



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

Date: TUESDAY, 14 JULY 2015
Time: 1.45 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Randall Anderson
Revd Dr Martin Dudley
John Fletcher
Alderman David Graves
Deputy the Revd Stephen Haines
Ann Holmes
Deputy Henry Jones
Deputy Catherine McGuinness
Gareth Moore
Dhruv Patel
Elizabeth Rogula
Virginia Rounding
Mark Wheatley

Enquiries: Philippa Sewell
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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 or 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. **ELECTION OF CHAIRMAN**
To elect a Chairman pursuant to Standing Order 29.
For Decision
4. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Chairman pursuant to Standing Order 30.
For Decision
5. **TERMS OF REFERENCE AND ALLOCATED MEMBERS**
To receive the Terms of Reference, as agreed at the 8 May 2015 meeting of the Community & Children's Services Committee, and for the Chairman to appoint the new Allocated Members.
For Information
(Pages 1 - 8)
6. **MINUTES**
To approve the public minutes and summary of the meeting on 27 April 2015.
For Decision
(Pages 9 - 20)
7. **TENANCY SUPPORT PRESENTATION**
Verbal report of the Director of Community & Children's Services.
For Information
8. **PROVISION OF WORKS RELATING TO ADAPTATIONS, REDECORATION WORKS AND CONDENSATION REDUCTION**
Report of the Director of Community & Children's Services.
For Decision
(Pages 21 - 26)
9. **HOUSING UPDATE**
Report of the Director of Community & Children's Services.
For Information
(Pages 27 - 32)
10. **HOUSING ESTATES - ALLOCATED MEMBERS' REPORT**
Report of the Director of Community & Children's Services.
For Information
(Pages 33 - 42)
11. **CITY OF LONDON ALMSHOUSES UPDATE**
Report of the Director of Community & Children's Services.
For Information
(Pages 43 - 46)

12. **RESIDENT COMMUNICATIONS & ENGAGEMENT STRATEGY - UPDATE**
Report of the Director of Community & Children's Services.
For Information
(Pages 47 - 52)
13. **PROFESSIONAL TRAINING PROGRAMME**
Report of the Director of Community & Children's Services.
For Information
(Pages 53 - 62)
14. **PETS POLICY**
Report of the Director of Community & Children's Services.
For Decision
(Pages 63 - 72)
15. **HOUSING REVENUE ACCOUNT - OUTTURN 2014/15**
Joint report of the Chamberlain and the Director of Community and Children's Services.
For Information
(Pages 73 - 78)
16. **THE CITY OF LONDON ALMSHOUSES - RISK REGISTER 2015**
Joint report of the Director of Community & Children's Services and the Chamberlain.
For Decision
(Pages 79 - 86)
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
19. **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.

Part 2 - Non-Public Reports

20. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 27 April 2015.
For Decision
(Pages 87 - 88)
21. **CAPITAL RECEIPT FROM REDROW - BLAKE TOWER, 2 FANN STREET**
Joint report of the Chamberlain and the Director of Community & Children's Services.
For Decision
(Pages 89 - 94)

22. **HOUSING PROJECTS PORTFOLIO UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 95 - 108)
23. **ISSUE REPORT: HOSTEL DEVELOPMENT & LODGE II (MIDDLE STREET)
ENABLING PROJECT**
Report of the Director of Community & Children's Services.
For Decision
(Pages 109 - 120)
24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB
COMMITTEE**
25. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND
WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE
PUBLIC ARE EXCLUDED**

HOUSING MANAGEMENT & ALMSHOUSES SUB COMMITTEE

Constitution

- 10 Members to be elected by the Community & Children's Services Committee.
- It is convention for the Chairman and Deputy Chairman of the Grand Committee to be appointed to this subcommittee.

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

Chairmanship

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

Terms of Reference

To be responsible for:-

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

Suggested frequency of meetings

A minimum of 4 a year

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Community & Children's Services Housing Service

Guidelines for Allocated Members

1. Background

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

2. Role of the Allocated Member

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

managers. If the matter is a complaint, the resident must be referred to the formal complaints process.

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

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

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

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

3. Responsibilities of Allocated Members

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

presented to the Housing Sub-Committee, and referred to the Grand Committee. Allocated Members should be prepared to answer questions on any matter included in the estate at the appropriate Committee meeting.

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

4. Support for Allocated Members

- 4.1 The Area Housing Manager responsible for an estate will contact the Allocated Member at least on a quarterly basis to discuss issues and activities on the estate.
- 4.2 The Area Housing Manager will also e-mail the Allocated Member at the end of each month with a short update on estate matters.
- 4.3 The Area Housing Manager will also contact the Allocated Member if there are any significant issues on the estate, over and above those which are purely management matters. Examples might be an emergency situation on the estate such as a fire, flood or major crime.
- 4.4 Allocated Members will be informed about forthcoming estate events as soon as these are arranged, and will be given the dates of estate walkabouts at least six months in advance.
- 4.5 Briefing events will be held for Allocated Members at appropriate times. These might be to discuss matters of national housing policy and how they affect estates, or to talk about a general issue.

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MEMBERS ALLOCATED TO ESTATES LIST
List for 2014/15

ESTATE	ALLOCATED MEMBER
Avondale Square (Southwark)	Virginia Rounding
Small Estates: Dron House/Spitalfields (Tower Hamlets); Isleden House (Islington); Windsor House (Hackney)	Elizabeth Rogula
Golden Lane (City)	Gareth Moore (Ward Member) Deputy John Barker (Ward Member) Vivienne Littlechild (Ward Member)
Holloway & York Way (Islington)	Deputy Catherine McGuinness Barbara Newman Michael Welbank
Middlesex Street (City)	Deputy Henry Jones (Ward Member)
South Bank Estates: Southwark Blocks (Southwark) William Blake (Lambeth)	Adam Richardson
Sheltered Schemes & Almshouses: Harman Close (Southwark); Mais House (Lewisham); City of London & Gresham Almshouses (Lambeth)	Deputy Billy Dove Mark Wheatley
Sydenham Hill: Lammas Green/Otto Close (Lewisham)	Deputy Billy Dove Mark Wheatley

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

Monday, 27 April 2015

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Virginia Rounding (Chairman)	Ann Holmes
Deputy Billy Dove	Gareth Moore
Alderman David Graves	Dhruv Patel
Deputy the Revd Stephen Haines	

Officers:

Philippa Sewell	Town Clerk's Department
Mark Jarvis	Chamberlain's Department
Ade Adetosoye	Director of Community & Children's Services
Jacquie Campbell	Community & Children's Services
Karen Tarbox	Community & Children's Services
Simon Cribbens	Community & Children's Services
Kirsty Leitch	Community & Children's Services
Elizabeth Donnelly	Community & Children's Services

1. APOLOGIES

The Chairman congratulated Deputy Billy Dove, past Chairman of the Housing Management & Almshouses Sub Committee, on his election as Chief Commoner.

Apologies were received from the Deputy Chairman the Revd Dr Martin Dudley, Deputy Henry Jones, Adam Richardson 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 12 January 2015 be approved as a correct record.

Matters Arising

Horace Jones House

The Chairman advised that the formal opening had taken place on 25th March, and all tenants had accepted their places.

Welfare Benefits Update & Financial Inclusion Programme

Members noted that despite the expectation for rental arrears to increase, rental collections were better by £2,000 than the previous financial year. In response to a Member's question, officers confirmed that the 'bedroom tax' had affected a number of residents, but the work to support tenants through money and budget management had helped mitigate the effects.

Asset Management – Golden Lane Estate

The Assistant Director – Barbican & Property Services reported that there had been two incidents at the Golden Lane Estate: a collapse of external cladding at Stanley Cohen House, and a fire in the basement of Crescent House.

(a) Stanley Cohen House

The Assistant Director – Barbican & Property Services advised that, although there was a wider review of building fabric testing underway, Stanley Cohen House was being reviewed urgently, with fabric testing scheduled for later in the week.

(b) Crescent House

The Assistant Director – Barbican & Property Services advised that the fire had originated in the basement, where a single meter had caught fire and spread to others, affecting 36 households. Members noted that, although it was the responsibility of residents to contact their suppliers to get meters replaced, blank meters had been installed to ensure residents had electricity again. Officers confirmed that currently three households were still without power as access could not be gained to the flats.

Members expressed their concern, and queried the level of inspection that could be undertaken to prevent reoccurrence. Officers confirmed that, although checks were carried out by electricity suppliers, no records were kept of which meters were checked and when. In future these could be maintained, along with the addition of meter checks and the possibility of thermal imaging in the five-year cyclical tests.

Members requested the report of the City Fire Officer be circulated electronically to Sub Committee Members, along with the report of the Fire Brigade once it had been received.

4. GATEWAY 7 OUTCOME REPORT: BOILER REPLACEMENT PROJECT - 2013/14 - 2014/15

The Sub Committee considered a report of the Director of Community & Children's Services concerning a boiler replacement project. Officers advised that this had been completed within the agreed budget and on schedule, though the lessons to be learned included better communication, including comprehensive record-keeping. Members queried the financial assessment for the boiler costs, and the Chamberlain confirmed that rigorous City Procurement processes had been followed and consequently the costs represented value for money at that time.

RESOLVED – That the lessons learnt be noted and the project be closed.

5. **GOOD NEIGHBOUR SCHEME REVIEW**

The Sub Committee received a report of the Director of Community & Children's Services providing an overview and evaluation of the Good Neighbour Scheme, which had been operating on Middlesex Street and Golden Lane Estate for almost two years to match volunteers with vulnerable people or newcomers to the estate. Officers outlined the strengths and areas for improvement and Members noted that the Scheme was being refined and re-launched, although further evaluation would be required before it could be rolled out across all of the City of London estates.

RESOLVED – That the report be noted

6. **TENANCY AND RENTS POLICY**

The Sub Committee considered a report of the Director of Community & Children's Services which sought approval for the draft Tenancy and Rents Policy. This followed on from the Tenancy Strategy previously agreed by Members, and set out the City's policies in relation to tenancy and rent with regard to its stock of social rented homes, both within the Square Mile and outside. Members noted key changes included:

- the addition of "flexible tenancies" as type of tenancy available for use by the City;
- the City's willingness to apply to the Court to "demote" tenancies in response to anti-social behaviour and threats to staff; and
- reduced entitlement to succession for new tenants.

In response to a Member's query, officers confirmed that the City of London Corporation's policy for increasing social rents is set in line with government policy. This sets increases at the level of the Consumer Price Index (CPI) rate of inflation plus 1% for the next ten years from April 2015. Members noted that the service charges for properties would rise in line with the cost of providing services.

RESOLVED – That the draft Tenancy and Rents Policy be approved.

7. **RIGHT TO BUY SOCIAL MOBILITY FUND (CITY HOME PURCHASE GRANTS)**

The Sub Committee received a report of the Director of Community & Children's Services regarding the City of London's successful bid to the Right to Buy Social Mobility Fund. The City of London was one of 42 successful bidders, and has been allocated £600k to support twenty grants of £30k to Right to Buy eligible tenants to enable them to purchase a property on the open market.

RESOLVED – That the report be noted.

8. **BARBICAN AREA CCTV**

This item had been withdrawn from the agenda as it had been discussed at the Grand Committee meeting held on 17th April 2015 and Members had no further questions.

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

A series of written questions had been received and were answered as follows:

1. What is being done to progress the proposal to have a single contact number for emergencies and out of hours provision? When will this be in place?

We currently provide two numbers for residents to call out of office hours. One is the Repairs Reporting Line, which is answered by our contractors, Wates during evenings and weekends. All emergencies relating to property issues should be reported to this line.

The other number allows residents to contact a duty Estate Officer at these times. Estate Officers from a group of estates located within easy reach share this duty on a rota basis. The number should only be used for reporting urgent issues, which cannot wait until the office opens and are either non-property related, or not blue-light emergencies. In reality, this number is rarely used, and calls to it are nearly always either non-urgent matters, or issues, which should have been reported by either calling the Repairs Line, by dialling 999 or calling the police or other services on the 101 non-emergency number.

However, as we do publicise the Estate Officer number, it is only right that residents expect it to be answered. This has failed on two recent occasions – once due to a technical fault, and the second due to a human error. We apologise for this.

We agree that it is confusing for residents to be offered two different numbers, and are committed to having one number only. This should be the Repairs Reporting Line, as the vast majority of calls are concerning property. We need to work with our contractors to ensure that they are able to deal appropriately with non-emergency calls and to correctly refer non-property issues. This will require some training and the negotiation of a slightly amended contract.

We would still maintain a duty rota for Estate Officers, and their details would be made available to Wates, the police and the Guildhall, as is the case at present, so that they could be called out by those services in an emergency. However, to avoid confusion, their number would not be advertised to residents.

We expect this to be in place by the end of May.

2. Is there a problem with departmental resources/capacity/suitable technical cover? If so, what is being done to address these shortfalls? What are the timescales for adequate capacity to be achieved?

Following development and approval of the Asset Management Strategy and Major works programme in December 2014, senior officers determined that additional technical resources were required to deliver the programme of works, as this volume of work is previously unprecedented. The property services team structure, approved in November 2013 (effective April 2014), provides the flexibility of using permanent internal resources as well as procuring external contractors, project managers and specialists to deliver major projects on an “as required” basis.

We currently have two Building Surveyor vacancies within the team, and unfortunately, a recruitment process carried out earlier this failed to result in appointments. This was due to the poor calibre of applicants. We are in the process of appointing two x temporary Building Surveyors, to progress a number of projects, whilst we complete a further recruitment process of vacant permanent positions. Interviews for the permanent posts are scheduled for the week commencing 11th May, however, it is likely to be a couple of months before these vacancies are then filled, hence the appointment of temporary resources.

Having said this, many of the major works projects, such as the windows replacement scheme, building fabric testing, redecorations etc will be carried out by external professionals / contractors who will be procured as part of the project process.

Other technical specialists e.g. architects, structural engineers and quantity surveyors, are brought in ‘as and when required’, or for specific projects, as these skills are not within the Property Services team. When appropriate support is also obtained from City Surveyors in regards to advice or guidance on specific projects or technical matters.

3. A pro-active technical walk was suggested at the GLERA meeting. This would be by appropriately qualified staff from the City, along with appropriately qualified residents if they chose to attend. Are resources being put in place to achieve this goal? Will the potential problem areas be identified and relevant action be taken in a timely fashion to avoid escalation of problems?

Property Services officers do already attend most of the quarterly walkabouts held on all estates, and all residents are welcome to attend. However, we recognise that, in some cases, it may be helpful to have a specific focus on maintenance issues.

As mentioned in Q2. above, we are currently recruiting for the posts of Building Surveyor. These posts require individuals to be recognised chartered surveyors / building professionals accredited by RICS (Royal Institute of Chartered Surveyors) or CIOB (Chartered Institute of Builders).

However, other specialists such as Architects, Structural Engineers or Quantity Surveyors are not employed within the Housing service on a permanent basis. These services are procured as required. Arrangements are not in place for these services to form part of regular estate walkabouts. Officers will investigate the need for, cost of such, and inform Members of this as soon as possible.

4. Is there a detailed cyclical maintenance programme for Golden Lane? Could this information be provided to residents?

Following approval of the 5-year asset management programme, we are currently procuring long-term agreements / contracts for the provision of planned maintenance, such as internal and external redecoration, clearing and maintaining drainage & gullies.

Other cyclical maintenance / testing, such as electrical testing, gas servicing is already in place.

Whilst we have been able to provide residents with the high level information in the 5-year plan, and subsequent project updates at residents' meetings, we have not at this stage been able to provide a detailed plans of works to specific blocks , with specific timings. Part of the procurement process of these contracts is to determine the programme of works and once the contractor(s) has been appointed, we will then be able to provide the detailed programme of works.

5. There seems to be a question about the standard of the repair service, both in quality of repairs and arrangements to carry out said repairs. Can the City provide details of this service and the quality assurance measures in place post repairs?

Currently the performance indicators used to monitor the repairs contract apply to work carried out across all City of London Housing estates (excluding the Barbican Residential estate). Repairs requiring access to the home are carried out on an appointment basis. During 2014/15, of the appointments made, 99% of these were kept by the contractors (except where rescheduled at resident's request).

Post work checks are carried out through a combination of:

- Post Inspections - on average 1 in 10 routine repairs are inspected. 2014/15 performance monitoring shows 99% of jobs were approved by the Property Services officer who carried out the inspection and inspected.
and
- Customer Satisfaction Surveys about the repairs services – the survey includes questions about the process of reporting the repair through to the attendance of operatives and quality of repair. There has been a significant improvement in regard to responsive repairs as shown in the performance figures over the past few years.

2011/12 – 73%
2012/13 – 84%
2013/14 – 97%
2014/15 – 97%

However, customer satisfaction about major works is not currently monitored but this will be done as projects within the Asset Management Plan are delivered.

The Assistant Director – Barbican & Property Services has given a commitment to consider implementing performance reporting on an individual estate basis and will provide further information on this in due course. The AD has also agreed to review performance indicators with current contractors to identify the % of first time resolution of repairs and to engage with Members and Residents in preparation for when the contract is due to be re-let – in 2017.

6. At the GLERA meeting, it was raised that there is a perception that communications need to be improved. Is this being addressed, if so, in what way?

Members will be aware that they agreed a Resident Communications & Engagement Strategy in July 2014. This gave details of a number of improvements, which had been made in the last year, and the actions, which are now being taken. On Golden Lane, existing communication mechanisms include a quarterly meeting with residents, a quarterly newsletter, regular postings on a Facebook page and on the estate's website, plus numerous letters to residents on specific issues.

We understand, however, that residents expect to be kept up to date more frequently on some matters, in particular the progress on the major projects on the estate such as the Great Arthur House re-cladding, windows programme and concrete repairs. Property Services Officers produce a monthly update report on these matters, and we are happy to circulate this to the residents each month.

Whilst recognising that some residents continue to need to communicate with us in traditional ways, we know that we are somewhat behind the times in terms of our use of technology, and have been trying to address this for some time. I am pleased to say that the Director and the Chamberlain have just approved a programme of enhancements to our IT systems, which will transform many of our processes and not only make it easier for residents to get information for themselves, but also for us to communicate with and consult them. That programme of work starts today, and the ability to send information to residents quickly and effectively, is the number one priority.

7. Can relevant information from the City's Health & Safety Team and the London Fire Brigade be communicated to residents as soon as possible, regarding the recent incident at Crescent House?

Yes. We now have a draft report from the City's Fire Safety Advisor, and are happy to share this once finalised. We still await the London Fire Brigade report, but will make this available as soon as we receive it.

8. The upcoming Service Level Agreement for the estate needs to contain Key Performance Indicators specific to work strands. Can this be addressed? On a wider note, can the City separate the Key Performance Indicators for individual estates so that these can be scrutinised against locally agreed KPIs contained in the estate-specific SLA?

Most estates have not had specific Service Level Agreements for some years. We found that the vast majority of residents showed no interest in them at all and so we have tried hard to put in place arrangements, which are more meaningful to a wider community. Managers use work schedules and clear photographic standards to ensure that cleaning, gardening etc is carried out regularly and to a high standard. They monitor satisfaction through feedback from complaints, walkabouts and comments raised at meetings, as well as through the annual satisfaction survey, and use this feedback to address any problems. Longer term issues are addressed in the Estate Plan.

Golden Lane is one of two estates, which do still have a formal SLA, at the behest of the Residents' Association. The Estate Manager has been happy to work with GLERA to update this and, if they tell him the performance measures they would like included, he will be equally happy to incorporate these.

The Key Performance Indicators for estate management focus on resident satisfaction. Annually, we ask residents to tell us whether they are satisfied with the cleanliness of their estate, the general attractiveness, the customer service, and the overall service they receive. We also ask them if they feel safe on their estate. These are simple measures but reflect national practice and allow us to benchmark our performance against other landlords.

We already collect and report these indicators at an individual estate level. We also publish the overall results in the Annual Report, which is sent to residents. Over the years, we have simplified this in response to feedback that residents do not want to be overloaded with information. However, the more detailed results for each estate can be made available to interested residents on request, and we will include a note to that effect in this year's Annual Report.

With regard to performance information on repairs and maintenance, please also see the comments under the response to question 5.

9. Can the complaints system be made known and the results of said complaints be made transparent per estate?

The Corporate Complaints Process is already widely publicised and Housing complaints follow that process. Members will be aware that we recently produced a more detailed procedure to make the process more transparent and specific for Housing tenants and residents, which was agreed by the Sub-Committee. Following further consultation with the Housing User Board, we have produced a leaflet outlining the process and that is about to be printed and available on all estates.

Statistics relating to formal complaints are presented to the Community & Children's Services Committee and to this Sub-Committee, and those papers are already publicly available. Most formal complaints are in connection with an individual and their private and personal situation, and it would be inappropriate to make that information public. We are happy, however, to look at what information, beyond statistical data, we might be able to publish.

10. Some residents have suggested that they form a Tenant Management Organisation? What would the response of officers be to this?

Tenants and leaseholders have a statutory "Right to Manage" their homes and thereby to take over the management of budgets, staffing and services for their estate. To do this, they must form a Tenant Management Organisation. The TMO would need to develop clear and viable proposals, which would have to have the support of the residents. Their ability to take over management of the estate would need to be assessed by an independent body. A crucial part of the process would be that all residents would need to be balloted on whether they wished the management of the estate to be removed from the City and given to the TMO. The views of secure tenants would have extra weighting in this ballot. We would, of course, co-operate fully with a TMO if that was the preference of residents.

Members requested that these responses be made public as soon as possible after the meeting.

Members of the Sub Committee and members of the public were then invited to ask further questions.

Members of the public from Golden Lane Estate presented a petition to the Town Clerk which had over 200 signatures registering their concern about the "...continuing neglect of [the] Estate by the Corporation of London, resulting in its serious state of disrepair and so posing a significant risk to residents' health and safety". The Chairman gave her assurances that this petition would be recognised and worked through immediately. The Director confirmed this, and resolved to present a detailed plan of action for the key issues for the next Sub Committee meeting.

A resident stated that concern extended to a myriad of smaller incidents, not just the two recent events. The Assistant Director - Housing & Neighbourhoods discussed the Annual Resident Satisfaction Survey and the Assistant Director – Barbican & Property Services confirmed that written and telephone surveys were carried out after responsive repairs with a good response rate, although these were not in place for major works.

With regard to specific issues, a resident at Stanley Cohen House had reported a crack in his wall; the Assistant Director – Barbican & Property Services advised that the Senior Team Manager had visited the property and found no evidence of further cracking, but undertook to contact the resident again. With regard to outstanding repairs, the Assistant Director – Barbican & Property Services reported there was not a long list to be undertaken and advised residents to phone and log any repairs that were unresolved.

RESOLVED – That:

- (a) The written response to questions be made publically available after the meeting; and
- (b) The resolution of issues raised be reported on at the next Sub Committee meeting.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chairman advised of a change in guidance to vacant building credit.

11. 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
12-14	3
15	-

12. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 12 January 2015 be approved as a correct record.

13. ESTATE STAFFING UPDATE

The Sub Committee considered a report of the Director of Community & Children’s Services.

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

There was one non-public question.

15. 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 closed at 3.17 pm

Chairman

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Agenda Item 8

Committees:	Dates:	
Housing Management and Almshouses Sub (Community and Children's Services) Committee	14 July 2015	
Projects Sub (Policy and Resources) Committee	21 July 2015	
Subject: Provision of works relating to adaptations, redecoration works and condensation reduction	Gateway 3/4 Options Appraisal	Public
Report of: Director of Community & Children's Services	For Decision	

Summary

Dashboard

Project Status	Green
Time Line	<p>Overall programme: 3 financial years –2015/16 – 2017/18</p> <p>Key dates: July – Gateway 3-4 report approved. July - September– procure contract. September/October 2015 – Gateway 5 report approved. Autumn 2015 – 3 year contract commences.</p>
Programme status	Pending Approval of Gateway 3/4 – Options Appraisal
Latest estimated cost of works	£810,000
Expenditure to date	N/A.

Progress To Date

This project is part of the Asset Management Plan that was approved at Projects Sub on 23rd February 2015.

The project comprises of the completion of:

- Property adaptations for those with specific needs, disabilities or vulnerabilities, as identified by an Occupational Therapist's assessment.
- Internal redecoration works for older people or those who require assistance owing to disabilities.
- Works to reduce and eliminate condensation from residential properties.

To date, scoping work has been carried out regarding the requirements of this work, including what aspects are to be included in this project and how they may be best procured.

Overview of Options

The works are currently completed by 2 contractors - one for adaptations and redecoration works (as building works are the common theme) and one for condensation.

There are no multiple options for the completion of these works: it is required to be completed and the procurement team have recommended a combined procurement approach in order to reduce costs.

Procurement Approach

The contract will be advertised in two lots – one lot for adaptations and redecoration (as both involve building works) and one lot for condensation. This is because there is some difference between the types of work, and cost- benefits may be achieved either by appointing specialist contractors, or by economies of scale should one contractor bid for both lots. The lots will be advertised on the City’s Portal to gain full market exposure. The Procurement team have advised procuring for multiple years to reduce costs spent on the Procurement process and to gain economies of scale.

Current Estimate of Costs

Description	Option 1: 3 year contract
Works Costs	£810,000
Fees & Staff Costs	£101,250
Total	£911,250
Funding Strategy	
Source	HRA

Recommendations

- Approval is given to go out to tender to seek new contracts.
- Approval of £911,250 to fund the procurement, management and works within the 3 year contracts.

Options Appraisal Matrix

See attached.

Appendices

N/A.

Contact

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Options Appraisal Matrix

	Option 1
1. Brief description	<p>The project comprises of the completion of:</p> <ul style="list-style-type: none"> • Property adaptations for those with specific needs, disabilities or vulnerabilities, as identified by an Occupational Therapist's assessment • Internal redecoration works for older people or those who require assistance owing to disabilities, • Works to reduce and eliminate condensation from residential properties.
2. Scope and exclusions	<p>This project relates solely to these three areas of work. Reactive repairs and maintenance will continue to be completed under existing contracts. Large-scale redecoration work will continue to be procured and delivered separately.</p>
Project Planning	
3. Programme and key dates	<p>Overall programme: 3 financial years –2015/16 – 2018/19</p> <p>Key dates: July – Gateway 3-4 report approved. July - September– procure contracts. September/October 2015 – Gateway 5 report approved. Autumn 2015 – 3 year contracts commences.</p> <p>Other works dates to coordinate: N/A. The works are carried out to individual homes and may be scheduled as required.</p>
4. Risk implications	<p>Overall project risk: Green</p> <p>There are 2 main risks associated with failures to complete the works included in this project:</p> <ul style="list-style-type: none"> • Non-completion of adaptations for those with specific needs, disabilities or vulnerabilities, as identified by an Occupational Therapist's assessment would be a statutory failure. • Non-completion of works to reduce condensation within residential properties can lead to more severe damp and mould problems – with the potential for legal challenge. <p>The works are currently being completed, so statutory failure is not a current risk. There is a current, short-term risk of non-compliance with the City's procurement regulations prior to the procurement of these new contracts.</p>

	<i>Option 1</i>
5. Benefits and disbenefits	<p>Benefits</p> <ul style="list-style-type: none"> • Longer-term arrangement leading to greater certainty. <p>Disbenefits</p> <ul style="list-style-type: none"> • Stronger performance monitoring required for longer-term contracts.
6. Stakeholders and consultees	Residents are stakeholders; there will be no statutory consultation with leaseholders as they will not incur charges. Estate Management teams. Departments of City Surveyor's, Comptroller and City Solicitor, Town Clerks and Chamberlain's (including City Procurement).
<i>Resource Implications</i>	
7. Total Estimated cost	£911,250
8. Funding strategy	Housing Revenue Account (HRA)
9. Estimated capital value/return	N/A.
10. Ongoing revenue implications	An annual budget of circa £270k is allocated for this work. Some adaptations, e.g. stairlifts, require annual servicing, the department has an allocated budget for this type of servicing.
11. Investment appraisal	The works are required so there is no aspect of the investment appraisal that is optional. The intention by procuring longer-term contracts, is that the cost for these required works will be reduced.
12. Affordability	The budget is allocated for this necessary work, based upon previous years' spend within the department.
13. Procurement strategy	The works are currently completed by 2 contractors - one for adaptations and redecoration works and one for condensation. The tender will be advertised in two lots to match the current contract. This is because whilst there is some difference between the types of work, cost benefits may be achieved either by appointing specialist, focused

	Option 1					
	contractors, or by economies of scale. The lots will be advertised on the Portal to gain full market exposure.					
14. Legal implications	Meeting the needs of those with protected characteristics is a requirement of the Equality Act 2010. Secondly, failure to maintain homes to the required standard has scope for legal challenge.					
15. Corporate property implications	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.					
16. Traffic implications	N/A.					
17. Sustainability and energy implications	N/A.					
18. IS implications	N/A.					
19. Equality Impact Assessment	An equality impact assessment will not be undertaken for the project. Individual items of work will be risk assessed, particularly where the resident is vulnerable.					
20. <u>Recommendation</u>	Recommended					
21. Next Gateway	Gateway 5 - Authority to Start Work					
22. Resource requirements to reach next Gateway		Item	Reason	Cost (£)	Funding Source	
		Staff Costs	Procurement Process	1000	HRA	

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Agenda Item 9

Committee	Date:
Housing Management & Almshouses Sub Committee	14 July 2015
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 second half of the financial year (1 October 2014 to 31 March 2015).

Members may wish to note that:

- Performance on responsive repairs has generally met or exceeded targets, other than for post-inspection of completed repairs. This target was missed due to staff shortages, although the vacant posts have since been filled;
- Performance on rent collection is above target despite the impact of welfare benefit reforms. Furthermore, the rent collection work undertaken by the Estate Management team has been cited in a recent internal audit report as an example of good practice;
- Resident satisfaction with the appearance of estates has dropped significantly because most have not had external and communal areas redecorated for some years. This will be addressed through the Asset Management Plan.
- Housing staff volunteered their time during Poppy Week to collect for the Royal British Legion at Barbican Station. With this, plus a sponsored Poppy Walk, they raised nearly £2500 for the Royal British Legion.
- New housing schemes are being developed at a number of sites. If all of the opportunities are realised there will be in excess of 210 new affordable housing units constructed in the next 2-3 years.

Recommendation

Members are asked to:

- Note the report

Main Report

Background

1. This report is 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.
2. This report covers the period 1 October 2014 to 31 March 2015. It has been organised to give Members brief information on each of eight areas of work:
 - Repairs & Maintenance
 - Estate Management
 - Resident Engagement
 - Revenues
 - Allocations
 - Affordable Housing
 - Benefits
 - Complaints

Repairs & Maintenance

3. 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.

Performance indicator	Target	End-year performance
'Immediate' repairs (complete within 2 hours)	100%	100%
'Emergency' repairs (complete within 24 hours)	95%	98.5%
'Routine' repairs	95%	97.75%
% of jobs for which post-work inspections were carried out	15%	9.75%

4. The new, higher target of 15% for post-work inspections was set this year (previously 10%). Unfortunately due to staff shortages this target was missed during the reporting period. Several vacancies have since been filled, which will ensure that more post-work inspections are completed.
5. 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. At year end, 99% of our properties have up to date CP12 gas safety certificates. Our target is 100%, but the performance this year maintains a significant improvement on the 2013/14 year end figure of 96.6%.

Estate Management & Resident Engagement

6. Satisfaction with estate services (cleaning, appearance of the estate and customer service) is measured annually by means of a questionnaire to all 2833 properties on our social housing estates – including leasehold and freehold homes.
7. In previous years, response rates have been around 5-6%. However, by combining the satisfaction survey with a questionnaire on the controversial subject of pets, we achieved an impressive response rate of 33%.
8. The findings demonstrate that overall satisfaction with our services remains high. We were particularly pleased that the percentage of residents who feel safe on their estate has risen by 10% in the last year. However, other results have dropped – mostly slightly, but, in one case, significantly.

Question	Findings	
	We asked	CoL overall findings
Overall, how satisfied are you with the services we provide on your estate?	82% Very satisfied or satisfied	↓ 1%
How satisfied are you with the cleanliness of your estate?	76% very satisfied or satisfied	↓ 3%
How satisfied are you with the appearance of your estate?	70% very satisfied or satisfied	↓ 14%
How safe do you feel on your estate?	69% feel very safe or safe	↑ 10%
How satisfied are you with the customer services provided by your estate staff?	82% very satisfied or satisfied	↓ 2%

9. Comments on the surveys showed a number of minor issues with cleanliness and customer service which accounted for the small drop in satisfaction. These have been addressed by staff in the Estate Plans, and improvements have been made on both fronts.
10. The large drop in satisfaction with the appearance of estates was shown by comments to relate, not to gardening or cleanliness, but because external redecorations, on most estates, have not been carried out for some years. Members will be aware that the Asset Management Plan includes redecoration programmes for our estates and it is expected that this will make a significant difference to satisfaction.
11. A total of 23 Right to Buy applications were made between 1 October and 31 March 2015. None of these completed during the reporting period. However, two applications received prior to 1 October completed during this time.
12. There were 30 incidents of Anti-Social Behaviour on our estates during the past six months. Only a small number of these were of a more serious nature, one of which involved verbal aggression against a member of staff. Legal action was taken against the tenant in that instance. We have since implemented regular

lone worker safety training and the Housing Service is taking part in a pilot programme of training regarding dealing with aggression/violence. We have a new Anti-social Behaviour policy which has been approved by the Sub-Committee and we are currently developing a suite of staff procedures to underpin this.

Resident Engagement

13. The 'Remembering Yesterday, Celebrating Today' programme of events has continued across City of London Estates. Highlights include a First World War Centenary themed Residents' Celebration Day on 18 October 2014, tea dances, parties, a Christmas remembrance dinner and lots of fundraising. Housing staff volunteered their time during Poppy Week to collect for the Royal British Legion at Barbican Station, and a team of staff also completed the Poppy Walk. In total, almost £2500 was raised by staff, who also raised funds during the year for Breast Cancer Care and Prostate Cancer.
14. The next Residents' Celebration Day will take place in the Livery Hall, Guildhall on Saturday 17 October 2015. This is a wonderful event for residents to get together and join us to celebrate the achievements of the past year and look ahead to any upcoming challenges. This year we are working to the theme of 'Health Homes, Happy People' and we are putting together a varied programme. This includes presentations, entertainment, awards and workshops.
15. Residents are giving more time to support community engagement on their estates. During this period 1,548 hours of time was given by individuals earning Time Credits on their estates. Ways in which time was given include consultation through the Housing Users Board, becoming a Good Neighbour, supporting the City to shape services and organising a wide range of events. These have included gardening, walking, Halloween, Christmas, health days, jobs fairs, clean ups, and many more. Residents and staff from the Avondale Estate were recognised by the Bermondsey partnership for the volunteering they are doing and were invited to a prestigious award ceremony where they won an astonishing 10 out of 17 awards. One resident was also given a Southwark 'Housing Hero' Award and is now studying to complete a Community Development qualification.

Revenues

16. Our team of Income Recovery Officers, Rent Officers and Estate Managers have exceeded expectations by returning a HRA rent collection rate during 2014/15 of 98.7%, exceeding the already stretching target of 98.5%. By adopting a range of communication measures including letters, emails, texts, personal visits etc the Estate Management team were able to apply prompt, remedial action whenever arrears accrued on accounts resolving many issues swiftly. Given the ongoing financial climate an achievement of this nature should not be underestimated. Furthermore, the rent collection work undertaken by the estate management team has been cited in a recent internal audit report as an example of good practice.

Allocations

17. The number of people on our waiting list reduced from 990 to 692 during the reporting period. This continuing reduction comes following the introduction of the Localism Act and our new Allocations Policy in 2013. Under this policy we now only accept applications from people with a current connection to the City of London through residence or employment or by being the son or daughter of a City Corporation tenant.
18. The Housing Needs Team is also auditing all current applications, ensuring they remain eligible to remain on the Register. They are also working with the Fraud Team to target any potentially fraudulent applications. This has resulted in a number of individuals being removed from the Register. We currently receive approximately 80 applications a month, not all of which are eligible for the Register.
19. There were 20 vacant properties as of 31 March 2015. The average time taken to re-let a property from the day the keys are handed back to the day they are given to a new tenant during this period was 25.5 days. The target is 24 days. The target was missed due to two properties being left in a poor condition by the outgoing tenant, so deep cleaning and significant maintenance work was required before re-letting was possible.

Affordable Housing

20. Members will be aware that affordable housing schemes are being developed in a number of areas. If all of the opportunities are realised there will be in excess of 210 new affordable housing units constructed in the next 2-3 years.
21. One such scheme is 43 units (14 one bed, 15 two bed, 14 three bed) at Horace Jones House, situated at One Tower Bridge. The first residents moved in during June 2015.
22. Construction commenced in January 2015 at Avondale Square Estate and we are scheduled to complete 18 new homes in May 2016 (4 one bed, 5 two bed, 5 three bed and 4 four bed) on the site of the former Avondale Community Centre/estate office. This will include new community facilities for residents and a new estate office.
23. We have planning permission for further 13 homes (4 one bed, 7 two bed, and 2 three bed) at Avondale at George Ellison/Eric Wilkins and 1 three bed wheelchair-adapted unit at Dron House. The work to Dron House will also include the redevelopment of the existing community hall.
24. Planning applications have been submitted at Isleden House for 3 three bed units and a new community space, as well as at Islington Arts Factory for 20 units. We are also working closely with the London Borough of Islington to provide a new double entry primary school and up to 70 new socially rented homes on the Richard Cloudesley site, which has a target completion date of September 2017. A target of 200 new homes by March 2018 fits in with the Mayor's Housing covenant programme 2015-18.

Benefits

25. There are currently (as of 31 March 2015) 1069 households in the City and on our housing estates claiming benefits. Performance on our indicators is as follows:

Performance indicator	Target	End-year performance
Average time taken to process new benefit claims	<26 days	19 days
% New claims decided within 14 days	>90%	95%
Average number of days taken to process notification of changes of circumstance	10 days	9 days

Complaints

26. We received a total of 14 formal complaints during the reporting period. The broad subject areas of the complaints received can be broken down as follows:

	Number received in reporting period
Responsive repairs	4
Parking	3
Service charge/rent	1
Customer Service	3
Estate management	3

27. Of the 14 complaints received, all were addressed at Stage 1 within the agreed ten working day deadline, except one. The one case where this was not possible was due to the complexity of the complaint and a later deadline was agreed with the complainant, and was met. Six of these complaints were escalated to Stage 2.

28. Four complaints then went on to be escalated to Stage 3. These related to:

- 2 x parking charges & enforcement
- 1 x customer service
- 1 x estate management

29. Our internal complaints process terminates at Stage 3. Of the four complaints escalated to Stage 3, one was referred to the Local Government Ombudsman and to the Housing Ombudsman. This was from the same complainant and related to allegations of poor customer service - that we were not providing information in a format the complainant required, that he was left behind during an estate walkabout and felt the Housing Service was trying to ostracise him. In both cases, the Ombudsmen dismissed the complaints.

Katherine Bowen

Projects & Improvement Manager / Housing Service

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Committee:	Date:
Housing Management & Almshouses Sub Committee	14 July 2015
Subject:	Public
Housing Estates - Allocated Members' Report	
Report of:	For Information
Director of Community & Children's Services	
<u>Summary</u>	
<p>This report 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.
- Housing & Neighbourhoods officers would like to thank all Allocated Members for their commitment and support to our estates in the last year. It is very much appreciated, by staff and residents.

General Estate Matters

- We are continuing to improve our communications and engagement with residents on each of our estates. Regular Residents' Meetings are being held on each estate, many of which are very well attended. Quarterly newsletters are sent to all residents, weekly bulletins with very local news placed on noticeboards. All estates now have their own Facebook pages and some a Twitter account.
- On the 12th March 2015 Members of the Housing Management & Almshouses Sub Committee and Health & Wellbeing Board were invited on a tour of several estates outside of the City Of London. The Chairman and Deputy Chairman, along with several Alderman and Councillors visited Holloway Estate, York Way Estate, Isleden House and Southwark Estate. Members were introduced to estate staff and were

given the opportunity to see several housing projects currently taking place and to discuss others planned. The visit went really well with several members who, have not been to any of the estates, and were very pleased with the estates, the grounds and meeting the estate staff.

- Following on from the official opening of Horace Jones House on the 25th March 2015 by Deputy Billy Dove, now the Chief Commoner, all residents have now moved into their properties and are very happy in their new surroundings. The block forms part of the Southbank Estates and is managed by the estate staff at Pakeman House.
- Throughout this year social events and outings have continued to be arranged on many of our estates following on from last year's theme 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 many of our estate staff. More details can be found in the following estate updates.
- Allocated Members have, for the first time, this year been invited to take part in the annual Garden Competition. Members have visited their estate(s) to choose the garden or display that they think is the most impressive. The Chairman of Community & Children's Services, Dhruv Patel, will then award the Chairman's Cup to his choice from all estates.
- We are also running our Photography Competition for the second year running. It was a delight last year to receive some truly stunning pictures of our estates. This year, the theme is 'Summer in the City' and the competition will be judged by Virginia Rounding, the Chairman of this Sub-Committee.
- This year's Residents' Celebration Day will be held on the 17th October 2015 in the Livery Hall. A full programme of events has been arranged, along with several workshops, information stands, stalls and an awards ceremony. The theme for this year is Healthy Homes, Happy People. As in previous year's we hope the event will be very well supported by a wide range of residents and their children.

Avondale Square Estate - Allocated Member, Virginia Rounding

I have had regular contact with Wendy Giaccaglia, the Estate Manager to discuss issues facing the residents at Avondale Estate.

The Open Meetings at Avondale continue to be very successful, with a lot of new faces attending and contributing to meetings. I'm looking forward to chairing the July Residents' Meeting. External speakers since the last meeting have included; Southwark Mediation Centre, Illegal Money Lending UK and Southwark Council's Old Kent Road Community Forum. In addition, the January meeting allowed for consultation with residents on the refurbishment of the ball games court and an outdoor gym. A follow-up meeting was held in mid-May where residents agreed that we should allow for the full refurbishment, and for it to be used mainly for football and other games that do not require bouncing balls. Several residents asked to be part of a working party to take forward the outdoor gym, a very popular proposal.

Osborne, the contractors undertaking the construction of the new flats, Community Centre and Estate Office will continue to come to all of these meetings to update residents on the works. At the April meeting, residents expressed their satisfaction with how it has gone so far, saying that the demolition was hardly even noticed because it was done so efficiently.

Before



After



Decent Homes works are set to begin later in the summer to tenanted flats. In addition to bathrooms and kitchens, gas central heating will be installed in homes that do not have it. Residents are kept informed of the progress of these projects through newsletters, weekly bulletins, Open Meetings, Facebook and Twitter.

The Avondale Square Estate Twitter account (@AvondaleSq) now has over 190 followers. It has been a very useful way of sending out information and signposting residents to other sites for information. The Facebook page has been slower to take hold, but it is being promoted more and more.

The number of amazing events organised by residents has skyrocketed. The Christmas Party was attended by over 140 children and parents, and an Easter Egg Hunt and Easter Bonnet Parade saw over 100 children participate.

Avondale Community Events held a street party to commemorate VE Day on 10 May 2015, and a Wellbeing Fair aimed chiefly at older residents was held on 14 May 2015. They are planning another big Forces event in October to commemorate the second year of WWI as part of our Remembering Yesterday, Celebrating Today programme of activities.

In January, one Avondale resident was awarded Southwark Council's Housing Heroes Award for Best Community initiative for helping to co-ordinate the building of more raised beds for gardening and painting the skip behind the vicarage with poppy scenes to commemorate WWI. She also liaised with local schools to get children to paint herb boxes, the raised beds and the skip. She also received a grant to set up a Community Interest Enterprise called 'Edible Avondale' to train volunteers in gardening and carpentry.

In February, nine residents and the Estate Manager, Wendy Giaccaglia, received Certificates of Appreciation from the Mayor of Southwark on behalf of the South Bermondsey Partnership for 'making a positive difference to the lives of people in your community and to the area in which you live.' Well done to all of them.

Small Estates (Dron House, Isleden House and Windsor House)– Allocated Member, Elizabeth Rogula

I have met and have spoken to Angela Smith, the Estate Manager and have discussed issues relating to the three estates.

To improve our properties at Windsor House and to give residents better facilities, surveys will commence in the next few weeks to identify homes that need to be fitted with new kitchens and bathrooms.

Following a previous visit to Windsor House and my subsequent meeting with Mrs Pauline Surrey who after 65 years is the longest surviving resident living at Windsor House, Mrs Surrey attended a Freedom of the City award ceremony on 7th May 2015 followed by a celebration lunch at the Windsor House Community Centre.

It is anticipated that the refurbishment project at Dron House will commence before the end of July this year. This will provide a much needed new estate office, a community space and a residential property with Disabled Access.

The Estate staff along with the residents at Dron House continue to hold community events some of which include an annual barbeque and fund raising McMillian Coffee mornings. The estate staff will also be looking for resident volunteers to start a gardening project this summer

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 our application for planning permission has been resubmitted. It is hoped that the revised scheme, which will provide three new flats and a community space will be approved. A decision is due from the London Borough of Islington after 21 May.

Residents are kept informed of the progress of all these projects through newsletters, weekly bulletins, Open Meetings, and the Estate Managers' weekly surgeries on each Estate

I hope to attend further Open Meetings at Dron House, Isleden House and Windsor House arranged in November and December 2015.

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

With the retirement of one of the Estate Officers, the Estate Manager Laurence Jones took the opportunity to reorganise and to bring the management of the estate in line with that of other larger estates. In September 2014 the appointment of Bryony Andrews as the Customer Services Officer was made. This has allowed for a more customer-focused approach to the services being delivered at Golden Lane and frees the remaining Estate Officer to spend more time out and about on the estate.

The recladding project at Great Arthur House has now received full planning permission. Full testing of the new windows has been completed. The contractors are about to move on-site and regular update meetings will continue throughout the contract. We anticipate that the physical window replacement and recladding work will commence in August. Residents will continue to be kept informed through regular bulletins and newsletters. We will ensure that residents are supported throughout the works, which we expect to be very disruptive.

Our approach to resident communication and involvement continues to be at the forefront of our service delivery. In March, the Facebook page for the estate was launched. We are now able to send information out to residents more speedily and in a forum which is now used by many. The GLERA website is also used to disseminate information

Quarterly Residents' Meetings continue to be held and are still an effective channel for communicating to residents. At the meeting in May, a packed house had the opportunity to raise concerns about major repairs works and to listen to, and question, Dr John Broomfield, the City's expert advisor on concrete issues. The meetings are challenging for staff, but we know they regard them as very valuable.

We have also held two drop-in sessions for residents to discuss the redevelopment of the Richard Cloudesley and COLCEC site, the future of the community centre and the redevelopment of the sunken under-fives play area.

We will continue to work with residents and users to ensure all views are taken into consideration before any final decision is made.

Over the last few months we have had two major incidents on the estate.

In March, tiling on the south facia of Stanley Cohen House fell off. Estate staff, the Property Services Team and the City Of London Police were immediately on hand, making the area safe. Testing has been carried out and Property Services officers are currently working with the Planning Department to source the heritage tiles required and make good this area in accordance with Listed Building Guidelines.

At the end of April a fire occurred in the electrical meter room below Crescent House. This resulted in 36 residents being without electricity for between three and four days. The estate staff and contractors worked tirelessly to ensure that those affected residents were kept informed and that supply was restored as quickly as possible. Fusion Lifestyle offered free use of showers during this period whilst the Sir Ralph Perring Centre and the Golden Lane Community Centre were open for hot drinks and other refreshments. Although the City was not responsible or liable for the incident, a goodwill payment has been made to residents to help alleviate any hardship caused by the disruption.

Residents are, understandably, concerned about the major repairs needed to the fabric of the estate and the speed at which these are being addressed. Gareth Moore is working closely with the Director and Assistant Directors to assist them in achieving this by making sure there is commitment throughout the organisation and that progress is not hampered in any way.

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.

Residents' Meetings were held on both estates in March and were very well attended. These meetings were to update residents on the issues and concerns raised at previous meetings and give further updates on forthcoming improvements for the Estates.

There was also a consultation carried out on both Estates regarding outdoor gym equipment, but there proved to be insufficient interest to progress this at present. However, Holloway Estate has had an outdoor table tennis table placed in the ball court as a trial. This was a request from the young residents on the Estate at previous open meetings held last year.

To assist with some of the concerns raised on York Way Estate the Estate Manager continues to attend 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 Housing Estates in Islington. This has also helped to build a better relationship with the local Policing teams for both Estates. In addition to this, the Corporation have been asked to unite with other Registered Social Landlord's in Islington and contribute to the services of Park Guard, a community safety organisation which works with the police and local authority in a number of boroughs to patrol estates and manage low-level nuisance. They have some powers to assist Police and also have the flexibility to build a rapport with residents on the Estates as well as assist in combating anti-social behaviour.

The Estate Offices on both estates have their open hours on the webpage, and staff are committed to keeping to those times, where possible. The addition of an Apprentice has helped balance the level of service given to both Estates, and he has been a positive addition to the team. Customer Service has been a key focus this year following some negative feedback from previous open meetings and surveys. To improve relationships the estate team have organised various events & competitions for the residents, such as Halloween face painting, Christmas painting/drawing for children on the estates, and an Easter Egg hunt, each event was well attended.

There are regular Estate Walkabouts which have also been attended by the elected members, in particular Barbara Newman met with the Estate Manager on the 10th March prior to the walkabout, and was very impressed with the standards on both Estates.

Communication with the residents has improved, with the review of the quarterly newsletters, regular correspondence and weekly bulletins on the notice boards. Holloway Estate is still developing their Resident Group and had a successful community Christmas lunch as a first event organised by residents. There has also been the introduction of Facebook for each Estate which is a very new way of sending information to residents and has so far been well received although it is a limited audience at present.

The Estate Manager has a small community budget for each Estate. This year the estate team are promoting as many groups as possible to get involved and apply for funding. There have been time credits awarded on both estates and this is also being promoted to encourage more residents working together as a community.

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. A trial took place at York Way to coat the staircase floors on three blocks which 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. On York Way there is currently a review on upgrading the existing system as it is out dated and would not be cost effective to repair.

Middlesex Street Estate – Allocated Member, Deputy Henry Jones

Terry O'Donnell, our much-loved Estate Officer, has retired this spring after more than 30 years of dedicated service to the City of London Corporation. I would like to take this opportunity to thank Terry for all of his hard work and wish him well for the future.

The estate had a Residents' Meeting on 17th February 2015. Subjects covered were an Estate Managers Update, Police update, Rough Sleepers, Welfare Reform, Superfast Broadband, and the Ramp Removal Update.

There was another estate meeting on 13th May, this time subjects covered Rough sleepers, Recycling, Early Help Service, and Estate Project Updates. I am pleased that there is a varied range of subjects at each meeting, which helps the residents to be better informed.

Two drop-in workshops for the remaining work concerning the Ramp Removal Project were held on 12th May and 14th May. At these sessions, which were well attended, residents were able to give their views on how they would like the finished area to look. Colleagues from the Department of the Built Environment are leading on this project and we look forward to the landscaping work being carried out within the next few months.

A survey of residents was recently carried out to gather early views regarding a possible outdoor gym on the estate. Staff will continue with gathering views and opinions before a final decision is made.

The estate staff held a VE Day Celebration on Saturday 9th May on the podium area. Approximately 60 residents attended and played games, listened to music from the 2nd World War era, as well as eating pie, mash and liquor. I have received positive comments from those who attended and would like to thank staff for giving up their free time to ensure that such a good day was had by all.

I am pleased to say that I was able to source funding for new CCTV cameras on the estate and for improved cameras in the six lifts. These have now been fitted and the estate staff confirmed that the resolution is much better with improved functionality. There is enough funding remaining to paint areas of the carpark white, to improve the look and feel of the area.

Southbank Estates – Allocated Member, Adam Richardson

The Residents' Meetings that took place at the start of the year saw an increase in attendance figures. The meeting in January had speakers from Age Concern, London borough Southwark Noise Team and the Sports and Community Development Manager from Fusion, who sought residents' views on outdoor gyms on estates. The outcome of the Meetings are published in the newsletters and residents are asked for their input on the next meeting's agenda.

Residents have continued to show interest in the quarterly walkabouts with Officers and the Estate Manager and have given their input on Estate projects e.g measures to tackle rough sleepers at William Blake Estate. A new Estate Officer has been recruited at William Blake Estate following the retirement of the former officer. The new officer is proving to be very popular amongst residents and the Estate Manager has received very positive feedback.

In March when the Committee Members visited Sumner Buildings they all gave very positive comments about the community garden. The residents at Collinson Court were supported by Officers and Borough and Bankside Open Spaces Trust to create raised sleeper flower beds at the front of the block. Many residents of all ages were involved with preparing and creating the flower beds over 3 designated planting days.

Horace Jones House has now been added to the portfolio at the Southbank Estates. Tenants from the City of London and the London Borough of Southwark moved in at the beginning of June and all appear delighted with their new homes.

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

The Residents' Meeting in January had a good turnout. The Estate Manager invited guest speakers to address concerns previously raised by residents. Speakers included the Parking Enforcement Manager, London Borough of Lewisham Recycling and Waste Management Officer and the Coordinator of Southwark Mediation Service. The outcome of the meetings was published in the Newsletters and residents are asked for their input on the next meeting's agenda.

The Estate Walkabouts are attended by residents and those present have made very positive comments regarding the grounds of the Estate and the gardening services. The contract with Walworth Garden Farm has just been secured for another year.

Residents are now making use of Lammas Green Community Hall with social functions such as the fortnightly Community Tea afternoons as well as private parties and functions. There are plans in progress for a celebration for Lammas Day which will be part funded from the Estate Managers Community Grant.

Residents voted overwhelmingly to have the Estate designated a "Restricted Cold Calling Zone" in conjunction with London Borough of Lewisham Trading Standards Department. The signage and residents packs have been delivered and the scheme has been launched. This initiative is to deter casual doorstep callers and opportunist criminals who target vulnerable residents, particularly the elderly.

Lammas Green



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

I have met with Jacqueline Whitmore on several occasions recently to discuss matters relating to all the sheltered schemes and the Almshouses.

Each sheltered site enjoyed a range of Christmas events and parties in their communal facilities as well as luncheons out. On one estate residents joined together on Christmas Day for lunch, they agreed it was good to share company as some do not have family to spend the festive season with which can be isolating. A number of activities have continued to take place through the spring and early summer.

A new Scheme Manager, Carl Newbold, was appointed at Harman Close at the beginning of June. Carl comes with a wealth of experience having worked for London Borough of Ealing for several years as a peripatetic Scheme Manager.

City of London Officers are currently engaging with sheltered residents as part of the Sheltered Housing Review to explore their views on how the provision of Sheltered Housing could be improved across all the estates. Mais House has been identified as requiring the most and earliest improvement; therefore, there have been several meetings with residents over the past few months where they have shown great interest in sharing their views on the future of their homes. Virginia Rounding attended the meeting in May to listen to residents views. In the meantime, several residents have expressed a wish to move to alternative accommodation and staff have been assisting these residents to explore various options.

Almshouses residents welcomed the opening of their new communal hall facility in December 2014 and have arranged several regular, weekly events including a craft club and a games afternoon. The new facilities have allowed staff to arrange regular scheme meetings for residents including an evening meeting. This is to allow residents who are working during the day to attend and express their views in person.

Work to replace the damaged roadway and install low level lighting along the Almshouses roadway will commence during the summer, following on from approval from the Committee.

It is envisaged that the work will be finished in time to make the access round the Almshouses safer for residents as the evenings draw in. This project is fully supported by the residents and staff alike.

Isleden House has been chosen as a site for an outdoor gym to be installed as part of the City's strategy to encourage healthy living. Plans are underway and residents are looking forward to trying out the new equipment in the garden this summer.

Residents at Isleden House planned an early trip for the summer and headed off to Crews Hill Nursery to buy their plants in anticipation of a sunny few months. The other estates have yet to decide upon their venues this year.

Consultees

This report was compiled in consultation with the Allocated Members, managers and staff of the City of London's housing estates.

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Committee:	Date:
Housing Management & Almshouses Sub Committee	14 July 2015
Subject: City of London Almshouses Update	Public
Report of: Director of Community & Children's Services	For Information
Summary	
<p>This report gives Members an information update on the City of London Almshouses, in Lambeth. Some of the information in the report also relates to the eight Gresham Almshouses on the estate.</p> <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the recommendation at paragraph 16, to change the job title of 'Matron' to 'Scheme Manager'. • Note the report. 	

Main Report

Background

1. In February 2013 the City of London Almshouses Trustees Committee was merged with the Housing Management Sub-Committee to form the Housing Management & Almshouses Sub-Committee. This report is presented to alternate meetings of the Sub-Committee. It updates Members on operational matters relating to the Almshouses and their residents, and highlights any issues of concern, particularly where funding is required for which is not included in the current year's budget.

Social events

2. Residents have been researching the types of exercise class they would like to engage in to include everyone who would like to participate. They have found a Tai Chi instructor who has been able to deliver classes which are inclusive for anyone with a mobility issue and include some seated exercises. The classes began on 23 June and, for the first six weeks, are being paid for by the Almshouses Social Fund, provided by the Trustees.
3. Residents have also set up two groups, a craft group and a games group, where Scrabble is played and enjoyed by all. We are in the process of purchasing a sewing machine and a crafts table, in consultation with the craft group.
4. Matron held a quiz night which all attendees thoroughly enjoyed. She plans to do another in a few weeks.

5. A summer outing has been arranged by Matron in July. Residents were given a list of possible choices and chose a trip to the seaside. A trip to an airshow is also being planned. The majority of costs will be met from the Almshouses Social Fund.

Furniture for the Communal Rooms

6. A selection of furniture has been ordered for both the communal rooms. This includes armchairs, a sofa and coffee table for the smaller room; tables and chairs for the main room. The tables and chairs are stackable to enable the room to be used for exercise classes. A set of built in bookshelves has been commissioned for the smaller community room to enable the residents to develop a library. The kitchen is now fully equipped. We are now purchasing a flat screen TV, organising wifi connectivity and subscribing to a films package so that residents can have a film club.

Update on essential road works and lighting installation

7. Contracts for the commencement of this work are currently going through the Gateway process for major works. We are anxious to have this work completed before the winter and are working with colleagues in property Services to expedite it.

Estate Meeting

8. Jackie Campbell, Elizabeth Donnelly and estate staff attended an Open Evening for residents in June. The meeting was held in the early evening to give the opportunity for residents who are unable to attend a day meeting to attend. There was very good attendance and a lively and constructive discussion about a number of topics.
9. Residents were particularly concerned about the quality of responsive repairs and also the need for planned maintenance to address issues such as damp. In order to respond to this, we have arranged for a Property Services Team Manager to visit the Almshouses on a monthly basis to carry out post-repair inspections and to visit residents and look at things they are concerned about in their homes.

Asset Management Plan

10. Property Services colleagues have been asked to organise a comprehensive survey of the City of London Almshouses and Gresham properties to identify works required over the next five years and to programme these in. It is our expectation that this survey will recommend a full refurbishment programme to address longstanding issues such as damp, crumbling brickwork and roof repairs, as well as rewiring, window replacement, new kitchens and bathrooms and other improvements. As soon as we have an indication of the likely costs of this programme we will bring it to Trustees for consideration and for inclusion in budgets.

City of London Almshouses Audit & Governance Review

11. In January of this year the City's Internal Audit Section carried out a review of the management of the City of London Almshouses. The review covered a number of matters:

- rental income procedures;
- purchasing arrangements;
- performance monitoring;
- safeguarding of staff.

At the request of the Chairman of the Sub-Committee, it also looked at the governance arrangements since the merging of the Board of Trustees with the Housing Management Sub-Committee, to check that Members were still receiving all appropriate information.

12. We are delighted to say that the review was extremely positive and resulted in an Assurance Level of "Substantial". Procedures and arrangements were found to be adequate and there were no causes for major concern.

13. There were nine recommendations in total. Seven of these were green and therefore 'desirable'. These have all now been addressed. Two were amber, suggesting that management action was required. Both recommendations related to rent arrears management. They were as follows:

- Arrears management arrangements should be formalised to ensure continuity in the event of staff turnover/absence.
- The Matron should have full access to rent account records for the purpose of arrears management, including the facility to record key action taken/key correspondence.

Both recommendations have now been addressed.

14. The review found that the nature, frequency and timing of reporting to Members since the merging of the Board of Trustees is adequate. A number of minor improvements were suggested. These were:

- The reporting of more detailed information on rent increases, giving the actual amount of the increase each year. This will now be included in the update report following the annual rent increase;
- The reporting of high level financial performance information during the course of the year, to facilitate oversight by the Trustees. The Chamberlain will now be providing this;
- The submission of the Trust's audited accounts to the Sub-Committee. The Chamberlain will now provide these.

Matron

15. Members will be aware that the officer responsible for managing the Almshouses has, for some time, had the job title of 'Matron'. As time has gone by, this title

has become more outdated. We are now finding that it leads some residents and visitors to assume that the postholder has medical training, which is not the case, and it also often causes confusion with other agencies such as the London Borough of Lambeth Social Care Dept.

16. For these reasons, and to give consistency with other similar posts, officers recommend that the job title of Matron now be changed to Scheme Manager in line with officers managing the other sheltered housing facilities provided by the City Of London Corporation.

Vacancies and applications

17. There is currently one vacant property. Officers have assessed four prospective applicants for approval and there are currently 3 approved applicants on the waiting list.

Complaints

18. No formal complaints were received during the period. However, a significant number of informal complaints were received verbally and in writing from residents who were concerned about a 'Residents Action Group' which appears to have been set up by a small number of residents and one non-resident and claimed to represent the whole estate. Other residents were most concerned that this was not the case and also by the way in which the group operated. Because of the anxiety this was creating, the Chairman of the Sub-Committee and the Assistant Director of Housing & Neighbourhoods wrote to all residents to reassure them and to make it clear that the way in which the group appeared to be operating was not appropriate. The matter was discussed at the Open Meeting in June and residents expressed approval of the action taken. Officers have now offered to work with residents and an independent third party to explore whether they would like a residents' group and how this might be established as a positive and representative body.

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Committee	Date:
Housing Management & Almshouses Sub Committee	14 July 2015
Subject: Resident Communications & Engagement Strategy - Update	Public
Report of: Director of Community & Children's Services	For Information

Summary

In July 2014, Members of your Sub-Committee approved a new Resident Communications & Engagement Strategy for the City's housing estates. The strategy included an action plan. This report provides Members with an update on the action plan and some feedback in respect of improvements which have been achieved.

The actions identified in the plan have, for the most part, been delivered. Notable achievements have been:

- Establishing the use of social media as an additional communication channel with residents on every estate;
- Publication of a new Tenancy Handbook;
- The establishment of the Housing User Board (HUB) for more in depth consultation;
- The development of some resident groups into positive and proactive development leads for their community.

There is outstanding work to do in making greater use of technology to improve communications and engagement further. This will be addressed within the next six months through a series of system enhancements which have been commissioned.

Recommendation

Members are asked to note the report.

Main Report

Background

1. In July 2014, the Housing Management & Almshouses Sub-Committee received a report which set out the findings of a review of the way in which officers communicated and engaged with residents of the City's social housing estates. This review was accompanied by a Resident Communications & Engagement Strategy, which was approved by the Sub-Committee.
2. The review identified a number of challenges for officers and areas where improvements had been identified. Although a number of actions had already been taken to address these, the Strategy set out the broad approach to

communication and engagement, and an accompanying action plan identified exactly what was to be done next.

3. This report sets out what has been achieved in the last year, explains where there have been issues which have slowed progress and identifies what remains to be done.

Achievements

4. There has been significant progress made on all the activities identified in the action plan.
5. We use four categories to describe our communication and engagement activities. These are:
 - **Information** – activities which provide information to residents and do not necessarily require them to respond (eg newsletters);
 - **Feedback** – activities which require a response from residents but do not necessarily involve a dialogue, so the resident role is largely passive (eg surveys);
 - **Engagement** – activities which involve an active dialogue between officers and one or more residents (eg resident meetings);
 - **Participation** – activities which contribute in some way to the wellbeing of the estate and in which residents can be heavily involved and/or lead themselves.
6. Key achievements in terms of **Information** activities in the last year have been:
 - Improvements to quarterly newsletters. Officers have been trained to use publishing and design software and this has allowed higher quality, more attractive newsletters to be produced for each estate. The newsletters take a more consistent approach, for example, all of them including a “You Said, We Did” feature, which lets residents know how their views have been listened to and acted upon.
 - Weekly bulletins have also been improved, using feedback from residents to make sure that the information they contain is what residents want to know about. These have become a normal feature on our estates and residents are used to looking out for them.
 - Every estate now has a Facebook page. Staff are using these in two ways. First, to complement the provision of notices and estate-wide letters by publishing them on Facebook as well as providing them in paper format – this allows residents who might not look at paper-based notices to receive them direct via their smart phones, tablets etc. Secondly, as a quick way of letting residents know about immediate issues, such as a lift breakdown. We are finding that use of the Facebook pages is growing, especially where they have been established for some time, and they have become part of normal communication channels for staff.
 - The Tenancy Handbook, which is given to all new tenants has been completely revised, along with all the other information leaflets we produce. Rather than being a separate publication, the Handbook now consists of a folder containing the Tenancy Agreement, plus a complete range of

information leaflets on different matters. These leaflets are also available in estate offices so that existing residents can pick them up any time. This has cut down on duplication and has ensured that information given to new and existing residents is consistent.

7. Our progress on **Feedback** includes the following achievements:

- A new Complaints Policy was approved by your Sub-Committee in September 2014. It has since been published, and new procedures put in place. A leaflet has been printed and is available for residents. The new process is easier and more straightforward for residents, requiring all complaints to go through a single point of contact so that they can be allocated to the correct investigating officer, that responses can be tracked and that the subject of complaints can be monitored and any trends identified.
- The annual satisfaction survey has been reviewed and brought more closely into line with the national STAR survey, carried out every 2-3 years. This means we can have greater consistency in our performance monitoring and reporting. We have changed the time of year for the survey to June, rather than January, as this fits better with the timetable for creating Estate Plans and allows the feedback from surveys to be analysed in detail and incorporated in the plans.

8. Perhaps the most significant progress has been made in the area of **Engagement**:

- An annual calendar was produced for each estate for the first time in December 2014, and distributed to all households. This gives dates of resident meetings, walkabouts and other planned events on the estate for the whole year, giving residents information well in advance and allowing them to plan for what they wish to attend.
- Resident Meetings have become an established part of estate management work and residents have become used to attending them. The meetings are generally very well-attended and are an opportunity for residents to receive information, ask questions, raise issues and challenge officers on the running of the estate. Allocated Members who sometimes chair the meetings will attest that residents can be feisty, but officers nevertheless welcome the chance to engage directly with the residents. Meetings at Middlesex Street and Golden Lane estates are now routinely filmed by staff and the films made available through YouTube. Agendas are developed according to current issues on each estate, and we include external speakers, such as staff from the home local authority, where possible.
- The Housing User Board (HUB) has proved to be very successful. It currently comprises 78 members from all our estates, who are prepared to give their time to comment on policies and to complete more detailed surveys than we would normally ask residents to do. In return, they receive time credits. So far, HUB members have worked on the Complaints Policy and the Rents & Tenancy Policy and have completed a survey on communication channels. They will shortly be testing our new web-based self-service facilities. We have been delighted with the quality of the feedback and comments, which have been very valuable – most HUB members give thoughtful and measured

responses, and we have made changes to documents as a result of their input.

9. On **Participation**, there has also been extremely good progress:

- A Community Grants Fund has been established on each estate and individuals and groups are invited to bid for financial support for activities which benefit the estate. The application process has been reviewed and simplified, and grants are being given on all estates for a variety of uses, including
 - The routine running of resident groups;
 - Estate fun days;
 - A Wellbeing event;
 - Christmas and Halloween parties;
 - A children's craft club;
 - A community choir;
 - Gardening projects.
- The *Remembering Yesterday, Celebrating Today* programme has been reported in detail to the Sub-Committee – this has been, and continues to be an immensely successful programme of events and activities which commemorate the centenary of World War One, celebrate the nature of our estates today and bring residents together to build and sustain a strong sense of community and help them feel positive about where they live.
- We no longer regard resident groups as representative of all residents, nor do we use them as a principle channel of information – we use Resident Meetings, estate-wide surveys and other methods to achieve these. However, we do value our resident groups for the positive impact they can have and continue to support them in a number of ways, including the provision of grant funding for activities and meeting places. We have also encouraged, where possible, groups to take a proactive and positive approach to strengthening their community.

This has been particularly successful at Avondale, where we have supported the development of the Avondale Community Events group (ACE). Sitting alongside the existing Residents' Association, this group of residents has grown in confidence as their activities have increased. They have run an extraordinary number of successful events, involving a wide range of residents. They are inclusive, positive, and engage with residents in a way which makes everyone feel comfortable, as well as working closely with estate staff in a very constructive way. As their skills and experience have increased, they have also made successful bids for external funding, bringing more benefits to their estate, such as the Edible Avondale project, which helps residents to work together to grow vegetables that they share. We are extremely proud of this group, particularly as they won a Housing Heroes award for their work from the London Borough of Southwark this year and, along with the Avondale staff team, won a remarkable 10 out of 17 awards for community development from the South Bermondsey Partnership.

- Another group which has expanded its remit and become a very positive force on their estate is the Golden Lane Gardeners Group. This group has been supported to extend beyond the growing of vegetables on their own small allotments on the estate to develop a range of activities. They have run various events on the estate, including composting workshops, and now undertake to look after balcony plants, small gardens and window boxes on behalf of residents who cannot manage this themselves. The group is fast becoming a central point for volunteers on the estate and are taking on the running of the Good Neighbour Scheme, making it a truly community-based initiative.
- We believe that these groups provide an excellent model for resident groups and would like to encourage other estates to develop along similar lines.

Improvements now needed

10. Whilst we are proud to have moved our resident communications and engagement a long way forward in the last year, there have also been areas where we have been able to make less progress. These are all related to IT developments and include:

- The delivery of newsletters, bulletins, updates, the Annual Report and other information to whole estates via bulk email ;
- The carrying out of the annual satisfaction survey electronically;
- The implementation of web-based self-service facilities for residents so that they can check and change their contact details, check rent accounts, pay rent and report and track repairs on-line;
- Improvements to the Housing pages on the corporate website.

11. For a variety of reasons, principally a lack of knowledge and capacity within Housing and competing priorities for colleagues in IS, we have not been able to deliver these improvements in the last year. However, in recent months we have invested in a review of our use of IT and in enhancements to improve our systems. We have created a new post to manage our Information Systems and, with the support of IS and our system provider, Orchard, are now implementing a range of improvements. By September we will have implemented a new package which will allow us to send bulk emails and text messages to residents. We launch our Self-service facility for residents in October 2015. Although the satisfaction survey for 2015 was done in paper format, the 2016 survey will be electronic, and we are now working with colleagues in the Public Relations Office to improve our web pages and make these more user-friendly.

12. These changes will give us faster and more effective ways of connecting with our residents and, along with increased use of social media will, we hope, allow us to reach a wider audience. The changes will also save the considerable amount of time spent by staff on delivering information, and allow this to be redirected to cleaning and others tasks to reflect resident wishes or, indeed, to be translated into financial savings. We are, however, acutely aware that these channels do

not suit some of our older residents (although we have many 'silver-surfers') and will continue to make information available in paper format for those who need it.

Next Steps

13. During the next few months we will be focusing effort on making the improvements outlined in paragraph 11. Our other priority will be to develop the HUB and to make sure its membership includes representation from all estates and reflects the diversity of our communities. This may require proactive recruitment of, for example, younger people or particular cultural groups. We would then like to provide training opportunities for HUB members to develop their skills and encourage even greater participation.
14. In addition, we will be working closely with colleagues in Property Services and the City Surveyor's Department on programmes of consultation relating to our major projects. The ambitious programme of work will require extensive and effective communications and consultation and we will build on the improvements made so far, lessons we have learned and the feedback from residents to improve this as we go forward.

Appendices

- None

Background Papers

Resident Communications & Engagement Review – Report to the Housing Management & Almshouses Sub-Committee, 10 July 2014

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Committee	Date:
Housing Management & Almshouses Sub Committee	14/07/2015
Subject: Professional Training Programme	Public
Report of: Director of Community & Children's Services	For Information

Summary

In 2014, the Housing Service devised an industry-specific training programme for staff to ensure their continued professional development. This was based on a skills analysis of all staff and was also linked to training needs identified in their appraisals.

Feedback from staff was very positive and it has made a real difference for frontline staff in particular, who have previously not received any industry-specific training. Following the success of the project, the programme has now been expanded to incorporate courses on topics identified by the People Division, and is open to all staff in the Community & Children's Services Department. The 2015/16 joint training programme covers a wide range of topics and types of training and has been a great way for staff from each Division to work more closely with each other and to build relationships. This year's programme includes:

- Anti-Social Behaviour, Crime and Policing Act 2014
- Lone Working - Personal safety matters
- OCD and hoarding
- Safeguarding Adults
- Safeguarding children and child protection
- Homelessness and its prevention
- Working with adults with additional needs
- Dealing with Damp / Disrepair
- Personal Budgets (Universal Credit)

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. In 2014 the Housing Service set up a Professional Development Programme, offering industry-specific training to all City of London housing staff. The externally and internally commissioned courses seek to address staff training needs which are not catered for by the City of London's corporate training programme.

2. As Housing is a specialist industry, often our staff training requirements are quite specific – perhaps around a particular piece of legislation, a particular aspect of the law pertinent to Housing, hands-on qualifications for our estate staff, or best-practice information sessions to keep staff up to date on national housing issues (welfare reform, for example). Whilst many of the City of London’s corporate courses are useful and relevant (and are well- attended by our staff) we identified gaps in in terms of housing-specific topics.
3. The programme was the first time many Housing staff had been given the opportunity to attend professional training. We had occasionally brought in external speakers on specific topics or sent staff on courses, but this tended to be in reaction to a particular demand or opportunity, and we had never before had a planned or co-ordinated approach.

2014/15 Programme

4. Before agreeing the topics to be included in the 2014/15 training programme, we conducted a ‘Skills Scan’. This was a one-off project which looked at the job descriptions of all housing staff and extracted details of all the required skills/knowledge for that role. Managers then worked with their staff to identify any areas of training need in relation to this.
5. We also used the appraisal process to help identify training requirements. The Learning & Development section of the staff appraisal seeks to identify training need. Some can be met in-house and these are collated and processed by HR. But to ensure we monitor any housing-related training needs, we have developed a simple template for managers to record the learning and development needs of their staff. This gives us the opportunity to monitor identified needs and take them into account when planning our housing-specific training programme.
6. Taking this information into account, we then worked with external providers (including Housing Quality Network, Southwark Mediation Service, UK Border Agency and others) and in-house experts (such as the Benefits Team and Fraud Team) to develop a ‘tailor-made’ Housing training programme. We did this by working with managers to determine which required skills training could not be met by the existing Corporate training programme and taking note of any emerging trends (local and national) within the housing industry.
7. The final programme for 2014-15 covered the following 16 topics:
 - Allocations Law (‘Eligibility for Social Housing’)
 - Universal Credit
 - Welfare Benefits for people coming from overseas
 - Fraud Document Awareness session
 - Facilitation - Residents’ Open Meetings
 - Alcohol & Drug Misuse
 - Introduction to Housing Law
 - Tenancy Law (‘Tenancies – Fixed Term & Flexible’ & ‘Tenancies & Licences’)
 - Leasehold Law (‘Introduction to Leasehold Service Charges & Debt Recovery’)

- Domestic Abuse Awareness
 - Mediation & Handling Conflict
 - Property inspections for non-technical staff
 - Advanced Housing Law
 - Counter Terrorism Awareness
 - Anti-Social Behaviour Legislation & Case Management
 - Welfare Benefits Reform Update
8. It can often be costly to send one or two individuals on external courses, so by 'buying in' blocks of bespoke in-house training, we not only addressed the identified training needs, but also trained more people at a reduced price. The 2014/15 programme represented a significant investment in staff – costing approximately £13,000 (this includes catering provided to attendees on full day courses).
9. The vast majority of courses were delivered at the Barbican Estate Office, with between 15 and 30 people attending each time. We had fantastic take-up of places, with several courses having a waiting list as they were so popular.

Feedback

10. The programme has been a real success, and resulted in some courses having a waiting list of people who were keen to attend next time. We have developed a good mix of internal and external courses and feedback from staff has been incredibly positive. Staff have told us they feel empowered, more confident in their roles and really appreciate the investment we have made in providing useful, practical courses which are relevant to their roles.
11. External training notifications are completed and sent to HR who update the Trent system so each individual's record holds details of training they have attended. We also take copies of any feedback forms collected at the end of each course before sending them on to the provider. We go through these to identify any comments or suggestions to improve the programme. Examples of some of the feedback received is shown below:
- *“The training session was really informative, with plenty of opportunity for discussion. It will definitely assist in improving my skills and knowledge of tenancy management”.*
 - *“Training was excellent. The trainer explained everything very well and related examples to our problems and questions”.*

2015/16 Programme

12. We have now widened the remit of the programme to include courses that will be relevant to staff working in the People Division. We worked with the People Division to identify their training needs and then put together a programme which caters to both Housing and People staff and is open to staff throughout the department. This has been working well so far and is a great way to build relationships across teams and to help gain an understanding of how different teams operate.

13. The 2015/16 joint Housing & People Training Programme was launched in April 2015 and covers the following topics:

- Financial Inclusion: Workplace Champions
- Anti-Social Behaviour, Crime and Policing Act 2014
- Housing Law - Introduction
- Housing Law - Advanced
- Lone Working - Personal safety matters
- Leasehold Law
- OCD and hoarding
- Safeguarding Adults
- Professional boundaries for sheltered and supported housing staff
- Safeguarding children and child protection
- Homelessness and its prevention
- Working with adults with additional needs
- Drug and alcohol awareness
- Property Inspection for Non-Technical Staff (Day 1 and Day 2)
- Fire Safety Awareness
- Mock H&S court case for senior managers
- Working with adults with additional needs
- Customer services training for contact centre staff
- Dealing with Damp / Disrepair
- Personal Budgets (Universal Credit)

14. The cost of the 2015/16 programme is projected to be slightly higher than last year (approximate figure of £17,000), primarily as we are expanding the variety of courses available and also because we are aiming to provide some fairly in-depth two day courses. We will be offering some courses more than once to ensure that everyone who wants to can attend, and we are also working with the Departmental Health & Safety team to stage a mock court case for estate staff, delivered by real barristers. This will really help to drive home the fact that Health & Safety is everyone's responsibility.

15. The Housing Service has also now been given access to the People Division's training links with Goldsmith's, as many topics covered also overlap with services provided by Housing staff. This joint venture has been successful to date and staff have expressed their approval of the new arrangements. We have also explored the availability of online training modules and will be looking to expand on this during the coming year.

Appendices

- Appendix 1 – 2015/16 Housing & People Division Training programme

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Department of Community & Children's Services



Professional Development Programme 2015-16



All courses are held in the Lilac Room at the Barbican Estate Office, unless otherwise stated. A sandwich lunch is provided for all 1 day courses.

**Financial Inclusion Workplace Champions
2 & 8 April 2015 (2 day course)**

Providing staff with a full understanding of financial inclusion and the issues faced by people who are excluded. It will explore the best ways to assist clients through the changing benefits system and give staff a range of tools and approaches to assist clients to improve their financial wellbeing.

Aimed at: Tenancy support officers, income recovery, benefits staff, rents officers, estate officers, estate managers, social workers, customer services officers, family support officers and others.

**Anti-Social Behaviour, Crime and Policing Act 2014:
new names, new powers**

6 May 2015 & 17 June 2015 (1 day course)

New legislation makes significant changes to the way local housing authorities and private registered providers deal with ASB. This course will look at new tools available and how your organization can implement the changes and use the new powers effectively.

Aimed at: housing and ASB officers and managers, and tenancy officers. All staff involved in taking legal action or advising on ASB and community safety matters.

Personal Budgeting support

27 May 2015

Providing staff with the tools, skills and techniques to deliver effective personal budgeting support (PBS) to clients in financial difficulty. This course recognises that one of the major barriers to delivering effective PBS is getting clients who are often in emotional distress to talk openly about their financial problems. Therefore this course not only looks at the technical aspects of PBS but also addresses the key soft skills required to make clients feel at ease, build rapport and ask the right questions to establish open two way dialogue.

Aimed at: key workers, tenancy support officers, income recovery, social workers, homelessness officers, estate officers.

2015/16 External training programme

- Financial Inclusion Workplace Champions
- Anti-Social Behaviour, Crime and Policing Act 2014 - new names, new powers
- Personal Budgeting support
- Housing Law - Introduction
- Housing Law - Advanced
- Lone Working - Personal safety matters
- Leasehold Law
- OCD and hoarding
- Safeguarding Adults
- Professional boundaries for sheltered & supported housing staff
- Safeguarding children & child protection
- Homelessness and its prevention
- Working with adults with additional needs
- Drug and alcohol awareness

Housing Law – Introduction

10 July 2015

Providing staff officers within the social housing sector with an introduction to the law that affects their day-to-day work.

Housing Law – Advanced

12 August 2015

This training will provide such staff with real up-to-date knowledge of statute and case law and the opportunity with others to unravel complex, real cases.

Lone Working - Personal safety matters:

16 & 17 September 2015

Developing practical strategies and tactics to minimise the risk from verbal and physical abuse and the management of risk associated with the safety of 'lone working'.

Aimed at: All frontline staff who work on their own. Anyone with accountability for the safety of others and themselves. Social workers, estate staff, tenancy support.

Leasehold Law

14 October 2015

Leasehold management can be complex and brings challenges that are not often encountered in more mainstream social housing provision. Attendees will learn the skills needed to deal with a wide range of leasehold properties and to understand the challenges that they bring.



OCD and hoarding

30 October 2015

The World Health Organisation has named OCD as one of the ten most disabling conditions when considering loss of earnings and diminished quality of life. Hoarding is a related condition which, if untreated, can lead to enormous health and safety, environmental, physical and mental health issues.

Aimed at: All housing, care and support staff.

Safeguarding Adults

11 November 2015

Safeguarding adults is everyone's business. All staff must be alert to the signs of abuse and aware of their responsibilities. This course will raise awareness of adults at risk, the systems to safeguard them, and the role and responsibilities of housing and social care staff and partner agencies.

Professional boundaries for sheltered & supported housing staff

12 November 2015

This course will enable sheltered and supported housing staff to define the limits of their roles and understand the need for clear professional boundaries. It will help them to identify areas where boundaries are at risk of being crossed.

Aimed at: tenancy support, social workers, key workers, sheltered housing officers, team managers



Safeguarding children & child protection 9 & 10 December 2015 (1 day course)

Safeguarding children is a key responsibility for housing and social care professionals whose work may bring them into contact (including by telephone) with children and their families. This course is designed to give staff a comprehensive introduction to child protection and safeguarding children.

Aimed at: estate staff, allocations, homelessness & floating support, repairs, those working with the Troubled Families programme.

Homelessness and its prevention 14 January 2016

Developed to inform staff about not only current legislation and relevant case law, but also how far-reaching homelessness and, more importantly, its prevention, can be within a local authority.

Working with adults with additional needs 10 February 2016

Aims to provide everyone working in the social housing sector with the skills, understanding and awareness to actively support tenants and customers who have additional needs.

Aimed at: everyone who may come into contact with residents or customers with additional needs.



Drug & Alcohol Awareness 10 March 2016

There are many drugs that residents and service users may be using now or have used in the past. Some drugs are legal; alcohol is the most widely used drug in the UK. However, most are illegal and this means legal consequences for the user and for you as service providers. This course will provide a practical understanding of the effects of all the different types of legal and illegal drugs misused in the UK and will give participants practical skills in dealing with drug users of all types.

Aimed at: all staff who are working with people who use or have used legal or illegal drugs, or are affected by drug or alcohol use in some way.

HOW TO BOOK

To book a place on one or more of these courses, or to register your interest in an upcoming course, please email housing.training@cityoflondon.gov.uk. You will then sent an Outlook invitation confirming your booking.

Please make sure you tell us about any special dietary requirements, if applicable. You must also let us know in advance if you can longer attend a training course.





Dates are still to be confirmed for the following courses (autumn/winter 2015), but you can register your interest now.

Health & Safety - mock court case (1 day course)

Aimed at estate managers, area managers, estate staff, team managers. Anyone who is responsible for the safety of others.

Property Inspection for non-technical staff (2 day course, held off site)

Aimed at housing estate staff, non-technical managers, estate managers, area managers, social workers.

Customer services training - contact centre staff (1 day course)

This course will be targeted at staff working in our repairs call center team.

Dealing with damp (1 day course)

Designed to assist Property Services Officers, estate staff and estate managers in their roles - particularly liaising with residents around this contentious issue.

Mediation - what's it all about?

Working with Southwark Mediation Centre, this course will provide an overview of the mediation process. Examples of how mediation can help in different situations will provide staff with the tools needed to signpost residents, clients etc to the service.

Aimed at: estate staff, managers, social workers, tenancy support officers, income recovery team,

Internal training - half day sessions

Sessions on the following topics, led by colleagues from DCCS, will be arranged throughout the year.

Please register your interest today so we can add you to the waiting list.

- Tenancy fraud prevention
- Welfare Reform updates
- Domestic Violence procedure for frontline staff
- Overview of the Care Act
- Domestic Abuse, Stalking and Harassment (DASH)
- Early Help, Integrated Working and the pre-CAF
- Blue Light Training
- Child Sexual Exploitation
- Dementia Awareness

Did you know?

If you attend a course, we will make sure your HR team are notified so your iTrent learning account can be updated.



The Learning Pool

Did you know that the City's Learning Pool (previously called Core Zone), offers an extensive library of over 500 online training modules? Courses include the following, which may be of interest to Housing and People staff:

- Affordable Rent
- Financial Inclusion
- Fixed Term Tenancies
- Introduction to Social Housing: England
- Professional Boundaries for Housing Associations
- Introduction to Hoarding
- Safeguarding Children
- Safeguarding Adults
- Learning Disability Awareness

- Child Protection Investigations
- Child Protection Processes
- Common Assessment Framework
- Safeguarding & Child protection for non-children's service workers
- Safeguarding & child protection for the children's services workforce
- Dignity & Respect
- Mental Capacity Act
- End of Life Care (for social workers and social care practitioners)

The Learning Pool can be found here:
<http://cityoflondon.learningpool.com>

If you would like access to any of the courses listed above, or would like more information about the Learning Pool, please contact **Charl Nagel** on 020 7332 3691.

Contacts

If you have any queries about the contents of this document, please contact one of the following people:

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Committee	Date:
Housing Management & Almshouses Sub Committee	14 July 2015
Subject: Pets Policy	Public
Report of: Director of Community & Children's Services	For Decision

Summary

The City of London has historically operated a 'no pets' policy on all its housing estates (apart from small pets such as gerbils, fish etc). As part of the 2013/14 annual satisfaction survey, we asked residents for their views on keeping pets. Responses indicated that we should review the policy. Although a huge majority of residents were opposed to allowing dogs, there was a clear mandate for permitting indoor cats to be kept.

In order to respond to residents' wishes, a new Pets Policy has been developed. The key points of the new policy are:

- small pets continue to be allowed;
- up to two house cats are permitted per property;
- dogs are not permitted unless the resident has sole use of a private garden or the dog is a registered guide/hearing/assistance dog;
- guide/hearing/assistance dogs must be registered with a member organisation of Assistance Dogs International (ADI) or the International Guide Dog Federation (IGDF).

House cats are to be kept indoors at all times. The RSPCA and PETA were consulted when developing the new policy and keeping cats inside is not detrimental to the cats' health or wellbeing, as long as certain guidelines are followed. Links to the guidance are included in the policy.

Pets are to be kept out of communal areas at all times and residents must ensure they do not cause a nuisance to others or damage to property.

Breeding, fighting or selling animals from a City of London property is strictly prohibited.

Recommendation

Members are asked to:

- Approve the new Pets Policy, to be adopted on all City estates.

Main Report

Background

1. The City of London Housing Service has historically operated a 'no pets' policy on all of its housing estates, although small pets such as gerbils and goldfish are permitted. However, the results of our annual satisfaction survey in 2013/14 showed that on several estates, the majority of residents feel this should be reviewed. As a result, a new Pets Policy has been developed (Appendix 1).
2. This policy will apply to all estates and, if approved, will take immediate effect.

Current Position

3. The existing policy allows small pets but specifically prohibits the keeping of cats and dogs, other than registered assistance dogs. The only exception is in the small number of houses with private gardens on our estates. Most of these are freehold properties and we have no jurisdiction to impose a ban on dogs for these.
4. Consultation has revealed that, whilst some residents are in favour of dogs, the vast majority remain opposed, and have expressed fears about dog-fouling, dangerous animals and nuisance behaviour.
5. However, our survey indicated that many residents are in favour of allowing cats, particularly if these are kept indoors. We are, therefore, proposing to amend our policy.

Proposed New Policy

6. The new policy allows residents to keep up to two house cats per property. These animals are not permitted in communal areas, including outside, and residents must ensure their pets do not cause a nuisance to others or damage to property.
7. Dogs are still not permitted, unless the resident has sole use of a private garden or the dog is a registered guide/hearing/assistance dog. We have specified that assistance dogs must be registered by an accredited member organisation of Assistance Dogs International (ADI) or the International Guide Dog Federation (IGDF). A full list of accredited organisations is attached at the end of the new policy (Appendix 1).
8. In the consultation, a small number of residents suggested that we consider allowing 'psychological assistance' dogs to be kept by people with mental health issues. However, although there is a movement to advocate for these dogs, there is no accreditation or formal training scheme in place at present and no registration for these animals. If this changes, we will look again at this issue.
9. Other small domestic pets, such as hamsters, fish etc, are still permitted.

10. The new policy clearly sets out residents' responsibilities with regards to caring for their pets and ensuring they do not cause a nuisance to others or damage to property. It also states that the breeding, fighting or selling of any animals in a City of London property is strictly prohibited.
11. During the development of the new draft policy, we initially used guidelines for landlords published by the Dogs Trust, and proposed to require pets to be registered with the Estate Office and a pet plan to be drawn up and adhered to. However, further consultation with residents showed that most felt this was too complicated and difficult to enforce. Having considered this criticism, we decided to simplify our approach and leave the responsibility for pet welfare in the hands of the owners.

Options

12. We could maintain the existing 'no pets' policy on all our estates. However, feedback from residents shows that on most estates, they would like the option of keeping indoor cats. This is an issue that comes up a lot, so to simply ignore these requests and keep the blanket 'no pets' approach may well simply lead to more complaints about this approach, which many see as archaic. In addition, we have become aware, through the consultation, that many residents already keep indoor cats. If we retain the existing policy, this puts us in the extremely difficult position of either having to enforce it and insist that these residents get rid of their pets, or to turn a blind eye.
13. We could agree to hold the policy centrally and let Estate Managers decide whether to adopt it or to keep the original 'no pets' policy. This would mean a more localised approach based on residents' feedback, but would lead to confusion when allocating properties or arranging transfers, as people may move from one estate which allows pets, to another estate which does not.
14. We could adopt this policy for all our estates, ensuring residents are clear on the rules around keeping pets in our properties and estate management are able to more easily monitor and take action against anyone breaching the terms of the new policy. Officer recommend this approach.

Proposals

15. That Members approve the new Pets Policy, to be adopted for all our estates.

Implications

16. We have taken advice from the RSPCA and PETA when developing this policy and they are clear that keeping cats indoors does not adversely impact on their health as long as certain guidelines are followed. We have included links to this guidance in the policy document.
17. Estate staff will need to take action against any residents breaching the terms of the new policy. This may be difficult, especially if cats are left to roam outdoors. It may take time to build up a case (taking photos, logging any incidents etc), and

will require the assistance of residents, but we are confident that they are equipped to manage the challenge. All estates now have cameras, mobile working device such as iPads and this will help to maintain records of any policy breaches.

Conclusion

The new Pets Policy was developed following consultation with residents, the majority of whom were in favour of being permitted to keep pets. The policy states that up to two house cats are now permitted per property. Dogs are still not permitted, unless residents have the sole use of a private garden or the dog is a registered guide/hearing or assistance dog. Small domestic pets are permitted. Residents are responsible for ensuring their pet(s) do not cause nuisance to people living on the estate and that they do not cause damage to property. The breeding/fighting/selling of animals from a City of London property is strictly prohibited.

Appendices

- Appendix 1 – Pets Policy

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City of London Housing Service

Pets Policy

Issue Number	001
Date	April 2015
Review Date	April 2017
Author	Katherine Bowen

Revisions

Version	Page/Paragraph Number	Description of Change	Date Approved

Background

The City of London has historically operated a 'no pets' policy across all its housing estates. This has now been revised to allow the following pets to be kept in City of London properties. This excludes sheltered accommodation, where the 'no pets' policy remains in place.

This revision follows an extensive consultative exercise in 2014 where the vast majority of residents expressing a view chose to maintain the 'no dogs' approach but to allow the keeping of cats.

Cats

- Up to two indoor cats (also known as 'house cats') are permitted per property. Cats must not be allowed to roam in communal areas (indoors or outdoors).
- For guidance on being a responsible 'house cat' owner, please refer to the RSPCA and PETA guidelines, found here:

<http://www.rspca.org.uk/adviceandwelfare/pets/cats/environment/indoors>

<http://www.peta.org/living/companion-animals/caring-animal-companions/caring-cats/indoor-cats/>

Dogs

- Registered guide dogs, hearing dogs and assistance dogs are permitted, as long as they are registered with an accredited member organisation of Assistance Dogs International (ADI) or the International Guide Dog Federation (IGDF). A list of these organisations is attached.
- If you live in a flat or a maisonette, you are not allowed to keep a dog other than a registered guide/hearing/assistance dog.
- People living in houses with exclusive use of an enclosed garden are permitted to keep one dog per property.
- Dogs, including registered assistance dogs, must not be exercised on City of London estates, and must not cause a nuisance to others.
- Dogs, including registered assistance dogs, must be kept on a lead at all times when being taken through a City of London estate.

Other animals

Other small domestic pets such as hamsters, caged birds, fish etc are permitted as long as they do not cause damage to the property or nuisance to neighbours.

Residents' Responsibilities

- You are responsible for the health and welfare of your pet(s). Under the Animal Welfare Act 2006, this is called a duty of care. This requires proper day-to-day management and care of the pet. If you have any questions about the care of your pet(s) you should contact a vet or a suitable accredited animal welfare organisation.
- You are responsible for the behaviour and control of pets or any animal owned by visitors to your home, including fouling, noise, smell or injuries caused by the animal and damage caused to property (including communal areas).
- We will take action if there is a breach of this policy and in cases where residents allow animals to cause nuisance. This includes causing injury to others through biting, noise nuisance or smells, fouling, or pets chewing wiring or damaging property.
- Under no circumstances are residents permitted to breed, fight or offer any animal for sale from a City of London property.

**Accredited members of
Assistance Dogs International (ADI) and/or the
International Guide Dog Federation (IGDF)**

<p>Guide Dogs</p> <p>Hillfields Burghfield Common Reading, Berkshire RG7 3YG</p>	<p>Registered Charity No: 209617</p>	<p>Tel: 0870 600 2323 guidedogs@guidedogs.org.uk www.guidedogs.org.uk</p>	<p>Guide dogs for adults and young people who are blind or partially sighted.</p>	<p>Qualified guide dogs wear a white harness with yellow fluorescent strips.</p>
<p>Hearing Dogs for Deaf People</p> <p>The Grange Wycombe Road Saunderton Buckinghamshire HP27 9NS</p>	<p>Registered Charity No: 293358</p>	<p>Tel: 01844 348100 (voice/minicom) info@hearingdogs.org.uk www.hearingdogs.org.uk</p>	<p>Hearing dogs for adults with a hearing impairment (aged 17+)</p> <p>Hearing dogs for children with a hearing impairment (ages 7-12)</p>	<p>Qualified hearing dogs wear a burgundy jacket</p>
<p>Dogs for the Disabled</p> <p>The Frances Hay Centre Blacklocks Hill Banbury, Oxfordshire OX17 2BS</p>	<p>Registered charity no: 1092960</p>	<p>Tel: 01295 252 600 info@dogsforthedisabled.org www.dogsforthedisabled.org</p>	<p>Assistance dogs for children with physical disabilities (Age 7-16)</p> <p>Assistance dogs for adults with physical disabilities (Age 17+)</p> <p>Assistance dogs and other services for families with a child affected by autism (age 3-16) The charity also runs a non-assistance dog programme called PAWS working with families with children with autism who have, or want to acquire a pet dog (see website for details).</p>	<p>Qualified Dogs for the Disabled assistance dogs wear a fluorescent yellow jacket. Autism assistance dogs wear a blue harness</p>

<p>Canine Partners</p>	<p>Registered charity no:</p>	<p>Tel: 08456 580480 info@caninepartners.org.uk</p>	<p>Assistance dogs for adults with physical disabilities</p>	<p>Qualified Canine Partners assistance dogs wear a</p>
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Mill Lane, Heyshott Midhurst West Sussex GU29 0ED	803680	www.caninepartners.org.uk		purple jacket
Support Dogs 21 Jessops Riverside Brightside Lane Sheffield S9 2RX	Registered Charity No: 1088281	Tel: 0114 261 7800 info@supportdogs.org.uk www.supportdogs.org.uk	Services: Disability Assistance dogs for people with physical disabilities (client-owned dogs specifically trained to meet their owner's needs) Seizure Alert Dogs for people with epilepsy Autism Assistance dogs for children with autism	Qualified Support Dogs wear a blue jacket
Dog A.I.D. Suite A, Ground Floor New Zealand House 160-162 Abbey Foregate Shrewsbury SY2 6FD	Registered Charity No: 1098619	Tel: 01743 588469 general_admin@dogaid.org.uk www.dogaid.org.uk	Volunteer trainers supplied to help physically disabled clients train their dogs to assistance level.	Qualified Dog A.I.D. assistance dogs wear a red jacket
Medical Detection Dogs 3 Millfield Greenway Business Park Winslow Road Milton Keynes MK17 ONP	Registered Charity No: 1124533	Tel: 01296 655888 www.medicaldetectiondogs.org.uk	Medical Alert Assistance Dogs for adults and children who manage complex health conditions. Dogs are trained to identify the odour changes that are associated with life threatening medical events. Cancer & Bio-detection Dogs detect cancer volatiles in urine and breath samples. These specialist dogs provide valuable data to assist in the development of new ways to detect and diagnose cancer.	Qualified dogs wear a red jacket

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Agenda Item 15

Committee(s):	Date(s):
Community and Children's Services Committee	10 July 2015
Housing Management & Almshouses Sub Committee	14 July 2015
Subject:	Public
Housing Revenue Account - Outturn 2014/15	
Report of:	For Information
The Chamberlain and the Director of Community and Children's Services	

Summary

- This report compares the outturn for the Housing Revenue Account (HRA) in 2014/15 with the final agreed budget for the year.
 - The total net transfer to reserves for the year was £0.801m, whereas the final agreed budget assumed £0.723m, representing a reduced requirement of £0.078m. Revenue Reserves ended the year at £7.715m.
 - The Major Repairs Reserve ended the year with a balance of £7.048m, £3.244m higher than budgeted, mainly due to slippages on the Avondale redevelopment capital project.

Table A - Summary Comparison of 2014/15 Outturn with Final Agreed Budget

	Final Agreed Budget	Outturn	Variation (Underspend) / Overspend
	£000	£000	£000
HRA Revenue (see Table B)			
Expenditure	10,484	11,094	610
Income	(14,248)	(14,867)	(619)
Other movements	<u>3,041</u>	<u>2,972</u>	<u>(69)</u>
(Surplus) for year	(723)	(801)	(78)
Opening Reserves	<u>(6,545)</u>	<u>(6,914)</u>	<u>(369)</u>
Closing Reserves	<u>(7,268)</u>	<u>(7,715)</u>	<u>(447)</u>
Major Repairs Reserve (see Table C)			
Opening reserve	(4,680)	(4,863)	(183)
Movement in year	<u>876</u>	<u>(2,185)</u>	<u>(3,061)</u>
Closing Reserves	<u>(3,804)</u>	<u>(7,048)</u>	<u>(3,244)</u>

Recommendation

- It is recommended that this outturn report for 2014/15 is noted.

Main Report

Housing Revenue Account

3. The HRA is ringfenced by legislation which means that the account is financially self-supporting. Although the "Capital" Account is not ringfenced by law, the respective financial positions of the HRA and the City Fund has meant that capital expenditure is financed without placing a burden on the use of City Fund resources. All 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 ringfenced.

Budget for 2014/15

4. The 2014/15 latest approved budget for the HRA was agreed by the Community and Children's Services Committee in Dec 2013 and endorsed by the Court of Common Council in March 2014. The budget expected a net revenue surplus of £0.723m to be transferred to the General HRA Reserve.

HRA Revenue Outturn for 2014/15

5. The HRA revenue outturn was a net revenue surplus of £0.801m, £0.078m higher than expected in the budget. Comparison of 2014/15 Outturn with Latest Revenue Budget – Table B below. Income and underspend are indicated by brackets.

Table B	Latest Budget 2014/15 £000	Revenue Outturn 2014/15 £000	Variation (Underspend) / Overspend 2014/15 £000	Paragraph Number
<u>Expenditure</u>				
Repairs, Maintenance & Improvements				
Breakdown and Emergency Repairs	1,982	2,540	558	
Contract Servicing	832	753	(79)	
Cyclical and Minor Improvements	1,331	702	(629)	
Technical Services and City Surveyor's Costs	703	760	57	
Total Repairs, Maintenance & Improvements	4,848	4,755	(93)	7
Supervision and Management	3,510	4,163	653	8
Specialised Support Services				
Central Heating	312	307	(5)	
Estate Lighting	243	272	29	
Caretaking and Cleaning	1,170	1,219	49	
Community Facilities	80	89	9	
Welfare Services	128	102	(26)	
Garden Maintenance	193	187	(6)	
Total Expenditure	10,484	11,094	610	
<u>Income</u>				
Rent				
Dwellings	(9,874)	(10,439)	(565)	6
Car Parking	(489)	(492)	(3)	
Baggage Stores	(113)	(123)	(10)	
Commercial	(1,173)	(1,195)	(22)	
Charges for Services & Facilities				
Community Facilities	(106)	(66)	40	
Service Charges	(2,487)	(2,521)	(34)	
Other	(6)	(31)	(25)	
Total Income	(14,248)	(14,867)	(619)	
Loan Charges – Interest	170	127	(43)	
Interest Receivable	(100)	(117)	(17)	
Net Operating Income	(3,694)	(3,764)	(70)	
Loan Charges – Principal	300	291	(9)	
Transfer to Major Repairs Reserve	2,671	2,671	0	
Surplus for Year transferred to General Reserve	(723)	(801)	(78)	
Opening Reserves	(6,545)	(6,914)	(369)	
Closing Reserves	(7,268)	(7,715)	(447)	

6. The main reason for the favourable variance on income was improved rent collection from residential and commercial properties following the implementation of a management initiative to tackle rent arrears.
7. Repairs, Maintenance and Improvements costs were just under budget overall. Increased expenditure on breakdown and emergency repairs was offset by underspending on cyclical and minor works expenditure and contract servicing.
8. Supervision and Management expenditure exceeded budget by £653k. This was mainly due to a combination of additional expenditure on professional fees of £119k, much lower than expected capitalisation of revenue salaries of £308k due to the significant slippage in the capital programme and an increase in the provision for bad debts.
9. Comparison of 2014/15 Major Repairs Reserves Outturn with Agreed Budget is set out in Table C below.

Table C	Latest Budget	Revenue Outturn	Variation (Underspend)/ Overspend	Notes
	£000	£000	£000	
Major Repairs Reserve				
Balance Brought Forward	(4,680)	(4,863)	(183)	
Transfer from HRA	(2,671)	(2,671)	0	Table B
Capital Expenditure	7,489	4,522	(2,967)	Annex A
Section 106 funding	(3,535)	(3,816)	(281)	
Reimbursements from Homeowners	(407)	(220)	187	
Major Repairs Reserve Balance Carried Forward	(3,804)	(7,048)	(3,244)	

10. The net increase of £3,244m in the balance on the Major Repairs Reserve was mainly attributable to slippage on capital projects of £2,967k, details of which are set out in Annex A, together with an increase in Section 106 funding, partially offset by a reduction in contributions from homeowners.

11. Members note the reasons for the underspend set out in the report above.

Dr P Kane
Chamberlain

Ade Adetosoye
Director of Community & Children's Services

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	CAPITAL PROJECTS Responsible officer is the Director of Community and Children's Services	Final Agreed Budget 2014/15 £000	Actual 2014/15 £000	Variance Overspend/ (Underspend) £000	Comments on variations exceeding £100,000
29100034	Avondale Square Estate	72	27	(45)	Cost issues arising at tendering stage caused delays
29100042	George Elliston & Eric Wilkins Houses - New Flats, Roofs & Windows Redevelopment of the Community Centre	2,149	545	(1,604)	
		2,221	572	(1,649)	
29100010	Golden Lane Estate	708	424	(284)	Delay in obtaining necessary permissions
29100032	Great Arthur House Windows & Cladding Door Entry	70	0	(70)	
29100049	Refurbishment of Lifts	73	58	(15)	
		851	482	(369)	
29100021	Holloway Estate	0	(5)	(5)	Programming delays
29100033	Affordable Housing Infill Electrical Rewiring	120	30	(90)	
		120	25	(95)	
29100039	Middlesex Street Estate New Affordable Housing Units	88	5	(83)	Residual costs of Banksman service outstanding
		88	5	(83)	
29100020	Southwark Estate	59	0	(59)	Programming delays
29100046	Pakeman Door Entry Stopher Door Entry	78	0	(78)	
29100019	Summer Door Entry	104	0	(104)	Residual costs of Banksman service outstanding
29100058	Refurbishment of Lifts	0	12	12	
29100027	Horace Jones House	3,463	3,244	(219)	
		3,704	3,256	(448)	
29100059	William Blake Estate Refurbishment of Lifts	0	7	7	
		0	7	7	
29100024/30	Decent Homes (various estates)	9	(20)	(29)	Programming delays
29100029	Kitchens and Bathrooms	26	15	(11)	
29100044	Central Heating	320	117	(203)	Programming delays
29100051	Boiler Replacement Callbacks	150	63	(87)	
		505	175	(330)	
	Total 2014/15	7,489	4,522	(2,967)	

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Committee:	Date:
Housing Management and Almshouses Sub Committee	14 July 2015
Subject: The City of London Almshouses - Risk Register 2015	Public
Report of: Director of Community & Children's Services and Chamberlain	For Decision
Summary	
<ol style="list-style-type: none"> 1. This report provides a key risks register for The City of London Almshouses charity, which is attached at Annex B, for your review. 2. In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. 3. Charities SORP requires that the registers are reviewed annually to ensure that existing risks are reconsidered and any new risks are identified. 	
Review of Risks	
<ol style="list-style-type: none"> 4. The method of assessing risk reflects the City of London's standard approach to risk assessment as set out in its Risk Management Strategy as approved by the Audit and Risk Management Committee. The section of the Strategy which explains how risks are assessed and scored is reproduced at Annex A of this report. 5. Each risk in the register has been considered by the responsible officer within the Corporation who is referred to as the 'Risk Owner'. 	
Conclusions	
<ol style="list-style-type: none"> 6. The various risks faced by the charity have been reviewed and Members are asked to confirm that the attached register satisfactorily sets out the key risks together with their potential impact and that appropriate measures are in place to mitigate the risks identified. 	
Recommendations	
<ol style="list-style-type: none"> 7. It is recommended that the register is reviewed to confirm that: <ul style="list-style-type: none"> • it satisfactorily sets out the risks faced by the charity; and • appropriate measures are in place to mitigate those risks. 	

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City of London Risk Management Strategy

Assessing Risks

Every risk should be assessed to help determine how much attention is given to the particular event. This is done by ranking the risks with a set of scores determined by their individual likelihood and impact rating.

The City of London Corporation uses a 4 point scale and the multiple of the likelihood and impact gives us the risk score, which is used to determine the risk profile. See the 'Risk Scoring' section below on how risks should be scored.

The following chart shows the area the risk will fall in to dependant on its score, with red being the most severe and green being the least. The scores within the chart are multiples of the likelihood and impact.

e.g. (Likelihood of) **4** x (Impact of) **4** = (Risk Score of) **16**

Impact scores increase by a factor of 2, thus having greater weighting in comparison to the Likelihood scores.

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	Likely (4)	4	8	16	32
	Possible (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Rare (1)	1	2	4	8

COL risk matrix

What the colours mean (as a guide):

- Red (dark grey) - Urgent action required to reduce rating
- Amber (light grey) - Action required to maintain or reduce rating
- Green (mid grey) - Action required to maintain rating.

Risk scoring

Risk scoring is purely subjective. Perceptions of a risk will vary amongst individuals and hence it is better to score the risk collectively than leave it to one person's judgement.

Definitions

1. **Original/Gross score:** the level of risk perceived before any mitigating actions/controls have been put in place.
2. **Current/Net score:** the level of risk currently perceived by the user/management, taking in-to account any controls.
3. **Target score:** the preferable score for the risk to be in order for it to be manageable, thinking in term of what resources are available, and the ability of the Corporation to directly manage the risk once external factors are considered.

Risk scoring method

Risks are scored in terms of likelihood and impact

→ Risk should be scored by first determining how likely it is to occur (**Likelihood**)

→ It should then be rated according to the worst case scenario if it should arise (**Impact**).

Likelihood scoring guide

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

	Rare	Unlikely	Possible	Likely
	1	2	3	4
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10 ⁻⁵)	Less than one chance in ten thousand (<10 ⁻⁴)	Less than one chance in a thousand (<10 ⁻³)	Less than one chance in a hundred (<10 ⁻²)

Impact scoring guide

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

		Minor	Serious	Major	Extreme
		1	2	4	8
THREATS	Service Delivery / Performance	Minor impact on service, typically up to 1 Day	Service Disruption 2-5 Days	Service Disruption > 1 week to 4 weeks	Service Disruption > 4 weeks
	Financial	Financial loss up to 5% of Budget	Financial loss up to 10% of Budget	Financial loss up to 20% of Budget	Financial loss up to 35% of Budget
	Reputation	Isolated service user/stakeholder complaints contained within business unit/division	Adverse local media coverage/multiple service user/stakeholder complaints	Adverse national media coverage 1-3 days	National publicity more than 3 days. Possible resignation of leading Member or Chief Officer.
	Legal / Statutory	Litigation claim or fine less than £5,000	Litigation claim or fine between £5,000 and £50,000	Litigation claim or fine between £50,000 and £500,000	Multiple civil or criminal suits. Litigation claim or fine in excess of £500,000
	Safety / Health	Minor incident including injury to one or more individuals	Significant Injury or illness causing short term disability to one or more person	Major injury or illness/disease causing long term disability to one or more person.	Fatality or life threatening illness / disease (e.g. Mesothelioma) to one or more persons
	Objectives	Failure to achieve Team plan objectives	Failure to achieve one or more service plan objective	Failure to achieve a Strategic plan objective	Failure to achieve a major corporate objective

The City of London Almshouses charity to be considered by the COMMUNITY AND CHILDREN'S SERVICES COMMITTEE

Risk No.	Risk (Short description)	Risk Owner	Committee	Existing Controls	Current Risk				Planned Actions	Target Risk			Manager Responsible for Risk Register
					Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating	
1	The income from investments in the Charities Pool may decline	Chamberlain	Housing Management and Almshouses Sub (CCS) Committee	Fund is Managed by a professional Fund Manager. Annual Monitoring of Fund Manager's performance by the Chamberlain/Financial Investment Board	Possible	Major	A	↔	Continue with current course of action	Possible	Minor	G	Mark.Bryans / Kate Linna
2	Investment income from cash balances reduces significantly.	Chamberlain	Housing Management and Almshouses Sub (CCS) Committee	Surplus cash invested with a carefully selected and regularly reviewed range of counterparties and across various time periods to maximise returns	Possible	Minor	G	↔	Continue with current course of action	Possible	Minor	G	Mark.Bryans / Kate Linna
3	Applicants for financial assistance do not disclose full details of their circumstances	Director of Community and Children's Services	Housing Management and Almshouses Sub (CCS) Committee	Applicants are required to complete and sign application form and provide supporting evidence. Officers follow up obvious discrepancies when assessing the application. Checks are carried out by officers regarding changes in personal finances.	Unlikely	Serious	G	↔	Continue to implement existing controls and checks promptly	Unlikely	Minor	G	Jacqueline.Whitmore & Liane.Coopey
4	Insufficient beneficiaries complying with the objects of the Trust	Director of Community and Children's Services	Housing Management and Almshouses Sub (CCS) Committee	Advertising, actively looking for beneficiaries. Widen objects of Trust if still insufficient beneficiaries. Notices are sent to City estates encouraging take up, there is currently a waiting list.	Rare	Minor	G	↔	There is currently a waiting list of potential beneficiaries who have been checked and are eligible. Continue to implement existing controls and checks promptly	Rare	Minor	G	Jacqueline.Whitmore & Elizabeth.Donnelly
5	Threat of serious injury, heavy fines, and bad publicity, if health and safety or other legislation is not complied with.	Director of Community and Children's Services	Housing Management and Almshouses Sub (CCS) Committee	City Corporation employment and other policies. There are regular Risk assessments undertaken by the staff along with regular Walkabouts when a Technical Officer is present along with any residents who care to come along	Possible	Extreme	R	↔	Possible trip hazards on the estate are being addressed through planned works. A survey of all properties is being undertaken to identify potential improvements to make every home safer and prevent risk of falls.	Unlikely	Major	A	Jacque.Campbell
6	Almshouse may become unstable and/or unusable due to insufficient maintenance.	Director of Community and Children's Services	Housing Management and Almshouses Sub (CCS) Committee	An inspection regime is in place to trigger early intervention if components are identified as failing and resources will be targeted to ensure failure sare prevented. There is a five year Plan being worked on currently by Property Services to factor in communal works as well as internal upgrades	Possible	Major	A	↔	A planned maintenance programme is being compiled that will provide long-term preventative maintenance options. There is a repairs and maintenance contractor in place to deal with reactive repairs and we are beginning a programme of monthly visits from a Property Services Manager to post-inspect repairs and identify and order work to remedy any faults.	Possible	Serious	A	John.Todd & Mike.Saunders
7	Insufficient applicants due to deterioration of surrounding area.	Director of Community and Children's Services	Housing Management and Almshouses Sub (CCS) Committee	Engaging with Police and LA to ensure safe environment. The estate staff are in the process of setting up a Neighbourhood Watch along with the Police and a 'No Cold Calling Zone' with LB Lambeth	Possible	Minor	G	↔	Awaiting confirmation/approval from Lambeth for Cold Calling Scheme can be implemented. Improvements to estate lighting are planned to take place this year. However, police have confirmed that there is low crime in the immediate vicinity and our waiting list demonstrates that this is not an area of concern to potential residents.	Unlikely	Minor	G	Jacqueline.Whitmore & Elizabeth.Donnelly
8	Insufficient applicants to fill places.	Director of Community and Children's Services	Housing Management and Almshouses Sub (CCS) Committee	To mitigate this risk we actively search for applicants fulfilling the criteria. The Almshouses are on the Housing Options website and people on the Corporation's waiting list and are eligible are given information regarding the Almshouses. If there is a shortage of applicants an advert is placed in the local newspapers advertising the Almshouses. Applicants are vetted, agreed by the Trustees and then included on a waiting list to ensure that vacancies are filled as soon as possible. At present there are 40 applicants on the waiting list.	Unlikely	Minor	G	↔	The number of applicants to the list means that this is not currently a risk.	Rare	Minor	G	Martin.Hammond & Sandra.Brown
9	The Charity lacks direction, strategy and forward planning	Director of Community and Children's Services	Housing Management and Almshouses Sub (CCS) Committee	A strategic plan which sets out the key aims, objectives and policies, financial plans and budgets. Monitoring of financial and operational performance.	Unlikely	Major	A	↔	continual updating and monitoring of objectives plans and budgets. A review of the Charitable Objects will take place in 2015/16.	Unlikely	Serious	G	Jacqueline.Whitmore & Jacque.Campbell & Elizabeth.Donnelly
10	Conflicts of interest	Director of Community and Children's Services	Housing Management and Almshouses Sub (CCS) Committee	Understanding of trust law. Protocol for disclosure of potential conflict of interest.Recent audit identified sound governance arrangements.	Unlikely	Serious	G	↔	A review of charitable objects will take place in 2015/16.	Unlikely	Serious	G	Jacqueline.Whitmore & Jacque.Campbell & Elizabeth.Donnelly
11	Loss of directly employed staff and/or support staff	Director of Community and Children's Services	Housing Management and Almshouses Sub (CCS) Committee	Documentation of systems, plans and projects. Training programmes. We have an extra member of staff who will be assisting at the Almshouses on a regular basis.	Unlikely	Serious	G	↔	New professional training programme and apprenticeship programme is ensuring good succession planning and an intake of high quality staff.	Rare	Serious	G	Jacque.Campbell

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