



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

Date: MONDAY, 12 FEBRUARY 2018
Time: 2.00 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Randall Anderson (Chairman)
John Fletcher (Deputy Chairman)
Mary Durcan
Marianne Fredericks
Alderman David Graves
Barbara Newman
Dhruv Patel
Susan Pearson
Deputy Elizabeth Rogula
Deputy John Tomlinson
Deputy Henry Jones

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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

AT THE START OF THE MEETING: MEMBER BRIEFING SESSION ON LEASEHOLDER SERVICE CHARGES

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes and non-public summary of the meeting on 27 November 2017.
For Decision
(Pages 1 - 6)
4. **ALMSHOUSES UPDATE**
Report of the Director of Community and Children's Services.
For Decision
(Pages 7 - 10)
5. **HOUSING UPDATE AND RISK REGISTER**
Report of the Director of Community and Children's Services.
For Information
(Pages 11 - 16)
6. **HARMAN CLOSE - DECENT HOMES - GATEWAY 3/4- OPTIONS APPRAISAL**
Report of the Director of Community and Children's Services.
This report was approved by the Projects Sub Committee on 17th January 2018.
For Decision
(Pages 17 - 30)
7. **MUTUAL EXCHANGE POLICY**
Report of the Director of Community and Children's Services.
For Decision
(Pages 31 - 48)
8. **SHIFT ALLOWANCE POLICY**
Report of the Director of Community and Children's Services.
For Decision
(Pages 49 - 66)
9. **MANAGEMENT OF GOLDEN LANE COMMUNITY CENTRE**
Report of the Director of Community and Children's Services.
For Information
(Pages 67 - 126)

10. **FIRE SAFETY UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 127 - 132)
11. **HOUSING MAJOR WORKS PROGRAMME - PROGRESS REPORT**
Report of the Director of Community and Children's Services.
For Information
(Pages 133 - 138)
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
14. **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
15. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 27 November 2017.
For Decision
(Pages 139 - 142)
16. **MAIS HOUSE DECANT PROGRAMME UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 143 - 146)
17. **HOUSING INFORMATION AND SYSTEMS UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 147 - 152)
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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

Minutes of the meeting of the Housing Management and Almshouses Sub
(Community and Children's Services) Committee held at Guildhall on
Monday, 27 November 2017 at 2.00 pm

Present

Members:

Randall Anderson (Chairman)
John Fletcher (Deputy Chairman)
Mary Durcan
Marianne Fredericks
Alderman David Graves
Dhruv Patel
Susan Pearson
Deputy John Tomlinson
Deputy Henry Jones

Officers:

Jacquie Campbell	- Assistant Director, Housing and Neighbourhoods, Community & Children's Services
Paul Murtagh	- Assistant Director, Barbican and Property Services, Community & Children's Services
Mark Jarvis	Chamberlains
Amy Carter	- Community and Children's Services
Wendy Giaccaglia	- Community and Children's Services
Jacqueline Whitmore	- Sheltered Housing Manager
Julie Mayer	- Town Clerk's

1. APOLOGIES

There were no apologies.

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

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 26th September 2017 be approved as a correct record.

4. **TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**

Members considered the Sub Committees Terms of Reference and recommended the following changes to the Community and Children's Services Committee:

- The Membership of the Sub Committee be increased, from 8 – 10 Members, to give all allocated Members the opportunity to be Members of the Housing Management and Almshouses Sub Committee.
- The restriction of ex-officio membership be lifted from the Chairman and Deputy Chairman.
- The restriction on residents and tenants serving as Chairman or Deputy Chairman be lifted, noting that the City of London Corporation was excluded from this part of the Housing Legislation. Members reminded that the restriction had been lifted for a former Deputy Chairman of the Community and Children's Services Committee.
- The Sub Committee's Terms of Reference state that the Housing Management and Almshouses Sub Committee should meet at least 4 times a year. The Town Clerk agreed to insert an additional date for 2018, taking the current number of meetings from 5 to 6.

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

Members received the Allocated Members report. In response to a question, Members noted that the Spitalfields flats did not fall within the Housing Revenue Account but were managed from Middlesex Street and therefore the Allocated Member could represent these tenants.

RESOLVED, that – the report be noted.

6. **PROPERTY AND HOUSING SERVICES RISK REGISTER UPDATE**

Members received a report of the Director of Community and Children's Services in respect of the Property and Housing Services Risk Register. Members were asked to note a couple of errors in the report:

- Fire Risk Assessments - the risk should be down
- Lone Working – no change to the risk

In respect of lone workers, Members noted that there had been some issues with mobile apps, due to a lack of signal and they might be too visible in the event of threat. The 'Skyguard' personal alarms would, therefore, be rolled out to a further 100 lone workers. Members noted that these devices could be activated from a staff ID badge and would connect to contact centre, which would be able to listen into an incident and provide the Police with a GPS location. Given the large number of these units, the contract might need to be tendered but the risk was being actively managed and had enabled managers to be aware of more lone workers, who might not previously have considered

themselves as such. Members asked for the devices to be sourced as soon as possible.

RESOLVED, that – the report be noted.

7. FIRE SAFETY UPDATE

Members received a report of the Director of Community and Children's Services, which provided an update on progress made in relation to Fire Safety matters since the last update reports in July and September 2017. During the discussion, the following points were noted:

- The Fire Brigade had been consulted on the Type 3 Risk Assessment findings from Great Arthur House and interim measures were in place. A temporary alarm, a 'waking watch' and an evacuation plan had been introduced, pending the installation of a hard-wired alarm by the end of January 2018. Waking Watch guards, provided and managed by one of the City of London Corporation's approved security companies, are required to scan in on each floor as they complete their patrol of the building.
- Remedial works required at Great Arthur House will include fire-stopping measures to the spy holes and parcel cupboards to front entrance screens.
- Surveys for the new round of Fire Risk Assessments on all Social Housing blocks would be completed next week.
- Officers tabled the latest newsletter on fire safety. A Member was concerned about the use of candles and asked that, particularly over the forthcoming festive season, advice be offered about using containers above the candle or suggesting rechargeable tea lights.
- A Member asked for officers to check that no fire doors had been painted shut during redecorations.
- The Assistant Director was very pleased to advise that the Chamberlain had agreed funding for intensive visits to all tenanted properties and a pilot for Leasehold properties on Golden Lane Estate. This would provide an opportunity to gain a vast range of intelligence on our residents and to provide additional support to households needing it. Officers advised that the resourcing for this project would include referrals and follow-up work.
- Fire Risk Assessments for all HRA properties had been due for completion by the end of November. There had been some slippage but surveys were almost complete and the first draft reports were due in the next two weeks. Members accepted that it was preferable to publish an action plan alongside the risk assessment reports but any immediate issues would be addressed. The report and action plan would form part of the report to both the Community and Children's Service and Housing

Management Almshouses sub committees in February/March 2018. Members were reminded that the current Fire Risk Assessments were still valid and were not due for review until August 2018.

The Chairman of the Grand Committee commended the Department's measured approach and had found that, generally, residents were content with this. Finally, Members noted that the Community and Children's Services Committee would receive a full report on sprinklers, doors and fire alarms at their March Meeting and the Housing and Management Almshouses Sub would receive this report at their March meeting.

RESOLVED, that – the report be noted.

8. FIRE PROTOCOL

Members received a report of the Director of Community and Children's Services which sought approval of a revised Fire Protocol for communal areas in residential blocks. During the discussion the following points were noted.

Members noted that protocol in respect of private balconies aimed to mirror the communal areas; i.e. chairs were allowed if not flammable and officers sought to optimise residents' safety without being too punitive. Members accepted that too much storage on balconies was unsightly, as well as a fire risk, given the behaviour of some smokers who might flick cigarette ends off balconies.

RESOLVED, that – the protocol be endorsed for immediate adoption and implementation, subject to officers giving more clarity to protocol in respect of private balconies.

9. ESTATE SATISFACTION SURVEY DATA REPORT

Members received a report of the Director of Community and Children's Services which summarised the results of the 2017 Satisfaction Survey of Residents of the City's Social Housing Estates. During the discussion on this item, the following points were noted:

- The survey was sent to all residents by post and email, if known, and last year's email response had been higher. The survey did not need to be done annually; officers preferred to do so, but the additional marketing required to ensure a good response could be expensive. The introduction of a controversial question had triggered a higher response in previous years.
- Officers had been disappointed at some of the results and some were difficult to explain.
- There had been more general dissatisfaction nationally this year following the General Election and the Grenfell Tower tragedy.
- The large number of major works might have swayed opinion.
- The Assistant Director had recently attended a meeting of housing professionals from other London boroughs who had experienced similar survey results.

- The low scores in areas which fell within the control of the Department would be raised with the residents' Housing User Board, to gain a better understanding. Service plans would be updated where necessary.
- The responsive repairs contract would soon be re-tendered but, given its high value, the procurement process could take 9 months.
- A Member suggested that a key performance indicator should be repairs completed on first visits.
- The additional information gathered during tenant visits, under item 7 on the agenda, might help to understand some of the results.
- Members asked if the 2016 results for the estates could be circulated and asked if the next report could show 3 years' worth of results.

RESOLVED, that – the report and survey results be noted.

10. CITY OF LONDON ALMSHOUSES REVENUE AND CAPITAL BUDGETS 2017/18 AND 2018/19

Members received a report of the Chamberlain and the Director of Community and Children's Services in respect of the Almshouses' Revenue and Capital Budgets. Members noted having a reserves policy for Almshouses was good practice in the Charities Sector.

RESOLVED, that – the 2018/19 Revenue Report be approved as reflecting the Committee's objectives.

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

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

13. 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
14-19

Paragraphs
1,2 and 3

14. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 26 September be approved as a correct record.

15. GREAT ARTHUR HOUSE PROGRESS UPDATE

Members received a report of the Director of Community and Children's Services in respect of the refurbishments works at Great Arthur House on the Golden Lane Estate. Members noted that this report would be redacted to

remove information excluded under paragraph 3, as set out above, and a public version would be published on the City of London Corporation's web site.

Members noted that the structural issues had resulted in problems with refitting residents' curtains and blinds. Assistance had been given wherever possible but it was pointed out that responsibility for curtains and blinds was always down to the resident. The Assistant Director advised that 'warped' window cills would be replaced with a hardwood outer cill with an MDF insert. Members noted that final contract costs were under review by the City Surveyor and the report before them did not represent the final position. The completion date for August 2018 was expected but this might be earlier if all the flats did not require the later proposed modifications.

RESOLVED, that – the progress of the works, difficulties encountered and actions taken to resolve them be noted.

16. MAIS HOUSE DECANT PROGRAMME UPDATE

Members received a report of the Director of Community and Children's Services.

RESOLVED, that – the report be noted.

17. PERMISSION TO WITHDRAW ALMSHOUSES LICENCE

Members considered and approved a report of the Director of Community and Children's Services.

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

There were no non-public questions.

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

The Assistant Director, Housing and Neighbourhoods reported on one item of urgent business whilst the public were excluded.

The meeting ended at 4 pm

Chairman

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Committee Housing Management & Almshouses Sub-Committee	Dated: 12/02/2018
Subject: City of London Almshouses Update	Public
Report of: Director of Community & Children's Services	For Decision
Report author: Jacqueline Whitmore, Sheltered Housing Manager	

Summary

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.

Recommendation

Members are asked to consider which of the options in paragraph 13 they wish to adopt and to instruct officers to apply rent changes accordingly.

Main Report

Background

1. This report is presented to alternate meetings of the Housing Management and Almshouses Sub-Committee, updating Members on operational matters relating to the Almshouses and their residents, and highlights any issues of concern, particularly where funding is required, which is additional to the current year's budget.

Current Position

Waiting List

2. There are currently five vacancies due to unexpected departures from the Almshouses and having previously held properties for Mais House residents. However officers are proactively promoting the vacancies and expect them to be filled soon. The London Borough of Lambeth Lettings team have been notified of the vacancies and will nominate any suitable candidates from their waiting list. The Almshouses Manager has also informed community police officers of the vacancies, as they are often in contact with older, vulnerable people during the winter months and have previously identified a resident for referral. A referral has also been made via a physiotherapist from a local hospital.

3. By sourcing prospective residents via the local community, officers are attempting to keep within the Almshouses “ethos” of housing for local ‘poor and vulnerable’ people. If the vacancies prove hard to fill, then we will review the current age criteria. However, our experience is that things can change very quickly, and we may well suddenly find ourselves with more demand that we can meet. We will keep the situation under review.

Social activities

4. Residents have had several events since the last HMASC update which have been well attended. They enjoyed a Halloween buffet with a “Sniff and tell” competition. The Almshouses Manager organised a Murder/Mystery party game (similar to Cluedo board game), where residents had to role play throughout the evening in character and work out “who committed the dastardly deed”. As part of the event, the Manager cooked residents a three-course meal, which they all thoroughly enjoyed. “Alternative” carol singing followed the uncovering of the “murderess” and residents returned home very late, with the event being declared a resounding success. Residents held a post-Christmas event in January, where they enjoyed an afternoon matinee film with popcorn, followed by a cold buffet and music. They all agreed it was good to have something to look forward to after the bustle of the festive season was over.
5. Many residents were able to meet with Members in early December and enjoyed refreshments when the Christmas hampers were delivered. Residents have asked officers to thank Members for their hampers, which were enthusiastically received.

Refurbishment Programme

6. The pre-planning application was submitted on the 15th December and Property Services are waiting for Lambeth council to arrange a pre-planning meeting. This meeting will dictate whether a full application for the double glazing can go ahead, in which case architects will prepare more detailed drawings of the windows and prepare the full planning application. This should take approximately six weeks, owing to the various types of windows and the sizes of the blocks. If things go to plan, a full planning application will be submitted in early spring. Lambeth council will then have a statutory 13 weeks to consider the application.
7. While the planning application is being considered, the tender process can be started so works can potentially start on site in the summer immediately following the outcome of the planning application. Property Services officers had already completed the initial cost estimate, but now have fee proposals from a quantity surveyor to prepare tender documents and put together a detailed specification for all the external repairs required. This depends on Committee approval.
8. If all goes to plan, a contractor could be appointed in late summer 2018, with works expected to take four to six months.

9. Cost incurred so far include the cost of the CCTV drainage survey (£4,950), the pre-planning application (£4,400), the initial cost estimate by the Quantity Surveyor (£7,000).

Alarm Call System

10. The new call system contract has been awarded and sent to the contractor for signing on the 20th December 2017. The contractor has advised that they should be able to get started, provided there aren't any issues with ordering the equipment, within the next couple of weeks. It will take four hours to install the equipment in each flat unless the flat requires a rewire, although this is not expected, as the wiring appears to be largely in good condition.

Rent Change

11. Rents for all the City's properties will be adjusted from 1 April. The government has directed that all social rents will be decreased by 1% a year for four years, and we are in the third year of implementing this policy.
12. Sheltered housing was previously exempt from this policy and Almshouses remain so. As all sheltered housing rent reduced by the 1% last year, we made the same arrangement for the Almshouses. However, with the level of investment in the properties rising sharply this year, Members may wish to reconsider this.
13. There are three options:
- a. Include the Almshouses in the 1% rent reduction at a cost of £2410 to the City of London Almshouses Trust;
 - b. Maintain rents at their current level;
 - c. Increase rent (we would recommend no more than a 1% increase).
14. Given the small financial loss to the City of London Almshouses Trust, officers would recommend treating the Almshouses residents the same as other sheltered housing residents and applying the 1% reduction, but that this should be reviewed next year.
15. Members are asked to consider this matter and to instruct officers accordingly.

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Committee	Dated:
Housing Management & Almshouses Sub-Committee	12 February 2018
Subject: Housing Update & Risk Register	Public
Report of: Director of Community & Children's Services	For Information
Report author: Liam Gillespie, Acting Head of Estates	

Summary

This six monthly update on Housing Service performance and management information keeps Members up to date with progress against key areas of work. The report covers performance for the first half of the financial year (1 April 2017 to 30 September 2017).

Members may wish to note that:

- Responsive repairs performance continues to meet or exceed target in most areas
- New software is being trialled that will enhance our monitoring and reporting capabilities in cases of anti-social behaviour

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 April 2017 to 30 September 2017. It has been organised to give Members information on each of eight areas of work:
 - Repairs & Maintenance
 - Estate Management
 - Resident Engagement
 - Revenues
 - Allocations
 - Affordable Housing
 - Benefits
 - Complaints
3. In future reports, we will add a section updating Members on the extract of the Departmental Risk Register which relates to Housing. We will also attach this extract as an appendix. As your Sub-Committee received a separate report on this at your last meeting, and there have been no updates since then, we have not included it in this report.

Repairs & Maintenance

4. During the reporting period, a total of 2,989 repairs were logged by Property Services. Performance against key indicators is set out below:

Performance indicator	Target	Mid-year performance
Overall	96%	98.13%
Priority One repairs (complete within 24 hours)	95%	98.59%
Priority Two repairs (complete within 3 working days)	95%	98.77%
Priority Three repairs (complete within 5 working days)	96%	98.30%
Priority Four repairs (complete within 20 working days)	96%	95.78%
% of jobs for which post-work inspections were carried out	15%	25.66%

5. At the end of this reporting period, 94.68% of our properties had up to date CP12 gas safety certificates, against a target of 100%. During Q2, responsibility for gas servicing passed from Carillion to TSG Ltd. The transition period presented a number of major challenges, including problems with IT systems, which had a negative impact on our ability to monitor outstanding safety checks. Measures have been put in place to address this and gain access to properties requiring new certificates.

6. In addition, external advice is being taken on how we can improve our gas safety compliance and enforcement process. We will use the recommendations we receive to make improvements to our procedures and increase the rate of compliance.

Estate Management

7. We received 17 Right to Buy applications between 1 April and 30 September 2017. Six of these were subsequently withdrawn and none of them completed during the reporting period. However, five applications received prior to 1 April 2017 completed during the reporting period.
8. There were 122 new incidents of Anti-Social Behaviour on our estates in the first two quarters of 2017-18. Most incidents were minor and would not be classed as criminal offences.
9. New software for managing anti-social behaviour and domestic abuse cases is being piloted on three estates. This is due to be introduced across all our estates early in 2018. The software will enable the production of reports on ASB cases, including breakdowns of case by type and location, in addition to other useful management information and trend reporting. We will, therefore, be able to provide Members with more detailed information in future reports. We are also in the final stages of drafting a new Anti-Social Behaviour Policy and associated procedures for estate staff.

Resident Engagement

10. The Community Engagement team continues to increase the number of residents who are actively involved in their communities. In this period, 120 new volunteers signed up to the Time Credits scheme and a total of 3,202 credits were issued to members of the scheme.
11. A variety of events were held across our estates, many of which were organised by residents themselves. Middlesex Street residents enjoyed an Estate Fun Day on 9th September, which was funded by the Community Grant. The event included live music, children's activities and a rousing display by the Portsoken Volunteers. Mais House held a Christmas Party, welcoming back all of the residents who have moved out of the building as part of the decant. It was a lovely event and residents thoroughly enjoyed it.
12. Golden Lane residents hosted an event at the Golden Lane Community Centre to mark its closure for refurbishment. The event was intended to be a trip down memory lane, with a silent disco and swing dancing among the day's activities.
13. Golden Lane was also the base for an eight-week course facilitated by Jade Ibegbuna, Community Development Officer, which explored the themes of happiness and what really matters in life. Thirteen residents from various estates took part and the course proved to be very enjoyable, with new friendships being formed among the group.

14. In addition, as part of our wider community development responsibilities, we supported Aldgate Community Events (ACE) to deliver their winter programme. This included an extremely successful Lantern Parade, in which over 200 children and adults took part, carrying lanterns that had been made in workshops in previous weeks. Despite the very cold night, everyone had a marvellous time and there was a sense of the community 'reclaiming' the local streets. The parade ended with a Winter Fair at St Botolph's Church, with music, crafts, food and drink and community stalls. The other project in the programme was Window Wanderland, a trail of shop, business and home windows which were decorated and lit up for three nights. City Guides led walks of the trail and there were some beautiful and fascinating displays.

Revenues

15. Rent arrears at 30th September 2017 amounted to £221,378, giving us a collection rate of 98.3%. This is an excellent achievement, considering the effects the rollout of Universal Credit is having on rent collection.

Allocations

16. There are currently 643 people on the Housing Waiting List, with a further 23 on the sheltered housing waiting list. Following the annual census of those on the housing register, 318 applications were removed as the applicants no longer had a local connection to the City.
17. The Housing Needs team received 70 new applications for housing during the reporting period, 40 of which were accepted onto the register.
18. At 30 September 2017 there were 6 vacant properties, plus a further 8 which were being held due to building works continuing at Great Arthur House and George Elliston House. Over the reporting period, 25 properties became vacant, with the average time to re-let a property being 27.5 days. The target is 24 days.
19. In our sheltered housing schemes, there have been 6 voids with an average turnaround of 67.7 days.

Affordable Housing

20. Members will be aware that several schemes are being developed in a variety of locations. If these opportunities are realised, there could be in excess of 500 new social housing units delivered by 2025.
21. Planning Consent has been obtained for an in-fill development at Isleden House, providing three additional three-bedroom residential units. Detailed design is progressing with a view to procuring a contractor and commencing construction during the Summer 2018.
22. The development of thirteen new flats at George Elliston & Eric Wilkins Houses is progressing; planning consent has been obtained and further detailed investigations are proceeding before final costs can be established.

23. Planning Consent has been obtained for the redevelopment of the Islington Arts Factory, Holloway Estate, to provide 26 additional units (19 for social rent, 7 for private sale).
24. Planning Consent has been obtained for the conversion of nine commercial spaces on the Middlesex Street Estate into nine residential units. Procurement of a suitable contractor will commence with a view to starting construction during the Summer of 2018.
25. We continue to work with the London Borough of Islington to provide a new, two-form entry primary school and nursery and up to 66 homes for social rent on the Richard Cloudesley site, Golden Lane. The Planning Application has been submitted for consideration during January 2018.
26. Design proposals have been prepared for the conversion of the ground floor of Great Arthur House on the Golden Lane Estate into three new social housing flats. A Planning Application will be submitted in February 2018.
27. A strategic overview report has been presented to members on how to provide 700 new homes over the next 10 years. This report highlighted potential opportunities for development on 3 Housing Estates at (1) York Way Estate, Islington; (2) Avondale Estate, Southwark; and (3) Sydenham Hill Estate, Lewisham.
28. Feasibility and concept designs have been prepared for the Sydenham Hill Estate and a Design Team will be procured during January 2018 to take forward proposals for the demolition of Mais House and designs for new social housing units on the site. Early concept proposals suggest the provision of social housing will exceed the 96 units previously provided at Mais House and across the wider estate.

Benefits

29. There are currently 825 households in the City and on our other housing estates claiming benefits. Performance on our indicators is as follows:

Performance indicator	Target	Mid-year performance
Average time taken to process new benefit claims	<26 days	19
% New claims decided within 14 days	>90%	84%
Average number of days taken to process notification of changes of circumstance	<10 days	6 days

Complaints

30. We received a total of 38 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	20
Parking	2
Customer Service	2
Estate management	14

31. Of the 38 complaints received, 32 were concluded at Stage One; five complaints proceeded to Stage Two and only one complaint went to Stage Three. The complaint that went to Stage Three involved a parking issue and was not upheld.

32. Of the fourteen complaints relating to estate management issues, five concerned the implementation of the Fire Safety Protocol on our housing estates. Those residents objected to having to move belongings which were identified as potential fire hazards.

33. No complaints were escalated to the Local Government Ombudsman or Housing Ombudsman.

34. Eleven complaints were upheld, eight were partly upheld and the remaining nineteen were not upheld.

Appendices

- None

Liam Gillespie
Acting Head of Estates

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Committees:	Dates:	
Choose an item. Projects Sub Housing Management and Almshouses Sub	17 January 2018 12 February 2018	
Subject: Harman Close – Decent Homes	Gateway 3/4 Options Appraisal(Regular)	Public
Report of: Director of Community & Children's Services Report Author: Lochlan MacDonald		For Decision

Recommendations

1. Note total estimated programme cost of £982,660 which includes fees and staff costs of £32,260 for decent homes works at Harman Close.
2. That authority is given for the Director of Community and Children's services to use in house staff and quantity surveyors to develop the specification and carry out procurement of a works contractor as per Option 2, to proceed to Gateway 5, at an estimated cost of £16,130.

Summary

Dashboard

Project status	Amber
Timeline	Gateway 3/4 – January/ February 2018 Specification completed - April 2018 Tender exercise – May 2018 Gateway 5 – July 2018 Works start – Summer 2018 Completion of works – March 2019
Programme status	Pending approval of Gateway 3/4 – Options Appraisal (Regular)
Latest estimated total costs (inc. fees)	£982,660
Expenditure to date	Staff fees Approx. £2000, and £2771.00 for installation of pilot heating system

Progress to date (including resources expended including any changes since previous gateway)

At Gateway 2, fees of £12,000 for a consultant to be appointed to carry out a detailed condition survey of the Harman Close's facilities, and provide costed options on the refurbishment of these. Since this time, staff resources within Property Services in DCCS have increased and new technical staff were able to carry out the surveys of most properties within Harman Close, to establish which properties required which upgrades (kitchen and/or bathrooms) as some have had

new facilities fitted as and when they became void.

Technical staff identified a new heating system to replace the current ones of historic underfloor heating and older style storage heaters, installed where the underfloor heating has failed. Due to lack of space, it is not possible to install individual gas fired central heating systems. Officers were able to get a pilot system installed in a flat at Harman Close, which residents could come and look at. Over half the residents of Harman Close took the opportunity to view this. The new heating hardware was provided free of charge and the only costs incurred were for installation of the new system. The same heating system has also since been installed in another property.

Total expenditure to date has been £2771.00 in relation to costs of installation of the pilot heating installation and approx. £2000 staff costs associated with surveys for the works.

Overview of Options

The options appraisal report below details three possible options:

Option 1 – Do not carry out a project to update facilities and instead address any replacement works via the response repairs and voids procedure.

Option 2 – Carry out replacement of facilities as required in each flat, as identified on DCCS surveys carried out in the Summer of 2017.

Option 3 replace all facilities in all flats regardless of current condition, in order to establish a consistent basis for future asset management and planned replacement programmes.

When properties have become void in the past, they have been individually assessed, with kitchens, bathrooms and heating replaced or not as required. It is not possible to give an indicative cost per property as this depends on the amount of work needed in each and variations within individual properties in terms of condition and size. Whilst there is an advantage of being able to carry out works within empty properties, this does not give the incoming resident any choice on finishes and has led to some residents having far better facilities than others. This option would not achieve the stated aim of bringing all homes up to standard so is not recommended.

The survey carried out by DCCS staff during the summer of 2017 has identified what works are required and where, and option two will achieve the aim of ensuring all homes are up to standard. Residents will be given a degree of choice on the finishes and possibly design (although this is limited by space restrictions). The works will probably have to be carried out with residents remaining in their homes but this will be discussed with Support Staff to try and ensure this causes minimal disturbance.

Option three would mean that all properties are up to standard and, from an asset management point of view, establish a baseline for future replacement. However, this ignores that facilities in several properties already reach the standard, would be more expensive than the other options, and more disruptive for all residents. Also, as the long-term future of Harman Close may be reviewed, such an option could mean money being spent now on full replacement facilities that may not be required for their full lifetime.

Proposed Way Forward

If option two is approved, it is proposed that the existing Decent Homes specification, that is being used at similar projects at other blocks, be adapted by DCCS Property Services staff, in liaison with sheltered staff over design particulars for individual flats. Some residents have indicated that they want walk in bathrooms rather than standard bathrooms and this will be discussed with support staff and addressed in the specification as necessary

Procurement Approach

City Procurement will be approached for advice on this issue. It may be possible for a current similar project at Avondale Square Estate (where Harman Close is based) to be extended to include Harman Close, providing that project managers are happy with the current contractor's performance and they can satisfy officers with regard to working within occupied premises and with older, more vulnerable people. A further option may be to carry out a straightforward tender process. If such an approach is taken, the quality questions will be as for examples of working within occupied premises and with older, more vulnerable people. It is proposed that one contractor is appointed to carry out all elements of works.

Table with Financial Implications

Description	Option 2
Works Costs	£950,400
Fees (Clerk of Works, QS)	£8,500
Staff Costs (2.5%)	£23,760
Total	£982,660
Source	Housing Revenue Account (HRA)

Options Appraisal Matrix

See attached.

Appendices

Appendix 1	PT4 Report
Appendix 2	
Appendix 3	

Contact

Report Author	Lochlan MacDonald
Email Address	Lochlan.macdonald@cityoflondon.gov.uk
Telephone Number	020 7332 3939

Options Appraisal Matrix

	Option 1	Option 2	Option 3
1. Brief description	Carry out replacement works through repairs and voids procedure	Renew facilities in identified flats	Install new facilities to all flats
2. Scope and exclusions	<p>Scope</p> <ul style="list-style-type: none"> Kitchens, bathroom and heating replaced as and when voids become available <p>Exclusions</p> <ul style="list-style-type: none"> Harman Close properties that have already had elements replaced All other properties 	<p>Scope</p> <ul style="list-style-type: none"> Kitchens, bathroom and heating replaced as identified and required. <p>Exclusions</p> <ul style="list-style-type: none"> Harman Close properties that have already had elements replaced Harman Close properties where residents have indicated works are not required; All other properties 	<p>Scope</p> <p>All kitchens, bathrooms and heating systems replaced.</p> <p>Exclusions</p> <ul style="list-style-type: none"> Harman Close properties where residents have indicated works are not required; All other properties
Project Planning			
3. Programme and key dates	<ul style="list-style-type: none"> Gateway 3/4 – February 2018 Works will then proceed as required when 	<ul style="list-style-type: none"> Gateway 3/4 – February 2018 Specification complete – April 2018 	<ul style="list-style-type: none"> Gateway 3/4 – February 2018 Specification complete – April 2018

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	individual properties become vacant	<ul style="list-style-type: none"> • Procurement of contractor – May 2018 • Authority to proceed/Gateway 5 – July 2018 • Works commence – Summer 2018 • Complete – March 2019 	<ul style="list-style-type: none"> • Procurement of contractor – May 2018 • Authority to proceed/Gateway 5 – July 2018 • Works commence – Summer 2018 • Complete – March 2019
4. Risk implications	<ul style="list-style-type: none"> • Not all properties will be necessarily modernised. • Residents left with non standard facilities. • Possible reputational damage to City for failing to provide adequate accommodation to vulnerable residents. 	<ul style="list-style-type: none"> • Works may have to take place during winter months which may distress residents. • Money being spent on facilities that may not be required for their whole lifetime depending on future of Harman Close. • Resident refusal to have works done, may mean some properties remain non- decent. 	<ul style="list-style-type: none"> • Carrying out works which are not required may not be cost effective; • Works may have to take place during winter months which may distress residents. • Money being spent on facilities that may not be required for their whole lifetime depending on future of Harman Close. • Resident refusal to have works done, may mean some properties remain non- decent.
5. Benefits and disbenefits	<p>Benefits</p> <ul style="list-style-type: none"> • Lower initial outlay than 	<p>Benefits</p> <ul style="list-style-type: none"> • All properties given opportunity to be brought 	<p>Benefits</p> <ul style="list-style-type: none"> • All properties given opportunity to be brought to

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	<p>other options.</p> <p>Disbenefits</p> <ul style="list-style-type: none"> • Not all properties brought to standard. • No choice for residents in choosing finishes 	<p>to standard</p> <ul style="list-style-type: none"> • No expenditure on new facilities that are not required. • Residents given chance to choose finishes. • Less response repair costs for future voids <p>Disbenefits</p> <ul style="list-style-type: none"> • Potentially high initial expenditure 	<p>standard</p> <ul style="list-style-type: none"> • Residents given chance to choose finishes. • Less response repair costs for future voids <p>Disbenefits</p> <ul style="list-style-type: none"> • Potentially high initial expenditure • Chance of all new facilities not being needed for their expected lifetime.
6. Stakeholders and consultees	<ul style="list-style-type: none"> • Tenants of Harman Close, Members, Department of Community and Children's Services Staff. This being a sheltered scheme, there are no long leaseholders so no Section 20 consultations are necessary. 		
<i>Resource Implications</i>			
7. Total Estimated cost	Unknown as this will depend on void turnover	£982,660	£1,065,685
8. Funding strategy	Response repairs budget Dedicated voids budget	Housing revenue account	Housing revenue account

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	Both within Housing Revenue account		
9. Estimated capital value/return	Not applicable		
10. Ongoing revenue implications	The works will continue to expend the response repairs and void budgets, though the extent is unknown.	Any repairs required on the first year will be covered by defects liability, after which any necessary repair or maintenance will come for the response repairs budget. This should be reduced as new facilities should not require as many repairs in the short term. The new facilities will need replacement within 25- 30 years, depending on decisions made regarding the future of Harman Close.	
11. Investment appraisal	The options are all costed within the department's 5 year asset management plan and the 30 year business plan for the Housing Revenue Account (HRA).		
12. Affordability	The works will be funded from existing agreed budgets for void and response repairs.	The works costs have been estimated and form part of the funded 5 year and 30 year Asset Management Plans.	
13. Legal implications	<ul style="list-style-type: none">A failure to meet Decent Homes Standard may result in reputational risk to the City.		
14. 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.		
15. Traffic	Access will be granted as per the	Access will be required for contractors at Harman Close and local	

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
implications	normal procedures for repairs contractors.	arrangements will be made with the estate staff.	
16. Sustainability and energy implications	The new heating systems will be more energy efficient, have better controls and be easier for residents to operate than current facilities		
17. IS implications	N/A		
18. Equality Impact Assessment	N/a	An Equality Analysis will be carried out and a Design Risk Assessment will be stipulated as part of the design/specification process. The delivery phase of the works will be carefully planned and implemented in conjunction with residents to ensure positive effects Are realise and adverse impacts are minimised	An Equality Analysis will be carried out and a Design Risk Assessment will be stipulated as part of the design/specification process. The delivery phase of the works will be carefully planned and implemented in conjunction with residents to ensure positive effects Are realise and adverse impacts are minimised
19. Recommendation	Not recommended	Recommended	Not recommended

	Option 1	Option 2	Option 3
20. Next Gateway	N/a	Gateway 5 - Authority to Start Work	N/a
21. Resource requirements to reach next Gateway			
		Option 2	Option 3
		QS Fees	£4250
		Staff Fees (2.5%)	£11,880
		Totals	£16,130
		QS Fees	£4250
		Staff Fees (2.5%)	£12,892.50
		Totals	£17,142.50

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PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.



Introduction

Author:	Michael Harrington		
Project Title:	Harman Close Decent Homes		
Summary of Goods or Services to be sourced Carry out replacement Kitchens, Bathrooms and Remedial Works as required in the Harman Close Estate, as identified on DCCS surveys carried out in the Summer of 2017.			
Contract Duration:	1 Year	Contract Value:	£982,660
Stakeholder information			
Project Lead & Contract Manager: Lochlan MacDonald	Category Manager: Michael Harrington		Lead Department: DCCS Housing
Other Contact		Department	

Specification Overview

Summary of the Specification: To replace Kitchens, Bathrooms and heating systems to the Harman Close Estate. This excludes the existing properties that have previously been replaced against the same specification and any residents that have indicated works are not required.
Technical and Pricing evaluation ratio 60% (Technical) / 40% (Price)
Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped) The list of properties and types of works will be submitted to the Supplier for approval, they will price on the current specification and the requirement.
Project Objectives: To ensure that the works are delivered within the timescales and to specification, whilst maintain a good service to our Residents.

Customer Requirements

Target completion date	June 2018	Target Contract award date	July 2018
Are there any time constraints which need to be taken into consideration? There are no current time constraints affecting this project.			

Efficiencies Target with supporting information	
The recommended strategy proposes the extension of an existing contract to deliver the same works now required at the Harman Close Estate.	
The opportunity cost of carrying out further competition to award a new contract is proposed to be avoided in favour of extending an existing contract which is demonstrating value for money in delivery of the same works which are now required in this case. The previous contract award was assessed on the following basis when first awarded: <ul style="list-style-type: none">a. Number of tenders receivedb. Any saving against pre-tender estimate?c. Tender price against the average tender price receivedd. Quality score of recommended contractor against average quality score achieved	
At a contract value of estimated value of £982,660, this additional work is equivalent to [insert percentage] of the contract to be varied. The proposed course of action does not give rise to a compliance risk. It is envisaged that the contractor is able to offer the same rates as the existing contract.	
The project team advises that performance of the existing contract is satisfactory. The consensus view with City Procurement is that conducting further competition which is otherwise required by City Procurement rules is unlikely to realise any significant improvement in value for money.	

City of London Initiatives

How will the Project meet the City of London's Obligation to
Adhere to the Corporation Social Responsibility: Yes
Take into account the London Living Wage (LLW): Yes
Consideration for Small to Medium Enterprises (SME): Yes – The existing supplier is an SME.
Other:

Procurement Strategy Options

Option 1: Traditional – Client Led
Advantages to this Option: <ul style="list-style-type: none"> Competed Design produced by the City, with no substantial design elements required from the supplier. Traditional method suites the approach in which this project relates to. Design Control with the City
Disadvantages to this Option: <ul style="list-style-type: none"> Design risk is not passed to the contractor. More of a conformance specification as opposed to a fully completed design and can be amended.
Please highlight any possible risks associated with this option:
Option 2: Other – Delivery Partner
Advantages to this Option: <ul style="list-style-type: none"> Fully Managed service Issues that arise are dealt with the managing partner. The successful delivery and keeping programming risk is transferred from the City to the Supplier.
Disadvantages to this Option: <ul style="list-style-type: none"> Increased pricing due to additional management of the programme. Not dealing with the Supplier directly, a third party instead. Fail to agree on design/construction elements regarding responsibility or sharing specifications/drawings/reports could affect the delivery of the project.
Please highlight any possible risks associated with this option
Option 3: Design and Build
Advantages to this Option: <ul style="list-style-type: none"> Construction can start earlier, reducing the overall project delivery time. The employer only has one organisation to deal with - one point of responsibility The ability to novate the design team to the design and build contractor
Disadvantages to this Option: <ul style="list-style-type: none"> The employer may pay more if they ask the contractor to take on an unreasonably high level of risk due The quality may be compromised if the supplier does not follow specifications.
Please highlight any possible risks associated with this option: Issues with the design may delay the delivery of this project.

Procurement Strategy Recommendation

City Procurement team recommended option
Traditional: Client Led – This option suites the Decent Homes Works, the repetitive nature of the work, best fits with standard specifications provided by the City

Procurement Route Options

Make v buy to be considered; also indicate any discarded or radical options

Option 1: Sub OJEU – Open tender
Advantages to this Option: <ul style="list-style-type: none"> Advertises via Contracts Finder and our eTendering platform Capital and should encourage competition in the market. Allows for a wide variety of suppliers to respond. Creates an opportunity to contract with a new supplier.
Disadvantages to this Option: <ul style="list-style-type: none"> May result in large volumes of returns, which will need to be evaluated. Additional resources are required to process the admin both pre- and post-tender process.
Please highlight any possible risks associated with this option: There is a possibility that poor or sub-standard response received may result in either a new tender exercise or awarding a supplier unable to provide the full service.

Option 2: Other – Contract Variation
Advantages to this Option: <ul style="list-style-type: none"> Retention of a well performing supplier. Established schedule of rates, providing an identical requirement as previously tendered. Mobilisation and set-up costs are not included.
Disadvantages to this Option: <ul style="list-style-type: none"> Suppliers resources need to be tested. Could affect the current delivery of the existing requirement.
Please highlight any possible risks associated with this option: Sub OJEU tendering process. This opens up the opportunity to the market ensuring we receive a large and varied amount of responses.

Procurement Route Recommendation

City Procurement team recommended option
Option 2: Contract Variation – This has been proposed as we would like to retain good performing suppliers, who have provided a competent response. This also results in less commitment from the departments in terms of resources.

Price Mechanism

Option 1: Lump sum fixed price
Advantages to this Option: <ul style="list-style-type: none"> Gives the Client confidence in paying the one fee. Only required to raise one PO for the programme of works. Predictability in the price you receive and stick to overall.
Disadvantages to this Option: <ul style="list-style-type: none"> Increased costs from the Fixed Priced supplier to factor in for risk.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project: Does not provide a transparent mechanism for calculating cost adjustments.
Option 2: Fixed price - Schedule of Requirements
Advantages to this Option: <ul style="list-style-type: none"> A fixed fee for different requirements, allows us to better budget future works depending on the requirement. The Schedule of rates is split up by size of flat and works required, allowing us better visibility on variations.
Disadvantages to this Option: <ul style="list-style-type: none"> Additional resources are required to measure work and certify payments There is no real incentive for contractors to treat work with urgency
Please highlight benefits and possible risks associated with this option relative to the specifics of the project:

Pricing Mechanism Recommendation

City Procurement team recommended option
Option 2: Fixed Price – Schedule of Rates – These rates will be based upon size of unit and the requirement.

Form of Contract

Option 1: CoL Standard amendments to JCT
Advantages to this Option: <ul style="list-style-type: none"> City owned terms. Client Led contracting
Disadvantages to this Option: <ul style="list-style-type: none"> Typically used for larger projects. Open to Variation Does not promote co-operative working. Reactive approach as opposed to pre-active approach
Please highlight benefits and possible risks associated with this option relative to the specifics of the project: JCT is a more

reactive form of tender
Option 2: Other CC&S standard form
Advantages to this Option: <ul style="list-style-type: none"> • Can be signed underhand as opposed to as a deed. • Standard terms that suppliers who have worked with the City before, are used to the ways of execution.
Disadvantages to this Option: <ul style="list-style-type: none"> • Used for less complex works. • Limited to £450k.
Please highlight benefits and possible risks associated with this option relative to the specifics of the project: More complex works would suffer without the dispute resolution methods in the standard JCT with City amendments.

Form of Contract Recommendation

City Procurement team recommended option
Option 2: Other CC&S standard form – We have previously contracted with this organisation to deliver these works with this contract form.

Sign Off

Date of Report:	03/01/2017
Reviewed By:	
Department:	
Reviewed By:	Adrian Moody
Department:	Chamberlain's Department

Committee:	Dated:
Housing Management and Almshouses Sub-Committee	12 February 2018
Subject: Mutual Exchange Policy	Public
Report of: Director of Community and Children's Services	For Decision
Report author: Amy Carter, Community and Children's Services	

Summary

This report is presented to outline the purpose of the Mutual Exchange Policy.

The Mutual Exchange Policy has been developed, in line with current legislation, as a public-facing document to support the decisions made and enacted by the City's teams in relation to our social housing tenancies.

The document confirms our commitment to processing mutual exchange requests lawfully, fairly and in a timely manner.

Recommendation

Members are asked to:

- Approve the Mutual Exchange Policy for use by the Housing & Neighbourhoods department as part of our Estate Management practice.

Main Report

Background

1. This policy has been developed to sit alongside the Tenancy Policy, providing more operational detail. It is good practice to have a policy to set a framework for the actions that may be taken by officers, this policy assists in demonstrating fairness and transparency of decision making.
2. Our work is supported by a full range of Estate Management Procedures. This policy is proposed to provide a public-facing document which provides residents with information regarding decisions which may affect them.

Current Position

3. The Mutual Exchange Policy has been developed in liaison with legal advisors. Consultation has been carried out with residents and with staff across the Housing & Neighbourhoods department.
4. A mutual exchange is a minor piece of housing law and only some tenants will make use of it during their tenancy. The policy is designed to offer those people a clear source of information.
5. The number of mutual exchanges that have taken place in recent years is:

2014-15	5
2015-16	7
2016-17	9
2017-18	12

Corporate & Strategic Implications

6. The formulation and use of a Mutual Exchange Policy supports two priorities in the Department of Community & Children's Service Business Plan:
 - Priority 4 – Homes and communities – Developing strong neighbourhoods and ensuring people have a decent place to live.
 - Priority 5 – Efficiency and Effectiveness – delivering value for money and outstanding services.
7. The use of the Mutual Exchange Policy is expected to offer clarity to residents and support officers in their decision making, which will reduce time spent discussing and explaining the approach to residents.

Conclusion

8. In conclusion, this policy has been developed as a matter of good practice, to reflect the current legal position and to support officers in their work. This policy will also assist with the understanding and expectations of our residents in regards to the management of their tenancy.

Appendices

Appendix 1 – The Mutual Exchange Policy.

Appendix 2 – The Equality Analysis for this policy.

Amy Carter

Projects & Improvements Manager

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Department of Community and Children's Services

Mutual Exchange Policy

Approved by:	Housing Management and Almshouses Sub-Committee
Approval Date:	
Review Date:	<i>**2 years from approval date</i>

1. Equal opportunities

The City of London Corporation operates an Equality & Diversity policy, and this applies to all aspects of its services. We will ensure that no resident or service user is treated less favourably on the grounds of age, race, religion or belief, disability, sex, gender reassignment, sexual orientation, pregnancy or maternity, marriage or civil partnership status. This policy and all related information can be made available in different formats and translated upon request.

2. Aims

We are committed to providing excellent services that meet agreed service standards. The aims of this policy are to:

- Provide clear information to residents and non-residents who are undertaking a mutual exchange about what they may expect from the City of London Corporation.

3. Legislative and regulatory framework

- The Housing Act 1985, 1988, 1996 as amended
- The Localism Act 2011
- The City of London Corporation Housing Service Tenancy Agreement

4. Related Policies and Strategies

This policy links to other Housing Service and departmental policies including:

- The Housing Strategy
- The Social Housing Allocation Policy
- The Shift Allowance Policy
- The Tenancy Policy.

5. Scope of the Policy

This policy applies to:

- City of London Corporation social housing tenants.
- Those applying for mutual exchange with a City tenant.

6. Introduction

A mutual exchange is a form of tenancy assignment whereby two social housing tenancies are swapped, and each household moves into the others' property. We recognise that a mutual exchange can be a useful mechanism for assisting tenants who wish to move. It is particularly useful for those who have low points under our Social Housing Allocation Policy, for tenants who wish to undertake a "like-to-like" move who usually would not be eligible to register for a transfer, or for tenants who wish to move out of London to another part of the UK.

7. Finding an Exchange

The tenants are responsible for finding the exchange partner and the property that they would like to exchange with. Exchanges may be found in several ways, there are several websites that enable tenants to advertise their properties or notices may be placed in local facilities such as newspapers or shops. The City pays an annual subscription for www.homeswapper.co.uk which means our tenants may use this free of charge.

The tenants are responsible for making the initial contact with each other and mutually agreeing to exchange their homes. Once they have decided to exchange, the tenants must each contact their respective landlords.

8. Conditions for Exchange

The following conditions must be met to allow the exchange to proceed.

Permission

Permission must be sought by both sets of tenants and secured from both landlords before the exchange may go ahead. If it is discovered that an unauthorised exchange has taken place, the tenants will be required to move back.

Mutual exchange may be refused on the following grounds:

- The tenant or other person applying for the exchange is under a court order to give up possession.
- Possession proceedings have started, or a Notice of Seeking Possession has been served.
- Where a court order is in force against a tenant or proposed tenant which is based on antisocial behaviour.
- The accommodation would be too large or too small for the prospective tenant, or otherwise not reasonably suitable to their needs.
- The premises form part of, or are in the grounds of, a non-housing building or cemetery, and were let to the current tenant as a consequence of their employment.
- The landlord is a charity and the proposed tenant's occupation will conflict with its objectives.
- The property is designed for a physically disabled person, and if the proposed tenant moved in, there would be no such person in occupation.
- The incoming tenant requires a specially adapted property and the one into which they wish to transfer does not have these adaptations.
- The landlord is a special needs housing association or trust, and if the proposed tenant moved in, there would be no one with the relevant need in occupation.
- The accommodation is sheltered, and as above, if the proposed tenant moved in, there would be no one with the relevant need in occupation.
- Incentives were applied, for example money was paid to any party.
- Their tenancy does not qualify, for example the tenant is still within the introductory period of a tenancy.

Some of these grounds do not apply to the City; however, they could apply to the incoming tenant or their landlord so are included for completeness.

Property Size

The City of London will allow incoming tenants to transfer into a property which is one bedroom larger than their need according to our bedroom standard, as set out in the Social Housing Allocation Policy. The implications of such a move will be discussed with the incoming tenant to make them aware of the financial implications of such a move, particularly in relation to those in receipt of benefits.

Incoming tenants will not be allowed to transfer into a property smaller than their needs according to the City of London's bedroom standard.

Rent Arrears and other debts

When an exchange takes place, the tenants take on each other's tenancies. This means that they swap all aspects including rent accounts. There must be no rent arrears, legal orders such as possession orders or other debts such as repairs recharges outstanding on the tenants file, as the incoming tenant will become liable for these.

Safety Checks

Electric and gas safety checks will be carried out and a CP12 certificate issued before the exchange may take place.

Property Condition

We will visit the City tenant's property prior to the exchange. If the visiting officer has any concerns, further safety checks or repair works may be required before the exchange may take place.

Any unauthorised property alterations or damage beyond reasonable wear and tear must be rectified by the tenant before the exchange may take place.

The incoming tenant must accept the current decorative condition of the property. No decoration allowance is provided when a mutual exchange takes place.

9. Tenancy Type

Mutual exchanges can only occur between those with appropriate tenancies.

The City of London Corporation issues Secure Tenancies to our social housing tenants. However, incoming tenants may have a different type of tenancy. If we identify that the incoming tenant has a different type of tenancy, we will bring this matter to our tenant's attention as they must be aware that a tenancy may not offer the same rights as the tenancy they are relinquishing.

For the first year of their tenancy, new City tenants are issued with an Introductory Tenancy which cannot be mutually exchanged. If the first year is completed successfully, tenants achieve a full Secure Tenancy, which may then be exchanged.

10. Timescales

The mutual exchange must be completed within 42 days of application. However, a mutual exchange may not be completed until all documentation, safety checks and repair works have been fully completed.

11. Right to Appeal

If current tenants or prospective incoming tenants disagree with a decision made by the City of London Corporation, they have the right to appeal the decision. The reasons for the appeal must be provided in writing within 30 days of the decision. The relevant manager for the aspect of the process that is being appealed against will respond within 10 working days of receipt of the appeal.

12. Preventing Fraud

Our staff will take all reasonable steps to confirm identities and prevent fraud. The actions to be taken will include, but are not limited to:

- Requesting references from the landlord of the incoming tenant.
- Requiring up-to-date identity documents and recent proof of address (no more than 3 months old) – including, but not limited to, current passport, driving license, utility bills, council tax bills and any immigration or leave to remain documents for all relevant household members.
- Undertaking a credit check to both ascertain links to the property and verify the information provided. This may also identify where another property may be owned or occupied by the outgoing or incoming tenant that may mean the exchange may not take place.
- Taking a photograph of the incoming tenant(s).
- In any cases where an immigration concern is identified or suspected, these will be referred to the City's Anti-Fraud Team who will undertake further checks with the Home Office.
- In any cases where fraud is identified or suspected, these will be referred to the City's Anti-Fraud Team for consideration of formal investigation.
- The City may undertake or participate in data-matching exercises designed to detect and prevent fraud, this includes the National Fraud Initiative (NFI).

13. Policy Exceptions

In exceptional circumstances, the City of London Corporation may consider variations to this policy. The variation will depend upon the individual situation, any extenuating circumstances and the evidence available. The decision and reasons for the decision will be provided in writing to the relevant parties.

14. Monitoring the policy

The Estate Teams and the Housing Needs Team are responsible for enacting the processes relating to mutual exchange. The Area Housing Managers will monitor the tenancy changes that take place on the estates in each of the areas they are responsible for, to ensure this policy is being implemented consistently and fairly. The Projects & Improvement Manager oversees the work of the Housing Needs Team.

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EQUALITY ANALYSIS (EA) TEMPLATE

Decision

Date

What is the Public Sector Equality Duty (PSED)?

[Double click here for more information / Hide](#)

What is an Equality Analysis (EA)?

[Double click here for more information / Hide](#)

How to demonstrate compliance

[Double click here for more information / Hide](#)

Deciding what needs to be assessed

[Double click here for more information / Hide](#)

Role of the assessor

[Double click here for more information / Hide](#)

How to carry out an Equality Analysis (EA)

[Double click here for more information / Hide](#)

The Proposal *Click and hover over the questions to find more details on what is required*

Assessor name: Amy Carter

Contact details: Amy.Carter@cityoflondon.gov.uk / 0207 332 1653

1. What is the Proposal?

The proposal is the drafting, approval and implementation of a Mutual Exchange Policy. The policy document will briefly set out the law relating to the option our tenants have to exchange their home with another of our tenants, or a tenant of another housing provider. The policy will also set out our stance on aspects such as payments and other common issues which arise during a moving process. The policy is intended to provide a transparent source of information which will support the decisions we make.

2. What are the recommendations?

There is no current policy; the recommendation is to draft, publish and implement a policy. This policy will not represent a change in our approach, but the transparent publication of the approach we already take.

3. Who is affected by the Proposal? *Identify the main groups most likely to be directly or indirectly affected by the recommendations.*

The groups affected by the proposal will be:

- Current tenants;
- Our prospective tenants while mutual exchange is being negotiated;
- Those who become our tenants via mutual exchange.

These tenants or prospective tenants could fall into any one of the protected characteristics as outlined below, as such, this analysis documentation will refer to 'those affected', throughout with examples where appropriate.

Age *Double click here to add impact / Hide*

Check box if NOT applicable ☐

Key borough statistics:

The City has proportionately more people aged between 25 and 69 living in the Square Mile than Greater London. Conversely there are fewer young people. Approximately 955 children and young people under the age of 18 years live in the City. This is 11.8% of the total population in the area. Summaries of the City of London [age profiles from the 2011 Census can be found on our website](#)

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- [Population projections](#)

NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under “additional equalities data”.

Double click here to show borough wide statistics / hide statistics

Age

Additional Equalities Data (Service level or Corporate) Include data analysis of the impact of the proposals

We do not currently have additional Equalities Data regarding our residents; in our 'data refresh' project in 2017/18 this will be updated.

What is the proposal's impact on the equalities aims? Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact**

Those directly affected by the policy will be over the age of 18, as tenancies may only be granted to those over the age of 18. For those over 18, age will have no bearing on the application of the policy directly.

The ages of household members and familial relations within the household can have an impact on whether the City may approve a mutual exchange. For example, we cannot allow overcrowding to be exacerbated by a mutual exchange. As such, we will follow the thresholds of our Social Housing Allocations Policy when determining whether a mutual exchange may proceed.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

No further action required.

Disability Double click here to add impact / Hide

Check box if NOT applicable ☐

Key borough statistics:

Day-to-day activities can be limited by disability or long term illness - In the City of London as a whole, 89% of the residents feel they have no limitations in their activities – this is higher than both in England and Wales (82%) and Greater London (86%). In the areas outside the main housing estates, around 95% of the residents responded that their activities were not limited. Extract from summary of the [2011 Census relating to resident population health for the City of London can be found on our website](#).

The 2011 Census identified that for the City of London's population:

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- 7.1% (520) had a disability that limited their day-to-day activities a little.

Source: 2011 Census: [Long-term health problem or disability, local authorities in England and Wales](#)

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Those with disabilities or health needs that are affected by their current home may seek a move to a home that better meets their needs. This is particularly beneficial

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No further action required.

Disability

in situations where the level of impact that their current home has upon the disability or health need is insufficient to secure high levels of medical or welfare related points under the relevant Allocation Policy which may prevent the tenant from 'transferring'. In this situation, a mutual exchange can be a beneficial option.

Pregnancy and Maternity [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key borough statistics:

Under the theme of population, the [ONS website](#) has a large number of data collections grouped under:

- [Conception and Fertility Rates](#)
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When a decision is made regarding whether a mutual exchange will proceed, where there is a household member who is expecting a child, the child or children due will be considered when calculating whether the size of the home is suitable for the household.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

No further action required.

Race [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key Borough Statistics:

Our resident population is predominantly white. The largest minority ethnic groups of children and young people in the area are Asian/Bangladeshi and Mixed – Asian and White. The City has a relatively small Black population, less than London and England and Wales. Children and young people from minority ethnic groups account for 41.71% of all children living in the area, compared with 21.11% nationally. White British residents comprise 57.5% of the total population, followed by White – Other at 19%.

The second largest ethnic group in the resident population is Asian, which totals 12.7% - this group is fairly evenly divided between Asian/Indian at 2.9%; Asian/Bangladeshi at 3.1%; Asian/Chinese at 3.6% and Asian/Other at 2.9%. The City of London has the highest percentage of Chinese people of any local authority in London and the second highest percentage in England and Wales. The City of London has a relatively small Black population comprising 2.6% of residents. This is considerably lower than the Greater London wide percentage of 13.3% and also smaller than the percentage for England and Wales of 3.3%.

[See ONS Census information](#) or [Greater London Authority projections](#)

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The policy applies to all of our residents and their household, and we recognise that this will include those of all races.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

N/A.

Religion or Belief [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key borough statistics – sources include:

The ONS website has a number of data collections on [religion and belief](#), grouped under the theme of religion and identity.

[Religion in England and Wales provides a summary of the Census 2011 by ward level](#)

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The policy applies to all of our residents and their households, and we recognise that this will include those of any religion or belief, or none.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

N/A.

Sex [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key borough statistics:

At the time of the [2011 Census the usual resident population of the City of London](#) could be broken up into:

- 4,091 males (55.5%)
- 3,284 females (44.5%)

A number of demographics and projections for demographics can be found on the [Greater London Authority website in the London DataStore](#). The site details statistics for the City of London and other London authorities at a ward level:

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The policy applies to all of our residents and their households, and we recognise that this will include those of any sex.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

N/A.

Sexual Orientation and Gender Reassignment [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key borough statistics – suggested sources include:

- [Sexual Identity in the UK – ONS 2014](#)
- [Measuring Sexual Identity – ONS](#)

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The policy applies to all of our residents and their households, and we recognise that this will include those of any sexual orientation or those undertaking gender reassignment.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

N/A.

Marriage and Civil Partnership [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key borough statistics - sources include:

- [The 2011 Census contain data broken up by local authority on marital and civil partnership status](#)

NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under "additional equalities data".

[Double click here to show borough wide statistics / hide statistics](#)

Marriage and Civil Partnership

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What is the proposal's impact on the equalities aims? Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact**

Those who are married or within a civil partnership may have a joint tenancy. Where a mutual exchange is proposed, any parties within a joint tenancy must be in agreement with the proposed exchange. If there is an absent tenant in one of our tenancies, the Tenancy Policy process relating to absent tenants must be followed and completed before the mutual exchange may proceed. If there is an absent tenant in the proposed exchange partner's tenancy, the relevant housing provider must resolve the situation before the exchange may proceed.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

No further action required.

Additional Impacts on Advancing Equality & Fostering Good Relations [Double click here to add impact / Hide](#)

Check box if NOT applicable ☐

This section seeks to identify what additional steps can be taken to promote these aims or to mitigate any adverse impact. Analysis should be based on the data you have collected above for the protected characteristics covered by these aims. In addition to the sources of information highlighted above – you may also want to consider using:

- Equality monitoring data in relation to take-up and satisfaction of the service

- Equality related employment data where relevant
- Generic or targeted consultation results or research that is available locally, London-wide or nationally
- Complaints and feedback from different groups.

[Double click here to show borough wide statistics / hide statistics](#)

Additional Impacts on Advancing Equality & Fostering Good Relations

Additional Equalities Data (Service level or Corporate)

We do not currently have additional Equalities Data regarding our residents; in our 'data refresh' project in 2017/18 this will be updated.

Are there any additional benefits or risks of the proposals on advancing equality and fostering good relations not considered above?

The Mutual Exchange policy will foster good relations by presenting the City's approach in a transparent way. The City's intention is to both comply with the law and offer a fair service.

What actions can be taken to avoid or mitigate any negative impact on advancing equality or fostering good relations not considered above? Provide details of how effective the mitigation will be and how it will be monitored.

To prevent negative impact, owing to the complexity of family relations and housing law we have included the following clause in the policy:
In exceptional circumstances, the City of London Corporation may consider variations to this policy. The variation will depend upon the individual situation, any extenuating circumstances and the evidence available.

This enables us to ensure we have the capacity to make decisions that are appropriate dependent upon circumstances that may arise.

Conclusion and Reporting Guidance

Set out your conclusions below using the EA of the protected characteristics and submit to your Director for approval.

If you have identified any negative impacts, please attach your action plan to the EA which addresses any negative impacts identified when submitting for approval.

If you have identified any positive impacts for any equality groups, please explain how these are in line with the equality aims.

Review your EA and action plan as necessary through the development and at the end of your proposal/project and beyond.

Retain your EA as it may be requested by Members or as an FOI request. As a minimum, refer to any completed EA in background papers on reports, but also include any appropriate references to the EA in the body of the report or as an appendix.

This analysis has concluded that...

There is no negative impact caused by the drafting, publication and implementation of a Mutual Exchange policy. The Mutual Exchange policy will foster good relations by presenting the City's approach in a transparent way. The City's intention is to both comply with the law and offer a fair service.

Page 9

Outcome of analysis - check the one that applies

☒ Outcome 1

No change required where the assessment has not identified any potential for discrimination or adverse impact and all opportunities to advance equality have been taken.

☐ Outcome 2

Adjustments to remove barriers identified by the assessment or to better advance equality. Are you satisfied that the proposed adjustments will remove the barriers identified?

☐ Outcome 3

Continue despite having identified some potential adverse impacts or missed opportunities to advance equality. In this case, the justification should be included in the assessment and should in line with the duty have 'due regard'. For the most important relevant policies, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact.

☐ Outcome 4

Stop and rethink when an assessment shows actual or potential unlawful discrimination.

Signed off by Director:

Name:

Date:

Committee:	Dated:
Housing Management and Almshouses Sub-Committee	12 February 2018
Subject: Shift Allowance Policy	Public
Report of: Director of Community and Children's Services	For Decision
Report author: Amy Carter, Community and Children's Services	

Summary

This report is presented to outline the purpose of the Shift Allowance Policy.

The Shift Allowance Policy has been developed, in line with current legislation, as a public-facing document to support the decisions made and enacted by the City's teams in relation to our social housing tenancies.

The document confirms our commitment to processing payments relating to those moving home lawfully, fairly and in a timely fashion.

Recommendation

Members are asked to:

- Approve the Shift Allowance Policy for use by the Housing & Neighbourhoods department as part of our Estate Management practice.

Main Report

Background

1. This policy has been developed to sit alongside the Social Housing Allocation Policy, providing more operational detail. It is good practice to have a policy to set a framework for the actions that may be taken by officers, this policy assists in demonstrating fairness and transparency of decision making.
2. Our work is supported by a full range of Estate Management Procedures. This policy is proposed to provide a public-facing document which provides residents with information regarding decisions which may affect them.

Current Position

3. The Shift Allowance Policy has been developed in liaison with legal advisors. Consultation has been carried out with residents and with staff across the Housing & Neighbourhoods department.
4. A 'shift allowance' is a payment made by the City of London Corporation when social housing tenants choose to downsize. The payment is made in recognition of the fact that tenants who choose to downsize provide considerable assistance to the Corporation as we are better able to meet the needs of households requiring larger accommodation.
5. Furthermore, it is recognised that the cost of these payments is minor in the context of building new properties, yet the payment has the capacity to improve residents' lives.
6. The number of shift allowances paid in recent years are as follows:

2014-15	7
2015-16	5
2016-17	3
2017-18	8 (7 of these have been Mais House residents downsizing from a 1 bedroomed flat to a bedsit)

Corporate & Strategic Implications

7. The formulation and use of a Shift Allowance Policy supports two priorities in the Department of Community & Children's Service Business Plan:
 - Priority 4 – Homes and communities – Developing strong neighbourhoods and ensuring people have a decent place to live.
 - Priority 5 – Efficiency and Effectiveness – delivering value for money and outstanding services.
8. The use of the Shift Allowance Policy is expected to offer clarity to residents and support officers in their decision making, which will reduce time spent discussing and explaining the approach to residents.

Conclusion

9. In conclusion, this policy has been developed as a matter of good practice, to reflect the current legal position and to support officers in their work. This policy will also assist with the understanding and expectations of our residents in regards to the management of their tenancy.

Appendices

Appendix 1 – The Shift Allowance Policy.

Appendix 2 – The Equality Analysis for this policy.

Amy Carter

Projects & Improvements Manager

T: 020 7332 1653

E: Amy.Carter@cityoflondon.gov.uk

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Department of Community and Children's Services

Shift Allowance Policy

Approved by:	Housing Management and Almshouses Sub-Committee
Approval Date:	
Review Date:	<i>**2 years from approval date</i>

1. Equal opportunities

The City of London Corporation operates an Equality & Diversity policy, and this applies to all aspects of its services. We will ensure that no resident or service user is treated less favourably on the grounds of age, race, religion or belief, disability, sex, gender reassignment, sexual orientation, pregnancy or maternity, marriage or civil partnership status. This policy and all related information can be made available in different formats and translated upon request.

2. Aims

We are committed to providing excellent services that meet agreed service standards. The aims of this policy are to:

- Set out what financial benefits City of London Housing tenants may be entitled to when they choose to move to a smaller home.

3. Legislative and regulatory framework

The Land Compensation Act 1973 requires compensation to be paid to eligible households who are required to move home for reasons such as demolition or redevelopment of their existing home. This is called a 'home loss' payment.

Paying a shift allowance is elective, and is not required by legislation or regulation.

4. Related Policies and Strategies

This policy links to other Housing Service and departmental policies including:

- The Decant Policy
- The Housing Strategy
- The Mutual Exchange Policy
- The Social Housing Allocation Policy

5. Scope of the Policy

This policy applies to:

- City of London Corporation social housing tenants.

6. Introduction

We recognise that there is high demand for social housing in London. We operate a waiting list for those who qualify for housing under our Social Housing Allocation Policy and we aim to assist as many people as possible to move into suitable accommodation each year. We acknowledge that a resident choosing to move from a larger to a smaller property assists the City by vacating larger-sized accommodation; which in turn enables us to meet the needs of more applicants on our waiting list.

The City choose to undertake the good practice of offering an allowance to social housing tenants who choose to move from a larger property to a smaller property. This is called a 'shift allowance'. We recognise this can both assist with the expenses of moving home and alleviate some of the personal upheaval caused by moving home.

7. Eligibility

To be eligible for shift allowance, tenants must be:

- Social housing tenants of the City of London Corporation;
- Occupying a property that is two bedrooms or larger;
- Moving from a City Corporation property and fully vacating it – i.e. the property that is being vacated may not be assigned to family members;
- Moving into an appropriately-sized home, we cannot support intentional overcrowding; tenants may not move into a smaller property in order to secure this payment.

The following are ineligible for shift allowance:

- Successors and assignees that are required to move to a smaller property upon transfer of their tenancy.
- Tenants who are moving via Mutual Exchange.
- Fixed term tenants who are required to move to a smaller property upon renewal of their tenancy.

8. Amounts

The shift allowance payment is £2000 for the first bedroom relinquished and £1000 for any subsequent bedroom.

9. Deductions

If the intended recipient is in rent arrears, any money owed will be deducted from the shift allowance payment before it is made.

The property the tenant has vacated will be assessed for any damage and any amounts required to rectify that damage will be deducted from the shift allowance payment before it is made.

10. Timescales

Payment will be made within 28 days of the start date of the tenancy on the new property. This timescale may be varied where necessary, for example, if works are still being carried out in the property the tenant has vacated, meaning the full amount of deductions required may not yet be confirmed.

11. Budget Monitoring

Budget monitoring will be carried out in accordance with the City's standard processes.

12. Policy Exceptions

In exceptional circumstances, the City of London Corporation may consider variations to this policy. The variation will depend upon the individual situation, any extenuating circumstances and the evidence available. The decision and reasons for the decision will be provided in writing to the relevant parties.

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EQUALITY ANALYSIS (EA) TEMPLATE

Decision

Date

What is the Public Sector Equality Duty (PSED)? [Double click here for more information / Hide](#)

What is an Equality Analysis (EA)? [Double click here for more information / Hide](#)

How to demonstrate compliance [Double click here for more information / Hide](#)

Deciding what needs to be assessed [Double click here for more information / Hide](#)

Role of the assessor [Double click here for more information / Hide](#)

How to carry out an Equality Analysis (EA) [Double click here for more information / Hide](#)

The Proposal *Click and hover over the questions to find more details on what is required*

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Contact details: Amy.Carter@cityoflondon.gov.uk / 0207 332 1653

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2. What are the recommendations?

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The ages of household members and familial relations within the household can have an impact on whether the City may allow a move to take place, which may indirectly affect the outcomes under this policy. The Social Housing Allocations Policy will be followed in household and property size determination.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

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The second largest ethnic group in the resident population is Asian, which totals 12.7% - this group is fairly evenly divided between Asian/Indian at 2.9%; Asian/Bangladeshi at 3.1%; Asian/Chinese at 3.6% and Asian/Other at 2.9%. The City of London has the highest percentage of Chinese people of any local authority in London and the second highest percentage in England and Wales. The City of London has a relatively small Black population comprising 2.6% of residents. This is considerably lower than the Greater London wide percentage of 13.3% and also smaller than the percentage for England and Wales of 3.3%.

[See ONS Census information](#) or [Greater London Authority projections](#)

NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below

Race

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

We do not currently have additional Equalities Data regarding our residents; in our 'data refresh' project in 2017/18 this will be updated.

What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***

The policy applies to all of our residents and their household, and we recognise that this will include those of all races.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

N/A.

Religion or Belief [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key borough statistics – sources include:

The ONS website has a number of data collections on [religion and belief](#), grouped under the theme of religion and identity.

[Religion in England and Wales provides a summary of the Census 2011 by ward level](#)

NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under "additional equalities data".

Religion or Belief

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

We do not currently have additional Equalities Data regarding our residents; in our 'data refresh' project in 2017/18 this will be updated.

What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***

The policy applies to all of our residents and their households, and we recognise that this will include those of any religion or belief, or none.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

N/A.

Sex [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key borough statistics:

At the time of the [2011 Census the usual resident population of the City of London](#) could be broken up into:

- 4,091 males (55.5%)
- 3,284 females (44.5%)

A number of demographics and projections for demographics can be found on the [Greater London Authority website in the London DataStore](#). The site details statistics for the City of London and other London authorities at a ward level:

- [Population projections](#)

NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under “additional equalities data”.

[Double click here to show borough wide statistics / hide statistics](#)

Sex

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

We do not currently have additional Equalities Data regarding our residents; in our ‘data refresh’ project in 2017/18 this will be updated.

What is the proposal’s impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***

The policy applies to all of our residents and their households, and we recognise that this will include those of any sex.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

N/A.

Sexual Orientation and Gender Reassignment [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key borough statistics – suggested sources include:

- [Sexual Identity in the UK – ONS 2014](#)
- [Measuring Sexual Identity – ONS](#)

NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under “additional equalities data”.

[Double click here to show borough wide statistics / hide statistics](#)

Sexual Orientation and Gender Reassignment

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

We do not currently have additional Equalities Data regarding our residents; in our ‘data refresh’ project in 2017/18 this will be updated.

What is the proposal’s impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***

The policy applies to all of our residents and their households, and we recognise that this will include those of any sexual orientation or those undertaking gender

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

N/A.

Sexual Orientation and Gender Reassignment

reassignment.

Marriage and Civil Partnership [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key borough statistics - sources include:

- [The 2011 Census contain data broken up by local authority on marital and civil partnership status](#)

NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposals – see below under “additional equalities data”.

[Double click here to show borough wide statistics / hide statistics](#)

Marriage and Civil Partnership

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

We do not currently have additional Equalities Data regarding our residents; in our ‘data refresh’ project in 2017/18 this will be updated.

What is the proposal’s impact on the equalities aims? Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact**

Those who are married or within a civil partnership may have a joint tenancy. Where a home move is proposed, any parties within a joint tenancy must be in agreement with the proposed move. If there is an absent tenant in one of our tenancies, the Tenancy Policy process relating to absent tenants must be followed and completed before the move may take place. This will have an indirect impact on the Shift Allowance Policy.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

No further action required.

Additional Impacts on Advancing Equality & Fostering Good Relations [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

This section seeks to identify what additional steps can be taken to promote these aims or to mitigate any adverse impact. Analysis should be based on the data you have collected above for the protected characteristics covered by these aims. In addition to the sources of information highlighted above – you may also want to consider using:

- Equality monitoring data in relation to take-up and satisfaction of the service

- Equality related employment data where relevant
- Generic or targeted consultation results or research that is available locally, London-wide or nationally
- Complaints and feedback from different groups.

[Double click here to show borough wide statistics / hide statistics](#)

Additional Impacts on Advancing Equality & Fostering Good Relations

Additional Equalities Data (Service level or Corporate)

We do not currently have additional Equalities Data regarding our residents; in our ‘data refresh’ project in 2017/18 this will be updated.

Additional Impacts on Advancing Equality & Fostering Good Relations

Are there any additional benefits or risks of the proposals on advancing equality and fostering good relations not considered above?

The Shift Allowance policy will foster good relations by presenting the City's approach in a transparent way. The City's intention is to both comply with the law and offer a fair service.

What actions can be taken to avoid or mitigate any negative impact on advancing equality or fostering good relations not considered above? Provide details of how effective the mitigation will be and how it will be monitored.

To prevent negative impact, owing to the complexity of housing law and personal circumstances we have included the following clause in the policy:
In exceptional circumstances, the City of London Corporation may consider variations to this policy. The variation will depend upon the individual situation, any extenuating circumstances and the evidence available.

This enables us to ensure we have the capacity to make decisions that are appropriate dependent upon circumstances that may arise.

Conclusion and Reporting Guidance

Set out your conclusions below using the EA of the protected characteristics and submit to your Director for approval.

If you have identified any negative impacts, please attach your action plan to the EA which addresses any negative impacts identified when submitting for approval.

If you have identified any positive impacts for any equality groups, please explain how these are in line with the equality aims.

Review your EA and action plan as necessary through the development and at the end of your proposal/project and beyond.

Retain your EA as it may be requested by Members or as an FOI request. As a minimum, refer to any completed EA in background papers on reports, but also include any appropriate references to the EA in the body of the report or as an appendix.

This analysis has concluded that...

There is no negative impact caused by the drafting, publication and implementation of a Shift Allowance policy. The Shift Allowance policy will foster good relations by presenting the City's approach in a transparent way. The City's intention is to both comply with the law and offer a fair service.

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Outcome of analysis - *check the one that applies*

☒ Outcome 1

No change required where the assessment has not identified any potential for discrimination or adverse impact and all opportunities to advance equality have been taken.

☐ Outcome 2

Adjustments to remove barriers identified by the assessment or to better advance equality. Are you satisfied that the proposed adjustments will remove the barriers identified?

☐ Outcome 3

Continue despite having identified some potential adverse impacts or missed opportunities to advance equality. In this case, the justification should be included in the assessment and should in line with the duty have 'due regard'. For the most important relevant policies, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact.

☐ Outcome 4

Stop and rethink when an assessment shows actual or potential unlawful discrimination.

Signed off by Director:

Name:

Date:

Committee	Dated:
Housing Management & Almshouses Sub-Committee	12/02/2018
Subject: Management of Golden Lane Community Centre	Public
Report of: Director of Community and Children's Services	For Information
Report author: Liam Gillespie, Acting Head of Estates	

Summary

The Community Centre on Golden Lane Estate is undergoing a £1.26m refurbishment programme and is due to reopen in April 2018. A steering group formed of residents and City officers was set up in 2016 to work through proposals for the centre's refurbishment and discuss the management model once it reopens.

The centre belongs to the Housing Revenue Account (HRA) and, therefore, is part of the Housing Service. It was intended that the centre would be run by the Neighbourhoods Development & Engagement Team, in liaison with residents and the Estate Team. However, some residents have expressed an interest in an alternative arrangement in which they would take over the running of the centre via a properly incorporated body. Locality, a company that advises and supports the work of community organisations, was engaged by the Golden Lane Residents' Association (GLERA) to explore the feasibility of this idea. A business plan has been produced with some suggested business models and this has formed the basis of discussions between City officers and residents.

This paper updates Members on the outcomes of those discussions and on current proposals for how to proceed. It also updates Members on plans to locate the Estate Team into the community centre, making the ground floor of Great Arthur House available to build three new accessible homes.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The Golden Lane Community Centre is undergoing a £1.25m refurbishment and is due to re-open in April 2018. The refurbishment is being funded through Community Infrastructure Levy (CIL) funding and from the HRA. No part of the cost is being passed onto residents, although leases do allow reasonable costs of the building to be recovered through service charges.
2. A steering group made up of residents and officers was set up in 2016 to oversee plans for the design of the centre's new interior, as well as providing a forum to discuss potential management models and uses for the building.
3. The community centre refurbishment project is influenced by a number of other projects which are underway or due to start, namely:
 - the City of London Primary Academy Islington (COLPAI) development
 - the City's proposal to provide three properties for social rent at the base of Great Arthur House, the current site of the Estate Office.
4. The COLPAI development will use the site of the City of London Community Education Centre (COLCEC) building at 99 Golden Lane, so the Adult Skills and Education Service (ASES) will require alternative accommodation. It is planned that community education and skills classes provided at COLCEC will move into Golden Lane Community Centre.
5. A small office has been created just inside the entrance to the community centre, along with a private interview room. This was designed so that core members of the Golden Lane Estate Team can be located in the centre and offer services to residents from it. This will make the ground floor of Great Arthur House available to be converted into three accessible residential properties. It is proposed that one of these may be used by Adult Social Care to provide a supported-living facility for residents leaving hospital but unable to return to their homes immediately.
6. The centre is a Housing asset, belonging to the HRA, and when the refurbishment was initiated, it was intended that the centre would be run by the Neighbourhoods Development & Engagement Team of Housing Service, in liaison with residents, ASES and the Estate Team. However, officers worked alongside a Residents Steering Group (RSG) of six residents to plan the refurbishment and, during this process, the RSG put forward an alternative scenario where the centre would be resident-run.
7. In order to explore these alternatives more fully, the RSG applied to the City's Stronger Communities Fund for financial support to enable a feasibility study to be carried out and a draft business plan to be formulated. A grant of nearly

£10,000 was secured via the Golden Lane Estate Residents' Association (GLERA) and Locality was engaged to carry out the research. It was a condition of the funding grant that the resulting report would be shared with the City of London and would be the joint property of GLERA and the City of London. The Locality report is attached as Appendix 1 to this report.

8. The report was finalised in November 2017 and it has since formed the basis of discussions between senior City officers and the RSG. A number of possible management models have been outlined by Locality, involving the centre being managed by a Charitable Incorporated Organisation or similar.
9. The RSG has carried out important consultation about what residents would like in the centre, and their enthusiasm for running it is impressive. City officers are supportive of the vision of a community-run centre. However, further examination of the proposed business model by officers in Community & Children's Services, the Chamberlain's Department and the Comptroller & City Solicitor's Department has identified a number of challenges that must be addressed before management could be handed over to a resident-led body.

The City's Proposed Management Model

10. The City's proposal for the centre involves the creation of an Advisory Board, which will oversee the delivery of the business plan and agree policies and a mission, vision and values for GLCC, as well as monitoring budgets and income. The Advisory Committee will be made up of officers from the Housing Service and ASES, plus a representative mix of residents. It is envisaged that the position of Chair of the Advisory Committee will change on a rotational basis or be fulfilled by an independent person.
11. The day-to-day operation of the centre will be the responsibility of a Centre Manager employed by the City of London. The Advisory Board will provide guidance and strategic direction but will not become involved in operational decisions. Line management of the Centre Manager will be undertaken by the Neighbourhood Development & Engagement Manager.
12. The Centre Manager will be assisted by a part-time member of staff whose responsibilities will include reception duties, setting up hired spaces, assisting centre users with queries and locking/unlocking the centre as required. This post will be paid for by ASES and will work flexibly with the Customer Service Officer already in post within the estate team.
13. Under this model, the management of the centre including room bookings, budgets, income generation and facilities management will be the responsibility of the Centre Manager. The estate team will provide cleaning services to an agreed service level. The City, via the HRA, will retain responsibility for financing and providing repairs, maintenance and servicing of building components. The City will also retain the responsibility for performing fire risk assessments, health and safety inspections and general housekeeping functions.

14. The estimated cost of running the centre in the first year under this model is £91,000. £28,000 will be contributed by ASES. The remainder will be met from the HRA and income on room hire. The current HRA contribution is £40,000 per annum. As income rises, the cost to the HRA will reduce.

Possible Future Management Models

15. City officers support the principle of resident involvement in running the centre and there are many areas of similarity in the models proposed by the City and those outlined by Locality. The City's proposal is intended to provide resident involvement at a strategic level, while ensuring that business risks are properly managed. It is also anticipated that this could be a transitional arrangement in expectation of an alternative model being implemented at some point in the future.
16. Locality's report of October 2017 examines a number of potential models for resident-led management of the centre. The version that was then proposed by the RSG is one in which a company limited by guarantee, with charitable status, is formed and through which the centre will be run.
17. The governance structure would include a board of eight to ten voluntary trustees, which would have strategic oversight of the business plan and would offer a scrutiny and monitoring function. A separate Advisory Group, formed of residents and City officers, would also be constituted and this would take on strategic decision-making functions, such as forming the centre's vision and values and formulating the hire and use policy.
18. The report from Locality and the proposal from the RSG was considered in detail by the Comptroller's Department, the Chamberlain's Department and Housing managers. A number of issues were identified that would need to be resolved the City's satisfaction before an alternative management model could be put in place. The key challenges include:
- The financial models are based on assumptions that grant income and business rates discounts will be high. Even taking these into account, the models do not make provision for the centre becoming self-supporting. Further work is needed, then, to test out the assumptions made and to produce a more robust and less risky business plan that shows income increasing year-on-year and the centre becoming self-financing as far as is possible.
 - A zero or peppercorn rent was assumed. The Comptroller's Department advised that this does not take account of the City's legal duties to maximise the return on an asset held by the Housing Revenue Account, and warned that the City would be at risk of breaching its obligations. This needs to be addressed.
 - The issue of support from the wider community. While there has been extensive consultation on what residents wish to see in a local community centre, there is not yet evidence that the idea of the residents actually running the centre has widespread support. Further engagement needs to

take place to establish the RSG and to get the support of the wider community.

- The RSG is not yet established as an organisation and time will be needed to incorporate and to build capacity. To do so before April is extremely challenging.

19. City officers believe that because of these key issues, it is appropriate for the City to run the centre for the first year. Officers have made a commitment to work with the RSG to address the concerns and will provide whatever support is appropriate and reasonable. The position will then be reviewed.
20. A letter, outlining the City's position has been sent by the Director to the RSG, and this is attached as Appendix 2 to this report.
21. If the identified risks and challenges have been addressed to the satisfaction of officers, a further report regarding the management model for the centre will be made to Members, with appropriate recommendations, for a final decision.

Survey on Location of Golden Lane Estate Office

22. A survey of Golden Lane residents was conducted by Locality in October 2017 regarding the location of the estate office. The survey was delivered to every household and also sent by e-mail to those residents on the estate office's mailing list. The questions were formulated and agreed by Locality, City officers and resident representatives from the community centre steering group.
23. The main purpose of the survey was to establish where residents wished to have the Estate Team located if it moves from Great Arthur House to make way for the new homes. This was done because of some opposition to the team moving to the community centre. At the request of the RSG, a further question was included, asking if residents were happy with the existing location.
24. The survey was also intended to provide data on how frequently residents visit the office, the reasons for their visits, any additional services they would like to see and their thoughts on alternative opening hours.
25. A total of 124 responses were received, which represents approximately 20% of households on the estate. The results from the survey are attached as Appendix 3 to this report.
26. The results demonstrate that, while respondents are largely happy with the current location of the estate office, a high degree of support exists among residents for the office moving to the community centre should it have to move; 84% of those who answered this question selected the community centre as a favoured location.
27. The alternative location offered was to move the Estate Team to the Barbican Estate Office. Although this is off the estate, it is still within a short distance, and

felt to be a viable alternative as we are unusual amongst social housing providers in having staff located on estates at all – most have area of central office only.

28. Some individuals have suggested that a new office be built for the estate team elsewhere on the estate. The cost of providing this could not be justified given the level of investment already being made in the estate and the fact that adequate provision for an office has already been made. Therefore, this option has not been offered.
29. Plans are therefore being made to relocate core members of the Golden Lane estate management team to the community centre when it reopens. The office will also provide a base for the Centre Manager, as well as a facility for ASSES staff working from the community centre.

Conclusion

30. Golden Lane Community Centre will be run on a very different basis to its current model once it reopens in April 2018. It is important that the centre is operated on a realistic basis and the City's proposed operating model is intended to outline a practical, achievable and readily-implemented model for the centre's first year after re-opening. Should residents wish to take on the running of the centre themselves in due course, this would be possible provided that a properly constituted entity took on this role and demonstrated its viability and its capability to take on the financial risks involved in the task.
31. Locality's study has provided multiple options for a resident-led model of management at the centre, via a properly constituted charitable organisation. City officers are supportive of this potential management model, though there are a number of challenges that must be dealt with before a final decision can be made.
32. In the meantime, the City continues to prepare for the centre's re-opening in April 2018. Officers have committed to work with residents and other partners to build a successful community centre that provides a valuable resource to those living locally.

Appendices

- **Appendix 1** - Golden Lane Estate Community Centre – Business Case, October 2017 (*Report by Locality*)
- **Appendix 2** – Golden Lane Community Centre Business Case & Proposal – letter from Director of Community & Children's Services to RSG, 28 November 2017
- **Appendix 3** - Future Location of the Golden Lane Estate Office – Survey Analysis, October 2017

Liam Gillespie

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Golden Lane Estate Community Centre Business Case

October 2017



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Section 1. Background

The Golden Lane Estate is located on the eastern edge of the City of London and is widely considered to be one of the most important post World War II developments. It was listed in 1997 to recognise its architectural and social standing as a British modernist icon.

In 1947, the City of London identified the need for a large development of housing due to the depopulation of the City following the war. City Planners were keen to adopt ideas such as the mixed development of houses and flats with public open spaces, shops, community facilities. They aimed to re-interpret the idea of an estate as a self-contained, self-sustaining, urban microcosm to create 'an urban village' with high density housing blocks intertwined with a range of community facilities and services. The winning scheme included a block of 16 storeys (Great Arthur House), 12 low blocks and a community centre all arranged as an inward looking layout around a series of courts.

As such the Golden Lane Estate Community Centre has always been envisaged as the centre of a thriving community. After a period of low usage, a group of local residents are keen to see the community centre restored to the original vision so that it becomes a vibrant resource for the whole Golden Lane community.

This report seeks to explore two key questions: how could a resident led model of ownership work and what does it look like?

Between July & August 2017, the following activity was undertaken in the development of this business case:

- Initial scoping with resident steering group
- Initial scoping meetings with City of London Officers
- Mapping of local community groups, providers and existing users of the community centre; these organisations were contacted and subsequently provided information on how they would like to use the centre in person or by email.
- Attendance/ consultation activity at the 'Meet the contractors' day' on the 22nd August
- Attendance/ consultation activity at the community day to mark the closing of the centre on the 2nd September
- Several interim meetings were held with both City of London Corporation Officers and members of the resident steering group to clarify details
- Desk-based research to inform financial modelling for the centre as well as recommendations on governance and management. This also involved conversations and meetings with Locality members on specific topics (for example insights on corporate engagement from St Luke's).

In each section of the report key findings and recommendations are given by Locality to support thinking about the next steps that need to be taken.

Section 2. Vision for the Centre

How do Golden Lane residents wish to see the community centre used?

As the Golden Lane Estate Community Centre seeks primarily to serve the immediate residential community, it is necessary to consider what activities and services would prove attractive and necessary to local residents.

557 households make up the Golden Lane Estate, 48% of which are leaseholders and 52% are tenants.

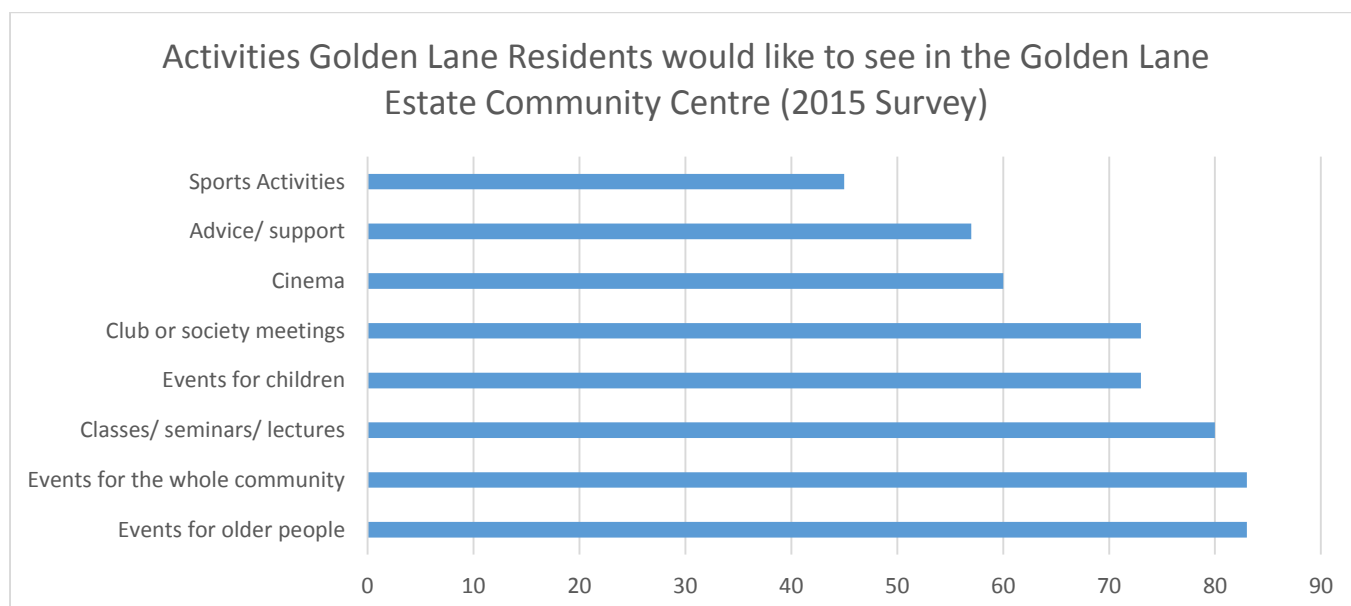
Properties are mainly one bed (34%) or studio flats (31%). 29% are 2 bed properties.

Of 1,300 total residents in Golden Lane, 130 are aged 75 and over and a further 170 are aged 60 - 74. This totals 23% of the overall population. 530 are aged between 30 and 59 (41%). A relatively small percentage are aged under 14 (8%) and 210 are aged 15 - 29 (16%)¹.

Golden Lane Residents have been given a number of opportunities to express their views on the type of activities they would like to see in the community centre. The key findings from each consultation activity is given below.

2015 Survey

Between the 12th and 23rd December 2015, an online survey was conducted asking local residents for their views on the community centre. The survey was sent to the 478 members of the Golden Lane Estate mailing list and was promoted on the Golden Lane Estate Website. A paper copy was also made available in the Golden Lane Estate Office. 112 residents responded to the survey. The most popular activities identified to take place in the Community Centre were events for older people, events for the whole community and classes or lectures.



Resident conversations held Spring/ Summer 2017

City of London Corporation employ a Community Engagement Officer on the Golden Lane Estate and from May - August 2017, this officer undertook a number of conversations with residents around what

they would like to see happen on the Golden Lane Estate. 60 conversations took place in total and were loosely structured around the following questions:

What would you like to see in your community?

Positives of Golden Lane?

Improvements needed at Golden Lane?

What skills/passions/hidden talents would you like to share with your community?

If you could make one thing happen at Golden Lane what would it be?

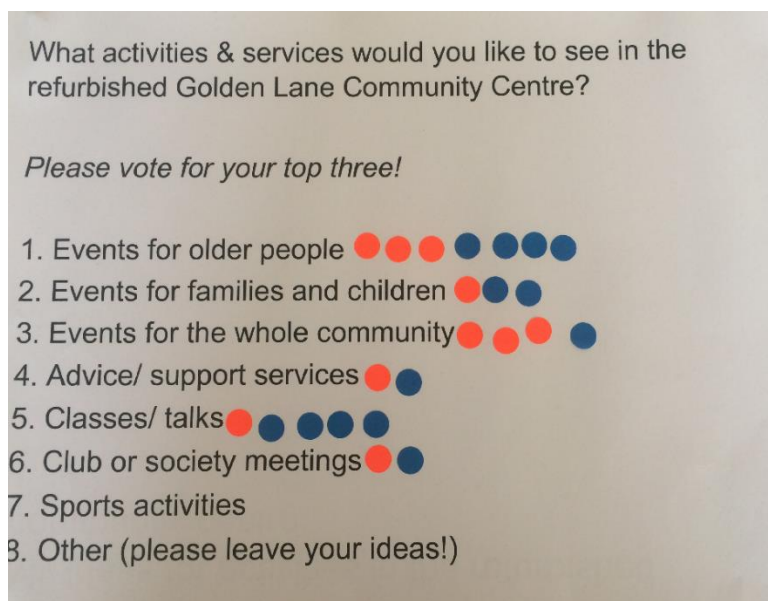
Are there any specific activities you would like to see in the Community Centre?

These conversations highlighted a number of trends:

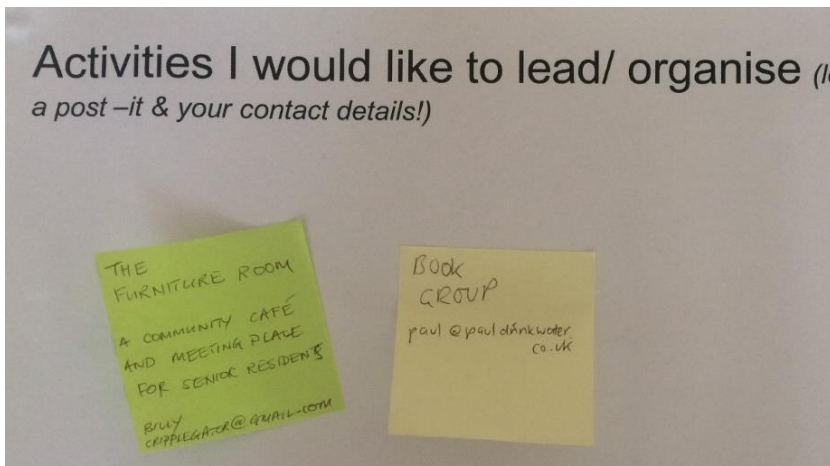
- When asked what residents would most like to see in their community, around 50% mentioned the need for more opportunities for the community to come together and to develop more community spirit on the estate. Several recognised that this had existed but had been lost in recent years. Many of these responses specifically mentioned the community centre and the role it could play in achieving better community relations.
- Nearly all respondents had a skill they would like to share. These were diverse and included: tapestry, knitting, embroidery, cooking, politics, local issues, babysitting, cross stitch, art, painting, reading, friendship, ESOL for new families, helping with benefit claims, communication skills, education, teaching kids about media, making websites, teaching yoga, Spanish, theatre, maintenance, German, photography, gardening, nature, cooking, how to use a sewing machine, singing, guitar, drama. Given that this is just from a small selection of residents; it demonstrates the vast wealth of skills that local residents could contribute to the community centre.
- When asked specifically what activities they would like to see in the centre, residents suggested the following: job club, members room, keep fit, activities you can try for free, shows, information point or bulletin board, bar, ping pong table, courses, gatherings from different cultures, fitness, educational classes and activities to facilitate more interaction between Golden lane and the Barbican.

Contractors day - 22nd August 2017

Local residents were invited to attend a 'Meet the Contractor' Day in the Golden Lane Estate Community Centre prior to the commencement of the refurbishment works. Locality asked residents to vote for the activities they would most like to see in the centre as well as suggest their own ideas.

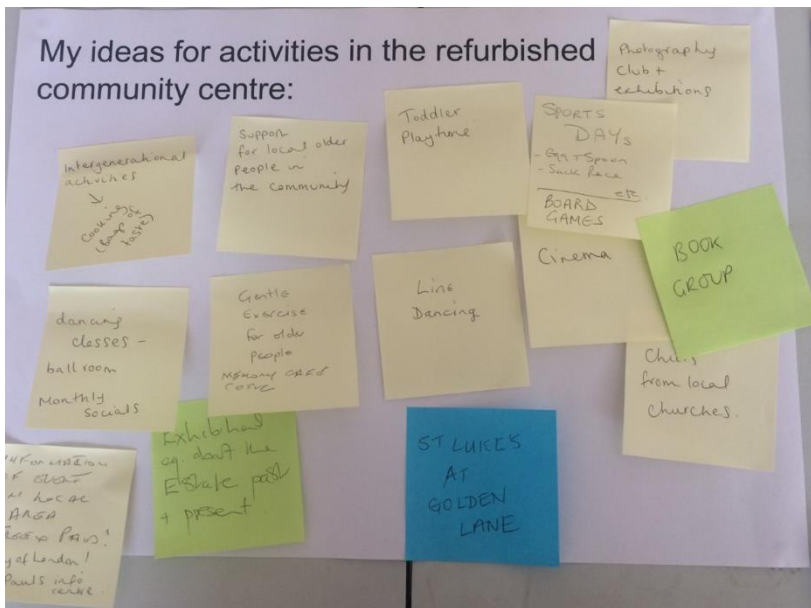


Of a total of 23 votes, 7 were for events for older people (30%) and 5 were for classes and talks (22%). 4 were for events for the whole community (17%). This follows a similar trend to the results of the 2015 resident survey.



Ideas for activities for the centre included:

- Intergenerational activities
- Support for older people in the community
- Toddler playtime
- Sports days for the whole community
- Photography Club and Exhibitions
- Dance Classes
- Gentle exercise for older people
- Line Dancing
- Cinema
- Book Group
- Choir performances for local churches
- Exhibitions about the past of the Golden Lane Centre
- Information about what is going on in the local area

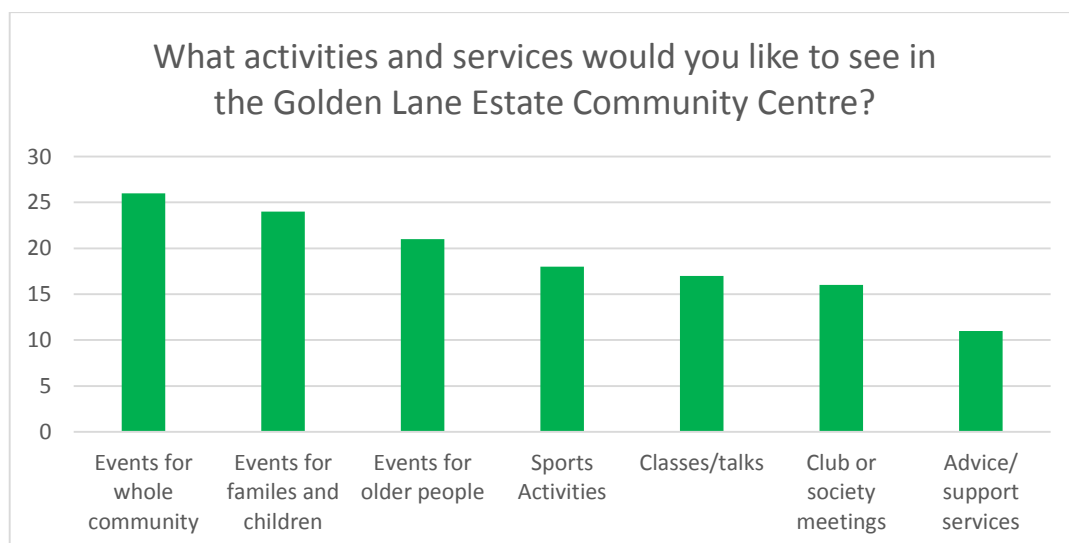


Local residents volunteered to run a 'furniture room for senior residents' and a book group.

Visioning exercise held at Community Day - 2nd September 2017

39 residents filled in postcards asking them about their vision for the 'Golden Lane Centre of the future' at a community event held in the centre.

When asked what types of activities residents would most like to see in the centre, voting was as follows:



When asked to add any specific activities or services they would like to see in the refurbished centre, residents suggested the following activities (several activities were mentioned more than once):

- Cooking
- Youth Club
- Gymnastics
- Cooking Club
- Cooking
- Youth Club
- Dance Parties on Saturdays
- Day care centre for families
- Vintage movie viewings (similar to open air cinema)
- Coffee shop
- Library
- Table Football
- Dodgeball
- Stay and Play
- Creative Arts
- Life Drawing
- Spaces
- Cinema Club
- Dancing for all ages.
- Kids cinema club.
- Tea dances
- Family cinema club.
- Photography classes.
- Knit and natter.
- Music recitals - classical jazz etc.
- Art classes
- Life drawing
- Bingo
- Social Club
- Monthly Entertainment
- Bingo
- Social Club
- End of Month Club (evening adults)
- Bingo
- Social Club
- Chair based Yoga for older folk and those with health based disabilities
- Link with St Luke's tutor Ann Fuddy Class
- Tai Chi for older people
- Tuesday "Chats Talk for small fee"
- Children's book, toy, clothing swap.
- Need more for the community and children
- Weekend kids: arts and crafts, music and movement.
- Group arts and craft activities
- Sunday lunch on the estate
- Events like todays, bringing all the community together.
- Bingo
- Afternoon tea for the elderly
- Bingo
- Bring back the bar
- Exercises for the elderly and children of all ages
- Bingo
- Line Dancing
- Community events - Harvest Supper, Xmas Fayre
- Motorcycle maintenance classes
- Bonfire for Guy Fawkes
- Tree Cultivation across estate
- Sunbathing on the roof!
- Sports activities during weekend for kids
- Space for music practice
- Art activities such as craft or painting
- Reasonable rates for private hire (for residents)

Two residents offered general feedback on how they would like to see the centre used:

'I think all of the options opposite are great. Anything that brings all of the community together. With cuts to stay and play and toy library at Golden Lane Campus (as well as keep fit sessions, downs syndrome support group etc.) these are much needed. The flats on the estate are small- somewhere for children of all ages to hang out.'

'I would like to see the community centre full of hustle and bustle as it was when first built.'

Resident Steering Group Reflections - August 2017

Members of the resident steering group also stressed that the feel and atmosphere of the centre is also very important and that there were several aspects of neighbouring community centre St Luke's that they would like to replicate in the Golden Lane Centre. Specifically, residents mentioned the following:

- *Need for a buzz/lively atmosphere*
- *Good reception staff*
- *A space where lots of different groups can co-exist*
- *Corporate sponsors e.g. IT courses and ballet*
- *Robust management structure*
- *Staff who treat you well and do not patronise you*
- *Range of services e.g. Hairdressers*

Section 2 key findings:

- Golden Lane residents are keen to develop stronger community links across the estate and to recapture a sense of community that has existed in the past.
- Many residents would be happy to share their skills and experience with others through the community centre.
- 'Events for the whole community' has consistently emerged as the type of activity residents would most like to see in the centre. Activities for older people, classes and talks and events for families and children are the next most popular activities.
- In their original proposal document, the Golden Lane Estate Residents Association proposed a vision for the community centre as follows:

The GLECC is envisaged as a welcoming, inclusive, and versatile, multi-purpose space run for GLE residents and the local community in partnership with wider community groups, in order to enhance social cohesion. It should provide:

- *A place for residents to socialise, hold meetings and organise activities*
- *A book and toy exchange*
- *A computer- and internet-access point and IT learning space*
- *A kitchen*
- *A venue for a wide array of educational and cultural provisions, ranging from art classes to film and theatre nights*
- *A central noticeboard and general information-source for all estate matters*
- *A place for GLE's many children to play, study and exercise*
- *A base for outreach activities, to extend to vulnerable residents (in the form, for example, of 'buddy' and neighbourly schemes or an information hub for a network of carers on the estate)*
- *A place for young people to develop new skills*

- *A publicly-accessible archive on the architecture, design and history of this Grade 2 listed estate*

It will achieve these goals by building:

- *Partnerships with local social and welfare organisations*
- *Partnerships with cultural organisations in the City*
- *Links with corporate sponsors and volunteers to inform the programme*
- *Links with Fusion to secure a programme of special activities for children and young people on the Estate*
- *A website for social and welfare organisations and their services, as a community resource (modelled on Islington's Links for Living).*

The Golden Lane Estate Community Centre will offer an open and adaptable programme, such that any estate-based group or organisation can book time in it for classes, workshops and gatherings. Time allocated to non-profit-generating activities will be counterbalanced by slots given over to hire-out to businesses such as Italia Conti.

Feedback from residents suggests that the original GLERA vision is largely in line with the activity local people would like to see in the centre. There is a strong appetite for 'A place for residents to socialise, hold meetings and organise activities' but within this, residents would specifically like activities where different parts of the community come together/ different age groups can socialise together in one setting. Equally, more vulnerable/ potentially isolated groups would like to have the opportunity to attend social activities such as bingo, and these should be considered alongside outreach activities such as befriending. No specific requests were made for the community centre to accommodate a computer access point or an archive on the architecture, design and history of this Grade 2 listed estate.

Section 2 recommendations:

- That programming of activity reflects the priorities identified by residents, with specific attention to activities which bring different parts of the community together rather than just focus on specific age groups.
- That the management and governance of the community centre allows for a continual dialogue with residents (both informal and formal feedback). This could be achieved by having a resident user group which representatives from a range of different groups, good resident representation on the steering group, an annual 'co-design' event or ongoing consultation as part of community activities.
- That a framework is put in place to measure the impact the activities in the Golden Lane Estate Community Centre are having on local people. This is important to understand if activities in the centre are having a positive impact on the lives and local residents and will also provide useful information for funding bids.

An annual survey of users could cover some of the following indicators:

- People who believe people from different backgrounds get on well together on Golden Lane
- People who feel that they belong to their neighbourhood in Golden Lane
- Participation in regular volunteering in Golden Lane
- Residents who feel they have made new friends/ contacts
- Resident who have learnt a new skill as a result of the activities in the community centre
- Residents who have gained confidence
- Residents who feel accessing services at the centre have made them feel more positive
- Residents who feel that accessing services at the community centre have enable them to be more physically active.

Section 3. Potential uses of the community centre

As well as meeting the needs of the community, the Golden Lane Estate Community Centre will need to have a sustainable business model. A number of potential users were contacted to understand what local market and interest there would be in using the space and the potential income that could be generated.

The refurbished community centre will have the following spaces available for community use:

Rooms available	Dimensions	Area (sq. m)	Potential occupants (number of people)
R00_01 Lobby/Seating Area to Ground Floor 1	12.4m x 4.5m	49	8
R00_02 Interview Room 3	2.4m x 1.6m	3.9	2
R00_05 Hall 9	13.1m x 8.5m	110	Layout dependant
R00_06 Classroom 12	5.6m x 3.5m	19.3	13
R-1_04 Music Practice Room 34	3.5m x 2.2m	7.8	1
R-1_05 Seating Area - Lower Ground Floor 37	6.9m x 4.1m	25.2	10
R-1_06 Community Space 1 40	6.6m x 4.5m	29.5	Layout dependant
R-1_07 Community Space 2 43	8.3m x 7.7m	61.2	Layout dependant

Based on the number of toilets and the size of the fire exit doors, a maximum of 130 people would be allowed in the whole building at any one time, with a maximum of only 60 people in the lower ground floor at any one time².

A mapping exercise was undertaken to understand the immediate market of local providers and organisations which would be interested in using the centre - the full list is given in Appendix 1.

Section 3 key findings:

- There is already considerable interest in using the spaces in the Golden Lane Centre: around 20 organisations have expressed a definite interest in using the space. Whilst some groups have stated that they are likely to use the centre from the day of opening, it is the experience of other similar organisations that it can take up to a year to build up occupancy to 40%, which is typical of other community centres in the Locality membership.
- There are some timetabling conflicts which will need to be resolved and which could impact on the amount of income the managing organisation is able to generate, most specifically the use of the hall in the evenings by City of London Adult Learning Services - as this is when there is most demand for space. The highest demand from local groups is mainly during term time - this may mean there is scope to hire out the space to external bodies more in holiday periods (external charity away days for example).
- Currently groups pay different rates to use the space and there may be to be a transitional period whilst hire rates are made more consistent (so that groups do not experience a sharp increase in hire costs which means they cannot use the space). E.g. the Chess Club currently use the hall space for three evenings a week and pay £20 an hour - they are willing to negotiate a new hire fee but £45 an hour would be a large jump.
- There is potential to use a cross-subsidisation model to ensure the centre is sustainable whilst available for community use. Careful thought needs to be given to the balance between more corporate users (such as the chess club and Italian Conti) and the communications that go out to residents on the hire policy (and why the space needs to be used by organisations not directly serving the estate).

² Source: Studio Partington

- More information is needed on whether Golden Lane residents would like to see the Golden Lane Estate Office moved to the community centre. A survey is currently being undertaken to gauge opinion.

Section 3 recommendations:

- The managing group will need to develop a clear hire policy, and discuss what percentage of the space they wish to be available to local people and providers. Currently modelling has been completed on the basis of a third of capacity being devoted to local organisations and providers, a third to local residents/ grassroots organisation and third to external organisations, paying a higher rate (see Appendix 2).

Section 4: How the business model for the centre stacks up

Modelling work was undertaken to assess the potential income and expenditure of the community centre for the first five years of running. Please see Appendix 2 for details of cost information used for the modelling.

Section 4 key findings

- Potential sources of income for the centre are:
 - **Room hire** (benchmarking suggests potential hire rates from £10/£25/£45 for the hall & £0/£15/£30 an hour for the whole downstairs community space). We suggest three rates for local residents, local providers & external/ corporate bodies. Initial modelling based on a 10% occupancy rate in the hall (in additional to Adult Learning usage) and a 20% occupancy rate of the downstairs community space suggest a rental income of **£24,000** in the first year. Corporate external users would be cross-subsidizing the cost of the space for community users.
 - **City of London Adult Learning Services - £28,000 per annum** for lease of the hall space, classroom and space for a receptionist. Please note that this income source might only be available for two years as the Adult Learning Services may be delivered differently after this time, depending on national policy and funding developments.
 - **Lease of space for the Golden Lane Estate Office Team** - If the Estate Team were based in the Community Centre, they would cover business rate charges in lieu of payment for space (**£24,000**) and potentially contribute **£7,000** towards utility costs. There is also the possibility of covering some office costs and contributing to cleaning costs.
 - **Contribution from resident service charge:** Currently the City of London calculates the costs of running the community centre (without staff) as £38,000. These costs are broken down as follows:

Contract Servicing Electrical	£583.06
Asbestos Management	£229.36
Breakdown General (repairs)	£3,155.64
Breakdown Electrical (lighting)	£163.76
Breakdown Heating and Ventilation	£3,490.70
Contract Servicing General	£39.46
Contract Servicing Electrical	£1,089.44
Contract Servicing Heating	£460.00
Water supply works	£1,319.47
Asbestos Management	£275.00
Electricity	£5,304.09
Gas	£5,662.31
Business Rates	£23,719.50
Cleaning	£373.75
Deep Clean	£1,637.75
Cleaning Materials	£369.48
Equipment	£9.85
CCTV/Security Equipment	£621.00
Facilities	-£10,202.30
Total	£38,301.32

This figure is apportioned according to a formula, firstly by assigning a liability to each housing block on the estate, then by each individual property within each block. Any leaseholders pay their contribution in their service charges; tenants pay in their rent, which goes to the Housing Revenue Account by a different mechanism. The estate is roughly 50% leasehold, so the amount collected in the service charge is approximately £19k.

Whilst some of these costs could become the responsibility of a resident led group managing the centre, this would not mean that monies from the service charge could be diverted to this organisation. This is because the City of London Corporation is only able to charge for services which are a direct cost to the Corporation. If another body is paying for utilities for example, this are no longer a cost to the Corporation and therefore cannot be covered by service charges.

This means that service charges **would not** serve as an income strand for a resident led group running the community centre.

Expenditure

- The running costs of the centre are estimated to be between **£120,000 - £130,000 a year**. Please see Appendix Two for details of the breakdown in expenditure. This is calculated on the basis of not having to pay rent and the modelling work will need to continue whilst information on further costs/ potential income streams are identified. This amount could be reduced with a lighter staffing model/ shorter opening hours.
- This figure includes the following staffing:
 - o A full time Centre Manager on a salary of £32,000 (potential working hours 8.30am - 4.30am)
 - o Two part-time (0.7 FTE) Assistant Centre Managers on a salary of £27,000 (Potential working hours 4pm - 10pm on week days and 21 hours over the weekend.
 - o This would create a total capacity of 2.4 FTE staff (based on a 37.5-hour week).
- It is very likely that the group managing the centre would need to bring in a considerable proportion of income from grant income/ corporate sponsorship to support the running of the centre, although this is dependent on the staffing model and whether it would be possible to cover the running of the centre with one centre manager (with COLCEC and potentially estate staff). In the current model, this is around £60,000 a year but this would only contribute to core running of the centre, not additional community activities/ events. Potential grants the incorporated charity could apply for are provided in Appendix 3.

Case Study: Developing corporate partnerships at St Luke's Parochial Trust

A further source of income for the Community Centre could be the development of partnerships with local businesses. St Luke's³ has developed partnerships with around 25 local businesses, including large law firms and smaller local businesses. Corporate partners are offered a choice of three annual memberships for a sum between £500 and £5000 (Bronze, Silver, Gold) and this guarantees businesses a certain level of activity they can use towards their Corporate Social Responsibility objectives.

This can involve opportunities for staff to give their time to support community based activities (Gardening/ After School Clubs/ 1:1 skills training e.g. computer skills) as well as sponsorship of events (which brings in additional revenue funding). It is worth noting that it has taken a number of years to build up these partnerships (St Luke's started work in this area around 10 years ago)

³ <https://www.slpt.org.uk/>

and that corporate partnerships are managed by 3 members of dedicated staff (one full time and two-part time). This enables St Luke's to offer a highly personalised and professional service (greeting companies on arrival and having a member of staff with them all day for example). They feel this, and having a very attractive/ well-kept physical environment, has been instrumental to their success in this area.

St Luke's have said they might be able to refer some companies to the Golden Lane Estate Community Centre as they are often inundated by requests. They have also advised that trustees consider their personal contacts in local businesses as a first step as personal relationships are a far easier way into large companies.

Section 5: Potential staffing model⁴

Section 5 Key findings:

- If the opening hours of the centre are Mon - Thurs 9am - 10pm/ Friday & Sat 9 -10pm/ Sun 10am - 6pm, an equivalent of 2.4 FTE staff members will be needed to have someone there at all times.
- It is also necessary to consider how the centre will operate in terms of covering sickness, annual leave, and the fact that opening hours extend into evenings and weekends (and therefore staff will need to be willing to work flexible hours).
- Local leisure providers Fusion would be happy to be key holders for the centre (please see more detail in Appendix 1 about Fusion).
- It is worth noting that many other centres do cover some opening hours with volunteers or by having key holders who open up/ close up evening activities. The group could consider core staffing hours until 6pm and potentially 10am - 4pm on Sundays with volunteers covering the opening and closing of the centre.
- Thought will need to be given to the line management of the Centre Manager. In other organisations, a designated member of the trustee board takes responsibility for this and arranges regular supervisions (from every 2 weeks to monthly).
- The managing organisations will need to consider what pension arrangements it will make for staff. Currently 15% of salary costs have been included in the financial modelling to cover national insurance and pension contributions.
- Suggested responsibilities of staff members are outlined below:

Centre Manager - main responsibilities

General:

- Overall responsibility for the Centre - hours of work include weekdays / evenings and weekends
- Marketing and promotion of Centre space for hire and events
- Ensuring health and safety and other statutory compliance are met
- Liaising with other users / tenants of the Centre
- Delivering the business plan for the Centre

Operational:

- Opening and closing the Centre
- Managing part time staff and volunteer rotas
- Taking bookings / hires of space
- Managing finances (booking / hire income and Centre costs) including staff wages and volunteer expenses
- Developing and managing maintenance schedules

Assistance Centre Managers - main responsibilities

General:

- Management of the Centre during weekdays / evenings and weekends
- Providing holiday cover for the Centre Manager
- Supporting marketing and promotion of the Centre

Operational:

- Opening and closing the Centre
- Liaising and working with volunteers
- Taking bookings / hires of space

⁴ Sources of information: comparative models from Locality members and other community centres, modelling of potential opening hours.

- Ensuring the Centre is run safely and professionally for visitors, users and hirers

Section 5 Recommendations:

- Conversations need to be undertaken to better understand how the Adult Learning Services Receptionist, Centre staff (proposed Centre Manager and Assistant Centre Manager roles) and potentially members of the Golden Lane Estate Team roles could be redesigned to efficiently staff the centre (and what flexibility there would be around the duties all staff perform). This will inform the amount of additional staffing needed by the resident led group.
- Working practice guidelines will need to be developed to ensure that all individuals using the shared community office space are clear on expectations.

Section 6: Other operational considerations

Other essential areas of consideration to ensure smooth operation of the Golden Lane Estate Community Centre are:

- **Development of Policies and Procedures:** A resident led organisation will need to develop a number of policies as part of their operations. NCVO have a useful online guide to the policies needed: https://knowhownonprofit.org/organisation/operations/policies-and-procedures/copy_of_policies#

The core policies identified are:

- A health and safety policy if you employ five or more people. An organisation of any size must conduct a health and safety risk assessment.
- Safeguarding policy for children and young people and/or vulnerable adults (if applicable)
- Privacy Policy including Data Protection and General Data Protection Regulation (GDPR)⁵
- Equality & Diversity Policy with particular regard to anti-discrimination and harassment of employees and volunteers as well as service users
- Risk management incl. assessment and mitigation
- Finance - including a financial procedures manual and a reserves policy
- Board basics - a Trustee Code of Conduct; Conflict of interest policy; and Trustee Expenses policy⁶

In addition, a room hire agreement and policy will need to be developed. Locality can provide examples from other members in their network if helpful.

- **Managing Room Bookings:** Consideration will also need to be given to which system is used to manage room bookings. Many organisations simply note bookings in Microsoft Office (including Artizan Street) or use free software such as Google calendar. A key consideration here is how the organisation would like to manage room bookings for example - is there a preference for individuals to be able to book online or will bookings also be made through a member of staff).
- **Financial Management:** The managing organisation will also need to consider whether it would like to use cloud based finance software to manage its organisational finances. Products such as Xero⁷ create useful dashboards which enable both staff and trustees to accurately track spending. Accounts will also be subject to independent examination, a simpler form of scrutiny than an audit which provides trustees, funders, beneficiaries, stakeholders and the public with an assurance that the accounts of the charity have been reviewed by an independent person. All charities with an income of more than £25,000 that opt not to have an audit must have to have an examination” (Charity Commission - [link](#)). Typically, organisations with an income of over £1M must have an audit.
- **IT and Internet:** Wi-Fi will be installed as part of the refurbishment of the centre however thought will need to be given to the phone system the organisation would like to have in the centre (landline/ mobile) and the IT equipment which will need to be purchased for centre staff. Some costs have been included in the financial modelling for the centre.
- **Marketing and communications:** Good marketing and communications will be essential to support both community/ resident engagement and the promotion of the centre to external users. At a minimum, we recommend development of a clear website with good information on

⁵ <https://ico.org.uk/for-organisations/data-protection-reform/overview-of-the-gdpr/>

⁶ https://knowhownonprofit.org/organisation/operations/policies-and-procedures/copy_of_policies#

⁷ <https://www.xero.com/uk/why-xero/your-business/non-profit-accounting/>

room available for hire and contact information for individuals interested in accessing activities or giving their time to support the centre. Some centres also set up donation functions. Maintaining a good mailing list is also advisable.

Section 7: Legal and governance considerations⁸

Section 7 key findings

- Lease terms for the Golden Lane Estate Community Centre would be negotiable. The likely starting point/ models would be the lease with the former residents' committee who ran the centre and the lease with Fusion for the leisure centre. An example lease is given in Appendix 4.
- The City of London Corporation would be responsible for the structure, and the lessees would be responsible for the maintenance and upkeep of the inside of the building.
- The length of a potential lease is likely to be around 3 years with a potential 2-year extension.
- Rental costs could range from a peppercorn rent upwards - this will depend on the use of the space.

Section 7 recommendations

- We recommend incorporation as a Community Limited by guarantee with Charitable Status or a Charitable Incorporated Organisation. It is easier for charitable organisations to access grant funding and an 80% reduction in business rates might be available (although this will depend if the centre is being used mostly for charitable activity - housing and adult education are not considered charitable activities). More information on the advantages and disadvantages of different legal structures are given in Appendix 5.
- We also recommend a minimum of 8 trustees and no more than 10. Plans for trustee recruitment, induction and succession planning will all need to be put in place by the managing organisation. It would be helpful for the group to consider how they can recruit trustee members with the following areas of experience: Human Resources, Legal expertise, experience of business development and fundraising, communications and marketing and facilities management. The group might also wish to consider what percentage of the trustee board should be made up of local residents.
- In addition to the governance structures for the organisation itself, the group may consider an additional steering group with representation from the City of London Corporation and elected residents (equal representation of lease holders and tenants), or might seek to co-opt members onto its trustee board to ensure there is good representation across the board.

⁸ Sources of information: Locality background on legal structures & how other organisations are effectively managed, Conversations with City of London Housing staff.

Section 8: What alternative management options are available?⁹

Section 8 key findings:

- In addition to a resident led management structure, the City of London Corporation are open to exploring a transitional arrangement in which the Corporation takes the risk and responsibility of running the centre whilst residents set up an organisation which can employ staff and take financial responsibility at the end of the transitional period. During this time, there could be a joint resident/officer advisory board to agree policy etc. which might form a governing body for the management arrangement after transition. The Corporation would happy to consider a variety of timescales (6 months - two years for example) and would sign over management once good governance structures and a clear business model was in place.

Section 8 recommendations

- That the resident led group consider on what basis (if any) they may consider a transitional period.

⁹ Sources of information: City of London Housing

Section 9: Next Steps/ points for discussion

We recommend that the members of the group review whether they would like to take forward a proposal. Some of the areas you may like to consider are:

- Would you consider a transitional arrangement model and if so, on what terms?
- What would members of the existing steering group personally like their involvement with the centre to be going forward?
- What do you think the opening hours of the community centre should be?
- What percentage of space should be available to residents and providers on a weekly basis? Does 66% feel right?
- What models for ongoing resident involvement do you think would work well?
- Do you feel the centre should be staffed at all times? Or could volunteers and key holders be an option (as this would reduce running costs)?

If it is decided that the group would like to take this forward, a proposal outlining how the centre would be run will need to be submitted to City of London Corporation in early November. This will need to cover the following areas:

- Governance arrangements
- Operational model
- Financial/ business model
- Resident involvement and ongoing engagement
- Benefits to the Local Authority of a resident led group managing the centre.

If this proposal is deemed sufficiently robust, it may be possible for City of London officers to make a delegated decision and inform elected members. If alternative management models are to be considered, this will need to go to committee for discussion by elected members.

Appendices

Appendix 1. Potential Users of the Golden Lane Centre & contact details for potential user organisations

Appendix 2. Financial model for first 5 years of running the centre (separate spreadsheet)

Appendix 3: Potential sources of grant funding

Appendix 4: Example lease (separate document)

Appendix 5: Advantages and disadvantages of different legal models & example governance documents

Appendix 6: Room Hire Benchmarking

Appendix 1: Potential Users of the Golden Lane Centre & contact details for potential user organisations

Groups were contacted to determine interest and demand for the space within the Golden Lane Estate Community Centre, as well as potential conflicts.

Age Concern UK East London	Age Concern UK East London currently run a befriending service on the Golden Lane Estate which is commissioned by CoL. This is an outreach service but there is potential to build on the existing service by running activities for the older people who currently benefit from the befriending service in the centre. It would also be useful to use the community centre for training for the befrienders or peer support events. Age Concern UK East London would also be interested in hot desking from the Community Office. Currently all events are run in the Age Concern East Offices which are available free of charge.
Art for Mental Health	Raphael is a resident who teaches Mindfulness and Mindfulness and Creative Movement courses and classes and would be interested in providing these at the Centre.
Barbican Arts Group	Barbican Arts Group currently have a space on the Barbican Estate that that they pay a small amount for. They are unlikely to use the Golden Lane Centre as they need a 'messy space' where they can leave their equipment set up and also need quite a lot of storage. However, they might be interested in using the hall space for one off events/ exhibitions.
Barbican Centre/ Guildhall	<p>The Barbican Centre are very interested in delivery through community venues. They have run a number of community outreach programmes in the past in East London and would like to engage more with local communities, especially with the promotion of the 'Culture Mile' and the development of a new concert hall on the museum of London site. They feel there is huge potential to plug Golden Lane Residents into the developments as part of the Culture Mile. They feel there are a huge range of different types of activities they could run with local residents in the Golden Lane Estate Community Centre, such as workshops, performances and potentially the development of regular events with Guildhall students. Residents would also have the opportunity to define what kind of events they want to see.</p> <p>To take things forward, it is recommended the managing organisation liaise with the Community Engagement Manager Jenny Mollica and Head of Creative Learning Jess Lodge. Barbican Centre usually need to plan 18 months ahead for big events but other events and activities could be planned 3 - 6 months ahead of time. Funding could then be sought to cover costs. The Barbican would like to work with the centre manager beyond a simple hire relationship</p>

	(as they currently have with St Luke's) and to develop a partnership with local residents.
Barbican Library	Barbican Library currently run a Read and Relax Group at the Ralph Perring Room at Golden Lane Leisure Centre 10.00 - 12.00 on the second Thursday of the month. This is part of their health and wellbeing remit but the programme budget does not include funding for room hire - currently the space in the Ralph Perring Centre is paid for with Time Credit Vouchers. They feel they do not currently have capacity or the audience for further sessions but might consider changing to the Golden Lane Estate Community Centre if they were able to hire a suitable room free of charge. They currently like the size of the room at Ralph Perring as it is comfortably spacious without being cavernous.
Barbican Residents Association	The Barbican Residents Association currently have one annual general meeting and hire the Girls School Hall for £300 (capacity 150 people). They also hold monthly committee meetings and ad hoc meeting with developers/ cross rail etc. around local developments. They could possibly pay a small fee for room hire. More generally, there is a feeling that there is need for more of a focus to community activity on the both the Barbican and Golden Lane Estates and more activities for children and families. There is also the recognition that it is important that Golden Lane Residents do not feel that the centre is taken over by a dominance of Barbican activity.
Barbican Residents House Groups	The Barbican House Groups might be interested in centre for regular meetings/ social based events. They currently use each other flats for free but this does limit numbers.
Carers Service (Carers Network)	The City of London Carers Group currently use the Ralph Perring Centre for monthly meetings (11am - 12.30pm on Tuesdays). They may well have an interest in using the Community Centre once it reopens, for support groups, coffee mornings or events. Direct feedback from Carers was that they needed a sensitive, quiet space with decent heating but would welcome the opportunity to be part of wider community activity, especially as this would enable them to access wider community networks and activity. How information is communicated needs to be given thought - the groups stressed how hard it is to know what is going on locally and the value a good notice board would bring to the centre. The 'Give and Take' events that have been held in the community centre in the past have also provide popular.
London Chess League (LCL)	LCL are keen to resume hire of the Hall following refurbishment and would seek to hire the hall on Monday, Wednesday and Thursday Evenings from 6:45pm to 10:15pm. The Chess Season commences in late September and continues to early June. The LCL have been paying £20

	an hour for the hall but would expect hiring charges to increase.
Reed Momenta (provider of City Living Wise service)	Reed Momenta are commissioned by CoL and provide a variety of public health services such as smoking cessation services, weight management and health checks. They currently use the Artizan Centre and Ralph Perring Centre for some of their services/ appointments. They were contacted as part of the mapping exercise and confirmed they would be interested in using the space, but were not currently able to confirm specifics.
City of London Adult Skills and Education Service (currently located in the COLCEC building).	<p>The Adult Skills and Education service would require use of the classroom from 9am to around 9pm every weekday during term time. They would require use of the hall space from 9am - 6pm every week day and then for evening activities 2 or three nights a week. The Classroom and Hall would also be required for Saturday Morning sessions.</p> <p>In addition to the teaching space, a receptionist would require office space in the community office and the team would require:</p> <ul style="list-style-type: none"> • Secure storage facility for enrolment forms (Data protection/safeguarding) • Safe for banking • Computer City of London Corporation access (City Wifi to enable access anywhere in the building, would be able to hot desk) • Photocopier • Storage for course files • Secure storage for registers • Shared use of interview room for confidential meetings with learners <p>Adult Learning Services would pay £28,000 annually for the use of the space within the Community Centre on this basis. Whilst this represents good income for the group (equivalent to 933 hours of room hire/ 77 hours of room hire a month at £30 an hour), it will mean that a number of other groups (the Chess Club, Bags of Taste, City Gateway) may not be able to use the space. It is possible with careful scheduling; a number of parties may be accommodated.</p> <p>Currently only around 6% of enrolments to adult learning courses are Golden Lane Residents, it is an aspiration that this percentage would increase if the classes were to be taking place in the centre.</p>
Bags of Taste Cooking Group	Bags of Taste are commissioned by the City of London public health team to run cooking classes for City of London Residents (two courses per annum). Historically they have delivered one course in the Artizan Centre and one in the Golden Lane Estate Community Centre. The costs of the halls are borne by City Public Health. They would be keen to run at least one, and potentially both courses from the

	<p>Golden Lane Estate Community Centre as they found the course there was well subscribed. Courses are primarily aimed at people who want to cook for less than £1 a portion, so any vulnerable or underprivileged groups would be of particular interest to us. The final decision on where the courses were run would be made by the CoL Public Health Team.</p> <p>Bags of Taste would be running their next course after Easter 2018. Their courses last for 4 weeks and they would need a space on a weekday from 10.30am until 2pm. The room needs to be quite large - they need space for 6 workstations each comprising of 2 trestle tables, and also some space for around 20-25 people to sit and watch a demonstration. Previously, they used the hall space in the Golden Lane Estate Community Centre.</p>
Downright Excellent	This charity used to be based on the Golden Lane Campus but have now secured a new flexible space for meetings and training so they have no need for additional space presently.
Edible Golden Lane - Golden Baggers	Edible Golden Lane would be interested in using one of the meeting spaces for a monthly committee meeting for 10 people.
Friends of City Gardeners	Friends of City Gardens is a volunteer community group which would be interested in using the hall for one off community events such as apple day and a Christmas market. They also mentioned that the City Air Quality Team might be interested in using the hall for
Fusion	<p>Fusion are the local leisure provider and manage the booking for the Ralph Perring Centre. The income from bookings goes back to the City of London Corporation, who are also responsible for the maintenance of the building.</p> <p>Current activities taking place in the Ralph Perring Centre are:</p> <ul style="list-style-type: none"> • Daily Pray Group for around 50 people • Yoga sessions run by Fusion • Line Dancing sessions run by Fusion • Gardening Club • Disabled Access • Scuba Club • Staff Training • GLERA • Book Group • Carers Network Meetings • Reed Momenta weight management sessions. <p>The space is also used for children's parties as part of a Fusion package (1hr in the Sports Hall & 1 hr in the community centre - £100 for 10 children).</p>

	<p>Currently most groups pay £10 - £20 an hour to use the space. Some residents have been able to use the space for free.</p> <p>Fusion would be happy for activities to be transferred to the community centre and to convert the Ralph Perring Centre into a studio.</p> <p>There is some duplication of services with those delivered by CoL Adult Learning Services - both providers run yoga sessions for example.</p> <p>Previously Fusion have only used the Golden Lane Estate Community Centre for events such as the Silver Sunday in October and would be interested in continuing this going forward.</p> <p>The Young at Heart programme focuses at supporting older people to be active with activities such as line dancing, Pilates, swimming etc. This is open to City Residents and non-residents.</p> <p>Fusion also run activities such as walk leaders, London Youth Games and Junior Tennis & Football.</p> <p>Requirements for events:</p> <ul style="list-style-type: none"> - Use of the kitchen - Chairs and tables - Ideally an integrated sound system <p>Support for the centre management:</p> <p>Fusion have said they would be happy to help manage the bookings for the community centre using their Gladstone CRM system (which also enables you to book online).</p> <p>They have also offered to be a spare key holder.</p> <p>General feedback:</p> <p>Fusion commented that it is important to be aware of the noise levels different activities could generate as this could cause complaints from residents.</p>
Golden Lane Estate Office	<p>It is currently not known where the Golden Lane Estate Office will be based in the future however the following information provides some detail on implications of the Estate team being based in the Golden Lane Estate Community Centre:</p> <p>Footfall:</p> <p>The typical daily footfall into the Estate Office is currently as follows: Contractors: 12, Tenants: 5, Leaseholders: 3, Estate Porters: 5 porters visit the office approximately 4 times a day e.g. mail collection for distribution, checking e-mails or to inform line managers of repairs/faults</p>

	<p>etc. (Total footfall 20). Other visitors e.g. technical services/hall users: 2. Total = 42</p> <p>Peaks in footfall:</p> <p>The peak times tend to be the same each day - 08:00 - 10:00 sees a large amount of traffic (Primarily contractors, but also a small amount of residents buying parking permits for the day). 2:00 - 3:00pm usually sees a surge of visitors which tends to be mainly residents with various queries. Although on Fridays there can be a last minute rush from residents requiring repairs or parking.</p> <p>Different roles and responsibilities within the Estate Team:</p> <p>The Customer Services Officer, Estate Officer and Estate Manager all deal with tenant and leaseholder enquiries - what is the difference between the level of enquiry each officer can deal with.</p> <p>Under the normal circumstances, the CSO will cover the telephone and reception area during normal office hours and field any enquiries as best they can, or consult either the estate manager or estate officer if the information required is not known or more complex. The CSO will deal with queries regarding shed arrears. However, if the CSO is on leave then the estate officer will cover the customer service role.</p> <p>The Estate Officer will deal with complaints from leaseholders and tenants and write to residents as necessary. He will assist tenants in particular with outstanding repairs and contact leaseholders as necessary e.g. leak into tenanted flat or communal area etc. if a complaint has been received from any resident regarding ant-social behaviour or other nefarious activities he will contact the police, park guard, tenancy support or in some cases the fraud officer. He will also supply contact details for City of London Corporation officers that are relevant to tenants and leaseholders enquires where appropriate. Finally, he will supply rent statements for sheds or dwellings as necessary.</p> <p>The Estate Manager tends to deal with Leaseholders (and some tenants) in matters to do with funding and overall estate presentation, complaints and facilities. Although, if there issues to do with vulnerable or anti - social behaviour, the Estate Manager will also get involved, and liaise with tenancy support officers and police officers as necessary. The Estate Manager will deal with tenancy management issues, community development, resident engagement, partnering projects, working alongside housing property services managing/monitoring, repairs, major works, consultation exercise.</p> <p>Storage requirements for the Estate Team:</p>
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	Personal storage e.g. desks with lockable drawers and generic storage cabinets and shelves for folders. Key safe for residents spares and estate utilities. Safe for cash float and estate income. The Estate Manager also has a personal locker.
Golden Lane Estate Residents Association (GLERA)	GLERA meet regularly and might welcome use of the meeting space within the Community Centre.
Golden Lane Leaseholders	The Golden Lane Leaseholders' group meet on the second Tuesday of every month and might welcome use of the meeting space within the Community Centre.
Golden Lane Photography Group	Use of the Community Centre would be of use to the Photography Group if it were possible to use the space as a photography studio, and for any communal kit to be stored in the centre. It would also be helpful to have a small dark room as they previously had one on the estate.
Golden Lane Tenants Forum	Use of the Community Centre would be of use to the Golden Lane Tenants Forum - the group are considering their needs and will come back with further details.
Guildhall School of Music	See Barbican Centre.
Italian Conti (previous user)	A call is scheduled with Italian Conti on Tuesday 17 th October and further information will be provided subsequently.
Karate Group (existing user)	The Karate Group would be interested in hiring space in the community centre once it reopens. They need a small space for an hour (to accommodate 4 people), mainly on Monday & Thursday lunchtimes. They would seek to book the space on an adhoc basis, ringing on the day to see if space was available rather than make advance bookings. They previously paid £12 an hour.
Knit and Natter	Residents group who would like to use the downstairs sitting area one evening once a month.
Memory Club/ Forget Me Not	<p>A weekly group which is commissioning by Toynbee Hall as part of their contract with CoL Corporation and which supports people with memory and early dementia. This group would like to use the Hall Space every Tuesday from 1.30 - 4.30pm. They have already been incorporated into the Adult Learning Services Timetable.</p> <p>Around 25 users and volunteers attend the session and the group undertake a variety of activities, including craft and performance activities.</p> <p>The Memory Club also need:</p> <ul style="list-style-type: none"> • Storage (16" deep and 4ft high and 5ft wide space if possible) • A laptop or access to internet. • Audio • A projector screen if possible.

	<ul style="list-style-type: none"> • Access to a kitchen space with the following facilities: kettle, microwave, fridge, freezer, oven, toaster, grill and utensils, cups and dishes. • Two 4 lead extensions. • Chairs & tables <p>Good heating during the winter and fans during the summer are necessary.</p> <p>The Memory Group are currently gifted their existing space in COLCEC for free and as they run on a low budget wonder if a similar arrangement might be possible within the Golden Lane Estate Community Centre.</p>
Neaman GP Practice - http://www.theneamanpractice.nhs.uk/	The Practice Manager from the Neaman Practice has advised that they have no interest in using the community centre currently.
Perform (Existing User)	PERFORM is a drama group for children. Currently most children accessing the activities are not resident on the Golden Lane Estate. They currently run activities in the Hall from 3.30pm - 6pm on Tuesdays during term time and pay £50 a week. They would be able to accommodate a slight increase in the hire rate. Their next term of activities would start April 17 th 2018. This would clash with Adult Learning Classes unless one of the two activities could run in the downstairs space.
Pray Group (Existing user)	The Pray Group would be very interested in hiring the hall on Fridays from 12.30 - 14:00. They previously were paying in block at the end of the month but appreciate that rates would subject to what the organisation whoever is running the centre is going to charge and would be happy to confirm with the organisation running the centre.
Toynbee Hall - City Wellbeing (Commissioned by CoL)	City Wellbeing is a support service for older people (50+) which is mainly delivered through home visits. Toynbee Hall might be interested in running supplementary activities to support older people, such as a monthly or weekly coffee mornings. This has been successful in other areas where they are delivering a wellbeing service. This would require space for around 12 people and access to kitchen facilities, as well as a small amount of storage.
Toynbee Hall - Advice Services (Commissioned by CoL)	Toynbee currently provide advice on social welfare (benefits, employment, consumer) in a fortnightly session on Wednesdays, from 10 - 12pm. This activity requires an office/ consultation space. They don't currently pay for the space they use in the Golden Lane Estate Office.
Tudor Rose Court (Sheltered Housing Scheme)	The residents at Tudor Rose Course have their own space for activities and run activities which are open to other residents (dominos, cards, Jigsaw puzzles) but have struggled to get people to access these in the past. They suggested activities such as afternoon film screenings, afternoon tea, talks, Tai Chi, Bingo, Fish and Chip evenings,

	<p>Knitting, discussion groups (such as those held at Mary Ward) and reading groups might all be popular activities and things they would be interested in accessing.</p> <p>The importance of a friendly welcome and volunteer befrienders to bring people into the space was stressed.</p> <p>The best way to communicate with the residents in Tudor Rose Court is through their warden, who can put information in a newsletter and on their noticeboard.</p>
Tuesday Club	<p>An interest group that currently use the Lilac Room (for free) in the Barbican Estate Office for meetings every Tuesday. They feel this currently meets their needs and so they have no need for additional space presently. However, they would like to be advised if they can support with any special events.</p>
City Gateway (CoL Commissioned Youth Provider)	<p>City Gateway previously ran a weekly youth club (group games, arts, cooking) in the Golden Lane Estate Community Centre on Wednesdays from 6 - 8pm during term time. Around 2 - 15 young people attended. They would be interested in doing this once the centre reopens.</p> <p>Again, this would be a clash with Adult Learning and potentially the London Chess Club unless some groups were able to use the downstairs space in the Community Centre.</p> <p>Key considerations for City Gateway are:</p> <ul style="list-style-type: none"> - Child Protection - ideally the door would be watched as young people would be coming in and out and so it would be important to know who else was using the space - Awareness of the potential noise the youth club might generate (other groups might find this disruptive. Residents have also complained in the past). - Wi-Fi would be essential, ideally with a specific password for young people with restrictions. - Ensuring that minimal damage could be done to the space by removing breakable objects etc. - Ensuring that young people feel welcome in the community centre and that they belong - specific noticeboard for young people/ efforts to engage them/ ask them to give their opinions on other activities etc. - Kitchen facilities - oven & hob - Good ventilation and good heating in the winter. <p>City Gateway would also be interested in running one-off youth events in the summer holidays and using the outdoor space immediately outside the centre.</p>
Hackney and City Alzheimer's Society	<p>Hackney and City Alzheimer's Society would be open to giving talks/ information sessions in the Golden Lane Estate Community Centre, dependant on demand from the local</p>

	community. They might also need a venue for Dementia Friends sessions on an ad hoc basis.
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Contact details for potential user groups:

Age Concern UK East London	Philip Adams	Philip.Adams@ageukeastlondon.org.uk
Alzheimer's Society	Carol Feldon	Carol.Feldon@alzheimers.org.uk
Art for Mental Health	Raphael Adjani	raphael.adjani@gmail.com
Bags of Taste Cooking Group	Claudia	claudia@bagsoftaste.org
Barbican Arts Group	John Lumley	jsplumley@yahoo.co.uk
Barbican Centre	Sean Gregory Director of Learning and engagement	sean.gregory@barbican.org.uk
Barbican Library	Geraldine Pote	Geraldine.Pote@cityoflondon.gov.uk
Barbican Residents Association	Jane Smith (Chair)	j.m.smith@btinternet.com
Barbican Residents House Groups	Various	Various
Carers Service (Carers Network)	Rose Bernstein	Rose.Bernstein@carers-network.org.uk
Chess League	Brian Smith	briansmith_2003@yahoo.co.uk
City Gateway (Youth Provider)	Michael Petiafo	michael.petiafo@citygateway.org.uk
City Living Wise/ Reed Momenta (provider)	Tom Brunwin	Tom.Brunwin@reedmomenta.co.uk
City of London Community Engagement Activities	Jade Ibegbuna	Jade.Ibegbuna@cityoflondon.gov.uk
COLCEC	Dave Coleman	David.Coleman@cityoflondon.gov.uk
Edible Golden Lane - Golden Baggers	Sue Pearson/Anne Corbett/ Billy Mann (membership)	billymann365@gmail.com
Friends of City Gardeners	Sarah Hudson	sarah.hudson192@btinternet.com
Fusion (Ralph Perring/ Young at Heart)	Joanna Foster	Joanna.Foster@fusion-lifestyle.com
Golden Lane Estate Residents Association GLERA	Tim Godsmark	chair.glera@gmail.com
Golden Lane Leaseholders	Anne Corbett	annecorbett46@hotmail.com
Golden Lane Photography Group	Stella Scott	stellascott@me.com
Golden Lane Record		bevbytheway@yahoo.com
Golden Lane Tenants Forum	Lee Millam	lm89gah@gmail.com
Guildhall School of Music	Alessia Testa (Development Manager)	alessia.testa@gsmd.ac.uk
Italian Conti (previous user)	Sam Newton	Sam.Newton@italiaconti.co.uk
Karate Group (existing user)	Andrew Bawden	a.bawden@btinternet.com
Knit and Natter	Sue Pearson	sujpearson@gmail.com
Memory Club/ Forget Me Not	Madhumita Bose	forgetmenotproject17@gmail.com
Neaman GP Practice	Ms Sue Neville - Practice Team	020 7600 9740
Peabody Residents	Jenny Brown - neighbourhood Manager	peabody.direct@peabody.org.uk
Perform (Existing User)	Jade Donohue	jadedonohue@perform.org.uk
Pray Group (Existing user)	Tariq Mushtaq	tariq@zammushtaq.co.uk

Toyenbee Hall - City Wellbeing	Helena Toms	Helena.Toms@toynbeehall.org.uk
Toynbee Hall - Advice Services	Helena Toms	Helena.Toms@toynbeehall.org.uk
Tudor Rose Court (Sheltered Housing)	Vanessa O'Brian	vanessa.o'brien@hanover.org.uk
Tuesday Club	June Giles	vic.giles@btinternet.com

Appendix 2: Please see separate spreadsheet

Appendix 3: Potential grant funding opportunities

Fund Name / Type	Key Criteria / Information
<p>Awards for All</p> <ul style="list-style-type: none"> • Core Costs and Revenue • Up to £10k <p>https://www.biglotteryfund.org.uk/global-content/programmes/england/awards-for-all-england</p>	<p>Funding for voluntary or community organisations that are:</p> <ul style="list-style-type: none"> • Registered charity • Constituted group or club • Not-for-profit company or Community Interest Company • Social enterprise <p>Will fund:</p> <ul style="list-style-type: none"> • Equipment • One-off events • Small capital projects • Staff costs • Training costs • Transport • Utilities/running costs • Volunteer expenses
<p>London Community Foundation</p> <p>LCF primarily supports small community groups and charities in London. They offer funds on behalf of different donors, and you may apply to each and every programme for which you are eligible.</p> <ul style="list-style-type: none"> • Amounts range from £500 - £20,000 • Includes for work on wellbeing, reducing isolation • No core funding available <p>http://www.londoncf.org.uk/grants/available-grants/city-of-london.aspx</p>	<p>Funding for voluntary or community organisations that are:</p> <ul style="list-style-type: none"> • Community groups • Registered charities • Companies limited by guarantee, without share capital • Social enterprises • Community Interest Companies (CIC's) <p>Criteria:</p> <ul style="list-style-type: none"> • A governing document e.g. Constitution or memorandum & articles of association • Accounts or a record of income and expenditure, sound plans for managing your money • A safeguarding policy if you are working with children or young people (under 18) or if you are working with vulnerable adults
<p>Comic Relief</p> <p><i>Core Strength - Local Communities</i></p> <p>The grant shall be used to support groups that can evidence a sustained beneficial impact on people's lives who are excluded or disadvantaged.</p> <p>This may be through low income, rural or social isolation, age, disabilities, race, sexuality or gender.</p> <p>Priority is to be given to small, locally based groups or organisations in areas of disadvantage that have a clear understanding</p>	<p>Criteria:</p> <ul style="list-style-type: none"> • Constituted voluntary and community groups • Charities • Social enterprises • Co-operatives • Community interest companies <p>The organisation will need to have been running activities for a minimum of 12 months with annual income under £100,000 or under for your last full financial year.</p> <p>To be considered for funding you will need to:</p> <ul style="list-style-type: none"> • Be working in a disadvantaged or deprived area • Have limited access to other sources of income • Clearly define the need you are addressing

<p>of the needs of their community and are undertaking actions to address these needs.</p> <p>http://www.comicrelief.com/apply-for-grants/open-grants-initiatives/core-strength-local-communities</p>	<ul style="list-style-type: none"> • Clearly demonstrate the benefit of your activities to local people • Illustrate how you aim to deliver social outcomes • Provide clear evidence that your services provided are inclusive to all
<p>Locality / Community Business Bright Ideas Fund</p> <p><i>The Community Business Bright Ideas Fund aims to give your community group the support and tools to start setting up your community business. It will also give your group the early stage finance that you need to carry out consultation with local people and feasibility studies to develop a community business idea the community wants and needs.</i></p> <ul style="list-style-type: none"> • Initial Idea Stage - £1k-10k • Includes revenue and some core costs • Third and final round 1 November to 1 December <p>https://mycommunity.org.uk/funding-options/bright-ideas-fund/</p>	<p>Support for:</p> <ul style="list-style-type: none"> • Incorporation, legal structures and governance • Community engagement • Business planning • Market research • Getting ready to trade • Options appraisal • Financial modelling

Appendix 4: Please see separate word document

Appendix 5: Advantages and Disadvantages of different legal structures¹⁰

Registration as a Charitable Incorporated Organisation:

A CIO is a charity which is also incorporated. In law it is recognised as a legal entity, which can enter into contracts, buy or lease property, and employ people. The trustees/committee members benefit from having limited liability.

This is a new structure which came into being in 2013. Many existing unincorporated charities have chosen to become CIOs so they can have the benefit of limited liability.

There are two different types of CIO:

- An Association CIO is suitable for groups that have a wider membership who have voting rights.
- A Foundation CIO is run solely by its trustees and doesn't have voting members.

Registration for a new organisation wishing to be a CIO is fairly straight forward if you use a model constitution created or approved by the Charity Commission. The Charity Commission states that it will complete the process in 40 days in the most straight forward cases.

If you choose this structure you will have to submit your annual accounts and trustees annual report to the Charity Commission every year. For more information on annual reports and accounts see our information sheet Charity Reporting and Accounts.

Advantages

- A CIO is an incorporated organisation which means that it has a legal identity separate from its members - it can employ staff, lease/own property, or enter into other contracts.
- Trustees have some protection, as they have 'limited liability' and any claim is made against the CIO rather than the individual trustees.
- Charities are recognised publicly as being for the wider good (not just the good of their own members). Being a charity gives you that public recognition.
- Some funders will give grants only to registered charities.
- It is free to register a CIO, and there are no fines for late submissions to the Charity Commission.
- Accounts can be kept on a 'receipts and payments' basis for CIOs with an income below £250,000, enabling groups to use a simpler accounting system and reducing accountancy fees, (compared to Charitable Companies).
- CIO structure is available to organisations which do not have members (unlike charitable companies, which have to be membership organisations).

Disadvantages

- The registration process is lengthy. This structure is not recommended for organisations wanting to set up rapidly, e.g. to respond to crises.
- It may be difficult to get loans from banks because, unlike charitable companies, CIOs don't need to keep a public record of liabilities.
- If a CIO stops being charitable, under the Charity Commission's criteria, it will cease to exist and be forced to close, unlike a charitable company, which would still continue to be a non-charitable company even if it lost its charity registration.
- All charities have to comply with charity commission guidelines on political and campaigning activities.

Registration as a Charitable Company

¹⁰ <https://www.resourcecentre.org.uk/information/legal-structures-for-community-and-voluntary-groups/>

A charitable company is a limited company with charitable aims. It is an incorporated organisation which means that it has a legal identity separate from its members. In law, a limited company is considered to be a person and it can therefore own land or enter into contracts. The directors are agents of the company and are not personally liable for its debts.

Establishing a charitable company involves registering with both Companies House and the Charity Commission, and then submitting your annual report and accounts to both bodies annually.

Until 2013 this was the only option for an organisation which had charitable aims and also wanted the benefits of being incorporated. Such organisations can now choose between being a charitable company or a CIO.

A company is a membership organisation. However, unlike an unincorporated association, members must be named and a list of members forms part of the Company Register.

There are two types of limited company:

- **Company limited by guarantee:** There are no shareholders and any surplus is reinvested in the company. This type is recommended by the Charity Commission, and is likely to be the best structure if you want to form a charitable company.
- **Company limited by shares:** This type of company is more usually found in the commercial sector, where its members (shareholders) are investing money in the hope of gaining a profit. It is unusual for a charitable company to be limited by shares, because charities must not distribute money to members (so shareholders cannot make a profit from the company).

To be classified as “charitable”, a company must demonstrate, through its Memorandum & Articles of Association (its governing document), that it has charitable aims and that its work is for public benefit. The directors of a Charitable Company are also its trustees and perform the role of the management committee. The Charity Commission provides a model Memorandum & Articles of Association for a Charitable Company limited by guarantee, but you would be well advised to seek legal help in drawing these up.

Advantages

- A company is an incorporated organisation which means that it has a legal identity separate from its members - it can employ staff, lease/own property, or enter into other contracts.
- Trustees have some protection, as they have ‘limited liability’ and any claim is made against the company rather than the individual trustees.
- Charities are recognised publicly as being for the wider good (not just the good of their own members). Being a charitable company gives you that public recognition.
- Some funders will give grants only to registered charities.
- A charitable company may be more likely to get a bank loan than a CIO as it is obliged to keep a public record of its liabilities.

Disadvantages

- A charitable company is regulated by both Companies House and the Charity Commission. You have to notify them of every change of directors/trustees and submit annual accounts and reports to both bodies.
- You have to pay Companies House to register a company. They also charge a small fee for submission of annual accounts and reports, and impose fines if they are submitted late.
- All charitable companies have to keep accruals accounts, regardless of their size. These are more complex than the ‘receipts and payments’ accounts required for smaller CIOs and charities, and can therefore lead to higher costs for book keeping and accountancy fees.
- All charities have to comply with charity commission guidelines on political and campaigning activities.

Registration as a Community Interest Company (CIC)

A CIC is a limited company with special features to ensure that it works for the benefit of the community.

CICs commit their assets and profits permanently to the community by means of an “asset lock”, ensuring that assets are used for the benefit of the community.

It differs from a charitable company in that it can be established for any purpose which benefits the community, whereas a charity must have exclusively charitable purposes.

Like other limited companies, the directors of a CIC may be paid. Bear in mind that some funders choose not to fund organisations with paid directors.

To register a new CIC, you have to apply to Companies House to register a company, and include with your application form CIC36, which you will use to describe how your company will benefit the community. You can also apply for CIC status for an existing limited company (including charitable limited company), but your organisation cannot be simultaneously a registered charity and a CIC.

Types of charity structure

There are a variety of charity types to choose from, the four main types are:

1. charitable incorporated organisation (CIO)
2. charitable company (limited by guarantee)
3. unincorporated association
4. trust

You can find out more information here: *Charity types: how to choose a structure (CC22a)* - <https://www.gov.uk/guidance/charity-types-how-to-choose-a-structure>

It's important for groups wanting to set up a charity to understand what it will do - this is explained in the 'governing document' - a legal document that creates the charity and says how it should be run.

How you operate will affect the type of structure you choose and these include:

- who will run it and whether it will have a wider membership
- whether it can enter into contracts or employ staff in its own name
- whether the trustees will be personally liable for what the charity does

Incorporating (setting up a corporate / legal structure) allows the charity to do a range of things - these include:

- employing paid staff
- delivering charitable services under contractual agreements
- entering into commercial contracts in its own name
- owning freehold or leasehold land or other property

From discussion, it is understood that the favoured structure is a Charitable Incorporated Organisation (CIO) or Charitable Company Limited by Guarantee. Below are descriptions of each option and links to the governing documents.

CIO Without Wider Membership

Set up a foundation CIO if you want your charity to be a corporate body, the only members are the trustees and you don't want a wider membership. You must:

- have a constitution as your governing document - use the commission's model foundation CIO constitution (or stay very close to it)
- register your CIO with the commission for it to legally come into existence
- keep a register of its trustees (who are also the members)
- send its accounts and annual return to the commission each year, regardless of its income

Model constitution found here -

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/562469/Foundation_Model_Constitution.pdf

Charitable Company Model Memorandum and Model Articles of Association

This is 'traditional' charity model and popular with organisations managing and owning buildings and employing staff. The governing documents allows the trustees - who are directors - to make changes to the documents including membership and how the charity operates.

Model governing documents found here -

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/586363/GD1_articles_of_association.pdf

If you wish to amend your governing documents, then it is recommended that you seek advice from a solicitor.

Appendix 6: Room Hire Benchmarking

Room / Type	Dimensions	Size	Price / Cost per hour
Golden Lane Community Centre room: R-1_06 Community Space 1 40	6.6m x 4.5m	29.5 Sq m	-
Katharine Lowe Settlement - '25 SqM' Room	-	25 SqM	£16 charity £21 non-charity £25 Parties (+ £100 deposit)
Oxford House - Room B9	6m x 5m	30 SqM	£14 local charity £21 other charity £27 non-charity
Golden Lane Community Centre room: R-1_07 Community Space 2 43	8.3m x 7.7m	61.2 SqM	-
Abbey Community Association Booth Room - rate per session: <ul style="list-style-type: none"> Morning: 9-12.30 Afternoon: 13.30-17.00 Evening: 18.00-21.00 	7.65m x 5.22m	39.9 SqM	£345 per session (c£73 p/h)
Katharine Lowe Settlement - the '75 SqM; room	-	75 SqM	£16 charity £21 non-charity
Oxford House - Scott Room £32k p/m	10m x 7m	70 SqM	£21 local charity £27 non-local charity £34 non-charity
Golden Lane Community Centre room: R00_05 Hall 9	13.1m x 8.5m	110 SqM	-
Abbey Community Association Parker Morris Room - rate per session	16.3m x 10.91m	177 SqM	£750 per session (c£214 p/h)
Oxford House - Theatre	16m x 11m	176 SqM	From £180 / day
Pembroke House - Upper Hall	12m x 12 m	144 SqM	£45 p/h
Pembroke House - Lower Hall	12m x 15m	180 SqM	£35 p/h

Golden Lane Community Centre room: R00_06 Classroom 12	5.6m x 3.5m	19.3 SqM	-
Abbey Community Association: Sancho Room	5.9m x 4.88m	28.8 SqM	£280 per session (c£68 p/h)

NB:

- *Most prices don't include project / screen / IT*
- *OH more 'punitive' on non-charities*
- *OH theatre rate is a 'from' figure*

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Department of Community and Children's Services

Andrew Carter

Director of Community and Children's Services



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Date 28 November 2017

Golden Lane Community Centre Resident Steering Group

Dear GLCCRSR Members,

Golden Lane Community Centre Business Case & Proposal

Thank you for meeting with myself and colleagues on 16 November and for previously providing us with a copy of the GLCC Business Plan and Proposal prepared by Locality for GLERA.

As we explained at the meeting, these documents have been analysed by a number of City officers, including colleagues from the Chamberlain's Department and the Comptroller's Department, responsible for finance and legal matters respectively.

Firstly, I must say that the vision for the centre outlined in the Business Case is excellent and one that the City shares. The consultation carried out has been very positive and we're delighted by the ideas and enthusiasm shown. It is clear that the Resident Steering Group (RSG) is very passionate, and that there is resident support for the centre becoming a real hub for the estate and wider community.

The research into organisations wishing to use the centre is valuable and we support your proposed governance structure. We agree with you that the financial model which proposes 2.4FTE staff is unviable, so support the proposal to employ just one Centre Manager, at least for the first year or so.

However, as we outlined at the meeting, there are a number of risks or issues which will need further work.

Financial modelling

The financial models make an assumption that the City's Adult Skills & Education Service (ASES) will not be occupying the centre after the first 2 years. This is a prudent approach to take, as there is no commitment from ASES beyond those two years. However, all models show an increasing loss in years 3-5 if ASES is no longer a major presence in the centre. There is no contingency plan to show how this loss would be dealt with and we would need to see how the RSG would either plan to bring in alternative income or would

work to ensure that ASES remained a steady income stream for the centre beyond the first two years.

The model proposed by the RSG relies heavily on having a mandatory 80% business rates discount. This is a risky assumption as ASES will be a major occupier of the building for the first two years at least and adult education is not a charitable activity. We do not feel this can be relied upon. There may be grounds for negotiating a discretionary discount, but this will take time and need a further analysis of likely use.

The targets set for grant funding are very challenging, as the report states and only four potential funders are referenced in Appendix 3. Whilst we recognise that reaching this target is not impossible, it also has to be flagged up as a risk. Although there is potential for corporate partnerships, St Luke's have achieved this only over a 10 year period and by having a dedicated team of staff, who manage corporate relationships with a very professional approach. There is no indication of how the RSG might resource a corporate partnerships function and it would take some time to build this up and establish credibility.

City's legal responsibilities to the Housing Revenue Account (HRA)

The key concern expressed by our legal advisors is that the Business Case assumes a zero or peppercorn rent for the centre. This is, potentially, a breach of the City's duty to maximise return on an HRA asset.

We entirely understand the reason behind this assumption and this is not a criticism in any way of the Business Case – only an acknowledgement that this could be an issue. It is true that, previously, the centre was leased on a peppercorn rent to a resident committee. However, at that point, the centre was extremely dilapidated and had virtually no investment. Once the refurbishment is complete, the centre will be a significant asset. If it is not to be run as a part of the Housing Service, the HRA should receive some return from it which can be used to the benefit of tenants.

We do not believe that this is an insurmountable problem, but it is one that will require further work and discussion. Our legal advisors also have concerns about the type of lease that might be appropriate. Further discussion will need to be held with them to explore these points and look at what might be possible.

Timescales and capacity

There is also a concern that the timescales for incorporating and setting up legal and governance structures are too challenging to allow the RSG to be sufficiently established to be in a position to take on a lease or to employ staff by the time the centre opens. The group is currently not constituted and will have a significant amount of work to do to prepare to take on what is a major legal and financial responsibility. Again, this would not be impossible, but it would create significant pressure and must be identified as a risk.

Set up

The Business Case assumes that virtually all set up costs are covered by the City. This includes the provision of all furniture and equipment. The City has said it will provide all of this, but this was based on the assumption that the City would be running the centre and taking income.

We would have to think carefully about other furnishings to be provided, as this would not be an appropriate use of HRA funds if there were no return to the HRA.

Fortunately, ASES will cover the cost of all furnishings and equipment that they need, and these will be available for general use. However, should ASES leave the centre, there is no provision for replacing these items, and this needs to be considered.

Buy-in from the wider estate community

There is certainly plenty of evidence of what the community wants to see from the centre, and of buy-in to the vision itself. This is very encouraging, as are the offers of volunteer engagement. However, there has been no consultation at all about whether the majority of Golden Lane residents actually want the RSG to run the centre. Again, this is not a major issue and we recognise the excellent engagement that has already taken place, but we do believe that further engagement is needed to really get the wider estate community on board.

Conclusion and recommendation

Overall, our view is that there is great potential for a resident-run Community Centre and our aspiration is for this to happen. However, further work is needed to address the risks and concerns identified above, and it is highly unlikely that this would be complete before the centre is due to open.

As discussed at our meeting, we feel that the best way forward is for the City to run the Centre for an interim period. During this time, the RSG would incorporate and set up your Board of Trustees and governance structure. You would have time to produce a funding strategy which results in a more robust and sustainable financial model, carry out further engagement with residents to develop a broad support base and develop your own capacity. In the meantime, we would explore further the legal issues identified.

During the interim period an Advisory Board will be set up, comprising of three tenants, three leaseholders and three officers. This Board will be put in place as soon as possible so that it can be involved in agreeing a job description and personal specification for the Centre Manager post and then be involved in recruitment. The Board can then start working on letting and other policies to assist the Manager in the running of the Centre.

Liam Gillespie will be the Lead Officer for the City in preparing for the opening of the Centre and working with the Advisory Board. We would aim to be in a position to hand over the running of the centre after one year, but this can be flexible. The final decision on the future running of the Centre will be taken by Members of the City's Housing Management & Almshouses Sub-Committee, to whom recommendations will be presented once your Board of Trustees and my officers are satisfied that all issues have been addressed and your organisation has the necessary capacity to proceed.

Yours sincerely



Andrew Carter
Director of Community and Children Services

Future Location of the Golden Estate Office

Survey analysis

October 2017



Locality conducted a survey on behalf of the City of London Corporation from Tuesday 3rd October to Monday 16th October 2017. Paper versions of the survey were delivered to every household on the Golden Lane Estate and residents on the Estate Office mailing list received an electronic version of the survey.

The sample

There were 14 responses to the online survey & 110 paper survey responses, meaning there were 124 responses in total. The sample was checked for duplications and one response was removed, giving 123 individual responses. Not all respondents answered all questions - the number of total respondents is given for each question.

The responses represented the views of at least 115 different households on the Golden Lane Estate. In one household, two residents completed the questionnaire and 7 respondents did not give a full address. This means that the views given represent approximately 20% of households on the Golden Lane Estate.

Tenant/ leaseholder breakdown

62% respondents to the survey were City Tenants, 34% leaseholders and 3% reported subletting from a leaseholder. 48% of households on the Golden Lane Estate are leaseholders and 52% are tenants, meaning that the views of tenants have a slightly greater representation in the survey responses than leaseholders¹.

Age profile (121 total responses)

Age band	Percentage response of the questionnaire in this age band
18-24	1%
25-34	7%
35-44	11%
45-54	25%
55-64	25%
65+	32%

Of 1,300 total residents in Golden Lane:

- 23% are aged 60+
- 41% are aged between 30 and 59.
- 16% are aged between 15 - 29².

Whilst these age bands are not directly comparable to those in the survey, this breakdown suggests good representation of residents of different ages living on the Golden Lane Estate in the survey sample with slightly higher representation of those above 65 years of age than other age groups, comparable to the population of this age group on the Golden Lane Estate.

¹ There were 122 responses to the question 'Are you a leaseholder or tenant?'

Disability

68% respondents stated that they did not have a disability. 21% stated that they did have a disability and 11% preferred not to say³.

Question responses

How often on average do you visit the Estate Office?⁴

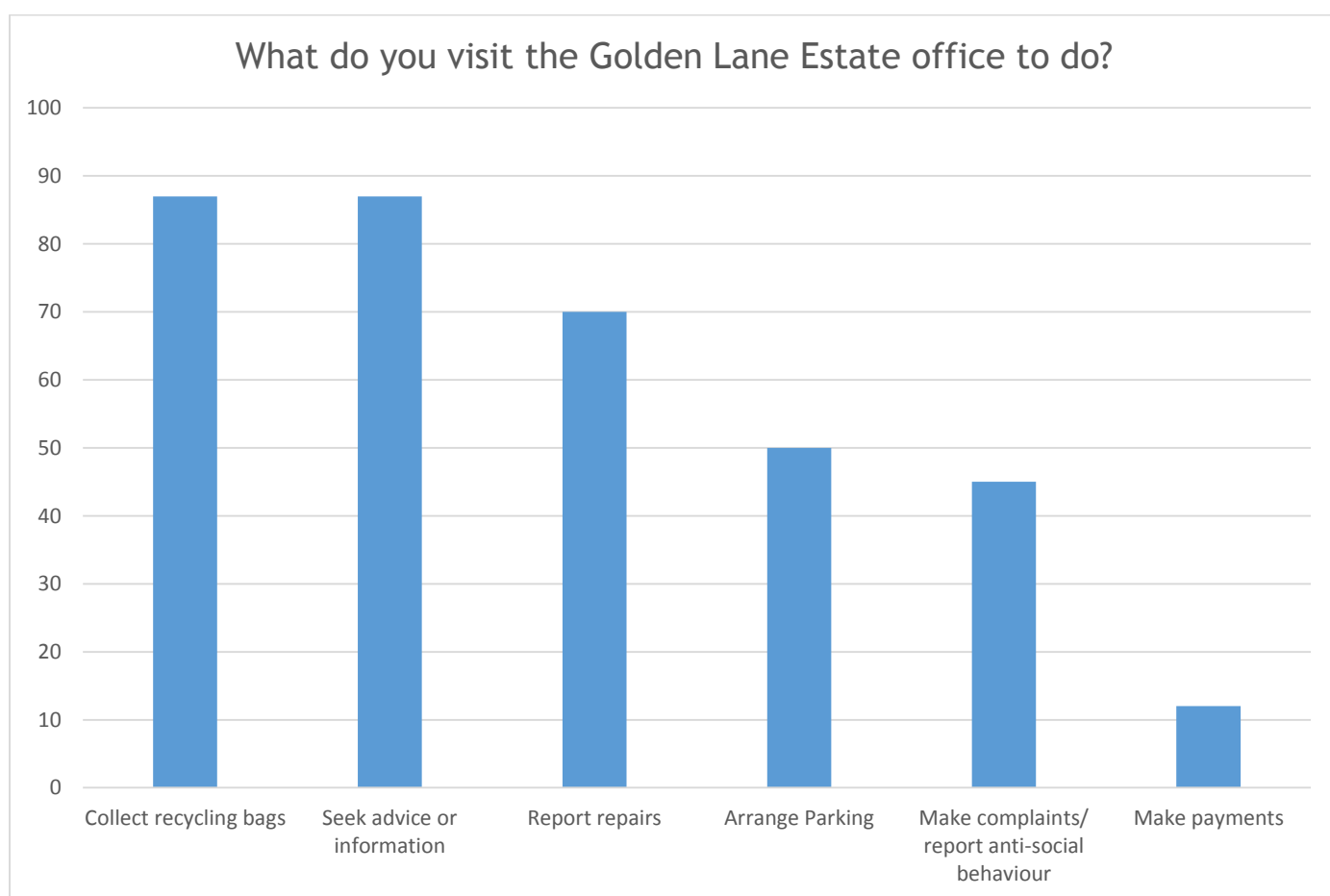
The vast majority of respondents (82%) visited the Golden Lane Estate Office once a month or 2 - 4 times a year.

The full breakdown of responses was as follows:

More than once a week	5%
Once a week	7%
Once a month	39%
2 - 4 times a year	43%
Once a year or less than once a year	5%
Never	1%

What do you visit the Estate Office to do?

When asked why they visited the Estate Office, the most popular reasons given were to seek advice and information and to collect recycling bags:



³ There were 123 responses to the question 'Do you consider yourself to have a disability?'

⁴ There were 123 responses to the question 'How often on average do you visit the Estate Office?'

Other reasons why residents visited the Golden Lane Estate Officer were as follows:

- *General information regarding the area*
- *Collect food bags*
- *Recycle batteries*
- *Key to read electric meter*
- *Check that my rent account is up to date*
- *Collect keys*
- *Arrange meetings*
- *Used to book guest rooms - would prefer to do this here*
- *Book meeting rooms*
- *Liaise with staff about various matters affecting residents*
- *Enquire about different situations*
- *Ask for information.*
- *Speak to Estate Manager or officers regarding general estate concerns and issues*
- *To collect new fob, extra keys, spare keys*
- *Ask them to check up elderly people that we haven't seen for some time*
- *Concern over inadequate supervision of heritage fittings stripped out by residents*
- *To collect keys when I have locked myself out*
- *Ask about services and how to make things work*
- *Talk with a friendly person about estate news/ situation with builders*
- *Check noticeboards, collect leaflets and newspapers*
- *Ring to ask for a meter reading*
- *Have a City Advice appointment*

Are there other services you would like the Estate Office to consider providing?

Respondents suggested a number of other services they would like the Golden Lane Estate Office to consider providing.

The most popular suggestion was for a parcel collection service; this was mentioned by 7 residents:

- *Accepting parcels*
- *Taking in parcels*
- *Take delivery of parcels*
- *Collect deliveries too large for letter boxes*
- *Receive parcels/ borrow a trolley.*
- *Parcel collection*
- *Holding parcels*

Other suggestions for additional services were:

- *Have a 'Tradesman Board' with numbers of painters, window cleaners, carpet cleaners, plumbers and another said they would welcome assistance obtaining estimates for private repairs.*
- *Support to access and use online services for tenants and older residents*
- *Weekly door knock check for all elderly persons with mobility problems over 65.*
- *Help filling out housing forms.*
- *Legal advice*
- *A telephone number to report anti-social behaviour at weekends and when office is shut.*
- *Renting the guest rooms as they did before.*
- *Reading the electricity meters which are in a special room*
- *Dealing with all the bicycles illegal tied to the railings on different floors.*
- *A concierge service*
- *Centre for car parking and service charge payments*

Two residents made general comments that they would like to see more patrolling of the estate and early identification of the need for repairs before there is serious deterioration.

One resident stressed the need for British Sign Language translation at events as they currently felt there was exclusion.

One resident questioned whether the Toynbee Hall advisors would still have a confidential space in any new office location.

Are you happy with the current location of the Golden Lane Estate Office?⁵

The vast majority (80%) of respondents were happy with the current location of the Golden Lane Estate Office. 16% said they did not mind where it was located and 4% stated that they were unhappy with the current location. One respondent said they thought this space should be used for housing and another said they were happy with the current location as long as it was accessible and a good environment for the officers.

Where do you think the Estate Office should be based if it has to leave Great Arthur House?

109 residents answered this question. Of those that responded, the vast majority (84%) stated a preference for the Golden Lane Estate Office to move to the Golden Lane Community Centre if it has to leave Great Arthur House. 9% said it should move to the Barbican Estate Office and 6% said they did not mind.

Option	Percentage of responses per option
It should be part of the Golden Lane Community Centre	84.4%
It should move to the Barbican Estate Office	9.2%
I don't mind	6.4%

What do you think the opening hours of the Estate Office should be?⁶

51% respondents said they thought the opening hours should remain as they are now, 29% said they would like the Golden Lane Estate Office to open one night a week and 20% said they would like to see other opening hours.

Suggestions for what alternative opening hours were as follows:

- 08.00 - 12.00 and 14.00 - 17.00
- No lunchtime closing. 9am to 5pm x 3 days, 8am to 4pm x 1 day and 10am to 7pm x 1 day
- Until 5.30pm
- I would like to see it reverted back to the original time (more cover) for elderly residents
- 8am - 4pm
- It would be useful if at least there were clear out of hour contact details for emergencies.
Evening opening - be good to have a time for working people to visit. Possibly depending on staff availability.
- Moving forward, I would like to see the Estate Office become more integrated with the community centre. This will take time to evolve and I would hope that the Estate Office opening hours (as long as it moves into the community centre) will evolve with this.

⁵ There were 123 responses to the question 'Are you happy with the current location of the Golden Lane Estate Office?'

⁶ 120 individuals answered the question 'What do you think the opening hours of the Estate Office should be?'

- A pre-morning or after work evening to allow people working in offices to visit
- One evening a week and one weekend day e.g. every other week
- A late evening could be beneficial to people in fulltime employment who maybe are unable to get time off work
- 9am-5pm
- One evening a week and longer hours, maybe half day on Saturday
- Normal office hours Mon - Friday. 9am - 12 noon on Sat.
- Office hours should include at least one early morning (7am) and one evening (7pm) per week to accommodate people who are at work during usual opening hours
- 8am - 4pm as minimum. Opening hours need to meet the timing needs of residents.
- 24/7 - as a minimum there should be a knowledgeable person on site and available for conversation between 8am and 11pm.
- Opening hours should be staggered to cover evenings and weekends.
- Open 9 -4 pm as a couple of years ago
- I would like them to be open 2 evenings per week plus Saturday for those who work in the city.
- Sat morning for 2 hours 9-11.
- Sunday - closed. Monday, Tuesday, Thursday & Friday 10am -1pm & 2pm - 4.30pm. Wednesday 10am - 1pm, 2pm-6pm. Sat 10am - 1pm.
- 8am-5pm
- As they are now. One Saturday a week.
- 8am-5pm possibly do not close lunchtime.
- Open over lunch time
- I am at work and not always able to get to the office in time. I end up phoning when this happens and sometimes have to leave messages.
- As they are but also Saturday morning for people who work and are unable to visit during the week.

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Committee	Dated:
Housing Management & Almshouses Sub Committee	12 February 2018
Subject: Fire Safety Update	Public
Report of: Director of Community & Children's Services	For Information
Report authors: Paul Murtagh Assistant Director Barbican & Property Services Jacquie Campbell Assistant Director, Housing & Neighbourhoods	

Summary

The purpose of this report is to update Members on the progress that has been made in relation to fire safety matters since the last update reports submitted in July, September and November 2017.

Recommendation

Members are asked to note and comment on the report.

Main Report

Background

1. Following the tragic fire at Grenfell Tower in West London, a paper was presented to your Sub-Committee, the Community & Children's Services Committee and the Audit & Risk Management Committee. This paper, in July 2017, outlined actions we had taken in the immediate aftermath of the fire and also set out plans for further action.
2. Update reports were brought to Members in September and November 2017. This paper is a further update.

Fire Risk Assessments (FRA's)

3. Frankham Risk Management Services Limited (Frankham's) has now completed the FRA's for all the City Corporation's residential blocks and the draft reports have been received. The reports are now being analysed by staff in Property Services, Estate Management and the City's Fire Safety Advisor for accuracy and detail and work is underway to produce a detailed Action Plan to plan, programme and implement all recommendations as appropriate.

4. As reported previously, it is still intended that a summary report outlining the headline findings from the newly completed FRA's will be presented to your Committee at the earliest opportunity after the Action Plan has been finalised.
5. Previous FRA's carried out on the City Corporation's residential blocks have been Type 1 FRA's as required by legislation. The new FRA's are Type 3 FRA's, which go beyond the requirements of the Regulatory Reform (Fire Safety) Order 2005, still covering everything required for a Type 1 FRA but also providing for an assessment of the arrangements for means of escape and fire detection (such as smoke alarms and heat detectors) within a sample of the flats (typically around 10%). A Type 3 FRA is non-destructive but the fire resistance of doors to rooms and compartmentation within the flat is considered.
6. The City Corporation's decision to opt for more detailed Type 3 FRA's not only results in much more detailed and robust information within the FRA's but also, inevitably, means that more potential issues have been identified than would have been with Type 1 FRA's.
7. It was a requirement of the contract with Frankham's that any serious fire safety issues or concerns identified during the survey process would be immediately reported to the City Corporation. Only one such report was received in relation to Great Arthur House, details of which are set out later in this report.
8. The key findings of the FRA's so far to date have been:
 - Further investigative work needs to be done on the main entrance doors and frames in some of our blocks of flats to ascertain the level of fire resistance and their ability to support a 'stay-put' policy in the event of fire;
 - There are, potentially, some issues with compartmentation in some of our flats that require further detailed investigative work to confirm the integrity of structural components;
 - Communal wiring and emergency lighting;
 - Confirmation of fire protection/separation in refuse chutes, waste disposal units.
9. It is intended that the new FRA's will be made available to the public through the Fire Safety pages on the City's website. The current FRA's, which are not due for review until August 2018, have already been made available in this way.

Great Arthur House

10. Members will be aware that whilst carrying out the Type 3 FRA survey, notification was received from Frankham's that there were potentially serious compartmentation issues with the main entrance doors and side panels at Great Arthur House that required immediate further investigation. Further investigation revealed that, although not as serious as first thought, there are issues with compartmentation at Great Arthur House that meant the 'stay put policy' in the event of fire could not be sustained.

11. Following discussions with representatives of the London Fire Brigade (LFB), an Action Plan was developed and implemented to ensure the safety of residents in Great Arthur House. The Action Plan included:
- the installation of a communal fire alarm system as a temporary measure until a permanent hard-wired fire alarm system can be installed;
 - the delivery, and installation where required, of individual smoke detectors to all flats in Great Arthur House;
 - the introduction of a 'Waking Watch', a team of four security staff patrolling the building at all times, whose role is to alert residents in the event of a fire and to assist in any evacuation process;
 - the introduction of an evacuation process for residents in the event of a fire.
12. All the above measures have been implemented and remain in place, at least until the completion of the installation of the hard-wired fire alarm system, which is due to be completed by mid-February (subject to access).

Inspections by the LFB

13. As part of the government's response to the Grenfell Tower tragedy, fire services across the country have been instructed to carry out ad-hoc inspections on residential flat blocks to ensure that they comply with the requirements of the Regulatory Reform (Fire Safety) Order 2005 and to ensure that appropriate FRAs are being carried out.
14. The LFB has carried out several ad-hoc inspections on the City Corporation's residential blocks in the last few months. Subsequently, we have received Fire Safety Deficiency Notices for the following premises:
- Great Arthur House;
 - East Point, Avondale Estate;
 - Mais House
 - Brushfield Street, Spitalfields.
15. The Deficiency Notices, in the main, relate to issues with compartmentation, fire stopping, use of fire escape routes and common areas for storage and general housekeeping matters such as fire doors being wedged open. We continue to deal with the deficiencies reported to us in a timely and responsible manner.

Communication with Residents

16. There have been no new fire safety issues raised by residents since September last year. Detailed information on fire safety is available on the City's website. Records of vulnerable residents have been checked and updated and residents have been offered visits from staff to demonstrate fire escape routes. This is ongoing.
17. Our Fire Safety Communications Plan continues to be implemented, ensuring that residents are regularly given advice on fire safety, in newsletters, bulletins and so on, that is relevant to the season. The revised Fire Safety Protocol as

approved by Members at the last Housing Management & Almshouses Sub-Committee, has been implemented.

18. The Tenancy Visits Project, which will see a team recruited specifically to visit all tenanted properties within a six-month period, has been initiated. The one-hour visits will include collecting data about the household, carrying out a fire risk assessment on the dwelling, providing fire safety advice and looking at any support needs a household might have. We hope that the recruitment of the team will take place in February and they will then be given an intensive training programme. Private homes on the Golden Lane Estate will also be visited as a pilot to see if there is value in extending the project further.

Fire Doors, Sprinkler Systems and Alarms

19. We have identified a number of front entrance doors from our residential blocks of flats that are being tested for fire resistance. Some of these have been, or will be sent away to the Building Research Establishment (BRE) but, due to capacity issues, the BRE has a turnaround period of more than 16 weeks. Consequently, we have had some doors tested in-situ by recognised, accredited bodies such as the Fire Protection Association (FPA) and Gerda®, a leading manufacturer of innovative design-engineered fire safety, security products and services. Although we have only had a limited number of reports back to date, early indications are that the doors on our social housing estates typically give between 20 and 40 minutes fire resistance. Clearly, we do still need much more information to be able to assess the level of fire resistance these doors and frames currently provide, and if that level of fire resistance is adequate. Subsequently, we will be able to properly prioritise, plan and cost our door replacement programme.
20. The current programme of electrical testing on all estates includes the installation of hard-wired carbon monoxide, smoke and heat detectors in all our tenanted flats. 500 flats have now had this work completed and a further 800 properties will be completed in the next 12 months. The detectors are equipped with a battery back-up of six months to ensure they continue to function in the event of a power failure.
21. As part of all the projects included in our Major Works Programme, fire safety is given the highest priority and, as a result, we have introduced new methods of containment to protect fire escape routes and fire stopping is being checked and improved wherever necessary.
22. The first draft of a feasibility study into the potential installation of sprinkler systems in our tower blocks has been received and discussed with our consultant, Butler & Young and we are awaiting the final version of the report.
23. Although, the LFB continues to advise against the installation of fire alarms in communal areas, we are committed to reviewing this over time as part of the new FRA process and our holistic review of fire safety in general.

Estate Management

24. We are continuing to work with residents to ensure that balconies, walkways and exits are kept clear from hazards. Most residents have been supportive of this work and have complied, but there have been some who have been extremely challenging, and continue to be so.

Resources

25. Members will be aware that additional resources are likely to be needed to implement fire safety improvement measures once we have the information in place to inform a programme of work. We will naturally keep Members informed on this matter, and seek the necessary approvals, when we are able to do so.

Background Papers:

Fire Safety in the City's Residential Blocks – report to Housing Management & Almshouses Sub-Committee, 03 July 2017

Fire Safety Update – report to Housing Management & Almshouses Sub-Committee, 26 September 2017

Fire Safety Update – report to Housing Management & Almshouses Sub-Committee, 27 November 2017

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Committee	Dated:
Housing Management & Almshouses Sub Committee	12 February 2018
Subject: Housing Major Works Programme – Progress Report	Public
Report of: Director of Community & Children's Services	For Information
Report authors: Paul Murtagh Assistant Director Barbican & Property Services	

Summary

The purpose of this report is to update Members on the progress that has been made with the Housing Major Works Programme so far to date and to seek Members views as to the level of information required at future meetings.

Recommendation

Members are asked to note and comment on the report and advise on the level of information they require for future meetings.

Main Report

Background

1. At its meeting on 27 November 2017, the Housing Management & Almshouses Sub-Committee received a presentation from officers in Housing Property Services on the scope of, and progress with the Housing Major Works Programme. Members subsequently agreed that it would be useful if further updates and progress reports be brought to future meetings of this Sub-Committee.

Considerations

2. The City Corporation is committed to investing around £55million on a Major Works Programme for the maintenance, refurbishment and improvement of its social housing portfolio. The works, in the main comprise:
 - Window replacements;
 - Re-roofing;
 - Decent Homes (new kitchens and bathrooms);
 - Electrical rewiring and upgrades;
 - Heating replacements;
 - Concrete repairs.

3. The funding for these extensive works, which are intended to bring all the City Corporation's social housing stock up to, and beyond, the Decent Homes Standard, comes from the Housing Revenue Account (HRA), which is ring-fenced solely for housing. The HRA is made up of:
 - Income from rents;
 - Income from service charges.
4. The Housing Major Works Programme was originally intended to be a 5-year programme however, the size and complexity of some of the projects included, along with initial staff resourcing issues, has meant that it is more likely to take 7 or 8 years to complete.
5. The Housing Major Works Programme is monitored and managed at several levels both corporately and within the department. This includes:
 - Gateway Process;
 - DCCS Committee;
 - Projects Sub-Committee;
 - Housing Programme Board.
6. The Housing Programme Board (HPB) is a cross-departmental group, chaired by the Director of Community & Children's Services and comprising senior officers from:
 - Housing Management;
 - Housing Property Services;
 - City Surveyors;
 - Planning;
 - Finance;
 - City Procurement.
7. For the purpose of the HPB, officers have developed detailed report templates that show progress of the various works programmes and these are analysed and discussed monthly at the HPB meetings. At its meeting on 27 November 2017, the presentation to Members included a simplified version of the progress reports, which form part of the report before Members today.
8. Attached at Appendix 1 to this report, for Members consideration, is the latest version of the progress report for the Housing Major Works Improvement Programme, which was submitted to the HPB at its last meeting on 25 January 2018.

Background Documents

Housing Major Works Programme Progress Report (January 2018)

Paul Murtagh, Assistant Director, Barbican & Property Services

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GOLDEN LANE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2018

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
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INVESTMENT PROGRAMME	H18	Great Arthur House - Replacement windows and cladding	£8,700,000	£6,586,318	on site																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							

MIDDLESEX STREET ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2018

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																					
						2016/17												2017/18												2018/19								2019/20					
						Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		Q1		Q2		Q3		Q4								
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INVESTMENT PROGRAMME	H22	Concrete Testing & Repairs	£160,000	£35,560	contract award	TESTING CONTRACT																																					
	H20	Redecorations (Int & Ext - in conjunction with Avondale Square, Golden Lane, York Way Estates)	£193,500	£17,650	pre-start mobilisation																																						
	H4	Petticoat Tower - balcony doors and windows	£787,500	£2,250	specification																																						
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£560,000	£4,278	evaluation of tender returns																																						
	H23	Lift Refurbishment	£920,000	£1,800	specification																																						
	H29	Works to Gullies & Drainage (multiple estate programme)	£150,000	£25,500	condition survey review																																						
	H3	Communal Heating and Ventilation (combined project with York Way Estate)	£5,000,000	£29,100	options appraisal																																						
	H25	Petticoat Tower stairwell	£429,000	£6,500	specification																																						
	H12	Electrical Rewire (multiple estate programme)	£1,150,000	£902	options appraisal																																						

AVONDALE SQUARE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2018

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																					
						2016/17												2017/18												2018/19								2019/20					
						Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1		Q2		Q3		Q4							
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INVESTMENT PROGRAMME	H4	Decent Homes - Phase I (multiple estate programme)	£3,567,640	£3,567,640	works complete																																						
	H6	Decent Homes Avondale - Phase II	£723,100	£3,900	on site																																						
	H20	Redecorations (multiple estate programme)	£607,150	£17,650	pre-start mobilisation																																						
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£250,000	£0	procurement																																						
	H1	Avondale Square - Window Overhaul	£161,500	£3,000	procurement																																						
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£560,000	£4,278	evaluation of tender returns																																						
	H19	Sheltered Housing Refurbishment	£400,000	£0	options appraisal																																						
	H29	Works to Gullies & Drainage (multiple estate programme)	£150,000	£25,500	condition survey review																																						

- works on site/complete
- works programmed
- testing/preparatory/offsite works
- programme slippage from previous report (length of arrow denotes length of delay)
- programme brought forward from previous report (length of arrow denotes extent)

SOUTHWARK/WILLIAM BLAKE ESTATES INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2018

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																															
						2016/17												2017/18												2018/19												2019/20											
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INVESTMENT PROGRAMME	H4	Decent Homes - Phase I (William Blake as part of multiple estate programme)	£352,188	£352,188	works complete																																																
	H21	Lift Renewal (Collinson Court & William Blake as part of multiple estate programme)	£468,535	£429,090	works complete																																																
	H2	CCTV (William Blake)	£23,301	£16,900	works complete																																																
	H5	Decent Homes - Phase II (Southwark as part of multiple estate programme)	£1,270,000	£12,000	on site																																																
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£250,000	£0	procurement																																																
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£560,000	£4,278	evaluation of tender returns																																																
	H29	Works to Gullies & Drainage (multiple estate programme)	£150,000	£25,500	condition survey review																																																
	H10	Door Entry (William Blake in conjunction with Dron House)	£100,000	£0	condition survey																																																
	H12	Electrical Rewire (Sydenham, Pakeman & Middlesex Street)	£1,150,000	£900	options appraisal																																																
H39	Window Replacements & External Redecorations (Pakeman, Stopher, Sumner & William Blake)	£3,330,000	£24,240	options appraisal																																																	

HOLLOWAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2018

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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INVESTMENT PROGRAMME Page 11	H4	Decent Homes - Phase I (multiple estate programme)	£276,689	£276,689	works complete																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								

YORK WAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2018

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																					
						2016/17												2017/18												2018/19								2019/20					
						Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		Q1		Q2		Q3		Q4								
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INVESTMENT PROGRAMME	H9	Door Entry Renewal - (in conjunction with Golden Lane & Holloway)	£280,064	£280,064	works complete																																						
	H5	Decent Homes - Phase II (multiple estate programme)	£608,000	£145,347	on site																																						
	H20	Redecorations (multiple estate programme)	£542,000	£17,650	pre-start mobilisation																																						
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£250,000	£0	procurement																																						
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£560,000	£4,278	evaluation of tender returns																																						
	H29	Works to Gullies & Drainage (multiple estate programme)	£150,000	£25,500	condition survey review																																						
	H3	Communal Heating and Ventilation (combined project with Middlesex Street Estate)	£5,000,000	£29,100	options appraisal																																						

- works on site/complete
- works programmed
- testing/preparatory/offsite works
- programme slippage from previous report (length of arrow denotes length of delay)
- programme brought forward from previous report (length of arrow denotes extent)

SYDENHAM HILL ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2018

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (multiple estate programme)	£173,315	£12,000	on site on other estates																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								

SMALL ESTATES (DRON, WINDSOR, ISLEDEN) INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2018

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																					
						2016/17												2017/18												2018/19								2019/20					
						Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		Q1		Q2		Q3		Q4								
						A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M		
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (Dron & Windsor as part of multiple estate programme)	£686,216	£12,000	on site on other estates																																						
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£350,000	£0	project commencement																																						
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£560,000	£4,278	evaluation of tender returns																																						
	H29	Works to Gullies & Drainage (multiple estate programme)	£150,000	£25,500	condition survey review																																						
	H10	Door Entry (Dron House in conjunction with William Blake)	£100,000	£0	condition survey																																						
	H28	Windsor House - Communal & estate-wide repairs	£15,600	£0	condition survey																																						
	H39	Window Replacements & External Redecoration (Dron & Windsor)	£2,000,000	£24,240	options appraisal																																						

Page 137

works on site/complete

works programmed

testing/preparatory/offsite works

programme slippage from previous report (length of arrow denotes length of delay)

programme brought forward from previous report (length of arrow denotes extent)

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By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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

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