbell, Assistant Director,
Housing and Neighbourhoods
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Appendix A

REPAIRS, MAINTENANCE AND IMPROVEMENTS		Revised Budget 2014/15 £000	Original Budget 2015/16 £000
Responsible Officer is the Director of Community and Children's Services			
GENERAL			
BREAKDOWN AND EMERGENCY REPAIRS			
Building	E	1,344	1,350
Electrical	E	357	364
Lifts	E	9	10
Heating and Ventilation	E	204	208
Recharge and Insurance Claims	E	55	55
		1,969	1,987
CONTRACT SERVICING			
Building	E	151	154
Electrical	E	137	140
Lifts	E	110	112
Boilers	E	100	100
Ventilation	E	100	50
Plant	E	14	14
Heating	E	420	428
		1,032	998
CYCLICAL WORK AND MINOR IMPROVEMENTS			
Elderly/Disabled - Internal Redecorations	E	50	50
- Decoration Allowance	E	50	50
Portable Appliance Testing	E	2	2
Asbestos Management Contingency	E	50	50
Adaptations for the Disabled	E	120	120
Fees for Feasibility Studies	A	40	40
Energy Performance Certification Work	E	15	15
Estates' External and Internal Redecoration (Consultant Fees)	E	50	50
Health and Safety Contingency	E	50	50
CCTV Various Estates	A	40	284
Water Tank Works - Various Estates	A	140	100
Water supply works	A	80	80
Drainage and gullies	A	150	150
		837	1,041
TOTAL GENERAL		3,838	4,026

Appendix A continued

ESTATE SPECIFIC CYCLICAL WORKS AND MINOR IMPROVEMENTS		Revised Budget 2014/15 £000	Original Budget 2015/16 £000
AVONDALE SQUARE ESTATE:-			
Various Blocks External and Internal Repairs and Redecoration	A	0	714
5 Year Electrical Test and Inspections (Tenants' Flats)	E	40	0
5 Year Electrical Test and Inspections (Landlords' Installations)	E	15	0
Door Entry Repairs	E	3	0
Avondale Replacement Heating Scope Study	E	0	5
TOTAL AVONDALE SQUARE ESTATE		58	719
DRON HOUSE:-			
5 Year Electrical Test and Inspections (Tenants' Flats)	E	2	0
5 Year Electrical Test and Inspections (Landlords' Installations)	E	2	0
TOTAL DRON HOUSE		4	0
GOLDEN LANE ESTATE:-			
<i>Curtain Wall Monitoring (Including Repairs) - Gt Arthur House</i>	E	2	0
Great Arthur Redecs (Part of Curtain Wall Project)	E	0	200
Door Entry Replacement	E	0	228
Various Blocks External & Internal Repairs & Redecoration	A	0	608
Replacement Heating & Associated Components Scope Study	E	33	
Concrete Testing and Repairs	E	50	1,750
TOTAL GOLDEN LANE ESTATE		85	2,786
HOLLOWAY ESTATE:-			
Door Entry Replacement	A	0	148
Internal and External Redecorations	A	0	320
TOTAL HOLLOWAY ESTATE		0	468
ISLEDEN HOUSE:-			
Fire Alarm and warden call out works	E	28	0
TOTAL ISLEDEN HOUSE		28	0
MIDDLESEX STREET ESTATE:-			
Concrete Testing and Repairs	E	0	500
Consultants fees	E	50	50
TOTAL MIDDLESEX STREET ESTATE		50	550
SYDENHAM HILL ESTATE:-			
Fire Alarm and Warden Call Out Works - Mais House	E	40	0
TOTAL SYDENHAM HILL ESTATE		40	0

Appendix A continued

ESTATE SPECIFIC CYCLICAL WORKS AND MINOR IMPROVEMENTS continued		Revised Budget 2014/15 £000	Original Budget 2015/16 £000
WILLIAM BLAKE ESTATE:-			
External and internal redecorations & repairs - various blocks	A	0	152
<i>5 Year Electrical Test & Inspections (Tenants' Flats)</i>	E	5	0
<i>5 Year Electrical Test & Inspections (Landlords' Installations)</i>	E	3	0
TOTAL WILLIAM BLAKE ESTATE		8	152
WINDSOR HOUSE			
Internal and External Redecorations	A	0	70
TOTAL WINDSOR HOUSE		0	70
YORK WAY ESTATE:-			
<i>5 Year Electrical Test & Inspections (Tenants' Flats)</i>	E	15	0
<i>5 Year Electrical Test & Inspections (Landlords' Installations)</i>	E	6	0
Communal Heating & Ventilation Replacement Feasibility	E	0	22
Door Entry Replacement		0	136
Internal and External Redecorations	A	0	150
TOTAL YORK WAY ESTATE		21	308
Total Repairs and Maintenance		4,132	9,079

Key

E = Essential

A = Advisable

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Agenda Item 6

Committee(s):	Date(s):
Housing Management & Almshouses Sub-Committee	20 November 2014
Subject: Housing Update	Public
Report of: Director of Community & Children's Services	For Information

Summary

- This six monthly update on Housing Service performance and management information, keeps Members up to date with progress against key areas of work. The report covers performance for the first half of the financial year – 1 April to 30 September 2014.
- Members may wish to note that:
 - Performance on responsive repairs has generally met or exceeded targets;
 - Performance on the percentage of properties with gas safety certificates has improved since last year;
 - Performance on rent collection is slightly below target but continues to remain high and is better than the same period last year despite the impact of welfare benefit reforms;
 - We continue to see a large number of Right to Buy applications and completions since the Government introduced larger discounts and new eligibility criteria;
 - There has been a significant reduction in the number of people on our waiting list;
 - Performance on benefit claims has exceeded targets in two of the three performance indicators.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. This report will be presented to the Housing Management & Almshouses Sub-Committee every six months. It provides Members with an overview of Housing

Service performance and progress on key issues, plus some additional information of interest.

- This report covers the period 1 April to 30 September 2014. It has been organised to give Members information on each of 6 areas of work:

- Repairs & Maintenance
- Estate Management, Resident Involvement & Revenues
- Allocations
- Affordable Housing & Major Projects
- Benefits
- Finance

Repairs & Maintenance

- Performance information on our responsive repairs service is collected and reported quarterly. Indicators are reviewed annually to ensure they produce meaningful data that can be monitored effectively. Some of the indicators for 2014/15 have been combined. The service is delivered by our contractor, Wates Living Space (formerly Linbrook).

Performance indicator	Target	Mid-year performance
'Immediate' repairs (complete within 2 hours)	100%	100%
'Emergency' repairs (complete within 24 hours)	95%	95%
'Routine' repairs	95%	96%
% of jobs for which post-work inspections were carried out	15%	10%

- Gas servicing is done by our contractor, Carillion, who work closely with City staff to gain access to properties and carry out the necessary checks. 99% of our properties now have up to date CP12 gas safety certificates. Our target is 100%, but the performance so far this year is a significant improvement on the 2013/14 year end figure of 96.6%.

Estate Management, Resident Involvement and Revenues

- Satisfaction with estate services (cleaning, appearance of the estate and customer service) is measured annually and will be included in this report in May 2015.

Performance on other relevant indicators is below:

Performance indicator	Target	Mid-year performance
% Rent collected	98.5%	98.32%

6. There were 31 incidents of anti-social behaviour on our estates during the six months. Most of these were minor issues which would not be classed as anti-social behaviour by the police. We are currently developing a new anti-social behaviour policy to reflect changes in legislation and to ensure we are dealing with and reporting anti-social behaviour consistently and according to good practice guidelines. More details will be brought to Members at the next meeting.
7. The Residents Engagement & Consultation Strategy was published on the City of London website in order for residents to provide comments and feedback. This feedback will be incorporated where possible and any major changes will be brought back to the Sub-Committee for approval.
8. Residents Celebration Day took place on 18 October 2014 and was a fun and interesting event. A speaker from The Royal British Legion joined residents and staff on the day. There was also some vintage musical entertainment from The Haywood Sisters, information stalls and several workshops, including the launch of the Housing User Board (HUB) and the introduction of the new 'Home' Standard by Property Services.
9. A new Complaints Policy has been drafted and was circulated to the new Housing User Board at Residents Celebration Day for their comments. The new policy has an accompanying leaflet for residents detailing how to make a complaint.
10. Poppy Project - Community Development Training has been delivered across all 11 Housing Estates. Programme of events for the 'Remembering Yesterday, Celebrating Today' project was planned and delivered. Activities have been resident led and included commemorative fun days, poppy planting, a visit to the Poppy Factory, fundraising, baking and a tea dance.
11. 140 residents from across 5 City of London Estates joined each other for a day out to Brighton in July. Ages ranged from 3 months to 84 years and many children had never seen the sea before. Most residents paid for the trip with Time Credits, meaning 609 volunteering hours went into making the trip a success.
12. 19 Right to Buy applications were made during the 6 month period. None of these particular applications resulted in sales. However, 7 applications received prior to the period completed during the last six months. The figures during the first half year show a reduction compared to the same period last year when a total of 45 Right to Buy applications were received for the whole year. However, the number of sales is comparable as 14 applications completed.
13. Residents' Open Meetings are now well established and continue to be held on all the estates. Members will recall the purpose of the meetings is to ensure greater transparency, wider communication and engagement with all our residents. The general feedback from meetings continues to be very positive.

Allocations

14. The number of people currently on our waiting list is 684. This figure is significantly lower than last year. The number of households on the Housing Register has reduced due to the impact of the Allocations Policy which was developed in line with the Localism Act 2011. Applicants who no longer have a connection to the City through residence or employment are no longer eligible to be on the Housing Register.
15. There have been 54 vacancies during the last six months. The average time taken to relet a property from the day the keys are handed back to the day they are given to a new tenant during this period was 28 days. This figure has unfortunately increased during the last six months mainly as a result of several properties needing more extensive repairs. The target is 24 days.

Affordable Housing and Major Projects

16. Members will already be aware that there are a number of schemes being developed in a number of areas. If all of the opportunities are realised there will be in excess of 210 affordable housing units constructed in the next 2-3 years.
17. One such scheme is Horace Jones House which is currently scheduled for handover in Jan 2015 when we expect the first residents to move in. The rent charged for each dwelling will be based on Social Rent levels however the precise amounts are yet to be determined. The methodology for calculating service charges has now been finalised.
18. We are also looking at a number of in-fill development opportunities across our estates and a more detailed report will be brought to Committee in due course. However, the highlight in this area of work within the last 6 months is the pre-planning application submitted to the London Borough of Islington in October to develop 3, three bedroom dwellings at Isleden House.

Major projects

19. The 30 Year Asset Management Plan is currently being finalised. A detailed 5 year plan has been produced and this has been presented to the various Residents' open meetings mentioned in paragraph 12. Notable inclusions are major window replacements, kitchen and bathroom replacements, lift refurbishments and door entry replacements.

Benefits

20. There are currently 1069 households in the City and on our housing estates claiming benefits. Performance on our indicators is as follows:

Performance indicator	Target	Mid-year performance
Average time taken to process new benefit claims	28 days	19 days

% New claims decided within 14 days	90%	97%
Average number of days taken to process notification of changes of circumstance	10 days	11.5 days

Finance

21. Also within this agenda is a report on the Housing Revenue Account (HRA) and Capital Budgets 2015/16. This sets out the latest approved budget for 2014/15 and the original budget for 2015/16. This will inform members of the HRA's latest financial position.

HouseMark - Local Authority Benchmarking Report

22. In September we received the HouseMark Local Authority Benchmarking Report. The report provided an analysis of our cost and performance for a number of social housing activities, eg cost per property of responsive repairs, compared to a number of other similar housing providers for the 2012/13 financial year.

23. Whilst we continue to provide a housing service that is high in performance, we remain expensive compared to our particular peer group. However, it is worth mentioning some key business activity KPI improvements detailed in the report:

- The total cost per property of responsive repairs and voids work is now in the Upper Quartile, previously the Median Quartile
- The direct cost per property of lettings is now in the Upper Quartile, previously the Median Quartile
- The average relet time for 'standard' relets is now in the Upper Quartile, previously the Median Quartile
- The total cost per property of all Housing Management has reduced from £589 (2011/12) to £516
- The total cost per property of direct Housing Management has reduced from £430 (2011/12) to £365.

Appendices

None

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Committee(s):	Date(s):
Housing Management & Almshouses Sub Committee	20 November 2014
Subject:	Public
Remembering Yesterday, Celebrating Today Update	
Report of:	For Information
Director of Community and Children's Services	
Summary	
<p>Following six months of implementation of the 'Remembering Yesterday, Celebrating Today' project within Housing Services, this report is intended to provide an overview of estates First World War centenary activities. The report will highlight why these activities have been so important, the impact they have had and outline upcoming and future activity. A short video will also be shown to members to give a flavour of the variety of activities across estates and display the hard work and commitment that residents have shown for the 'Remembering Yesterday, Celebrating Today' project.</p>	
Recommendation	
Members are asked to:	
<ul style="list-style-type: none"> • Note the report 	

Main Report

Background

1. The 'Remembering Yesterday, Celebrating Today' project was established in March 2014 so that Housing Services could support and work with residents to remember the centenary years of the First World War. The project, in design and aim, was about recognising each estate as different and ensuring that staff support was there for residents to put on activities individual to them. The project at its very success would see residents designing, planning and delivering activities relevant to them and using the 4 year project to empower them to develop other activities on estates.
2. The key outcomes of the 'Remembering Yesterday, Celebrating Today' project were identified as:
 - Joined up working between residents and staff – more collaboration and coproduction in planning and delivery of services.
 - Resident Involvement – An event or activity happening on each estate with a minimum of 8 residents becoming involved.
 - Intergenerational activities connecting all ages groups happening on estates

- Sustainability – Ensuring on-going activity that is resident led
- Capturing Success – Evidencing activities with case studies, videos and pictures from estates
- Money raised for the British Royal Legion through fundraising

Current Position – Planning and Launching

3. Following approval to proceed with the ‘Remembering Yesterday, Celebrating Today’ project in March 2014, the first phase of delivery was to launch the project to staff and empowering them to support delivery. Community Development Training was delivered to staff on all 11 estates in April/May 2014. The focus was very much on learning techniques to empower residents to take the lead in project planning. Each estate team came away with an individual ‘Remembering Yesterday, Celebrating Today’ action plan to get residents involved and a First World War toolkit with information sheets and instructions of how to set up events and activities.



4. Both before and following the launch, mapping was done with residents at open meetings so that people could feed in their visions. At each open meeting residents were forthcoming and staff left with ideas and contact information to get activities started. Estate Managers also talked about Community Funds that were available for the project in case this was a barrier.
5. The project was launched formally in May 2014 when each household received a ‘Remembering Yesterday, Celebrating today’ invitation postcard. This asked residents to join City of London Housing Services in remembering

with them the centenary of the First World War. A tear off slip was included so that residents could drop in their ideas to estate offices.

6. In conjunction with the launch postcards, 'Remembering Yesterday, Celebrating Today' themed posters were regularly posted on the estates. These were designed to keep the project momentum going and diversify activities. Posters included an invitation to plant poppy seeds on estates, an appeal for First World War memories and stories, and the launch of the 'Remembering Yesterday, Celebrating Today' photographic competition

Current Position – Implementation and results

7. To date the project has seen numerous activities and events taking place across housing estates. These have included:
 - Writing Letters to the Unknown soldier event
 - Laying of Poppy Meadow
 - Poppy Walk
 - Memory sessions
 - First World War themed coffee morning
 - Baking
 - Poppy Planting
 - Fundraising
 - First World War themed CityRead
 - 100 years community fete
 - Commemorative Fun Day
 - Sheltered Housing Visit to the Poppy Factory



8. A short video will be shown to members to show a montage of these events as they have happened on estates and the journey of the project.

9. A key outcome of the project was identified as joined up working between residents and staff. This has been a real success so far. Through the use of Time Credits residents have been rewarded for taking the lead on planning and delivery. This has enabled staff to take a step back and instead be there to support on the day. The two Southwark Estate Commemorative fun days are an excellent example of joined up working. Both approached estate staff after hearing about Community Funding. Residents worked together on their applications and were granted funding. Having been successful residents set up meetings to plan activities and to allocate tasks for the day. Staff were able to value residents time and simply support their community by being there on the day. This year at Residents Celebration Day the coordinators from these events will talk to other residents about what they did and the impact it has had.
10. Resident Involvement and Intergenerational Activity were other key outcomes of the project. The 'Remembering Yesterday, Celebrating Today' project has been accessible to all. Resident Involvement has happened because we haven't predetermined activities but instead supported residents to take the lead and make events specific to their estates and the interests of those that live there.



11. Capturing Success of the programme has been exciting for all involved. The estate teams have a whole wealth of pictures and videos that are sent directly from residents. 'Remembering Yesterday, Celebrating Today' features in quarterly newsletters and the writing of community articles has become easy for staff. Case studies are being written for both staff and residents. One quote that has come in reads "There wouldn't have been an event on the estate this year without this project. It feels good to chat with your neighbours and be rewarded for the time that you put in".

Future plans

12. There are already a number of 'Remembering Yesterday, Celebrating Today' activities and events planned for the rest of the year. These include:
 - First World War Tea Dance
 - Sheltered Housing Afternoon Tea
 - Community Mosaic
 - Poppy Appeal Fundraising and volunteering for the British Royal Legion
 - First World War Games Night
 - Interview with 100 year old resident about her life and memories.

13. The next phase of the 'Remembering Yesterday, Celebrating Today' project with focus on sustainability and how estates can mould the project to be relevant to residents and individual estates for the next 3 years. The 'Celebrating Today' part of the project will support residents to be empowered to think of other things they may like to do on the estate and work together to achieve these.

Conclusion

This report has given an overview of the phases of the 'Remembering Yesterday, Celebrating Today' project led by City of London Housing Services. Highlighted in the report is why the project came about, the key deliverable of the programme, what has been achieved and how the future of the project looks. This has been an exciting and rewarding project for Housing Teams and it is anticipated that future benefits will be even further reaching.

Appendices

- None

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Agenda Item 8

Committee(s):	Date(s):
Housing Management & Almshouses Sub-Committee	20 November 2014
Subject:	Public
Housing Estates - Allocated Members' Report	
Report of:	For Information
Director of Community & Children's Services	
<u>Summary</u>	
<p>This report, which is for information, provides an update for the Committee on events and activities on the City of London Corporation's social housing estates.</p> <p>The report is compiled in collaboration with Allocated Members, whose role is to take an active interest in their estate, to champion residents and local staff and to engage with housing issues in order to play an informed part in housing-related debates within the Committee.</p>	

Main Report

Background

- The Allocated Members Scheme was introduced in 2000, when 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.
- This report is presented to the Housing Management Sub-Committee twice a year.

General Estate Matters

- Throughout this year, social events and outings have been arranged on many of our estates to mark the centenary of the outbreak of WW1. These events have been supported by our Community development Manager, Kirsty Leitch, our Estate Managers and our estate staff. More details can be found below, in the estate updates.
- Responding to feedback received from the Residents Satisfaction Survey, we have continued to improve our communications and engagement with residents. Regular estate meetings with residents are now held on each estate. Quarterly newsletters are sent to all residents, and weekly bulletins with very local news placed on noticeboards.

- The Chairman of the Housing Management and Almshouses Sub Committee, Virginia Rounding, opened this year's Residents' Celebration Day on the 18th October at the Livery Hall. A full programme of events was arranged, along with several workshops, information stands, stalls and an awards ceremony. The theme of 'Remembering Yesterday, Celebrating Today' aims to focus this year's event on positive achievements made over the past year, and to look ahead to activities and projects coming up in the near future. The event was very well attended by a wide range of residents and their children.
- On the 6th June 2014 the Chairman and Deputy Chairman, along with several Councillors attended a Members Walkabout at Isleden House, Avondale Square and Sumner Buildings. Members were introduced to estate staff and were given the opportunity to see several housing projects taking place and planned for the estates.
- The very exciting prospect of new homes available to our residents and those of the London Borough of Southwark is now within reach. The Affordable Housing Project on Potters Field is almost complete and 40 new homes will soon be available to rent. We have received considerable interest in the new flats from existing residents and we are in the process of allocating properties within Horace Jones House. New tenants will be moving into their new homes in the new year.
- This year we have appointed three new apprentices on a two year apprenticeship scheme. Two apprentices will be working on the estates undertaking a wide range of housing issues, gaining knowledge and experience in the workforce and improving their own skills and talents. The third apprentice will be working with our Communications Team. They join two existing apprentices who have been successful in obtaining a more advanced, second year apprenticeship in Housing.

Avondale Square Estate - Allocated Member, Virginia Rounding

I have met with Wendy Giaccaglia, the Estate Manager on several occasions over the past few months to discuss issues facing the residents at Avondale Estate.

The Open Meetings at Avondale have proven to be very successful with many more residents now attending than we have achieved in the past. Three Avondale Square Estate Open Meetings have been held so far, and I had the opportunity to Chair the September meeting. Again, this meeting was very well attended. There have been a wide range of guest speakers, including: external organisations working with residents on gardening and football projects; City of London officers explaining the complexities of housing finance and regular updates on the project to build a new community centre and homes on the estate.

To improve our properties and to give residents better facilities, surveys have been completed to identify homes that need to be fitted with new kitchens and bathrooms. In addition, homes with electric storage heaters have been identified so that gas central heating can be installed. Residents are kept informed of the progress of these projects through newsletters, weekly bulletins, Open Meetings, Facebook and Twitter.

The September Estate Walkabout was well attended. Residents were generally pleased with the appearance and upkeep of the estate. The findings on the estate walkabouts are updated in the weekly bulletins and newsletter.

The Estate Manager has also started conducting quarterly block by block inspections of the cleaning standards with residents and cleaning staff so that residents can feed into the

review of cleaning standards. These have been very productive because they allow the Estate Manager to feed back to residents of the block with action plans that can be updated in the weekly bulletins.

The Avondale Square Estate Twitter account (@AvondaleSq) now has 113 followers. It has been a very useful way of sending out information and signposting residents to other sites for information. The Facebook page has just been launched (Avondale Square Estate) and will be heavily promoted in the coming months by the Public Relations Office and the Estate Office.

Residents have been planning events to mark the Centenary of WWI with support from the Estate Office. Earlier in the summer, residents planted poppies in a hard-to-maintain spot on the estate which looked lovely this summer. A group of residents attended a WWI Tea Dance in October and a Poppy Picnic at the Imperial War Museum at the end of September.

Small Estates – Allocated Member, Elizabeth Rogula

I have met with Angela Smith, the Estate Manager to discuss issues relating to the three estates.

I attended the evening Open Meeting at Windsor House on 3 July 2014 where I was able to meet residents and staff. Many residents wanted to know when the external painting programme and window replacement would be happening and voiced their concerns regarding the poor condition of the external railings and windows. Officers were able to reassure them that these works are now programmed to take place as part of the Asset Management Plan.

The visit gave me the opportunity to meet a resident, Mrs Pauline Surrey. Mrs Surrey is the longest surviving resident living at Windsor House, having been there for over 65 years. I am currently making arrangements for Mrs Surrey to receive the Freedom of the City of London.

It is hoped that the refurbishment project at Dron House will commence before the end of this year. This will provide a new estate office, a meeting room and two residential properties.

At Isleden House we are still hoping to convert an under used space into affordable housing. Following an initial refusal from the London Borough of Islington further development plans have been drawn up and a consultation meeting have taken place at Isleden House. It is hoped that the revised scheme, which will provide three new flats and a community space, will meet with Islington Council's approval.

I hope to attend further Open Meetings at Dron House, Isleden House and Windsor House arranged in November and December.

Golden Lane – Allocated Members, Gareth Moore, Deputy John Barker and Vivienne Littlechild

The end of August saw the retirement of one of our longest serving members of staff. Barrie Ellis, one of our Estate Officers, retired after 37 years' service with the City of London. We would like to take this opportunity to record our gratitude and thanks to Barrie for all his hard work and commitment over the years. He will be missed.

The Estate Manager, Laurence Jones, has been very proactive in using this opportunity to implement changes in the staffing structure in the estate office. By replacing the vacant residential Estate Officer's post with a non-residential Customer Services Officer, he has

adopted an approach which has been successful on other estates in providing a more customer focused service to be provided from the Estate Office.

We previously reported that the housing management team were working on a new lease for the Community Centre. Whilst a two year lease was agreed, in principal, with the Community Association Committee, issues around delays in receiving audited end of year accounts for 2013/14, changes in Trustees and in their management committee meant that a new lease could not be entered into until such time as these matters were fully resolved. Management and control of the Community Centre is now carried out under a "Tenancy at Will" pending conclusion of these matters. When the lease is signed it will still be for two years, ending 30 April 2016.

Consultation to find out what changes residents would like to see in the Community Centre and how it is used in the future has now started.

Work on the recladding project at Great Arthur House continues at a steady pace. All the necessary statutory consultations have now been undertaken and meetings have been held with residents. The contract was awarded to Keepmoat Construction who fulfilled all the criteria which should ensure the smooth running and satisfactory delivery of this high profile project.

The contractors are currently working on the final design and we anticipate that subject to agreement being reached between all parties in the next month, work will commence on site in January 2015. Residents will continue to be kept informed through regular bulletins and newsletters and a very active group of residents are planning to make sure all neighbours are supported throughout the works, which will be very disruptive.

Estate meetings continue to be an effective method for getting residents involved and a channel for communicating and getting information out to residents. Two further meetings have taken place since the initial meeting in February and whilst there has been a dip in attendance it is clear that residents are finding the meetings extremely useful.

Holloway & York Way Estates – Allocated Members, Deputy Catherine McGuinness, Deputy Michael Welbeck and Barbara Newman

We have met with Michelle Warman, the Estate Manager on a number of occasions over the past few months to discuss issues relating to Holloway and York Way Estate and have had walkabouts on each of the estates.

An Open Meeting was held in September at Holloway Estate, chaired by Deputy Catherine McGuinness, and a further meeting held at York Way Estate in October. These meetings were to update residents on the issues and concerns raised at the beginning of the year. The new Estate Plan has been shared with residents on both estates and their feedback welcomed.

Following on from feedback from residents, improvements have been made to the weekly cleaning schedules to make them more transparent and easier for residents to understand. A site meeting with Islington Council Waste and Recycle Team has taken place and the Estate Manager has successfully negotiated the return of the skip bins as requested by residents on York Way Estate. Islington Council also promised regular cleaning of the food waste bins, and advised residents of the issues they have with cross contamination due to misuse of the bins.

To assist with some of the concerns raised on York Way Estate the Estate Manager attends MAGPI (Multi-Agency Geographical Panels in Islington). This is a forum led by Islington Council's Safer Neighbourhoods Team. Partner organisations come together to discuss anti-social behaviour problems which are affecting Estates in Islington. This has also helped to build a better relationship with the local Policing teams for both Estates.

The Estate Offices on both estates have their open hours on the webpage, and staff are committed to keeping to those times. There have been comments from residents about the consistency of staffing, and this has been addressed. It is hoped that the newly appointed Apprentice will strengthen the estate team.

There are regular Estate Walkabouts which have also been attended by Islington Local Councillors, and there has been a lot of work and commitment in building the relationship with Councillor Kat Fletcher, Councillor Satnam Gill and Councillor Nick Ward for St Georges Ward, and Councillor Rakhia Ismail and Councillor Paul Smith for Holloway Ward.

Communication with the residents has improved, with the review of the quarterly newsletters, regular correspondence and weekly bulletins in the notice boards. Holloway Estate is currently in the early stages of starting a new residents' group.

The Estate Managers have a small community budget for each Estate. There has been promotion of this on both estates to encourage new groups to apply for funding and make better use of the Community Hall facilities.

As part of the Asset Management Programme there are planned improvements for both estates, such as new windows for Holloway, new security intercoms on both estates and external/internal decoration. On York Way we have trialled a floor coating for the stairs on three blocks, this has improved the look and feel of the stairs. We are hoping to be able to fund further staircases as this scheme has been welcomed by the residents. There is also a review of the CCTV needed at Holloway Estate, as currently there is no coverage on the estate. It was highlighted at an earlier Open Meeting that some of the residents felt unsafe and CCTV would assist the Police with any reported incidents on the Estate.

As part of the Sec. 106 Funding a design meeting was held to discuss the future of Islington Arts Factory and the surrounding area. A drop-in session was held on the 4th November which enabled residents to see the plans and meet with the consultants. If new homes were to be built on this site the properties would be managed by Holloway Estate Team. We shall update Members as these plans develop.

Middlesex Street Estate – Allocated Member, Deputy Henry Jones

I continue to meet with Paul Richardson and Terry O'Donnell on a regular basis and I am in weekly contact with them both.

I attended the estate Open Meeting on the 16th July 2014. Subjects included a proposed private members club in the vicinity of the estate, loan sharks, Aldgate Highway changes, the estate Car Parks Ramp Removal Project, broadband and WI-FI on the estate, as well as a Manager's update.

Due to a funding issue the start date of the ramp removal project had to be delayed, however, I am pleased to announce that work on the ramp removal commenced on Monday 6th October 2014. We have been keeping residents informed with regular letters and flyers, as well as a standing agenda item during the estate Open Meetings. We will continue to gather resident's views for the layout of the newly created space after the ramps removal is completed.

The Petticoat Square Gardeners Club continues to do sterling work on the podium level. The shrubs, plants and flowers are being well kept and the club continues to be an asset to the estate. My thanks to all involved, especially Ted and Barbara Hall, who are the Chair and Secretary respectively and John Mead, Secretary.

The redecoration of the entrance lobbies to the estate and new entrance doors that were fitted have been warmly received by residents. The Estate Manager, Paul Richardson, has recently carried out an access review of the estate entrance doors. Paul asked all resident for their views and if they would prefer for additional power assisted doors to be installed. The responses are now in and I will be liaising with Paul and his managers to ensure that residents' views are actioned where appropriate.

I attended the special Estate Walkabout on 18th June 2014. This was a thorough inspection of the estate and Karen Tarbox, Assistant Director – Barbican and Property Services, attended along with Paul Richardson. It was a very effective view of the estate and I was pleased that the Department are continuing to take a professional and proactive approach to identifying areas of improvement on the estate.

A survey of the estate has taken place to gather resident's views on how the remainder of the Estate Improvement Budget could be spent.

Southbank Estates – Allocated Member, Adam Richardson

To date there have been three Open Residents Meetings in April, July and October. Guest speakers at these meetings included representatives from Southwark Trading Standards who spoke about extending the "No Cold Calling Zone" to other blocks. The original block was at Collinson Court which has been very well received by the residents and we are keen to work with Southwark Council by extending it to other parts of our estate. Dave Walker, the Manager of Southwark Mediation Centre, was also a guest speaker. At each of the meetings the Residents were updated on the major improvements coming to their estates and encouraged to take up community involvement activities.

As part of the Poppy Project two World War 1 Commemorative Fun days took place at Sumner Buildings and Collinson Court on 6th September. There were bouncy castles, face painting, candy floss and a BBQ. Both these events were a great success and well attended and were supported by officers and residents.

Estate Walkabouts have continued and include evening walkabouts to give working residents the opportunity to attend.

The installation of the door entry system has been completed at Sumner Buildings, Pakeman House and Stopher House. Although this had been the source of some controversy, residents have been very pleased with the end result and the improved security to their homes.

Sydenham Hill Estate – Allocated Members Deputy Billy Dove and Mark Wheatley

We are pleased to report that the first Open Meeting in July was very well attended by a cross-section of residents from Sydenham Hill. At this meeting the residents were updated on future projects for the Estate. The Chief Executive of the company recently contracted to carry out gardening on the estate spoke to residents about the history of Walworth Garden Farm and the types of projects that they undertake. The Community Involvement Officer also

spoke to residents about starting up activities on the Estate. A follow up meeting is scheduled to take place in January 2015.

Walworth Garden Farm is a charity and Social Enterprise which started 1987. They provide gardening services and maintenance for many clients in South East London. In addition to this Walworth Garden Farm provide environmental education, and training in horticulture. They will attend Sydenham Hill Estate on a weekly basis during the spring and summer months and fortnightly in the autumn and winter months.

Following consultation with the residents the management of the community hall has been subcontracted to the Nursery Manager. Outside of nursery hours the residents are now able to book the hall for community events free of charge or at discounted rate for their private functions. Residents are currently organising the revival of their Community Tea afternoons once a fortnight as a result of this.

The programme of Estate walkabouts including evening walkabouts has continued and is well supported by residents.

The new Estate Office created at Lammas Green is now staffed two days per week by Sonia Marquis to enhance the housing service provided at Sydenham Hill Estate. Jennifer Jenkins, Income Recovery Officer is there one day per week assisting residents with their Housing Benefit claims, income issues or any other money matter.

Sheltered Housing – Allocated Members, Deputy Billy Dove and Mark Wheatley

I have met with Jacqueline Whitmore on numerous occasions throughout the past few months to discuss issues and matters relating to all the sheltered schemes and the Almshouses as well as visiting some of the sites.

Residents from Mais House enjoyed a coach trip to Margate in June; and the Almshouses residents enjoyed a day at Hastings. The weather was good for both trips and a relaxing seaside visit was enjoyed by all who attended.

Isleden House residents had a very informative visit to the Poppy Factory in Richmond as part of their “Remembering Yesterday, Celebrating Today” activities in August. They had lunch on the premises prior to their tour of the factory. Isleden residents have on several occasions requested a trip down the Regent’s Canal; this is the first year we have been able to arrange this via Age Concern. They travelled from Angel Basin to Little Venice through the Islington Tunnel which was a new experience for many residents even though they have lived locally all their lives.

Harman Close residents have joined the seaside trips with other estates; they decided a trip to London Zoo would be a different event for them as many had not been since their own families were young. They had a thoroughly enjoyable day.

Mais House residents said farewell to their Scheme Manager Lesley Webster who has moved to Isleden House to manage both sheltered and general needs properties. The residents prepared a fabulous barbeque and drinks event which was well attended; although Lesley is sad to leave as she had supported many residents over the years, she was looking forward to the challenge of her new role. Faithwin Achugbu was appointed as the new Scheme Manager and she is settling well into her new post. Faithwin has over 10 years’ experience working for Southwark as a Scheme Manager and has some fresh ideas to bring to the Sheltered Housing team.

Harman Close residents had great fun at a quiz afternoon and they are discussing making this a more frequent occasion.

Isleden House residents have enjoyed their new garden and table and chairs during the good summer weather. Residents had a pie, mash and liquor supper one Saturday evening which was enjoyed by all who attended.

As part of the WW1 commemorations residents at Isleden House, with the community development officer Kirsty Leitch and Spice representative Ben Stein had afternoon tea and wrote a letter to the Unknown Soldier. This was part of a project where members of the public were asked what they would tell the Unknown Soldier whose statue stands in Waterloo station

Due to increased usage in the laundry room of the washing machines and tumble dryers at both Harman Close and Mais House, new contracts for machines and tumble dryers have been agreed which will improve the facilities for all. The new machines are more energy efficient which helps towards achieving energy savings targets.

The new community hall and estate office at the Almshouses will shortly be completed. This will greatly enhance the facilities on the estate and give a focus to the elderly community within the scheme. The community hall will be available for functions and events whilst being supported by the Scheme Manager. It is hoped that a grand opening will be arranged before Christmas.

Consultees

This report was compiled in consultation with the Allocated Members, managers and staff of the City of London's housing estates. The Town Clerk, Chamberlain and Comptroller & City Solicitor have been consulted in the preparation of this report.

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Committees:	Dates:	Item no.
Housing Management and Almshouses Sub-Committee Community and Children's Services	20/11/2014 12/12/2014	
Subject: Project Proposal – internal and external refurbishment works programme at the Middlesex Street Estate.	Gateway 1 & 2 Project Proposal	Public
Report of: Director of Community & Children's Services		For Information

Project Summary

1. Context	Phase 3 of the Middlesex Street Sustainability Project (MSSP) was an option that was explored to finance the necessary refurbishment works and some improvement works at the estate on the basis of the sale value of circa 100 new flats to be built on the roof of the estate. Following surveys including rights to light and daylight and sunlight analysis, as well as market-testing with developers, the new development proposals are no longer considered viable and will not go ahead, therefore the refurbishment work will now proceed independently.
2. Brief description of project	<p>A programme will now commence to complete the following:</p> <ul style="list-style-type: none"> • lift refurbishment • electrical rewire (both landlord and tenant supplies) • communal heating system replacement • ventilation system replacement • internal and external redecorations • replacement balcony doors and adjacent glazing • concrete repairs (project already underway). <p>The likely process steps will be:</p> <ul style="list-style-type: none"> • Engage in consultation with residents and members. • Procure and appoint a consultant to assess options. • Schedule and sequence the works. • Tender for and appoint contractor(s) to carry out the works. <p>There are some works which will benefit by proceeding in advance of others, it is anticipated that individual works projects may proceed separately. The scheduling will be outlined at the Options Appraisal stage.</p>

3. Consequences if project not approved	<p>The condition of the properties will deteriorate, both internally and externally.</p> <p>Reactive repairs and maintenance spend will increase.</p> <p>Reputational damage caused to the City of London by failing to perform legal duty to keep properties in a good state of repair.</p>
4. Success criteria	<p>Properties are effectively maintained, achieving regulatory and statutory compliance.</p> <p>Reduction in reactive repairs and maintenance spend.</p>
5. Notable exclusions	<p>This programme solely applies to the Middlesex Street Estate. All other estates are excluded. However, as part of the planning phase of this programme, assessment will be made of whether it is possible to include Middlesex Street Estate works delivery with existing or upcoming projects.</p>
6. Governance arrangements	<p>Spending Committee: Community and Children's Services Committee</p> <p>Senior Responsible Officer: Karen Tarbox, Assistant Director of Barbican and Property Services</p> <p>Project Board: Yes</p>

Prioritisation

7. Link to Strategic Aims	<p>2. To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes</p>
8. Links to existing strategies, programmes and projects	<ul style="list-style-type: none"> • The Asset Management Strategy and 5 and 30 year plans. • Department of the Built Environment Projects, including the removal of the car park ramps and street scene enhancements. • City Surveyor's proposal to explore enhancement of the retail parade alongside the proposed new gym and healthcare facility.
9. Project category	<p>2. Statutory</p>
10. Project priority	<p>A. Essential</p>

Options Appraisal

11. Overview of options	<p>1. Do nothing.</p> <p>This is not a viable option because of the statutorily required repairs and maintenance work.</p>
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	<p>2. Commence a programme of repair and maintenance work</p> <p>At this stage, it is anticipated that the detailed options available will include comparisons of communal heating systems and the interrelation with ventilation systems. The interrelation of concrete repair and external redecoration will be explored.</p> <p>The options available for delivery of all works will be further explored and set out at the Options Appraisal stage following further survey. It may be that options for individual aspects of the works are brought forward separately.</p> <p>3. As Option 2, but omitting non-statutorily required works (e.g. redecoration)</p> <p>It is considered that completing redecoration in a timely fashion is a requirement to keep the building in good repair, and the cyclical completion fulfils commitment to residents.</p>
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Project Planning

12. Programme and key dates	<p>Overall programme: October 2014 – April 2019 This timeline is subject to change following further appraisal.</p> <p>Key dates: October 2014 – confirmation that Phase 3 cannot proceed. November 2014/December 2014 – Gateways 1 and 2 January 2015 – Initial consultation with residents. February 2015 – appointment of consultant to review options (if necessary) April 2015 – Gateway 3/4 relaying options and recommending commencement of individual projects.</p> <p>Other works dates to coordinate: The implementation plan for all refurbishment works will be carefully programmed so that each aspect can be delivered effectively and all works are completed in a timely fashion.</p>
13. Risk implications	<p>Overall project risk: Green There is a risk of reputational damage caused by the end of the previous Phase 3 project, as leaseholders are now required to pay for works.</p>
14. Stakeholders and consultees	<p>Residents, including Statutory Consultation with leaseholders. Members and Ward Members.</p>

Resource Implications

15. Total estimated cost	<p>2. £250k to £5m Likely cost range: £4-5m</p>
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16. Funding strategy	<p>The works will be funded from the Housing Revenue Account (HRA) which includes service charge recovery from leaseholders for most works (current proportion circa 30%).</p> <p>Careful planning will be carried out to ensure the burden on the HRA can be accommodated in the financial years that the works are intended. Such planning extends to ensuring the costs of the works are reasonable for leaseholders to incur.</p>
17. On-going revenue implications	<p>Future revenue implications will be as per the existing freeholder obligations of repair and maintenance under the conditions of the lease agreements.</p>
18. Investment appraisal	<p>N/A.</p>
19. Procurement strategy	<p>The Procurement strategy will vary for individual items of work within the programme, dependent upon their value. There a currently significant work streams being delivered by this department, thought will be given to scheduling, in order to combine works where possible as part of joint contracts or with other estates.</p>
20. Legal implications	<p>There is a risk of challenge to the recoverability of the costs of some works items. Previous information was given that the new-build development would cover the costs of some works. However, it is not considered that such a challenge would be successful, as not paying for the works was always clearly stated to be conditional upon the new development proceeding, therefore the costs for these necessary repair and refurbishment works are recoverable.</p>
21. Corporate property implications	<p>It is important that the City's assets remain in good, safe and statutory compliant condition. Therefore all necessary action should be taken to ensure that assets are kept as such throughout the assets' lifetime.</p>
22. Traffic implications	<p>Any traffic implications would be negotiated with the works contractor(s) at the pre-contract and pre-start stages.</p>
23. Sustainability and energy implications	<p>New installations to improve energy performance which were proposed as part of Phase 3, such as over-cladding, will now not be completed. They are considered improvements under the lease, and would not be recoverable through service charges. However, works to the heating and ventilation systems and refurbishment of the lifts will reduce energy usage and improve the overall sustainability of the estate.</p>
24. IS implications	<p>N/A.</p>

25. Equality Impact Assessment	An equality impact assessment will not be undertaken. However, at the works stage, the needs of residents will be factored into the works delivery plans.
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Recommended Course of Action

26. Next steps	Commence consultation with residents to discuss the approach to the works. Appoint consultant to assist with overview of options.												
27. Approval track and next Gateway	Approval track: 2. Regular Next Gateway: Gateway 3/4 - Options Appraisal (Regular)												
28. Resource requirements to reach next Gateway	<table border="1"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Cost (£)</th> <th>Funding Source</th> </tr> </thead> <tbody> <tr> <td>Staff costs</td> <td>Resident consultation</td> <td>£1000</td> <td>HRA – local risk</td> </tr> <tr> <td>Consultants cost</td> <td>Initial options assessment</td> <td>£10,000</td> <td>HRA – local risk</td> </tr> </tbody> </table>	Item	Reason	Cost (£)	Funding Source	Staff costs	Resident consultation	£1000	HRA – local risk	Consultants cost	Initial options assessment	£10,000	HRA – local risk
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Contact

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Committee:	Date:
Housing Management & Almshouses Sub-Committee	20 th November 2014
Community and Childrens’ Services Committee.	12 th December 2014
Subject:	Public
Housing –Asset Management Strategy and 5-year work programme.	
Report of:	For Information
Director of Community and Children’s Services	

Summary

1. In May 2014, the Housing Management & Almshouses Committee was presented with the Housing Service’s draft Asset Management Strategy (AMS) for information.
2. The AMS supports the delivery of key priorities within the Housing Strategy, e.g. increasing the supply of homes and making better use of existing homes. It also supports the wider corporate context as referenced in section 2.2 of the draft strategy.
3. Residents were invited to comment on the draft strategy via a website consultation process, which was held in September 2014. A workshop, was also held at the Residents’ day in October 2014, in regards to the proposed City of London Home standard. Unfortunately no comments were received on the overall strategy, however, Residents who took part in the workshop all responded positively to the proposed City of London home standard. Residents were asked to rate the importance of each element to them on a scale of 1 -5 (with 1 being least important and 5 being most important to them). All responses supported the elements proposed in the draft standard to varying degrees of priority, with the majority scoring a 4 or 5. The proposed works programme has also been discussed with residents at estate meetings throughout 2014 and resident’s priorities were discussed at the residents workshop held in October 2013.
4. The Asset Management Strategy and 5-year works programme is presented to this committee for Members information and will be presented to the Community & Children’s Services Committee in December 2014 for consideration and adoption.

Contact: Karen Tarbox 02073321325 or karen.tarbox@cityoflondon.gov.uk

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A decent home – summary of the definition

The definition of what is a decent home has been updated to reflect the Housing Health and Safety Rating System (HHSRS) which replaced the Housing Fitness Standard on 6 April 2006. Landlords will find it helpful to refer to the two volumes of statutory guidance on HHSRS1.

A decent home meets the following four criteria:

a) It meets the current statutory minimum standard for housing

Dwellings which fail to meet this criterion are those containing one or more hazards assessed as serious ('Category 1') under the HHSRS.

b) It is in a reasonable state of repair

Dwellings which fail to meet this criterion are those where either:

- one or more of the key building components are old and, because of their condition, need replacing or major repair;

or

- two or more of the other building components are old and, because of their condition, need replacing or major repair.

c) It has reasonably modern facilities and services

Dwellings which fail to meet this criterion are those which lack three or more of the following:

- a reasonably modern kitchen (20 years old or less);
- a kitchen with adequate space and layout;
- a reasonably modern bathroom (30 years old or less);
- an appropriately located bathroom and WC;
- adequate insulation against external noise (where external noise is a problem); and
- adequate size and layout of common areas for blocks of flats.

d) It provides a reasonable degree of thermal comfort

This criterion requires dwellings to have both effective insulation and efficient heating. It should be noted that, whilst dwellings meeting criteria b, c and d are likely also to meet criterion a, some Category 1 hazards may remain to be addressed. For example, a dwelling meeting criterion d may still contain a Category 1 damp or cold hazard.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7812/138355.pdf

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**Draft City of London Housing Standard
for
Corporation Tenants and Leaseholders**

The City of London Housing Standard is the standard to which City of London Corporation aims to maintain all of its housing stock. The Standard incorporates the Government's Decent Homes Standard and then also includes a number of elements over and above those which are required to meet the Decent Homes Standard.

The City of London Housing Standard:

- is based on extensive coproduction with tenants and leaseholders
- will ensure that all our homes are warm, safe and dry and that we meet our obligations under the law
- will ensure that residents have homes in good repair and that they are well maintained
- will be delivered over a period of 5 years with the majority of works happening before 2020
- will bring our homes up to a standard that is more comprehensive than the basic decent homes standard.

The City of London Housing Standard applies to all tenanted properties. For leasehold properties, the City of London Standard only applies to those repairs due to be carried out under the terms of the lease.

The elements included in the City of London Housing Standard are listed below and the Corporation aims to deliver the items included on the list over the next five years unless required for health and safety reasons or where it is financially more appropriate to do it sooner.

The City of London Corporation Housing Standard

(note, this is not a priority order list)

1. Health and Safety. We will ensure that all properties are regularly inspected to ensure gas and water and heating appliances are safe and that communal areas and fire escapes comply with fire safety standards.
2. Water and sewerage. All homes will be provided with safe and clean water for drinking and washing, and drainage and sewerage systems will be well maintained and kept in good order.
3. Electrics. We will ensure all homes have an electricity supply and that landlord electricity supplies are safe and fit for purpose.
4. Aids and Adaptations. Where it is agreed that residents require aids and adaptations to help them live comfortable lives within their own homes these will be installed and maintained.
5. Heating. We will ensure all residents have appropriate and well maintained heating. This includes repairing or replacing individual heating systems as well as communal boilers where appropriate.

All plant and equipment necessary to supply the above amenities will be maintained in good order and replaced when it reaches the end of its useful life.

6. Roofs. All roofs to flatted blocks will be surveyed and where necessary repaired or replaced. In addition roof insulation will be fitted as standard where the design allows.
7. Door entry systems/CCTV. Where door entry systems and CCTV systems are in place they will be maintained and replaced as necessary.
8. Internal rewiring. All internal wiring to individual properties will be maintained and where necessary properties will be re-wired. All new rewires will be carried out using surface mounted trunking.
9. Lifts. All lifts will be maintained so that they are safe and reliable. Where lift cars and plant have reached the end of their useful life they will be refurbished or replaced.

10. Windows. All windows that have reached the end of their useful life will be replaced.
11. Planned maintenance. All properties will have regular planned maintenance where all gutters will be maintained or replaced as necessary, all previously painted exterior surfaces including communal areas and stairwells will be painted, and any necessary repairs to render or brickwork carried out.
12. Bathrooms. Flooring and tiling will be replaced as necessary in bathrooms that are in poor condition. All bathrooms will be replaced after they reach their useful life to allow for modern living standards to be achieved.
13. Kitchens. All kitchens that are in poor condition will have new flooring and tiling as well as replacement doors, worktops and units where required. All kitchens will be replaced after they reach their useful life. Replacement kitchens will maximise counter space and allow for modern living standards to be achieved.
14. Exterior walls. Where exterior walls have a low level of insulation then new dry lining insulation or cavity wall insulation will be installed where feasible.
15. Secure doors. All doors will be assessed for security and where necessary new high security doors installed.

In addition to major building elements estate environmental improvements will also be carried out including;

16. Estate lighting (in common parts) will be renewed to new energy efficient standards
17. Estates will be surveyed for ease of access and security and any necessary improvements carried out.

It is recommended that all City of London owned homes would be brought up to this standard within the next five years and would be maintained at this level for the next 30 years, or until such a point where the investment standard was reviewed depending on available resources. It is important to remind tenants and leaseholders that it may not be their home that benefits within the next five years as we will not be doing works to properties classed as decent or replacing elements where they are still fit for purpose.

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Risk Management

	Risk	Mitigation
1	Inadequate funding	Reduction in investment programme, increasing rents, disposal of worst performing stock
2	Poor communications	Established communications protocol at all levels – strategic, operational and local
3	Failure to maintain standards due to under-performing contracts/contractors	Resourcing with professional support. Effective management of contracts
4	Lack of timely management information due to weakness of systems and/or system integration	Manage links between asset management database, (housing management) and financial systems
5	Unable to invest optimally because of lack of information on long-term viability of stock	Identification of performance of different groups of properties
6	Lack of validated information about stock	Stock condition survey. Improved communication of outputs
7	Failure to develop an effective collaborative relationship with contractors	Nature of NEC3 Option C contracts. Partnering advisor
8	Weakening demand for sheltered housing	Develop strategy for repositioning sheltered housing
9	Inability to recruit, retain and develop key professional staff	Retention strategy combined with training and support to 'grow our own'
10	Inability to collect S20 leaseholder recharges	Collection in line with leases. Effective procurement and S20 process
11	Uncertainty over stock investment costs	Benchmarking and procurement advice; feedback of information from results of tenders
12	Poor value for money from procurement	Procurement review. Benchmarking. Accessing appropriate skills
13	Complications of delivering	Effective resident communications.

	regeneration alongside major refurbishment	Well informed localised proposals
14	Legislative / regulatory change (e.g. Building Regulations, Carbon emissions)	Monitor changes and respond as necessary
15	Reducing tenant involvement in asset management	Continue to support tenant involvement
16	Uncontrolled expenditure on day-to-day repairs	Maintain controls
17	Failure to achieve carbon reduction targets	Carbon reduction strategy plan
18	Health and safety failures	Sound policies and priorities for investment in asbestos removal and fire prevention
19	Fraudulent activity	Maintain controls, internal audit



The City of London Corporation Housing Asset Management Strategy

2015-2020

Lead author: Karen Tarbox, Assistant Director Barbican & Property Services.

Document owner: Director of Community and Children's Services

Approved/agreed by:

Issue date: December 2014

Version number: Final v1.1 101114

Review due date: December 2015

This document can only be considered valid when viewed via the City of London web pages.

The City of London Corporation Housing Asset Management Strategy

2015-2020

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1. Summary

The City of London's Housing Asset Management Strategy sets out a strategic framework within which we will build, develop, manage, maintain and invest in our housing assets. It aims to deliver capital investment, in new and existing properties, planned maintenance and responsive repair programmes, in a structured and sustainable way. The Asset Management Strategy identifies the required outputs and outcomes, while seeking improvements in performance and value for money. It covers all rented and leasehold stock, managed by the City of London's Housing Service excluding the Barbican Estate. It includes all building components, all delivery methods (from major capital projects to responsive repairs), and both capital and revenue sources of funding.

2. Strategic Context

2.1 National Context:

a) Supply of homes: In the 2011 strategy "*Laying the Foundations: A Housing Strategy for England*", the government identified that the lack of available housing meant that too many families were struggling to meet their housing needs. It also reasserted earlier commitments to develop sustainable communities, zero carbon housing and the introduction of financial initiatives such as the Green Deal to support the implementation of energy efficiency in homes.

Under the government's *Localism* agenda – Localism Act 2011 and National Planning Policy Framework, it is now up to individual local authorities, working alongside their neighbours, to decide how to calculate and plan for housing need for the future with a view to meeting the Government's key strategic goal, which is to "ensure that everyone has the opportunity of living in a decent, affordable home in a community where they want to live".

b) Provision of decent homes: Delivering decent homes is a commitment in the national strategy for neighbourhood renewal and has a key role to play in narrowing the gap between deprived neighbourhoods and the rest of the country. The Department for Communities and Local Government expected 95 per cent of all social housing to be decent by 2010 and the remainder to be improved as fast as possible after that date. A decent home is defined by meeting the following four criteria (further definition is provided in Appendix A):

- a) It meets the current statutory minimum standard for housing
- b) It is in a reasonable state of repair
- c) It has reasonably modern facilities and services
- d) It provides a reasonable degree of thermal comfort

2.2 City context

The City's Corporate Strategy seeks a world class City which supports our communities through the appropriate provision of housing, and supports a safer and stronger City through supporting community cohesion. This strategy supports the delivery of that vision, delivery of the Corporate Plan that underpins it, and the City's drive to deliver high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

The City's Housing Asset Management Strategy sits alongside the Housing Strategy and Housing Allocations Policy, and supports the Homelessness Strategy through the supply of new housing. The Housing Strategy includes within its strategic aims a commitment to:

- increase the supply of homes
- make better use of existing homes
- prevent homelessness
- address the impact of welfare reform

The Housing Asset Management Strategy aims to provide new and existing homes that are decent, safe, affordable and ones which can be adapted to meet the changing needs of our residents and as such this strategy also supports the City's wider role and strategic priorities, including the:

- **City Together Strategy: The heart of a world class city 2008-2014** which identifies the challenge of supporting our communities, including those experiencing homelessness and rough sleeping;
- **Corporate Plan 2013-2017** in which responding to the implications of welfare reform, the Localism Act and NHS and public health reforms is a key priority;
- **Department of Community and Children's Services Business Plan** in which protecting and safeguarding vulnerable people through better prevention and early intervention is a priority;
- **Joint Health & Wellbeing Strategy** in which the improving health and wellbeing of those homeless and rough sleeping is identified as a priority, and which sets out plans to reduce health inequalities between local communities, and
- **Safer City Partnership Plan 2013-16** which sets out the City's response to domestic abuse, a significant cause of homelessness.

3. Background

The City of London owns and manages 11 housing estates, two within the Square Mile and the other nine across the London boroughs of:

- Golden Lane, City of London
- Middlesex Street Estates, City of London
- Windsor House, Hackney
- Holloway Estate, Isleden House, York Way Estate, Islington
- William Blake Estate, Lambeth
- Sydenham Hill Estate, Lewisham
- Avondale Square Estate, Southwark Estates, Southwark
- Dron House, Tower Hamlets.

We have 2,761 properties in total, of which 1,889 are lived in by our tenants and 872, which have been bought and are lived in by leaseholders or their tenants.

3.1 The Strategy is based on:

- Resident and Corporation priorities.
- The delivery of the City of London's Housing Letting Standard
- The findings of the 2008 Stock Condition Survey and earlier survey information held on our asset management database
- Completion of the requirements of Communities and Local Government Decent Homes standard.
- Relevant Performance Indicators, Value for Money and findings and recommendations from previous inspections and audits
- Learning from Excellent Corporations and Housing Associations.
- Best practice guidance for asset management.

Up to 2010 the City of London has used the Government's Decent Homes standard as its guideline for investment decisions. However, we recognise that the Decent Homes Standard should be seen as a minimum standard for housing and that ongoing maintenance and improvements are required to prevent homes from becoming non-decent and to meet tenant aspirations for their housing and local neighbourhood needs.

In view of this our strategic aims are to:

- Increase the supply of Homes
- Complete the implementation of decent homes standards, to homes where this is not already in place, and to enhance this standard by developing a new City of London Housing Standard.
- Provide homes that are: secure, can be economically heated, are free from damp and can be adapted to accommodate changing needs.
- Deliver a new Letting Standard to all empty properties.
- Deliver value for money across capital investment, responsive repairs and the re-letting of empty properties

We aim to achieve our strategic objectives through effective operational management by:

- Consulting widely with residents across individual estates on the improvement and implementation of this Asset Management Strategy
- Ensuring the Asset Management Database reflects the accurate situation.

- Anticipating capital and revenue funding requirements.
- Establishing effective planned maintenance programmes.
- Optimising capital investment and planned maintenance to minimise revenue funded repairs
- Adopting effective procurement and management arrangements for service delivery partners and supply chain management.
- Seeking opportunities for external funding.

In accordance with our 30-year business plan, we aim to deliver our objectives in three phases:

1. Delivery of the 5-year rolling programme of works (Appendix B), which has been developed using recommendations from Health & Safety Risk Assessments, Savills Stock Condition Survey and other surveys and feasibility studies.
2. Delivery of the City of London's Housing Standard to any properties that do not currently meet this standard by Dec 2025.
3. Maintenance of the stock and the estates beyond Dec 2025 to at least the same standard as achieved in 2 above for the remainder of the 30-year business plan.

Key reference documents are listed and, if appropriate, are attached as appendices. This document has been cross-referenced where appropriate with existing City of London plans and strategies.

3.2 The Housing Estates

The City of London has eleven Housing Estates, two within the Square Mile, one of which is a grade II listed estate, and the other nine across other London boroughs.

3.3 Responsibilities and Services

As the landlord, the City of London is responsible for maintaining:

- The structure and exterior of the building, which includes:
 - the roof, chimneys and chimney stacks
 - foundations and external walls
 - the drains, gutters and all external pipes
 - external doors, window sills, frames and glass
 - boundary walls, fences, pathways, steps and other entrances to the building playgrounds and play equipment

and

- Inside your home (tenanted properties only), which includes:
 - the plumbing system, including pipe work, tanks, stopcocks, taps, baths,
 - sinks, basins, cisterns and toilet fittings
 - internal doors and their frames, skirting boards and kitchen cupboards
 - central-heating systems, immersion heaters and gas or electric water heaters

3.4 Our Aim

Our aim is to develop an integrated and seamless maintenance and improvement process, within which major capital investment projects, planned

maintenance and responsive repairs complement each other and create synergy, rather than overlap with each other or mismatch.

The Asset Management Strategy will be reviewed as part of the review process for City of London Housing Business Plan and Housing Strategy. This will ensure the Strategy remains fit for purpose and the most effective way to meet the City of London's strategic objectives in housing asset management, maintenance and improvement.

3.5 Property Portfolio

The City of London manages 2,761 properties in total, of which 1,889 are lived in by our tenants and 872, which have been bought and are lived in by leaseholders or their tenants.

In common with other London authorities, the City of London is faced with a severe imbalance in the demand for, and supply of, affordable housing. This is coupled with an increasingly unaffordable private sector in both the rented and owner-occupier markets.

However, the City of London expects to receive significant Section 106 Affordable Housing contributions from private building developments across the City and we have a robust new development programme to increase our Housing stock.

3.6 Stock Condition

Substantial capital investment over the past five years has delivered significant upgrades to internal elements e.g. kitchens, bathrooms and heating and some external element e.g. replacement windows, roofs and external repairs. However, further investment is required to raise the standard of accommodation further and in particular to counter the ageing process of the stock.

3.7 Stock Condition Survey & other feasibility studies

Our approach to investment in maintenance and improvement is centred on the assessment of stock condition. This assessment is based on our stock condition database, supplemented by local project management knowledge and professional assessment.

Our stock condition database was populated with current information and data collected by a stock condition survey by Savills, covering 10% of the stock internally and externally, and 'cloning' data to the rest of the stock.

3.8 Sheltered Housing

Recent investigations and reports into sheltered housing in City of London have concluded that, overall, the City of London's sheltered housing stock falls short of current best practice and shortcomings in the basic infrastructure impact on the service that is delivered.

This provision is currently the subject of a review and the outcomes will be included in a later revision of the Asset Management Strategy.

3.9 Empty Properties

When a Corporation property becomes empty a specification of necessary works, to return it to a lettable standard, is drawn up. We aim to complete works within 10 working days so that the property is available to re-let as soon as possible. Where this is not possible, for example if major repairs or improvement works are required such as: new heating system, rewire, replacement kitchen, replacement bathroom, structural repairs etc. a completion timescale will be agreed with the contractors, but priority is to bring the property up to lettable standards as soon as it can be achieved.

3.10 Key Drivers for the Strategy

Key drivers for the Strategy are:

- Resident Aspirations – maximising the satisfaction of tenants' and leaseholders' through understanding their aspirations, by consulting effectively and by continuously improving customer services
- Delivery of the City of London Housing Standard – maximising achievement of the Corporation's objective of refurbishing homes, including for all identified Corporation homes to meet the resident agreed standard by March 2025.
- Value for Money – establishing procurement, management and supply chain methodologies that ensure the financial resources available stretch as far as possible, ensuring tenants and leaseholders receive quality repairs and improvements at the best possible price.
- Integration with the City of London Corporation's Housing Business Plan and Housing Strategy – ensuring maintenance and improvement investment contribute to the achievement of the Housing Services wider objectives and targets.

3.11 How we will achieve our objectives

To achieve the desired outcomes, the City of London will need to implement a range of operational objectives:

- Consult with residents on an on-going basis to improve the Asset Management Strategy and increase the level of resident involvement in key aspects of major works projects
- Ensure our asset management database is fit for purpose and holds sufficient, accurate and regularly updated information to allow systematic reassessment of investment requirements
- Anticipate accurately the future capital and revenue provision that is needed for maintenance and improvements to the housing stock
- Establish effective planned maintenance programmes, including short, medium and long term plans.
- Invest prudently through capital projects and planned maintenance programmes, so as to maximise preventative maintenance, thereby reducing the level of responsive repairs required and to maintain the stock in a satisfactory condition.
- Achieve best value and continuous improvement in our investment programme by a thorough adoption of the most effective procurement method and effective contract and supply chain management, delivering high quality results at an economic cost.

The operational objectives are set out in detail in Section 6.

3.12 Challenges and Risks

There are significant challenges and risks to the strategy being successfully achieved. Key amongst these are:

- The availability of funding to enable the long-term investment requirements identified.
- The need to review and develop effective partnerships with contractors and the supply chain to deliver value for money for residents and the Corporation
- The complications of applying the City of London Housing Standard to ageing buildings, certain design types and within listed building management guidelines.

4. Developing this strategy

This Strategy has been developed through a range of consultation with key stakeholders including:

- Members of the Court of Common Corporation of the City of London Corporation
- Housing staff
- Residents – tenants and leaseholders (and their tenants)

5. Priorities

5.1 Priority 1: Increase the supply of Homes

Why is this a priority?

In the 2011 strategy "*Laying the Foundations: A Housing Strategy for England*", the government identified that the lack of available housing meant that too many families were struggling to meet their housing needs.

Demand for the City's social housing is high, with more than 500 households on the housing register (waiting list). Overcrowding is a challenge for the City with around one in three of all households within its boundaries living in accommodation lacking one or more rooms. Of those households on the city's housing register over 20 are overcrowded.

Key Challenges

- Funding must spend RTB receipts within 3 years of receipt. 10 years for S106 contributions.
- Identifying suitable development sites. 14 Sites have been identified which could deliver 636 new homes.
- Working closely with developers at the onset of planning stage to ensure delivery of housing on site. This will work if the properties delivered are at social rents and the advantage is that the construction is done by the developer on behalf of the City.
- The City partners with a developer on or near its estates in return for giving some of its land as part of the development.
- The City adopts a strategic relationship with the GLA's Housing and Land Directorate; whereby the GLA would identify/suggest potential development sites for the City as part of its pan-London work and the City would pursue opportunities as it does now. There are several advantages of working closely with the GLA because the majority of our HRA stock is located in 6 other London boroughs. The GLA could help in the negotiating with these boroughs in planning concerns especially CIL contributions and nomination agreements

Regeneration of our estates

- The City can ensure that the new build on its estates meets the housing needs of its existing residents and ensure that the flats are adopted to meet required need.
- In certain circumstances community facilities can be improved (S106 monies cannot be used to provide new or better community facilities). However if developments involve some flats for private sale the capital receipts might be used to enhance the estate. (Community facilities Lifts, Cladding, and new heating systems etc.) .
- Economies of Scale by combing new build with repairs and maintenance works (George Ellison /Eric Wilkins).

Financial.

- The City will receive rents from the new properties and achieve economies of scale by absorbing the management costs of these properties within its existing estates. A conservative estimate of the annual rental to be received from the new 78 units which will be delivered by April 2016 is £580,000.
- The City will have an asset which even allowing for the current RTB discounts will be worth a considerable amount of money(estimated to be £50.5 Million) The conservative estimated capital value of the 78 new flats at, Avondale (31 flats) £ 6.5million, Isleden/Dron (4 flats) £1million and Horace Jones (43 flats) £43 million.

What we will achieve

The City can fund the development of new homes through S106 contributions and a proportion of Right to Buy receipts (Currently £1.5 million). The City is currently in receipt of £26 million in S106 payments, of which £11 million is committed to projects where planning permission has been obtained. The City also has S106 agreements in place with developers which could accrue approximately £30 million in new contributions if these schemes come to fruition.

We have recently completed a development that has provided 24 new units and we have a number of schemes identified that will increase the supply of accommodation by a further 78 units by April 2016. Other development opportunities will be identified for developing more affordable homes within and outside its boundaries.

What we will do

We are currently developing a Housing Development Policy, which will outline our approach to delivering new homes:

This will set out in more detail how we will:

- use the City's Section 106 receipts¹ to build additional affordable housing on land available on estates within the square mile, and on the City's estates in neighboring boroughs.
- Acquire or seek partnership to access land in other boroughs to develop affordable housing schemes.
- Use other initiatives such as the City's "buy back" to increase the number of available units.
- Work together with neighboring local authorities (Estate Mapping Exercise carried out with LBS).
- Examine the possibility of setting up our own housing delivery company
- Look at the possibility of selling some of our assets.

¹ Planning obligations under Section 106 of the Town and Country Planning Act 1990 for the provision of affordable housing.

What we will not do

The City simply channels its S106 monies into other housing providers in return for nominations (Not Recommended because of Loss of Financial return, loss of opportunity to regenerate our estates, lack of control).

Recent examples of Peabody and Guinness Trust whereby we have difficulty in filling its nominations quota due to high rents.

5.2 Priority 2: Complete the implementation of decent homes standards, to homes where this is not already in place, and to enhance this standard by developing a new City of London Housing Standard

Why is this a priority?

The Government's key strategic goal is to "ensure that everyone has the opportunity of living in a decent, affordable home in a community where they want to live" (DCLG, 2006). The quality of the home we live in impacts on our health, wellbeing, education and employment - impacts that can have lasting consequences for individuals and society.

A decent home is defined by meeting the following four criteria (further definition is provided in Appendix A):

- a) It meets the current statutory minimum standard for housing.
- b) It is in a reasonable state of repair.
- c) It has reasonably modern facilities and services.
- d) It provides a reasonable degree of thermal comfort.

In addition to our statutory obligations as a Landlord and further to the works carried out to bring our homes up to the Government's Decent Homes Standard, the City of London wishes to work with residents to create the "City of London Housing Standard".

The levels of customer satisfaction, in regard to the provision of responsive repairs, has risen significantly following the development of new repairs standards and key performance indicators, developed in consultation with residents.

Experience has shown that when residents are proud of the quality of their home and of their local environment, satisfaction rises. Experience also shows that an improved state of repair leads to an increased demand for responsive repairs because residents are keen to maintain the prevailing standard of their homes. If the requested responsive repairs are delivered in a timely manner, dealt with on the first visit and of good quality, satisfaction will rise further.

However, this level of customer satisfaction does not extend to major repairs and improvement works. Feedback obtained at the residents' day meeting in Oct 2013 identified the following major repairs and improvements as being the top five areas causing current dissatisfaction:

1. Replacement windows
2. Insulation
3. Internal decoration of communal areas
4. Door entry systems
5. Heating systems

Key Challenges

- An aging stock
- Meeting Listed building requirements
- Available funding

What we will achieve

We will improve the quality of homes by meeting and exceeding the decent homes standard.

What we will do

Whilst initial customer feedback has identified some priorities regarding major works we want to develop this further to design a quality standard for our homes that once implemented, will provide a high level of resident satisfaction with the quality of the homes they live in and the repairs undertaken on them (see draft standard in appendix C).

During 2014/15 there will be resident consultation and workshops, providing opportunity for residents to become involved in setting the standards, which will create the “City of London Housing Standard”

We have already developed and are starting to implement a 5-year programme of works to ensure that those homes, which do not currently meet decent homes standards, receive the improvements required as well as carrying out major repairs and maintenance to ensure homes remain decent.

Whilst not exhaustive this includes (see also Appendix B 5-year major works programme):

- Window replacement schemes across the majority of our estates.
- Call backs for replacement kitchens and bathrooms
- Replacement boilers
- Planned maintenance – e.g. internal and external redecorations
- Cavity wall insulation

In 2013/2014 we restructured our property services team focusing on meeting the needs of our customers.

We have already:

- increased the number of customer service staff within the Property Services team, which has already improved the speed in which calls are answered and requests for service are responded to.
- developed an Asset Management team, who are responsible for identifying the asset investment requirements and putting in place planned maintenance programmes and major works projects.
- brought together the projects and repairs delivery teams into one team to maximise efficiency, resilience and apply a consistent approach to repairs and maintenance across all estates.

We aim to:

- Put customers at the heart of our business and embed this in all that we do
- Further improve customer access, including new opportunities for self-service making alternative access to services at a time to suit you.
- Provide services consistent with best practice in diversity and equalities.

We aim to improve resident satisfaction with the asset management and responsive repairs services through a number of initiatives including:

- The Estate Managers and Property Services team will actively seek customer feedback and complaints, enabling us to learn from them; we cannot improve if we do not know what went wrong in the first place
- Continued training and development to ensure customer service staff are customer focused and sufficiently knowledgeable of the repairs service to effectively respond to customer enquiries and complaints
- Focussing on proactive (prevention) as well as reactive (cure) problem solving
- Engaging managers as the key change agents in their area of activity.

Communication channels to improve customer access and involvement include:

- A communications protocol covering our approach at strategic level, at operational levels and with individual residents
- Regular local communications such as individual letters and newsletters for residents who are having works carried out
- Email address and web page access to information on specific projects and major works.
- Dedicated repairs and major works phone lines so that residents can access information about the location and type of work and other investment programmes
- Workshops, Road shows and presentations for all stakeholders
- Attendance of Property Services Officers at meetings with resident groups
- Resident access to site staff and site meetings
- Post work review (via letter, phone or in person) following completion of major works giving every resident who has had work carried out to their home or estate the opportunity to comment on their experiences
- Promptly responding to specific issues raised by stakeholders. We use the outcome of our investigations and the feedback given to help improve the performance of contractors, consultants and the project management team. We are keen to ensure any lessons learned are used to improve the overall service we provide.

5.3 Priority 3: To provide homes that are: secure, can be economically heated, are free from damp and can be adapted to accommodate changing needs.

Why is this a priority?

The quality of the home impacts on the general health and wellbeing of its occupants. Providing homes that are secure, can be economically heated, are free from damp and can be adapted to accommodate changing needs will support the aims of the City's Together Strategy, Joint Health & Wellbeing Strategy and Safer City Partnership Plan 2013-16. (See links in Bibliography)

Key Challenges

- Aging stock
- Construction of stock and limitations for thermal insulation and ventilation.
- funding

What we will achieve

- Improved security measures such as refurbished / replacement door entry systems and CCTV across estates.
- Improved thermal efficiency through window replacements schemes, insulation and ventilation.
- Through investment in energy efficiency measures and encouraging residents to cut their energy use, we will be contributing to the reduction of fuel poverty policy as well as contributing to carbon reduction in the borough.
- Working alongside health professionals to implement adaptations to enable tenants to remain in their home.

What we will do

Works currently planned or being considered to deliver this priority include:

- **Door Entry systems** to be refurbished / replaced as identified
- **CCTV** review of requirements across all estates is in progress.
- **Heating and Hot Water systems** – This is the biggest source of energy use in the home. Boiler replacement and heating system renewals/upgrades form a significant part of the City of London major works programme. We will replace outdated systems with modern boilers and controls, which are easily maintainable, cut emissions and reduce energy costs for tenants, thus combating fuel poverty.
- **External elements** – Through the installation of double glazed windows and insulation works, where suitable, our residents will be able to reduce heat loss and save money on their annual bills.
- **Renewable Technologies** – We are keen to explore opportunities for the installations of renewable energy systems via housing refurbishment programmes. E.g. roof renewals in future programmes offer opportunities to install solar PV systems, which will bring in revenue streams via the feed-in-tariff, and reduce the landlord's electricity use and CO2 footprint. Smaller scale PV systems on other properties could assist directly in reducing fuel poverty.
- **City of London Procurement Strategy** – With all our asset

management procurement, contractors are expected to contribute to City of London's vision on sustainability. They are expected to minimise waste, use durable, renewable, recyclable materials that are of low toxicity and easy to maintain. In addition, they need to demonstrate how they propose to make use of local suppliers and labour to minimise transporting of goods and services.

- **Aids & Adaptations** – we are working alongside health professionals to provide aids and adaptations to enable residents to remain in their homes.

The design and supply of windows, roofs, kitchens and bathrooms will be assessed on the basis of life cycle costs, therefore taking into consideration future maintenance, replacement and disposal.

The average SAP rating in City of London's stock was 69.0 at October 2013 and we aim to improve this further with as a result of energy efficiency works implemented as part of the City of London Housing Standard.

Energy efficient light bulbs make a significant impact on reducing domestic energy consumption and will be used in common areas.

5.4 Priority 4: Develop and deliver a new Letting Standard to all empty properties.

Why is this a priority?

The primary source of funding to maintain and improve our homes comes from rents, therefore we need to re-let our empty properties as quickly as possible to prevent loss of income. The condition of the property when it becomes empty influences the speed at which the property will be re-let.

Key Challenges

- The condition of properties when vacated.

What we will achieve

- Prompt re-letting of empty homes.
- All empty homes that are re-let will at least meet decent home standards, with an agreed timeframe of when the City of London Housing Standard will be implemented.

What we will do

In addition to meeting decent homes standard we will ensure that homes are in a good state of repair, clean and ready for occupation.

This will include:

- General clean of all rooms and deep clean of kitchen and bathroom facilities, including replacement toilet seat.
- All internal repairs completed and fixtures and fittings in good working order e.g. door catches, light fittings, taps etc.

5.5 Priority 5: Deliver value for money across capital investment, responsive repairs and the re-letting of empty properties

Why is this a priority?

Value for money is defined as the optimal use of resources to achieve the intended outcomes. We therefore have an obligation to ourselves, our residents and other stakeholders to ensure that the investments and services we provide meet this requirement.

Key Challenges

- Funding
- Aging stock, construction and listed buildings
- Procurement

What we will achieve

- An improved housing asset
- Cost effective repairs and maintenance services
- Prompt attention to repairs in empty properties to enable re-letting of empty properties.

What we will do

a) Capital Investment

We have developed a 30-year business plan identifying the funding required to achieve the decent homes standard across our stock and then maintaining at least that standard over the full 30-year investment period. We will remodel the financing arrangements to bring forward urgent health & safety repairs and major works to meet the requirements of priority 2 and 3 of this strategy. The fundamental approach to achieving an improved housing asset is to deliver the investment in three overlapping phases:

- Stabilise our assets – overcome the planned maintenance backlog of works, undertake health & safety priority works, maintain empty properties at less than 1% of the stock. All to be delivered through the City of London Property Contracts
- Bring assets up to the City of London Housing Standard – using the City of London Property Contracts for internal elements and undertaking an OJEU (Official Journal of the European Union) tender for major works and external elements.
- Long-term programme of planned maintenance alongside capital investment on major elements as identified by the on-going stock condition survey work and an effective responsive repairs service.

To achieve this overall outcome we need to consider the available funding and whether the proposed investment needs to be supplemented with for example regeneration, demolition, disposals, new build.

b) Responsive Repairs

The majority of day to day services are delivered through 3rd party contracts which provide value for money through a procurement method that encourages collaborative working and a tender assessment based on both tendered rates and quality of service delivery.

All repair requests are handled by a single call centre from 08:00 to 17:00 Monday to Friday. Appointments are made, via the contractors, for the majority of repair requests and a separate out-of-hours provision is available for emergency repair requests 24-hours, seven days a week.

We will be introducing a new system that will offer self-service for reporting repairs and confirmation of appointments with our residents by SMS text messaging, and send them a reminder before the appointment date.

Further details of the repairs services provided can be found in the Tenants handbook and on the City's website at:

<http://www.cityoflondon.gov.uk/services/housing-and-Corporation-tax/Corporation-housing/repairs-and-maintenance/Pages/default.aspx>

The property services team undertake traditional pre- and post-inspections, but also have an increasingly strategic focus upon risk management and regulatory compliance rather than just responsive maintenance. This covers:

- Health & Safety
- Gas Safe
- Legionella
- Asbestos
- Fire safety
- Disrepair
- Energy Performance Certificates.

Asset Management and Property Services Officers are co-located with customer service staff so that technical issues relating to individual repairs can be resolved immediately and failure to deliver a successful outcome to a repair request can be identified and corrected early, without the need to turn into a formal complaint.

The implementation of mobile technology will enable property services staff to proactively report repairs when out on site, which will speed up the reporting and repair process.

Gas Safety – We have a duty of care to our residents to:

- Ensure that we meet our legal obligations under the Gas Safety (Installation and use) Regulations 1998
- Ensure all reasonable steps are taken to issue a Landlord's Gas Safety Certificate to all tenanted dwellings on or before the expiry date of the previous certificate. We have a target of 100% compliance.

Our contactors test smoke alarm installations during the gas safety check and offer servicing to leaseholders, by separate arrangement.

We are currently achieving 99% compliance, through notification of gas safety check due dates, arranged and flexible appointments, cold calling, good

communication e.g. articles in Your Homes and in extreme cases and only after exhausting these processes by attempting to gain access through the legal system. However, by not allowing us access to carry out these checks is putting the tenant and neighbours at risk and we will use all powers available to us in the future to improve our compliance in this area. .

Housing Health & Safety Rating System (Housing Act 2004) – The Housing Health & Safety Rating System (HHSRS) came into force on 6th April 2006. The underlying principle is that any residential premises should provide a safe and healthy environment for any potential occupier or visitor. To satisfy this principle, a dwelling should be designed, constructed and maintained with non-hazardous materials and should be free from both unnecessary and avoidable hazards.

This approach acknowledges that all dwellings will contain some hazards. It allows a judgement to be made as to whether that risk, in the particular circumstances, is acceptable or not.

As part of the stock condition surveys, Health & Safety assessments are carried out and the information is recorded. Where a serious hazard (identified as a category 1) is recorded during a survey these are dealt with by placing a responsive repairs order.

Fire Safety – Each year Fire Risk assessments for all of our blocks are reviewed and a full assessment of each is carried out every three years. We have recently reviewed our approach to conducting Fire Risk assessments and at the end of 2013 commissioned external and independent assessors to complete Fire Risk assessments for all of our tower blocks (those 6 stories and above).

The results of the Fire Risk Assessments have resulted in:

- A programme of works to carry out urgent repairs and fire protection improvements
- An action plan to reduce risk by ongoing effective management of the individual buildings

Electrical Testing – We are delivering a programme of periodic testing and remedial works on electrical installations (domestic and communal) using our voids, major works and communal electrical maintenance programmes.

Asbestos – Current legislation (Health & Safety at Work Etc Act 1974; Control of Asbestos Regulations 2006; HSG 264) requires us to manage asbestos in the stock and take all reasonable steps to minimise the risk of exposure to asbestos for our tenants, leaseholders, employees and contractors.

Disability and Equalities Act 2010 – The 2010 Act aims to end the discrimination that many people with disabilities face, and while it mainly applies to accessibility of public buildings, as part of our achieving the City of London Housing Standard, we will work with the host borough's occupational therapist in assessing the needs of individuals who require adaptations to support them in being able to live independently in their own homes for as long

as possible.

Construction Design and Management Regulations 1994 and 2007 – To maintain a safe environment for employees, residents and contractors, and to meet the requirements of the regulations the Construction Design and Management (CDM) Co-ordinator(s), the City of London will engage the services of a competent CDM co-ordinator for all notifiable projects. The Co-ordinator(s) will work with designers on risk reduction and audit site safety for the capital works programme. The duties of the contractor partners include safety management and welfare.

c) Re-letting of empty properties

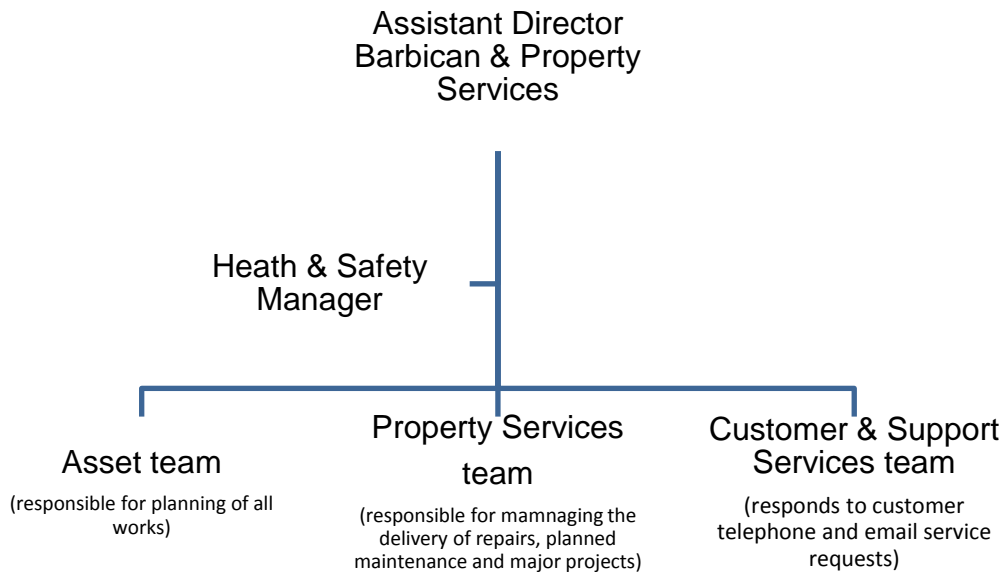
Working alongside estate managers to ensure that properties are left in a good state of repair when vacated and where repairs are required to carry these out within 10 working days to enable empty properties to be re-let as soon as possible. Where major works are required we will agree a timeframe with estate managers.

6. Delivery (Operational Management, Performance Monitoring and Funding)

6.1 Operational Management

The restructure of staffing arrangements within the Property Services team in 2013 provided the opportunity for the rationalization of property, asset management and maintenance functions.

Current Structure: Property Services Team (shared with Barbican Estate)



The Property Service Team in its entirety is responsible for ensuring the successful delivery of all day to day repairs works and maintenance projects via existing City of London Property Contracts. These contracts include works for:

- General repairs
- Gas servicing and repairs/renewals (including communal boilers)
- Communal water tanks – including L8 risk assessment & sheltered blocks
- Lifts
- Door entry systems
- CCTV systems
- Fire alarms and emergency lightning
- Dry risers
- Electrical testing of communal services

As capital investment workload increases there will be substantial project management requirements that cannot be resourced through current in-house arrangements. Where this need is identified, the intention is to secure specialist project management skills as part of the delivery contract, working alongside in house staff, who know the estates to ensure successful management of the project.

There may be additional energy efficiency grants through programmes such as CESP (or their successors) and we are likely to need to look at wider funding

models for potential estate regeneration and development opportunities.

6.1.1 Operational Objective 1: To establish effective planned maintenance programmes

We aim to put in place a planned maintenance programme. The programme covers previously painted external surfaces and communal areas and a wide range of repairs to the external fabric of the buildings we manage. The programme is designed to maintain the Corporation's housing stock and improve the living environment for residents.

The planned maintenance programme will be delivered in parallel with the City of London Housing Standard from 2014/15 and be delivered through the City of London Property Contracts. As with all our asset management works, residents will be closely involved in the consultation and specification process.

The programme will be established by identifying when each property was last decorated (or maintained as necessary) and placing them in a five and seven-year cycle. Adjustments will then be made to reflect when properties are included in the City of London Housing Standard programme and to balance out the programme.

An increase in planned programmes should result in improved value for money by extending the life of building components and so avoiding premature capital investment. In addition there will be less disruption thereby improving resident satisfaction. Our aim is to:

- Develop a 5 year planned maintenance programme, which includes external repairs and decorations, and internal communal areas.
- Review what responsive work is more effectively undertaken as part of a planned programme.
- Do non-urgent low risk, higher cost repairs as grouped projects.
- Maximise contact and exchange of information between responsive repairs staff, housing management staff, and capital works staff.
- Use repairs data and in-house knowledge to identify repair trends/high unit costs.
- Enable customer services to view planned programmes of work when responding to repair requests.

The development of our asset management software system and updated stock condition surveys will enable us to make more efficient use of capital and revenue resources by effective identification of properties to include in the planned maintenance programme including targeting addresses not included in the City of London Housing Standard programme. This also helps to reduce the level of capital repairs included in the capital programme.

6.1.2 Operational Objective 2: To optimise capital and planned maintenance expenditure and so minimise revenue funded repairs

We aim to work with our contractors delivering the City of London Property Contracts to use the partnering process across both capital and revenue works to maximise planned work and reduce responsive repairs. Getting the right balance between responsive, planned maintenance and capital maintenance investment is critical. In general terms our aim is to maximise expenditure on planned repairs and minimise expenditure on responsive repairs. To achieve this we distribute the available budget on the following basis:

- **High priority, safety or operationally critical works** – This element of the programme comprises safety related works which if deferred would represent a significant risk to residents, the Corporation or other stakeholders. Typically this includes projects such as fire safety up-grading, fixed electrical testing and resultant rewiring work, legionella control and lift upgrades.
- **Responsive maintenance** – While we have a responsibility to protect the Corporation’s housing asset by undertaking day-to-day repairs, we also need to comply with the terms of the various stakeholder provisions as detailed in the Landlord Tenant Act 1985. Our aim however is to minimise expenditure on responsive maintenance by developing robust planned and long-term maintenance programmes.
- **Planned maintenance** – The programme covers previously painted external surfaces and communal areas and a wide range of repairs to the external fabric of the buildings we manage. The programme is designed to delay the deterioration of building elements and avoid the need for premature capital expenditure on major works. A proportion of this budget is set aside for statutory inspections and certification.
- **Capital investment** – The previous countrywide lack of funding for Council housing major works has resulted in a backlog of a wide range of replacement or renewal works such as: External – roofs, windows, block entrance doors, individual property doors Internal – kitchens, bathrooms, heating, electrical.
- **Disrepair** – whilst this has not been an issue for the City of London residents in the past, as we have an aging stock of various construction type we are beginning to see some concerns of disrepair, particularly in properties experiencing poor heating and ventilation resulting in damp and mould. A change in approach means that we are placing estate staff, surveyors and customer services staff at the frontline where they can identify potential cases before they escalate and take steps to resolve them before more formal action is required.

By replacing or upgrading the elements of a home that have been identified as approaching or having reached the end of their useful life responsive repairs will be reduced in many circumstances. By using more resilient materials (such as PVCu windows and high specification coatings) there are also opportunities to elongate the cycle of planned maintenance.

6.1.3 Operational Objective 3: To adopt effective and efficient partnering and supply chain management methodologies

The City of London Property Contracts are procured through competitive tendering, based on cost and quality. Contracts used are those deemed appropriate to the type of service provided and are usually either through Joint Contracts Tribunal standard form of contract or the New Engineering Contracts (NEC) which offers a more collaborative way of working.

Cost efficiencies and Value for Money are expected to be further enhanced through the use of Framework Agreements, Preferred Suppliers and Supply Chain Management arrangements, which have agreed Basket Rates and Schedule of Rates for the major replacement elements. This provides cost savings and added value, including extended warranties and aftercare services to both service users and other stakeholders.

One of our key aims is to ensure that our investment programmes deliver wider social and economic benefits to our residents beyond the physical improvement of their homes. Our contractor partners in the City of London Property Contracts are therefore actively involved in supporting employment and training opportunities, including apprenticeships; targeting agreed levels of local labour; and delivering on a range of green agenda issues.

6.2 Performance management and performance standards

We will carry out periodic reviews and updates of our Asset Management Strategy to make sure that it remains properly aligned to our business plan and related strategies.

The updating process will enable us to assess how well we have delivered against the priorities and targets set and identify areas for improvement. It will also enable us to use feedback received from residents and latest best practice developments to ensure our strategy and methods of delivery remain current.

Regular reports are provided to the Housing Programme board and Housing Management Sub Committee on progress with delivering the Asset Management Strategy objectives and works programme.

A range of performance measures are now in use for the City of London Property Contracts and will form the basis for the City of London Housing Standard programme. There will be a need to develop other performance measures specific to the capital works. Performance standards throughout the capital investment, maintenance and repair processes are monitored by the Community & Children's leadership team means that we have been able to increase significantly the number of meaningful performance measures we use to monitor, assess and improve our performance.

6.3 Risk Management

In drawing up the Asset Management Strategy, we have analysed the risks to achieving our objectives and considered corrective measures to minimise risk as far as is practicable.

Our approach to risk management for capital investment is a two-tier process. It consists of a Strategic Risk Register, which is reviewed and managed by the Strategic Core Group, and a Programme Delivery Risk Register, which identifies and monitors risk at a contract area level. The risk registers cover a number of areas including communications, finance, time, resources, and performance.

The key risk to the strategy being achieved relates to the availability of funding, but there are also strategic and operational challenges to overcome before the City of London Housing Standard can be delivered to all of our stock.

Regulation, such as statutory obligations or Building Regulations are subject to change and could have a significant impact on the strategy and costs of for example fire safety or carbon emissions.

Appendix D identifies a range of risks which need to have on-going reviews as the Asset Management Strategy is implemented and the substantial capital programme progresses.

6.4 Funding the strategy (excluding new Housing Development – see section 5.1)

This section sets out how the objectives of the Asset Management Strategy will be funded. It includes an explanation of the anticipated expenditure over the next five years to achieve the City of London Housing Standard and then explains the future resource requirements over the remaining years of a 30-year investment plan to maintain the properties at least to the City of London Housing Standard. The effective collection of rents and ability to borrow from the Corporation will determine the ability of the Housing Service to deliver its asset management aims.

Our 30-year investment plan aims for our objectives to be achieved via three areas of activity:

1. Completion of Health & Safety requirements identified through: Fire Risk Assessments; HHSRS (Housing Health & Safety Rating System) surveys; and on-going stock condition surveys including common areas. Wherever possible these requirements will be included as part of item 2 below – the exception will be where there is imminent and/or serious risk to residents, in which case these works will be undertaken as a discreet activity.
2. Delivery of the City of London Housing Standard by March 2020 (as set out in Appendix C).
3. Maintenance of the stock and the estates to at least the same standard as achieved in 2 above for the remaining years of the 30-year investment plan.

The basis of the investment plan is the information from historic stock condition surveys and substantial cloning of data to similar property types. Only as more detailed survey work is undertaken across a larger proportion of the stock will the actual expenditure requirements be confirmed.

The current investment programme is profiled over 5 years. Re-profiling the programme into future years will identify additional funding requirements through the Major Repairs Reserve, Section 20 income, direct revenue funding and if there is a need for borrowing.

Estate regeneration is being considered where substantial investment is required and there are opportunities to make better use of design and layout. The remodelling of estates to make more efficient use of space could release additional resources through the release of land. However it should be noted that any estate regeneration programme is likely to extend beyond the five year City of London Housing Standard delivery period.

The Corporation's sheltered housing stock is being reviewed as part of the development of the Corporation's Older Peoples' Housing Strategy. Any decisions arising from consideration of the strategy that affect the investment requirements for sheltered housing will have an impact on the funding available to deliver the City of London Housing Standard, as current estimated costings include the Corporation's entire stock.

The resources identified in the strategy assume that costs chargeable to leaseholders under the terms of their leases will be fully recovered. There is a risk that this may not be possible. This risk should be managed as set out in the Risk Management Strategy. There will be delays between incurring costs and receiving leaseholder contributions, and the effect of these delays on cash-flow will need to be taken into account in planning expenditure on works. The funding profile assumes that all recharges to leaseholders in respect of capital works to achieve the City of London Housing Standard, and maintain the stock at that level, will be re-invested into the capital programme.

Appendix B sets out the 5-year major work programme and planned maintenance programme.

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