



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

**Date:** MONDAY, 21 JANUARY 2019  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

**Members:** John Fletcher (Chairman)  
Randall Anderson (Deputy Chairman)  
Mary Durcan  
Marianne Fredericks  
Alderman David Graves  
Barbara Newman  
Dhruv Patel OBE  
Susan Pearson  
William Pimlott  
Peter Bennett

**Enquiries:** Julie Mayer: 020 7 332 1426  
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**N.B. Part of this meeting may be subject to audio-visual recording.**

**Lunch will be served in the Guildhall Club at 1.00pm.**

**John Barradell  
Town Clerk**

# **AGENDA**

**PLEASE NOTE: The Members' Briefing Session will commence 30 minutes before the published time of the Sub Committee**

## **Part 1 - Public Reports**

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To approve the public minutes and non-public summary of the meeting on 27 November 2018.  
  
**For Decision**  
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS**  
Members are asked to note the Committee's Outstanding Actions List.  
  
**For Information**  
(Pages 9 - 10)
5. **ALMSHOUSES REVENUE AND CAPITAL BUDGET REPORT FOR 2018/19 AND 2019/20.**  
Report of the Chamberlain.  
  
**For Decision**  
(Pages 11 - 20)
6. **PORTSOKEN COMMUNITY ENERGY PROPOSAL**  
A Members' Briefing Note ahead of a future Feasibility Report.  
  
**For Information**  
(Pages 21 - 28)
7. **HOUSING MAJOR WORKS PROGRAMME - PROGRESS REPORT**  
Report of the Director of Community and Children's Services.  
  
**For Information**  
(Pages 29 - 36)
8. **HATE INCIDENTS POLICY**  
Report of the Director of Community and Children's Services.  
  
**For Decision**  
(Pages 37 - 48)

9. **HOUSING UPDATE AND RISK REGISTER**  
Report of the Director of Community and Children's Services.
- For Information**  
(Pages 49 - 66)
10. **DISCRETIONARY HOUSING PAYMENT POLICY**  
Report of the Director of Community and Children's Services.
- For Decision**  
(Pages 67 - 72)
11. **TENANCY VISITS PROGRAMME**  
Report of the Director of Community and Children's Services.
- For Information**  
(Pages 73 - 74)
12. **COLLECTION OF WATER CHARGES FROM TENANTS**  
Report of the Director of Community and Children's Services.
- For Information**  
(Pages 75 - 78)
13. **CITY OF LONDON (AND GRESHAM) ALMSHOUSES, EAST LODGE AND COMMUNAL AREAS - REFURBISHMENT WORKS**  
Report of the Director of Community and Children's Services.
- For Decision**  
(Pages 79 - 96)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **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**

17. **NON-PUBLIC MINUTES**  
To approve the non-public minutes of the meeting held on 27 November 2018.
- For Decision**  
(Pages 97 - 98)

18. **HOUSING MANAGEMENT SYSTEM UPGRADE**  
Report of the Director of Community and Children's Services.

**For Decision**  
(Pages 99 - 122)

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

**HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND  
CHILDREN'S SERVICES) COMMITTEE**  
**Tuesday, 27 November 2018**

Minutes of the meeting held at Golden Lane Community Centre at 2.00 pm

**Present**

**Members:**

John Fletcher (Chairman)  
Randall Anderson (Deputy Chairman)  
Mary Durcan  
Barbara Newman  
Dhruv Patel OBE  
Susan Pearson  
William Pimlott  
Peter Bennett

**Officers:**

Paul Murtagh	- Assistant Director, Barbican and Property Services – Community and Children's Services
Laim Gillespie	- Community and Children's Services
Dean Robinson	- Community and Children's Services
Christine Vanhorn-Payne	- Community and Children's Services
Wendy Giaccaglia	- Community and Children's Services
Julie Mayer	- Town Clerk's

**1. APOLOGIES FOR ABSENCE**

Apologies were received from Alderman David Graves and Marianne Fredericks.

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

The Chairman, Mr John Fletcher, declared a pecuniary interest in respect of item 11 on the agenda (Guest Room Policy) as he is a resident of Mansell Street. The Deputy Chairman would therefore take the Chair for this item and the Chairman would neither speak nor vote thereon.

**3. MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 24 September 2018 be approved as a correct record, subject to correcting an error on page 4 which should read '*do not use*' and not '*to not use*'

**Matters arising:**

1. The Assistant Director, Barbican Property Services advised that work has been done to disaggregate the window replacement programme into more manageable smaller projects. This means that some of the less complex estates can be progressed more quickly than originally anticipated. The work on the overall programme will be completed shortly and reported to the next meeting of the Sub-Committee.
2. The Chamberlain agreed to provide a breakdown of the income streams, further to the discussion in respect of the 2017/18 Housing Revenue Account Outturn Report.
3. Members noted that a review of car parking charges, including specific provisions for the disabled is due to begin early in the new calendar year. It is expected that a subsequent policy report will be presented to the Grand Committee in the Spring/Summer next year.

**Order of business on today's agenda**

Members noted that a discussion on the cover report in respect of Agenda Item 18 (Installation of Sprinklers in Social Housing Tower Blocks) would be held in public but any comments or questions in respect of the appendix to this report (containing the exempt information) would need to remain in the closed part of the agenda.

**4. MAJOR WORKS PROGRESS REPORT**

Members received a report of the Director of Community and Children's Services which provided an update on progress with the Housing Major Works Programme and advised Members on issues affecting the progress of individual schemes.

Members noted that, due to backlogs in fire door testing in the UK, officers had sourced an alternative testing facility in Poland, which was both quicker and cheaper; potentially doing the testing within a period of 4-6 weeks as opposed to 4-6 months. In relation to the doors at Great Arthur House and the listed building aspects, planning officers are content with the Department's approach and a business case was being prepared for approval. The Assistant Director was confident that Great Arthur House's fire doors would be tested early in the new year and Members noted that they would be replaced in a complementary design, subject to any upgrades. Future fireproofing measures relate to the entire door set and empty flats would be used for prototypes wherever possible. The Assistant Director advised that residents were receiving updates via monthly emails and flyers.

RESOLVED, that – the report be noted.

**5. ALLOCATED MEMBERS REPORT**

Members received a report of the Director of Community and Children's Services which provided an update on events and activities on the City

Corporation's social housing estates. The report had been compiled in collaboration with the Allocated Members, who champion residents and local staff.

During the discussion and questions, the following points were noted:

- Members noted that all Members of the Grand Committee have been invited to a Workshop on 14 December, to consider the latest financial information relating to the 30-year Business Plan and the implications for the Major Works Programme, Fire Safety Improvements and the Housing Delivery programme. A subsequent report will be prepared and presented to the Community and Children's Services and Housing Management and Almshouses Sub Committees.
- The Chairman advised that the Estate Walkabouts would start later for Golden Lane and Middlesex Street in order to include more residents. An updated programme would be circulated, with the next one taking place on 29<sup>th</sup> November.
- Superfast broadband installation had commenced on Avondale Estate. The Assistant Director advised that initial concerns about compartmentation had been overcome, by using existing trunking, and this method would be rolled out to the other estates. Members noted that some of the existing trunking would need to be upgraded and the Deputy Chairman confirmed that he will attend the next progress meeting with officers in relation to this project.

In concluding, the Chairman thanked the Officers and Members for their input to the Allocated Members' Scheme. He also commended the new more open consultation method that had led to one of ward members in the London Borough of Lewisham commenting favourably in the press about our Sydenham Hill consultation.

RESOLVED, that – the report be noted.

#### **6. FIRE SAFETY UPDATE - HRA PROPERTIES**

Members received a report of the Director of Community and Children's Services which sought to update Members on progress made in relation to fire safety matters since the last update report submitted to Committee on 24 September 2018.

Members noted that a number of compartmentation surveys had commenced in response to the risk assessment findings. Two have been completed and these were being analysed although, the results appear to be as expected. The Assistant Director advised that we are currently awaiting the outcome of a detailed signage survey carried out on all our estates.

In respect of the reference to the new 18<sup>th</sup> Edition of the Electrical Regulations in previous reports, Members noted that, although the 18<sup>th</sup> Edition has not yet come into force, all new consumer units that are fitted will be fully compliant with the 18<sup>th</sup> Edition.

There have been concerns about the high sensitivity levels of the new fire alarm installation in Great Arthur House. The Assistant Director advised that the sensors in the flats have now been re-programmed to 'heat-only' to cope with the actual living conditions within the flats. Whilst the Assistant Director regretted the inconvenience caused to residents by false alarms, he stressed the importance of installing a robust and reliable alarm system. Members noted that residents were contacted regularly about the need to respond to all evacuations and would be advised again now the sensors have been re-programmed. The Assistant Director agreed to forward the alarm and evacuation protocol to the Ward Member for the Golden Lane Estate. Members noted that although the Fire Brigade must always respond to the activation of the fire alarm, it could decide to charge the City Corporation for accidental activations and false alarms. Finally, Members noted that the risk assessments had advised that existing fire extinguishers be removed from flat blocks.

RESOLVED, that – the report be noted.

**7. ESTATE MANAGEMENT POLICY REVIEW**

Members considered a report of the Director of Community and Children's Services which sought approval of an Estate Management Policy for use by the Housing Service. In response to a question as to which policy dealt with service charges for leaseholders, the officer advised that this would be addressed in a Leasehold Management Policy, which was planned for early 2019. The final title of the Policy was subject to change would clearly set out what is and what is not recoverable under service charges.

RESOLVED, that – the Estate Management Policy for use by the Housing Service be approved.

**8. TENANCY VISITS PROGRAMME**

Members received a report of the Director of Community and Children's services in respect of the Tenancy Visits Programme. Members were pleased to note that this was working well and had provided some very good intelligence. Pre-advertising of the visits had worked well as there had been very few cases of non-co-operation. Members noted that, once the Leaseholder visits had been trialled, they would receive a full report on the outcome of the visits in the Spring of 2019. Officers advised that, as of today, there had been 2,200 door knocks and 869 completed visits. Members asked to see a programme of the visits and noted that, if entry could not be gained after leaving a calling card and 2 letters, an appointment was offered. Members were reminded that City Corporation tenants were obliged to allow access to officers for scheduled visits/inspections. In concluding, the Chairman commended officers on their excellent customer service skills.



RESOLVED, that – the report be noted.

9. **GAS SAFETY POLICY**

Members considered a report of the Director of Community and Children's Services which sought approval of a Gas Safety Policy for use by the Housing Service. The Policy outlined how the City Corporation would meet its obligations as a Landlord under the Gas Safety (Installation and Use) Regulations 1998 (as amended) and what action would be taken when tenants refuse or fail to allow access for annual gas safety checks.

During the discussion and questions, the following points were noted:

There would be a publicity drive early next year in respect of Leaseholders' obligations when they become landlords and the Environmental Services Team would take enforcement action in the event of any violations.

Any switch in service providers was entirely up to the resident and, whilst there were no obligations in respect of smart meters, Members noted that many suppliers were strongly urging customers to install them. However, there had been issues with customer access to them in some blocks and their installation was not part of the new Policy.

RESOLVED, THAT – The Gas Safety Policy for use by the Housing Service be approved.

10. **INSURANCE COVER AND CLAIMS POLICY**

Members considered a report of the Director of Community and Children's Services which sought approval of an Insurance Claims Policy for use by the Housing Service. The officer clarified that residents were advised to get contents insurance but not necessarily obliged to do so.

RESOLVED, That – The Insurance Claims Policy for use by the Housing Service be approved.

11. **GUEST ROOMS POLICY**

Members considered a report of the Director of Community and Children's Services which sought approval of a Guest Room Policy for use by the Housing Service. During the discussion, Members asked about expanding access to Middlesex Street to Mansell Street, the maximum duration of each stay, Leaseholder charges and the Housing Revenue Account (HRA). The officer advised that these factors had either already been covered in the Policy or could be looked at separately.

RESOLVED, THAT – The Guest Room Policy for use by the Housing Service be approved.

12. **ISSUES REPORT - MIDDLESEX STREET ESTATE LIFT REFURBISHMENT**

Members considered a report of the Director of Community and Children's Services in respect of the Middlesex Street lift refurbishment. The Assistant

Director advised that officers had missed an opportunity to increase the estimated costs at an earlier 'Gateway' in the City Corporations Project Procedure and would be more vigilant of this in future. Members noted that the lift's control mechanism was now out of production, the new installation would stop at all floors and the feedback from the Section 20 Consultation had been supportive of the replacement.

The Assistant Director then explained the Section 20 Consultation process and Members were reminded that, whilst the City Corporation was not obliged to go back to residents in respect of cost increases, it had adapted the process to enable more engagement, including meeting with the Chairman of the Pettitcoat Lane Leaseholder Association or their representative. Members also noted that Leaseholders would be advised of the availability of interest free loans.

RESOLVED, THAT:

1. An increase to the estimated project budget of £522,500.00 be approved, taking this to a new total of £1,555.00, comprising of £1,382.500 for the tendered refurbishment works and £172,400.00 to cover fees and staff costs; and
2. A Gateway 5 – Authority to Start Work report be submitted for Chief Officer approval in accordance with the regular approval track.

13. **GATEWAY 1-4 PROJECT PROPOSAL & OPTIONS APPRAISALS REPORT: INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS**

Members considered a report of the Director of Community and Children's Services in respect of the installation of sprinklers in Social Housing Tower Blocks. Members were reminded that, following Counsel's opinion, the City Corporation had decided not to charge leaseholders to install sprinklers and were monitoring the outcomes at those Boroughs who had decided to attempt to recover the cost from leaseholders. Members noted that future reports would contain more information on the cost of the installations on a block-by-block basis.

The Assistant Director advised that Leaseholders would be liable for the future maintenance of the sprinkler systems. The Assistant Director advised that the City Corporation would make good any disturbances during installation of the sprinklers but were not obliged to undertake full scale redecorations.

RESOLVED, that –

1. The contents of the report, including the total estimated project cost of £3.2 million(including staff costs of £40,000) be noted.
2. Option 1 in the report be approved as follows:  
Undertake a compliant procurement exercise for the installation of sprinklers in our five social housing high rise tower blocks.

Committee approval be sought at Gateway 5 for a contractor to be appointed to carry out the installation of sprinklers in our five social housing high rise tower blocks.

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

In response to a question about ParkGuard Ltd, officers agreed that, as the contract had just been renewed, Members would receive a report at a future meeting.

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

There was no other business.

**16. 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**

16

17

**Paragraph**

1 and 3

3

**17. FORMER TENANT ARREARS**

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

**18. GATEWAY 2 REPORT - HOUSING MANAGEMENT SYSTEM UPGRADE**

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

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

There was one question while the public was excluded.

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

The Chairman expressed thanks to the Club Cook and Butler and staff at the Community Centre for enabling the meeting to take place at the Centre today. There was a general consensus that an off site meeting had worked very well and Members were encouraged to give feedback to the Chairman after the meeting.

**The meeting ended at 4pm.**

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Chairman

**Contact Officer: Julie Mayer: 020 7 332 1426**  
**julie.mayer@cityoflondon.gov.uk**

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## HOUSING MANAGEMENT AND ALMSHOUSES SUB-COMMITTEE - Outstanding Actions- DECEMBER 2018

<b>Date Added</b>	<b>ITEM</b>	<b>Action</b>	<b>Officer and target date</b>
27.11.2018	<b>HOUSING MANAGEMENT SYSTEM UPGRADE (NP)</b>	The cost in respect of the Barbican to be reviewed as part of the next Gateway report.	Paul Murtagh
27.11.2018	<b>CONCRETE REPAIRS AT CULLUM WELCH HOUSE (NP)</b>	The Grand Committee to receive a progress report in due course.	Paul Murtagh
27.11.2018	<b>2017/18 HOUSING REVENUE ACCOUNT OUTTURN REPORT</b>	The Chamberlain agreed to provide Members with a breakdown of the income streams	Mark Jarvis COMPLETED December 2018
27.11.2018	<b>ESTATE WALKABOUTS - to start later for Golden Lane and Middlesex Street in order to include more residents</b>	An updated programme to be circulated.	Estate Office Managers
27.11.2018	<b>PARKGUARD LTD</b>	As the contract had just been renewed, Members would receive a report at a future meeting.	Liam Gillespie
27.11.2018	<b>TENANCY VISITS</b>	HMASc to receive a report on the outcome of the visits in the Spring of 2019. Members asked to see a programme of the visits. Further update at Community and Children's Services in January 2019	Dean Robinson

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<b>Committee:</b>	<b>Date:</b>	<b>Item no.</b>
Housing Management & Almshouses Sub-Committee	21 January 2019	
<b>Subject:</b> City of London Almshouses Revenue and Capital Budgets 2018/19 and 2019/20	<b>Public</b>	
<b>Report of:</b> The Chamberlain and The Director of Community and Children's Services	<b>For Decision</b>	

## Summary

1. This report is the annual submission of the City of London Almshouses revenue budgets overseen by your Committee. In particular it seeks approval for the revenue budget for 2019/20.
2. The overall budget position is summarised below: -

Table 1: Overall Position	Original Budget 2018/19 £'000	Original Budget 2019/20 £'000	Movement 2018/19 to 2019/20 £'000
Income	365	332	(33)
Expenditure	(300)	(318)	(18)
Surplus on income and expenditure account	65	14	(51)
Increase/Decrease in market value of investments	0	0	0
Actual/Estimated Reserve brought forward	1,684	3,016	1,332
Reserve carried forward	1,749	3,030	1,281

3. Overall, the 2019/20 budget indicates a surplus on income and expenditure of £14,000, a decrease of £51,000 compared with the Original Budget for 2018/19.

4. The reserve is both a contingency against unforeseen expenditure and a provision for the financing of future expenditure.

### **Recommendations**

5. The Committee is requested to:
  - Review the 2019/20 revenue budget to ensure that it reflects the Committee's objectives.

## **Main Report**

### **Management of the City of London Almshouses**

6. In accordance with existing practice, the management costs of Property Services provided by the Community and Children's Services Department are excluded. However, the budgets for the Almshouses do include the costs of Support Services provided by the City of London Corporation's central departments and the Community and Children's Services Department.

### **Proposed Budget Position 2018/19 and 2019/20**

7. The detailed budgets and reserves are set out in Table 2.
8. Expenditure and adverse variances are presented in brackets. Only significant variances (generally those greater than £10,000) have been commented on in the following paragraphs.
9. The increase in the opening reserves of £1,332,000 between the 2018-19 & 2019-20 original budget relates to the change in Accounting treatment of Social Housing Grant of £1.3 million which is now recognized as Restricted fund.
10. A decrease of £26,000 in Income contributions and Service charges, is the tenant rental income mainly resulting from the 1% annual rent reduction.



Table 2

Actual 2017/18 £'000	City of London Almshouses Trust	Original Budget 2018/19 £'000	Latest Budget 2018/19 £'000	Original Budget 2019/20 £'000	Movemen t 2018/19 to 2019/20 £'000	Paragra ph Ref
	<b>Expenditure</b>					
<b>(99)</b>	<b>Employees</b>	<b>(106)</b>	<b>(102)</b>	<b>(101)</b>	<b>5</b>	
(132)	Repairs and maintenance	(115)	(115)	(115)	0	Annex A1
(4)	Energy Costs	(6)	(6)	(6)	0	
(7)	Rents	(8)	(8)	(8)	0	
(9)	Council Tax	(7)	(7)	(7)	0	
(7)	Water	(7)	(8)	(8)	(1)	
(9)	Cleaning and Domestic Supplies	(8)	(9)	(9)	(1)	
(5)	Grounds Maintenance Costs	(9)	(9)	(9)	0	
<b>(173)</b>	<b>Total Premises Related Expenses</b>	<b>(160)</b>	<b>(162)</b>	<b>(162)</b>	<b>(2)</b>	
(9)	Equipment, Furniture and Materials	(5)	(5)	(5)	0	
(7)	Communications and Computing	(7)	(7)	(8)	(1)	
(2)	Fees and Services	(1)	(1)	(1)	0	
(1)	Advertising	(1)	(1)	(1)	0	
(0)	Clothes, Uniform & Laundry	(1)	(1)	(1)	0	
(3)	Hospitality	(2)	(2)	(2)	0	
<b>(22)</b>	<b>Total Supplies and Services</b>	<b>(17)</b>	<b>(17)</b>	<b>(18)</b>	<b>(1)</b>	
<b>(23)</b>	<b>Recharges for Support Services</b>	<b>(13)</b>	<b>(27)</b>	<b>(27)</b>	<b>(14)</b>	
<b>(10)</b>	<b>Transfer Payments</b>	<b>0</b>	<b>(6)</b>	<b>(6)</b>	<b>(6)</b>	
<b>(1)</b>	<b>Capital Charges</b>	<b>(4)</b>	<b>(4)</b>	<b>(4)</b>	<b>0</b>	
<b>(328)</b>	<b>Total Expenditure</b>	<b>(300)</b>	<b>(318)</b>	<b>(318)</b>	<b>(18)</b>	
	<b>Income</b>					
288	Contributions and Service Charges	315	289	289	(26)	
42	Investment Income	50	43	43	(7)	
<b>330</b>	<b>Total Income</b>	<b>365</b>	<b>332</b>	<b>332</b>	<b>(33)</b>	
<b>2</b>	<b>Net Surplus/ (Deficit)</b>	<b>65</b>	<b>14</b>	<b>14</b>	<b>(51)</b>	
	<b>Reserves</b>	-				
2,959	Balance Brought Forward	1,684	2,972	3,016	1,332	
2	Income and Expenditure Account	65	14	14	(51)	
11	Increase/Decrease in Market Value of Investments	0	30	0	0	
2,972		1,749	3,016	3,030	1,281	

## **Manpower Statement**

11. Analysis of the movement in manpower and related staff costs are shown in table 3 below.

**Table 3**

	Original Budget 2018/19		Original Budget 2019/20	
	Manpower Full-Time Equivalent	Estimated Cost £'000	Manpower Full-Time Equivalent	Estimated Cost £'000
Housing Management	0.60	(29)	0.53	(26)
Matrons - Employees	1.05	(50)	0.95	(47)
Gardener	0.8	(27)	0.8	(28)
<b>Total Employee Costs</b>	<b>2.45</b>	<b>(106)</b>	<b>2.28</b>	<b>(101)</b>

## **Investments**

12. The Trust holds 135,697 units in the Corporation's Charities Pool with a market value as at 30 September 2018 of £ 1,225,344. The distribution rate for the first six months of 2018/19 was 3.4%. Cash is held by the Chamberlain on behalf of the Trust and is invested with other City of London funds on the London Money Markets. In this way, the Trust benefits from the higher interest rates that the City of London can obtain. The budget assumes interest on cash balances of 0.521% for 2018-19 and 0.521% for 2019-20 onwards. Interest is credited annually based on the Trust's average cash balance.

### **Draft Capital and Supplementary Revenue Budgets**

13. The latest estimated costs for the Committee's draft capital and supplementary revenue projects are summarised in the Table 4 below.

Table 4

<b>Project</b>	<b>Exp. Pre 01/04/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>Later Years £'000</b>	<b>Total £'000</b>
<u>Pre-implementation</u> City of London Almshouses East Lodge Refurbishment Works	0	31			31
<b>TOTAL CoL ALMSHOUSES</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>31</b>

14. Pre-implementation costs comprise consultancy fees to identify the refurbishment works required. The implementation phase will be subject to further approvals and funding from the COL Almshouses Trust.
15. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2019.

**Background Papers:**

Estimate Working Papers

Chamberlain's

**Contact:**

Contact Officers:

Chamberlain's Department –

Goshe Munir Tel: 020 7332 1571 / [Goshe.Munir@cityoflondon.gov.uk](mailto:Goshe.Munir@cityoflondon.gov.uk)

Community and Children's Services Department –

Paul Murtagh Tel: 020 7332 3015 / [Paul.Murtagh@cityoflondon.gov.uk](mailto:Paul.Murtagh@cityoflondon.gov.uk)

## Annex A1

<b>REPAIRS, MAINTENANCE AND IMPROVEMENTS</b>		Original Budget 2018/19 £'000	Latest Budget 2018/19 £'000	Original Budget 2019/20 £'000
<u>Breakdown and Emergency Repairs</u>				
Building	E	(67)	(67)	(67)
Electrical	E	(9)	(9)	(9)
Breakdown Heating and Ventilating	E	(7)	(7)	(7)
Breakdown Rech Insurance Claim	E	(3)	(3)	(3)
		(86)	(86)	(86)
<u>Contract Servicing</u>				
Building	E	(2)	(2)	(2)
Electrical	E	(3)	(3)	(3)
Heating & Ventilating	E	(8)	(8)	(8)
		(13)	(13)	(13)
<u>Cyclical Works</u>				
Asbestos Data	E	(2)	(2)	(2)
Adaptations for the Disabled	E	(7)	(7)	(7)
Redecorations Works	A	(5)	(5)	(5)
		(14)	(14)	(14)
<u>Projects</u>				
Asbestos Management	A	(2)	(2)	(2)
		(2)	(2)	(2)
<b>Total Repairs, Maintenance and Improvements</b>		(115)	(115)	(115)

Key: E = Essential    A = Advisable    D = Desirable

**2019/20 REPAIRS, MAINTENANCE AND IMPROVEMENTS -  
EXPLANATION OF WORKS**

**Breakdown and Emergency Repairs**

**Building** - £67,000

Responsive repairs currently undertaken by Wates Living Space.

**Electrical** - £9,000

Responsive repairs currently undertaken by Wates Living Space.

**Heating and Ventilating** - £7,000

**Rechargeable Insurance Claim** - £3,000

**Contract Servicing**

**Building** - £2,000

Servicing and Maintenance of building related components. Currently undertaken by Wates Living Space.

Fire extinguishers: The current contractor is Allied Protection.

Chlorination of water tanks: The current contractor is Hertel UK. The contract is market tested annually.

**Electrical** - £3,000

Fire Alarms and Warden Call Systems: The current contractor is Allied Protection. Also included is the rental of a British Telecom line in respect of the fire alarm system

**Heating & Ventilating** - £8,000

Servicing and Maintenance of Gas Appliances: The current contractor is TSG Building Services PLC.

### Cyclical Works

#### Asbestos Data - £2,000

Inspection /removal of asbestos. Current contractor Eton Environmental.

#### Adaptations for the Disabled - £7,000

Works to properties to accommodate those with a disability. Currently provided by GB Adaptions.

#### Redecorations Works - £5,000

Various redecoration works – contractor to be determined.

### Projects

#### Asbestos Data - £2,000

Inspection /removal of asbestos. Current contractor Eton Environmental.

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## Housing Management and Almshouses Sub Committee – 21 January 2019 Members Briefing Note

### Portoken Community Energy Proposal

#### Summary

The purpose of this report is to provide Members with information on the proposal to establish the City of London's first community-owned solar power station in Portsoken Ward on the Middlesex Street Estate. The proposal is led by a group of Portsoken residents working in partnership with Repowering London a not-for-profit organisation that has a strong track record of delivering community energy schemes on social housing estates. The partnership has successfully secured funding from the Mayor of London's 'London Community Energy Fund' to assess the technical and financial viability of the scheme and pre-register the scheme before the 31<sup>st</sup> of March 2019.

Repowering London is a not-for-profit organisation that specialises in creating local energy projects. Repowering has delivered five award winning community energy projects totaling 300kWp installed solar generating capacity. This includes both the first and the largest community-owned solar installations on inner-city social housing in the UK.

#### Recommendation

Members are asked to note the report to support the project and consider the final feasibility report that will be produced in February

#### 1. Community Energy

Community Energy is about putting people at the heart of the energy system. It is when renewable energy assets such as solar panels are owned and managed by the local community. The systems are funded through a community share offer and the financial benefits from the sale of electricity are redistributed into the community through a return on investment and a ring-fenced community fund.

#### 2. Strategic alignment with the City of London Corporation

The proposal is closely aligned with the City of London's ambitions to be a Low Carbon City and commitment to play its parts in reducing carbon emissions to achieve the Mayor's target of net zero emissions by 2050. The project is a step towards implementing the recommendations of the [Zero Emissions City](#) Report published in July 2018 that states City of London Corporation should

- Take steps to support and respond to the proposed decarbonisation of the national grid;
- Take a proactive role in supporting the forthcoming changes to the City's energy infrastructure;
- 'Provide support to stakeholders in delivering CO<sub>2</sub> savings within their estates'.

The City of London's Responsible Business Strategy – Towards A Sustainable Future , as part of its corporate objectives for 2018-2023, has identified energy resilience and the achievement of positive environmental outcomes as key issues. Furthermore, the project also offers the opportunity 'to create a future where individuals and communities flourish and the planet is healthier.

### **3. The Proposal**

This will be the first community-owned energy project in the City of London, but it is also part of a growing movement of community energy projects in London and up & down the country. The project is a clear positive example to bring the community together, tackle climate change, generate renewable energy and cut borough-wide carbon emissions. The proposal is to

- Establish Portsoken Community Energy as an independent and financially viable Community Benefit Society (a form of Cooperative).
- Conduct a technical and financial feasibility study to install solar panels on the estate - initial desk-based assessment of the estate shows that the optimal solar generating capacity is 50 kWp consisting of 185 panels each of 250 watts.
- The installing of solar panels requires a 20 year roof lease agreement that will be held with the City of London and Portsoken Community Energy.
- The installation costs of approximately £50,000 will be raised through a community share offer at no cost to the City of London.
- The solar panels will power the Library or communal areas (to be determined through the technical feasibility).
- The solar energy will be sold at a 5% discount to commercial market prices. This will be agreed through a Power Purchase Agreement (PPA).
- Surplus income will be ring fenced for the benefit of the local residents and can be used for training and addressing fuel poverty.
- The project offers an ethical investment opportunity for residents and businesses who can benefit from an average 3% annual return on investment.
- Residents who are unable to invest can join the Society with a £1 membership fee. All members have an equal say in the Society irrespective of the amount invested.

### **4. Project Benefits**

Key potential environmental, financial and social benefits of the project includes:

#### Environmental

- Installation of 50 kWp of solar generating capacity
- Generation of 800 MWh of clean renewable electricity over the 20 year life of the project
- Carbon savings of 20 tCO<sub>2</sub> per annum and a total 400 tCO<sub>2</sub> over the lifetime of the project

#### Financial

- Creation of a Middlesex Street Estate community fund of an estimated £10,000
- Offer residents and businesses a local ethical investment opportunity with an average 3% annual return
- Provide the City of London with nominal savings on energy bills for the Library / communal areas

#### Social

- Allowing the wider community to take positive action against climate change while promoting renewable energy
- Tackle fuel poverty through direct support and workshops

- Provide training and work experience for young people
- Bring the community together and inspire wider environmental activities

## 5. Financial Model

Adopting a Co-operative approach ensures that the financial returns are delivered back to the community, thereby creating a truly socially responsible investment opportunity. The feasibility stage of the project will ensure that a robust financially viable model is developed for the Society. Portsoken Community Energy will be an independent financially sustainable organisation and will not be dependent on the City of London for further funds and resources. Repowering recommends the following financial model based on its award-winning model for Brixton Energy.



Portsoken Community Energy will generate its income from the following sources:

- Feed-in Tariff (FIT) from the generation of renewable energy;
- Sale of renewable energy onsite to building owner/management body (at discounted rate);
- Surplus electricity (not consumed by building) will be sold to the grid at an export tariff.

Income generated by the project is allocated towards:

- Meeting project costs e.g. ongoing administration and maintenance;
- An annual return to shareholders (to be recommended by the board of Directors and agreed by members)
- Surplus income generated will be ring-fenced for a Community Fund.

## 6. Technical considerations

**Structural survey** – in order to proceed with the project we require confirmation that the roof is structurally sound and able to take the load of the solar panels. If the roof is not structurally sound we will consider alternative sites.

**Roof works** – we understand that the roof will require renewals in the 20 year life of the project. As part of the feasibility analysis we will assess the costs for taking down, storing and re-instating the solar panels under such an eventuality. We will also consider financial options to cover these costs as the Society may not be able to absorb these costs.

**Feed-in-Tariff (FIT)** - The financial viability of the project is reliant on securing the FIT (generation and export tariff) that Government is removing from 1<sup>st</sup> April 2019. While we cannot install the solar panels before end of March 2019 Government has provided community energy projects an opportunity through the 'pre-registration process'. This allows community energy projects to lock in the FIT and gives an extended period of a year to commission and install the solar panels that is by March 2020. However, the pre-registration process will be assessed on a first come first basis. There is a small risk that the project may not secure the tariff in which case alternative models will need to be explored.

**Planning application** – following confirmation of the structural assessment we will apply for planning approval.

**Energy Performance Certificates** – while Community Energy projects require an EPC for the registration process they are exempt from the requirement to demonstrate a high rating of A-D. Should our pre-registration application be successful the higher tariff will apply.

**Ongoing operations and maintenance** costs for the solar panels will be provided for in the financial model and paid for by the Society. Access will be required to meter cupboards for meter readings on a regular basis. Roof access will be required on annual basis for regular checks. Cleaning will be required once every five years. Roof securing and access will be considered as part of the technical feasibility study.

**Electricity supply**- At this stage we are unable to supply electricity directly to households. Repowering is currently developing trials of local electricity supply on its existing projects in Brixton and Homerton and will support Portsoken Community Energy in achieving this long-term ambition once a proven model is established.

## **7. Outline project plan**

- Technical reports produced in Jan 19 (structural and system design)
- Outline Business case to the City of London - Feb 19
- Community Benefit Society registered with the FCA - Feb 19
- Pre-register sites to secure FIT by 31<sup>st</sup> Mar 19
- Agree Heads of Terms for roof lease agreement with the City of London – Mar 19
- Engage residents and key stakeholders – ongoing
- Agree roof lease agreement and Power Purchase Agreement with the City of London – Aug 19
- Launch share offer Sep 19 (subject to securing FIT approval and the City's approval)
- Installation of solar panels Jan to Mar 2020

## **8. Next steps**

We look forward to working with the City of London to develop the project and finalise the business plan. Next steps include:

- Produce structural survey
- Conduct site visits with installers to finalise system design
- Produce business case for the City's consideration in February
- Pre-register sites by 31<sup>st</sup> March 2019

## **9. Appendices**

- Appendix 1 – About Repowering London and the Co-operative model

## Appendix 1

### 1. About Repowering London

Repowering London is a Community Benefit Society ('BenCom') that specialises in creating local energy. Creating local energy means that we adopt a community-led approach to delivering renewable energy projects that are owned by the community and provide benefits to local residents.

Our vision is to create resilient, empowered communities across London with greater control and ownership of their energy generation and usage. At Repowering London, we are committed to working with Local Authorities and communities, developing local solutions to local energy related problems. Through our projects, we aim to:

- Tackle fuel poverty and reduce exposure to energy price shocks
- Generate decentralised renewable / low carbon energy;
- Provide training and employment opportunities for local people;
- Promote local leadership through mentoring and community ownership
- Provide opportunities for local and socially responsible investment;
- Increase awareness about energy efficiency and encourage behaviour change.

To deliver these objectives, Repowering London has created a strong team that possess the necessary technical, financial, legal, project management and community engagement expertise to co-produce community-owned renewable energy projects.

Repowering plays a critical role in shaping the policy development of the community energy sector by playing a leading role in the following groups:

- Local Energy Contact Group a special unit that advises the Department for Business Energy and Industrial Strategy on community energy policy.
- Community Energy England a trading body set up to provide a voice for the community energy sector and help create the conditions within which community energy can flourish.
- DG Forum Steering Group which convenes representatives from the distributed generation sector and Distribution Network Operators, reporting to Ofgem.

### 2. Our experience

Repowering London is unique in the UK in its delivery of a programme of social works alongside each community-owned renewable energy installation. We run mentoring sessions, training and workshops for local residents, paid youth internship programme and work experience through the development of projects.

Repowering London have co-produced five community-owned solar projects, three in Brixton with the support of Lambeth Council and a fourth project in Homerton with Hackney Council. These have included both the first and largest inner-city community-owned energy projects on social housing in the UK. We have recently completed our fifth project in Vauxhall and are raising funds for sixth scheme in North Kensington working with Kensington and Chelsea Council.

The projects installed a total solar PV capacity of 300kW through community share offers raising £375,500 largely from local investors. Shareholders of the co-operative receive a 3-4% return on investment and historically have also benefited from 30-50% tax relief. The projects will also generate a Community fund of £75,000 for further training opportunities and tackling fuel poverty in some of London's most deprived estates.

To date 84 young people have benefited from Repowering's training programme. **The Repowering London youth training programme** is a paid scheme covering sustainable energy, social enterprise and community development. The programme is offered to young people (16-19 year olds), who are lacking opportunities and role models and who may feel alienated from greater society, disengaged with education and uncertain of the future.

Repowering also runs training and workshops to help people understand the simple changes they can make to reduce their energy bills, for example through draught proofing their homes and switching to different energy tariffs that match their energy usage. Through our fuel poverty programme delivered in 2017-2018 we have provided direct advice and support to 972 London residents saving them a total £6,732.

We are also delivering an innovative project called 'Energy Garden' the world's first citywide community energy and gardening project. delivered through a partnership between Repowering London and TfL and is funded by the People's Postcode Lottery.

### **3. The Co-operative approach**

Delivering a project according to the principles of our award winning Co-operative model requires the following:

- 3.1. Each project is housed in an individual **Community Benefit Society**, which is run by its members and has a board of directors (three to four directors) who come from the local community. This body is supported by Repowering London.
- 3.2. A Community Benefit Society is a specific form of co-operative whose primary purpose is to provide benefit to a defined community. This means that financial benefit is not limited to members who have invested in the BenCom. There is also the option of an 'asset lock' which ensures that all assets are protected for community benefit.
- 3.3. As a form of Co-operative, Community Benefit Societies adhere to the core Co-operative principles, for example each member has one vote, regardless of the amount they invest.
- 3.4. Each Community Benefit Society is registered with the Financial Conduct Authority (FCA) that approves the model rules and objects of the co-operative.
- 3.5. Residents or businesses can choose to invest £250 to £20,000 in the Society thereby becoming shareholders and members. Shareholders will receive a competitive return on their investment, anticipated to be approximately an average 3% per annum.
- 3.6. The minimum shareholding for residents from the social housing estate is set at a significantly reduced threshold, making membership in the Community Benefit Society more accessible for the immediate community. This threshold is estimated at £50.

- 3.7. Local residents who are unable to invest are invited to join the Society as a member for a nominal £1 membership fee. Following co-operative principles all members will have one vote irrespective of the size of shareholding.
  - 3.8. The Council or other local stakeholders can also invest in the Community Benefit Society taking advantage of the return on investment but also to be involved in the ongoing management and governance of the Society.
  - 3.9. The lease agreement for each of the projects will be held between the building owner and the Community Benefit Society.
  - 3.10. The energy generated will be used on site to power communal supplies such as lighting, lifts and community offices, shops or outreach centres.
  - 3.11. The Community Benefit Society will sell the renewable energy generated on site to the Council or energy user at a discount compared to commercial market prices. This will be included in a Power Purchase Agreement.
  - 3.12. A proportion of the income generated from the Community Benefit Society will be reinvested in the community through a ring-fenced fund to address fuel poverty and raise awareness on energy efficiency.
  - 3.13. In summary, the approach developed by Repowering is designed to align the interests of all key local stakeholders:
    - Local residents have the opportunity to have a direct financial stake in the project.
    - Residents that can't afford to invest will still be able to join the Society through a £1 membership fee. All members have an equal vote and say in the business of the Society.
    - Local residents can also benefit directly by applying to the Community Fund.
    - The property owner (e.g. Local Authority) benefits from reduced running costs for buildings where solar panels are installed, as the cost of electricity for communal services is reduced.
    - Where a Residents' Management Organisation (RMO) is in place, the project will be developed with their input and support, and aligned with their priorities.
    - The creation of a new, legally constituted and incorporated community organisation provides a vehicle for future projects, such as community broadband or energy efficiency measures, and a single point of contact for external organisations such as electricity suppliers to work with residents.
    - Each Repowering Community Benefit Society joins a network of other similar projects, providing a mechanism for learning and skills beyond renewable energy development to be shared.
- 4. Repowering London credentials: Awards and achievements**
- In July 2012, BES1 was selected by KPMG as one of the Top 100 Innovative Urban Infrastructure projects globally.

- In October 2012 Repowering received further recognition, winning the Inside Housing Sustainable Finance award for the innovative financial model developed for the Brixton Energy projects.
- In July 2013 Repowering won the Renewable Energy Association Community Awards.
- In August 2013 Repowering was ranked top 20 UK Social Enterprise by ReEconomy.
- In September 2015 Repowering was highly commended for the National Community Energy Awards.
- In June 2016 Repowering won the Ashden Sustainable Communities Award with Low Carbon Hub.
- In November 2016 Repowering won the European Solar Prize 2016 Local Organisation of the year
- In September 2018, Repowering won the award for Healthier Cities for our Energy Garden Project and 'Overall Winner' at the 2018 Sustainable Cities Awards

**5. Contact:** For further information about Repowering please contact Afsheen Rashid, Co-founder and CEO at [Afsheen.Rashid@Repowering.org.uk](mailto:Afsheen.Rashid@Repowering.org.uk), +44 (0) 7834 686 264



<b>Committee</b>	<b>Dated:</b>
Housing Management & Almshouses Sub Committee	21 January 2019
<b>Subject:</b> Housing Major Works Programme – Progress Report	<b>Public</b>
<b>Report of:</b> Director of Community & Children’s Services	<b>For Information</b>
<b>Report authors:</b> 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 and to advise Members on issues affecting progress on individual schemes.

## Recommendation

Members are asked to note the report.

## 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.
2. The first update and progress report was presented to this Sub-Committee at its meeting on 12 February 2018. This sixth update report highlights specific areas of ‘slippage’ or ‘acceleration’ since the last meeting of the Sub-Committee on 27 November 2018 as well as, progress against the programme as originally reported in November 2017.

### Considerations

3. 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.
4. 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.
5. 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.
6. 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 Management & Almshouses Sub-Committee (recent addition);
  - Housing Programme Board.
7. 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;
  - Town Clerks;
  - City Procurement.
8. 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 its meeting on 27 November 2017, following a presentation from officers in Housing Property Services on the scope of, and progress with the Housing Major Works Programme, Members agreed that a simplified version of the progress reports be brought to future meetings of this Sub-Committee.
9. 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 30 November 2018.

10. Members will note from the progress report at Appendix 1 that there has been very little change to the status of the various projects since the last meeting of this Sub-Committee. Members are asked to specifically note the following updates:

H43: Harman Close – Decent Homes

Repairs and redecoration work to the common areas such as the library and corridors started in November last year. Following a successful 'meet the Contractor' event held last year, tenants have made their choices in terms of kitchen units and the like and work to individual homes is due to start by the end of January.

H15: Cullum Welch – Concrete Repairs

Members will recall that, due to issues entirely beyond the control of the CoLC, it has been decided not to proceed with the award of this contract. The works contained in this contract have now been put out to a new competitive tendering process and tenders are due back by the end of January.

H17: Golden Lane Heating (Phase 2 – Crescent House and Cullum Welch House)

Whilst there is no change to the overall programme, the delivery timeline has been reconfigured to show a separate Design and Listed Building Consent period. A report seeking approval for a change of approach to a communal heating system tendered on a detailed design basis, is to be considered by the Community and Children's Services Committee at its meeting on 11 January 2019.

H41: Great Arthur House – Front Door Replacement

We have now secured 'testing slots' for the outstanding four doors in our other HRA estates (Southwark and Avondale), through an alternative test centre in Europe who test to the same standards EN 1364 as the UK. The testing will take place during the week commencing 14 January. We now have formal planning approval for the removal and temporary replacement of the two door sets in Great Arthur House. We have applied for 'testing slots' for these doors to tie in with the date for the temporary replacement installations and are awaiting confirmation.

H1: Avondale Estate – Window Overhaul

It had been expected that the work contained in this contract would be awarded and work started on site by the end of November 2018. Unfortunately, the extent of work that is required is much greater than previously expected and we are now seeking approval for the additional funding from the various Committees and Sub-Committees. Subject to those approvals, Metwin Limited will be appointed as works contractor, with an expected commencement date in March 2019 to avoid unnecessary additional discomfort for residents during the winter months.

### H23: Middlesex Street – Lift Refurbishment

Members will recall that the tenders for this work came back at a much greater cost than the original estimate. The requested uplift in budget to allow the appointment of the successful contractor, as approved at the last meeting of this Sub Committee, has now also been approved by the Projects Sub Committee. The Gateway 5 report authorising the letting of this contract was subsequently signed off on 21 December. We are now in the process of drawing up the contractual agreement with Guideline Lift Services. Once in place, Guideline will begin the manufacture and sourcing of the replacement equipment. Work is expected to commence on site in April 2019.

### H22: Middlesex Street – Concrete Testing and Repairs

Our appointed contractor, Engie, is behind programme for these works for various reasons and Practical Completion is now expected to be the end of February, two months later than originally scheduled.

### H25: Petticoat Tower Stairwell

Unfortunately, following a recent procurement exercise, despite previous soft market testing, only one bid was received for this work which, is not sufficient for a compliant Section 20 process. This work will have to be re-tendered following a further short market engagement exercise to assess and promote interest in this project. This will delay the programme by an estimated 3 months.

11. As Members will appreciate, there will always be problems with contracts and projects such as those contained within the Housing Major Works Programme. However, our own in-house team of Project Managers and Clerk of Works is allocated to each project to ensure that projects are properly managed, and the expectations of our tenants are met. Members will also appreciate that the momentum of the Housing Major Works Programme has increased significantly and good progress is now being made.

## **Appendices**

Appendix 1: Housing Major Works Programme Progress Report (December 2018)

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GOLDEN LANE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																
						2017/18								2018/19								2019/20								2020/21								
						Q1		Q2		Q3	Q4		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
INVESTMENT PROGRAMME	H18	Great Arthur House - Replacement windows and cladding	£8,700,000	£8,511,920	practical completion																																	
	H21	Lift Refurbishment	£1,300,000	£1,002,010	works complete																																	
	H16	Golden Lane - Heating Replacement (Phase 1 - All blocks excluding Crescent/Cullum)	£465,000	£408,583	on site																																	
	H5	Decent Homes - Phase II (multiple estate programme)	£625,400	£132,752	on site																																	
	H14	Golden Lane - Concrete Testing & Repairs (all blocks exc. Cullum Welch)	£1,050,000	£616,421	on site																																	
	H15	Cullum Welch House - Concrete Balustarde Replacement & Concrete Repairs	£650,000	£101,104	out to tender																																	
	H20	Redecorations (Int & Ext - in conjunction with Avondale Square, York Way & Middlesex St Estates)	£416,700	£299,086	Golden Lane works complete																																	
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£100,000	£4,278	contractor mobilising																																	
	H17	Golden Lane - Heating Replacement (Phase 2 - Crescent House & Cullum Welch House)	£2,000,000	£13,600	options appraisal																																	
	H40	Window Refurbishment/Replacement (All blocks excluding reclad sections of Great Arthur House)	£8,400,000	£18,335	procurement of design team																																	
H41	Great Arthur House - Front Door Replacement	£675,000	£0	options appraisal																																		

MIDDLESEX STREET ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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INVESTMENT PROGRAMME Page 33	H22	Concrete Testing & Repairs	£160,000	£35,560	on site																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								</

AVONDALE SQUARE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																															
						2017/18												2018/19												2019/20												2020/21											
						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	H6	Decent Homes Avondale - Phase II	£723,100	£350,673	works complete																																																
	H20	Redecorations (multiple estate programme)	£607,150	£17,650	on site on other estates																																																
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£440,000	£247,148	on site																																																
	H43	Decent Homes Harman Close	£980,000	£0	on site																																																
	H1	Avondale Square - Window Overhaul	£161,500	£3,000	appointment of contractor																																																
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£100,000	£4,278	contractor mobilising																																																

- works delivery baseline (as forecast November 2017)
- works on site/complete
- works programmed (current forecast)
- 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 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																													
						2017/18						2018/19						2019/20						2020/21											
						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	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	£762,240	on site	ELEC TESTING						SOUTHWARK																							
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£440,000	£247,148	on site																														
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£100,000	£4,278	contractor mobilising																														
	H10	Door Entry (William Blake in conjunction with Dron House)	£100,000	£2,492	procurement																														
	H39	Window Replacements & External Redecorations (Pakeman, Stopher, Sumner & William Blake)	£3,330,000	£24,240	procurement of design team																														

HOLLOWAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
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INVESTMENT PROGRAMME	H36	Electrical Rewire (Tenanted Flats)	£225,000	£205,000	works complete																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						

YORK WAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																							
						2017/18						2018/19						2019/20						2020/21					
						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
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (multiple estate programme)	£608,000	£574,297	York Way works complete	ELEC TESTING		YORK WAY				OTHER ESTATES																	
	H20	Redecorations (multiple estate programme)	£596,000	£69,168	on site							OTHER ESTATES		YORK WAY WORKS				OTHER ESTATES											
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£440,000	£247,148	on site																								
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£100,000	£4,278	contractor mobilising																								
	H3	Communal Heating (combined project with Middlesex Street Estate)	£5,000,000	£29,100	options appraisal																								

- works delivery baseline (as forecast November 2017)
- works on site/complete
- works programmed (current forecast)
- 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 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																																															
						2017/18												2018/19												2019/20												2020/21											
						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 (multiple estate programme)	£173,315	£46,472	Sydenham Hill works complete	ELEC TESTING									SYD H																																						
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£100,000	£4,278	contractor mobilising																																																
	H39	Window Replacements & Extenal Redecoration (Multiple Estates Excl. Golden Lane)	£700,000	£24,240	procurement of design team																																																

SMALL ESTATES (DRON, WINDSOR, ISLEDEN) INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2019

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	TIMELINE																															
						2017/18								2018/19								2019/20								2020/21							
						Q1		Q2		Q3		Q4		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
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (Dron & Windsor as part of multiple estate programme)	£686,216	£451,412	Windsor & Dron complete	ELEC TESTING				WIN. & DRON																											
	H38	Landlords & Tenants Electrical Testing - Phase II (multiple estate programme)	£440,000	£247,148	on site																																
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£100,000	£4,278	contractor mobilising																																
	H10	Door Entry (Dron House in conjunction with William Blake)	£100,000	£2,492	procurement					SURVEY																											
	H39	Window Replacements & External Redecoration (Dron & Windsor)	£2,000,000	£24,240	procurement of design team					DETAILED DESIGN & PLANNING																											

- works delivery basline (as forecast November 2017)
- works on site/complete
- works programmed (current forecast)
- 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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<b>Committee:</b> Housing Management & Almshouses Sub-Committee	<b>Date:</b> 21/01/2019
<b>Subject:</b> Hate Incidents Policy	<b>Public</b>
<b>Report of:</b> Director of Community & Children's Services	<b>For Decision</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management	

## Summary

As part of the review of housing management policies taking place in 2018/19, a Hate Incidents Policy has been drafted.

This policy sets out our commitment to ensuring that our estates are safe and welcoming places to live for all our residents and to supporting victims of hate incidents when they report them to us as their landlord.

## Recommendation

Members are asked to:

- Approve the Hate Incidents Policy for use by the Housing Service

## Main Report

### Background

1. A review of housing management policies and procedures is taking place in 2018/19. As part of this review, a Hate Incidents Policy has been drafted. This policy supports the Anti-Social Behaviour Policy that was introduced in July 2018.
2. The policy underlines our commitment to making our estates safe and welcoming places to live and work. It is intended to raise awareness of hate incidents and outline how we will respond when they are reported to us.
3. A hate crime is any offence which is motivated (or aggravated) by hostility or prejudice towards one of five protected characteristics:
  - Disability
  - Race
  - Religion
  - Sexual orientation
  - Transgender identity

4. Our policy adopts this official definition of 'hate crime', which is used by the Police and the Crown Prosecution Service. Hate *incidents* are instances of hostile behaviour or harassment that may not amount to crimes, but which are motivated by prejudice or hatred for an individual or group.
5. Hate behaviour is high on the national agenda and the classification of hate crimes has been the subject of much debate. The Law Commission announced in October 2018 that it is going to review the legislation on hate crime and consider whether to include categories not currently included in the definition, such as age-related hate incidents and misogyny.

### **Current Position**

6. The Hate Incidents Policy is a brief document which is meant to be a statement of our commitment to promoting equality and inclusion on our estates. It is not intended to give detailed information on how we will deal with such incidents. As this will be covered elsewhere.
7. Reports of hate incidents affecting our residents and staff will be investigated in accordance with our Anti-Social Behaviour Policy, which was introduced in July 2018. The Anti-Social Behaviour Policy describes the tools and powers available to us as a landlord. Hate incidents will be logged and investigated as part of our anti-social behaviour procedures and appropriate action taken under the Anti-Social Behaviour Policy.
8. Our tenancies, leases and licences contain clauses relating to anti-social behaviour, harassment and discriminatory behaviour. These clauses will be relied on should we need to take enforcement action against any resident.
9. We are committed to working closely with statutory and voluntary agencies concerned with community safety and hate crime. Officers regularly attend multi-agency meetings where community safety issues are discussed and monitored. We will work with these agencies to promote awareness of hate behaviour among our residents and staff, with the aim of encouraging people to report incidents and seek support.

### **Policy Management**

10. This is a new policy and no separate policy has existed in this area before. It is designed to complement the Anti-Social Behaviour Policy, which explains in more detail the sort of enforcement action we can take in response to incidents affecting our residents and staff.

### **Corporate & Strategic Implications**

11. The Hate Incidents Policy supports our Corporate aim of contributing to a flourishing society. It is particularly relevant to ensuring that people are safe and

feel safe. It also supports our aims around promoting and championing diversity and inclusion.

## **Conclusion**

12. The hate incidents policy is part of the review of housing management policies and procedures taking place in 2018/19. The policy supports our commitment to making our estates safe and welcoming places to live for all our residents and their families.

13. We are committed to supporting victims of hate incidents and taking appropriate enforcement action where possible. We will also work with other agencies to promote awareness of hate behaviour and encourage reporting.

## **Appendices**

- Appendix 1 – Hate Incidents Policy
- Appendix 2 – Consultation comments and responses

### **Liam Gillespie**

Head of Housing Management

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**City of London Corporation**  
**Department of Community & Children's Services**  
**Housing Service**

**Hate Incidents Policy**

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Approved by:	<i>Housing Management &amp; Almshouses Sub-Committee</i>
Approval Date:	
Review Date:	

## 1. Introduction

The City of London is committed to ensuring that its housing estates are safe and welcoming places for all its residents to live, and for its staff to work, regardless of their personal characteristics. This policy explains our approach to “hate” behaviour and how we will respond when an incident happens.

## 2. Definitions

Hate incidents and hate crimes occur when someone is harassed, victimised, intimidated or targeted because of who they are, or who someone thinks they are.

**Hate incidents** occur when the victim, or anyone else, thinks the victim was targeted due to hostility or prejudice based on one of the following personal characteristics:

- disability
- race
- religion
- gender identity
- sexual orientation

A **hate crime** is any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice towards someone based on one of the above personal characteristics.

Hate behaviour can be displayed against individuals or groups. It takes many forms and anti-social or nuisance behaviour can become a hate incident if it is motivated, or aggravated, by hostility against someone’s personal characteristics. People can also be targeted due to their association with someone with one of the above personal characteristics.

Examples of hate behaviour include:

- |  |   |
|--|---|
| • verbal abuse or ridicule               | • offensive graffiti                    |
| • physical assault or threats to assault | • damaging or interfering with property |
| • intimidating or threatening behaviour  |   |

## 3. Aims of this Policy

This policy aims to:

- Raise awareness of hate incidents and how they are defined
- Underline our commitment to supporting residents and staff who become victims of hate incidents

#### **4. Scope**

This policy applies to all City of London housing estates managed by the Housing Service. This includes the City of London and Gresham Almshouses, which are managed by the Housing Service on behalf of the respective trusts.

This policy is intended to cover incidents involving our residents, their household members and visitors. It also applies to incidents where our staff, agents and contractors are victims of hate behaviour during their work.

#### **5. Policy Statement**

We are committed to reducing or preventing hate behaviour and will take decisive action when it occurs.

We will work in partnership with statutory and voluntary agencies to raise awareness of hate incidents and to safeguard victims. We will also support action against perpetrators or take enforcement action ourselves if we have the power to do so.

We will promote initiatives that raise awareness of hate behaviour and ensure that our staff know how to advise and assist victims to access support.

#### **6. Enforcement Action**

Hate behaviour is a serious breach of tenancy or lease and we will take enforcement action in accordance with our *Anti-Social Behaviour Policy* when incidents occur.

Where appropriate, we will consider:

- Enforcing tenancy and lease terms relating to anti-social or nuisance behaviour
- Using tools available under anti-social behaviour legislation (e.g. injunctions)
- Supporting the criminal prosecution of perpetrators where possible

Further information about how we respond to reports of anti-social behaviour can be found in our *Anti-Social Behaviour Policy*.

#### **7. Reporting Hate Incidents**

We will accept reports of hate incidents involving our residents or staff from any source. We will accept anonymous reports.

We will treat all reports sensitively. We will encourage the reporter to inform the police of any notifiable incidents, but we will not make this a condition of providing support or assistance to them.

## **8. Support and Advice for Victims**

We will offer appropriate support to victims who report hate incidents to us. This may take the form of a referral to a specialist agency for advice or practical help.

Where victims have housing concerns, we will assist them to seek appropriate advice on their options if we cannot assist them ourselves.

If the victim is a current tenant of the City and they wish to move, their application will be assessed in accordance with the *Housing Allocations Scheme*.

We can also provide or arrange additional security measures for residents who report hate incidents.

For more details on how we will support victims, please see our *Anti-Social Behaviour Policy* (Section 8 – Supporting Complainants and Witnesses).

## **9. Partnership Working**

We will work with the police and other agencies to support victims of hate incidents and to take action against perpetrators of such incidents.

We will participate in local initiatives around hate crime monitoring and prevention, for instance any community safety panel meetings. We will also establish links with agencies assisting victims of crime and hate incidents as appropriate, to ensure that clear referral links are established.

## **10. Monitoring and Performance**

We will monitor our use of this policy and the way in which it is implemented, ensuring that any relevant information is reported at appropriate intervals.

## **11. Training**

We will provide all staff responsible for implementing this policy with comprehensive training as required.

## **12. Equality and Diversity**

This Policy has been subject to a full Equalities Analysis and will be implemented in accordance with our responsibilities and duties under relevant legislation, including the Equalities Act 2010.

## **13. Accessibility**

We will ensure that residents' needs are considered when implementing this Policy to ensure that they are treated fairly. We will make appropriate arrangements to ensure that residents with distinct communication needs are not unreasonably and disproportionately affected. This could involve providing communications in



alternative languages or formats, or providing interpretation or transcription as appropriate.

#### **14. Data Protection and Information Exchange**

We will comply with our obligations under relevant data protection legislation and regulations. We will process and store personal information securely. There are some circumstances in which we are required by law to disclose information given to us. Where possible, we will explain this duty to the person providing us with the information before disclosing it.

#### **15. Policy Exceptions**

In some circumstances, we may make an exception to this policy. The reasoning for any exceptional decision can be provided in writing to the affected parties on request.

#### **16. Policy Review**

We will review this policy at least every three years, or following relevant changes to legislation, regulation or policy.

#### **17. Legislation**

- Anti-Social Behaviour, Crime & Policing Act 2014
- Crime and Disorder Act 1998
- Criminal Justice Act 2003
- Housing Act 1985
- Protection from Harassment Act 1997
- Public Order Act 1986

#### **18. Related documents**

- Anti-Social Behaviour Policy

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## APPENDIX 2

### Results of consultation

#### Draft Hate Incidents Policy

January 2019

	Comments	Response
1.	<p>Thank you for this draft policy which I've read. It was clear to understand.</p> <p>I wonder however, whether something could be added to the effect that if say a third party were to observe/witness a hate crime incident within the estate boundaries and then report it instead of the victim would that third party have the right to remain anon to the offender for their own future safety of not becoming a victim for having reported the incident? Sometimes victims themselves may feel reluctant to report incidents as they may fear reprisal.</p>	<p>Section 7 has been inserted to clarify that we will accept reports from any source.</p> <p>It is normal practice to treat all such disclosures confidentially and we will not disclose the reporter's identity to the perpetrator.</p> <p>All reports will be treated confidentially, though we may share reports with other agencies such as the Police.</p>
2.	<p>1. Is it appropriate to include the process / protocols for reporting hate incidents and how that will be made clear to residents and employees? This may also include issues of confidentiality etc (in addition to data protection legal requirements).</p> <p>2. The list of criteria includes 'transgender identity' but not gender. I realise there is still some debate, but a very strong case has been outlined.</p> <p>On the Metropolitan Police website they use a more open definition along with the legal version. Might their terminology be worth adopting?</p> <p><i>A hate crime is when someone commits a crime against you because of your disability, gender identity, race, sexual orientation, religion, or any other perceived difference.</i></p>	<p>1. We will include reporting processes in our publicity to residents and promote third-party reporting routes (e.g. Stop Hate UK or the Police)</p> <p>2. "Transgender identity" has been changed to "gender identity". Further changes may flow from the Law Commission's review of hate crimes, which is going to look at the scope of the definition.</p> <p>Our definition includes hostility due to actual or perceived belonging to a particular group and the Metropolitan Police's definition was once source we considered during drafting.</p>

	<i>A hate crime is defined as 'Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender.'</i>	
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<b>Committee</b>	<b>Dated:</b>
Housing Management & Almshouses Sub-Committee	21/01/2019
<b>Subject:</b> Housing Update & Risk Register	<b>Public</b>
<b>Report of:</b> Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management	

## 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 current financial year (1<sup>st</sup> April to 30<sup>th</sup> September 2018).

Members may wish to note that:

- Rent collection stood at 98.2% at the end of September
- Housing applications doubled in Q1 and Q2 compared to the same period in the previous financial year

## 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<sup>st</sup> April to 30<sup>th</sup> September 2018. It has been organised to give Members information on each of eight areas of work:
  - Repairs & Maintenance
  - Estate Management
  - Revenues
  - Allocations
  - Affordable Housing
  - Benefits

- Complaints
3. The report will also provide an update on the risk register relating to Housing & Neighbourhoods.

### **Repairs & Maintenance**

4. During the reporting period, a total of 3,209 repairs were logged by Property Services. Performance against key indicators is set out below:

<b>Performance indicator</b>	<b>Target</b>	<b>Year-end performance</b>
Overall	96%	98.47%
Priority One repairs (complete within 24 hours)	95%	99.31%
Priority Two repairs (complete within 3 working days)	95%	97.76%
Priority Three repairs (complete within 5 working days)	96%	98.92%
Priority Four repairs (complete within 20 working days)	96%	97.92%
% of jobs for which post-work inspections were carried out	15%	23.90%

5. At the end of the reporting period, 99.16% of our properties had a valid CP12 gas safety certificate.

### **Estate Management**

6. Only three Right to Buy applications were received during the reporting period; one sale completed during this time. This is a significant drop from the same time last year, when 12 applications were received in Q1/2.
7. Ten applications were withdrawn, though some of these were initially submitted in the 2017/18 financial year.
8. The Housing & Neighbourhoods Team is now using the Streetwise database and the Noise App to record and manage cases of anti-social behaviour. In Q1 there were 21 new cases of anti-social behaviour logged, with 20 recorded in Q2 (a total of 41 in the reporting period).
9. Of the 41 cases logged, noise nuisance accounted for 16 cases. The remaining incidents were made up of instances of the misuse of communal spaces, criminal damage and alcohol misuse/related behaviour.

### **Revenues**

10. At the end of Q2, rent collection stood at 98.2%; arrears amounted to £238,545. This collection rate is very high, particularly given that officers continue to face challenges in securing court dates in arrears possession cases.

11. One arrears-related eviction was carried out during the reporting period.

### **Allocations**

12. At the end of the reporting period, there were 745 households on the waiting list for accommodation.

13. During Q1 and Q2, 141 new applications for housing were received, of which 125 were accepted onto the register. This is a significant increase compared to the same period last year, when only 70 applications were received.

14. At the time of writing, officers are preparing to carry out a census of current housing applicants. As in previous years, it is likely that many applicants will be removed from the list due to changes in circumstances that mean they are no longer eligible for housing assistance.

15. During the reporting period, a total of 32 properties became vacant for re-letting across City of London estates.

### **Affordable Housing**

16. Planning permission has been granted for three additional flats at Isleden House. Tender documents are now being developed, with a view to the tender process beginning in April 2019.

17. Planning consent has been gained for thirteen new flats at Avondale Square, at George Elliston House and Eric Wilkins House. Tenders for this work are due back on 18<sup>th</sup> January 2019.

18. Construction continues at Middlesex Street Estate, where ten additional units of housing are being created from reclaimed upper floors of commercial units, plus the former Porters' Mess Room. Handover is expected in April 2019.

19. A design team has been appointed to take forward proposals for 130 units of housing at Sydenham Hill Estate, following the closure of Mais House. A planning application is due to be submitted in June 2019.

### **Benefits**

20. At the end of the reporting period, there were 689 households in the City and on our other housing estates claiming Housing Benefit. Performance on our indicators is as follows:

Performance indicator	Target	Q2 Performance
Average time taken to process new benefit claims	<26 days	18.8 days
% New claims decided within 14 days	>90%	98.9%
Average number of days taken to process notification of changes of circumstance	<10 days	4 days

## Complaints

21. We received a total of 13 new complaints in Q31/2 (relating to housing management only). Once repairs complaints are included, this total increases to 37.
22. The table below shows the number of complaints dealt with at the different stages of the complaints process. Please note that some complaints dealt with at stages two and three may have commenced prior to the reporting period; cases referred to the Local Government Ombudsman may also have been at stage 3 prior to April 2018. These cases are only logged once we are notified by the Ombudsman that the case has been taken on, which can be some months following the stage 3 response has been provided by the Town Clerk's Department.

	Stage One	Stage Two	Stage 3	Ombudsman
<b>Repairs</b>	24	6	0	2
<b>Housing</b>	13	6	2	0

23. Housing Services maintained its 100% performance for responding to complaints within published deadlines.

## Risk Register

24. The Departmental Risk Register contains several strategic risks which are either specific or relevant to the Housing & Neighbourhoods Division and/or the Barbican & Property Services Division. Having identified the key strategic risks, officers report actions already taken to mitigate against the likelihood and impact of these risks. The risk is then reassessed.
25. Each risk is then accompanied by an action plan which identifies future actions to be taken. This section of the report is intended to update Members on any action taken.
26. No red risk ratings were identified in the reporting period.
27. Members may wish to note the following update:



- **DCCS HS 001d:** the estate standards review has made good progress and a new Estate Management Policy has been introduced. Officers are currently working on the introduction of electronic estate inspection forms, which will be used to monitor estate standards and health and safety risks.

### **Format of Future Reports**

28. Officers have looked at different ways of presenting the information normally contained in this report, as well as other performance information relating to housing management. An example of a performance reporting dashboard is attached to this report.
29. Senior managers have fortnightly meetings to monitor key areas of performance and will be making greater use of similar reporting tools. Members may consider that this format could be adopted for the Housing Update Report, which could be presented as a 'dashboard' with a covering report containing any necessary analysis. Officers would welcome comments from Members on the format of this report in future.

### **Appendices**

- Appendix 1: Extract from Corporate and Departmental Risk Register
- Appendix 2: Example performance reporting 'dashboard'

### **Liam Gillespie**

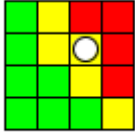
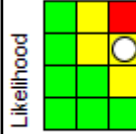

Head of Housing Management

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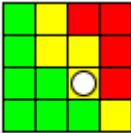
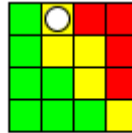

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## Health & Safety and Housing Risks

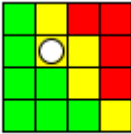
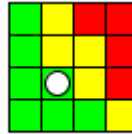

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DCCS HS 003 Lone Working</b>  14-Jan-2016 Paul Murtagh	<b>Cause</b> Staff working on their own in isolated locations or visiting residents or clients homes <b>Event</b> Staff suffer verbal abuse, physical attack or are an accident victim <b>Effect</b> Harm or serious injury to staff	 Likelihood Impact	12	Following the recent startup with the new Skyguard system, further staff have been identified on the system and they will require system training.  <b>24 Jul 2018</b>	 Likelihood Impact	12	31-Oct-2018	  Constant

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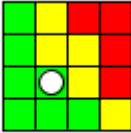
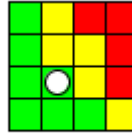

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
DCCS HS 003b	Not all staff are working in compliance with the departmental lone working procedures. These will be reviewed to check why they are not being implemented by all staff and reviewed if appropriate. Compliance with new procedures will be monitored by managers and the quarterly Health and Safety Committee. It is anticipated that monitoring information will be available from Skyguard or the replacement system.	The new Skyguard system has been purchased and rolled out to all staff identified as 'lone workers'. The lone working system is now fully operational and full training has been provided. System compliance is now monitored by the Housing Safety Advisor (Monique Maccow), with quarterly reports being submitted to the departmental Health and Safety Working Group.		Paul Murtagh	24-Jul-2018	31-Mar-2019
DCCS HS 003c	Reviewing and implementing the Personal Safety Visiting Tool (PSVT);	A review is underway of PSVT linked into the housing management database. Although PSVT is implemented across housing, there is more work to be done to update the system to ensure that all relevant staff are included.		Paul Murtagh	24-Jul-2018	15-Dec-2018

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DCCS HS 002</b> <b>Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units</b> Jan-2016 Paul Murtagh	<b>Cause</b> Fire Risk Assessments for managed properties not carried out effectively <b>Event</b> Fires do occur from time to time. Effective Assessments reduce the risk and identify if any changes to procedures or maintenance regimes that need to be reviewed or introduced <b>Effect</b> Fires can lead to significant property damage and potential loss of life	Likelihood  Impact	8	All 2018 Fire Risk Assessments for social housing have been completed and an action plan is being implemented across all estates. Sprinklers are being retrofitted in 5 high rise blocks and main entrance doors are being replaced to improve fire resistance in social housing blocks.  <b>13 Nov 2018</b>	Likelihood  Impact	8	31-Mar-2019	  Constant




Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 002c	Community and Children's Services Committee has approved the retrofitting of sprinklers in the 5 high rise tower blocks within the City's social housing portfolio.	Community and Children's Services Committee has approved the retrofitting of sprinklers in the 5 high rise tower blocks within the City's social housing portfolio.	Paul Murtagh	12-Nov-2018	31-Oct-2019
DCCS HS 002d	Community and Children's Services Committee has approved a programme to replace all main entrance doors in the City's social housing blocks of flats. The new fire doors will provide a minimum of 30 minutes and up to 60 minutes of fire resistance.	Community and Children's Services Committee has approved a programme to replace all main entrance doors in the City's social housing blocks of flats. The new fire doors will provide a minimum of 30 minutes and up to 60 minutes of fire resistance.	Paul Murtagh	12-Nov-2018	31-Mar-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DCCS 002</b> <b>Impact of Brexit on local communities</b>  12-Nov-2018 Andrew Carter	<b>Cause:</b> The outcome of Brexit negotiations leads to disruption in access to local services, and impacts upon community cohesion <b>Event:</b> The City Corporation fails to prepare adequately for the impact of Brexit on local communities. <b>Effect:</b> Disruptions in access for local communities to services and resources, and existing levels of community cohesion.	 Likelihood	6	The Department is working with partners in Health, Education and with commissioned services providers to identify possible issues and mitigation measures that should be put in place. Housing teams are monitoring community cohesion. At present there are no predictions or indications of impact on local communities but this is being monitored.  <b>12 Nov 2018</b>	 Likelihood	4	29-Mar-2019	  Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
DCCS 002a	Community Cohesion - Housing and other teams are monitoring community cohesion through the monitoring of anti-social behaviour, incidences of graffiti and any increase in crime.	At present there are no indications of increased community tension but this will continue to be monitored.			Liam Gillespie	27-Dec-2018	31-Mar-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DCCS HS 001 Health and Safety procedures</b> 13-Nov-2014 Jacquie Campbell; Paul Murtagh	<b>Cause:</b> Failure to meet Health and Safety regulations and City of London procedures within the department and on the properties and estates managed by the Housing Division <b>Event:</b> Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident or visitor <b>Effect:</b> Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation.	 Likelihood	4	The DCCS Health and Safety Group continues to meet quarterly. The work plan and Top X risks are discussed and reviewed at each meeting. <b>24 Jul 2018</b>	 Likelihood	4	31-Mar-2019	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
DCCS HS 001d	Review of estate walkabouts, inspections and regular checks.	<ul style="list-style-type: none"> <li>Project planned for 2018/19 financial year to introduce estate standards and monitoring procedures</li> <li>A report has been received from HouseMark on the proposed standards - these will used to consult with staff, residents and members in Quarters 3 &amp; 4 2018/19</li> <li>An Estate Management Policy is being presented to the Housing Management and Almshouses Sub Committee on 27 November 2018. The report addresses estate inspections and how these will be monitored and actions identified followed up.</li> </ul>			Liam Gillespie	24-Oct-2018	31-Mar-2019
DCCS HS 001f	Review of annual risk assessments	The Corporate Health and Safety Unit is calling for all annual fire risk assessments to be reviewed in ensuring the department is compliant and recommendations are fulfilled. The outstanding actions of 2016-2018 fire risk assessments for Housing and Neighbourhoods and Barbican & Property are now being populated and updated with dates and project plans for the new year.  The deadline to complete this task is 20th December 2018. Consultation is being provided by the Department Health and Safety Adviser (Monique Maccow) and the Corporate Fire Safety Adviser(Terence Short) to Estate Managers to meet this deadline.			Monique Maccow	13-Nov-2018	31-Mar-2019

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>DCCS HS 004 Housing Finance Changes</b>          15-Aug-2016 Jacquie Campbell; Paul Burroughs	<b>Cause</b> Changes to housing financing <b>Event</b> Possible shortfall in Housing Revenue Account funding <b>Effect</b> – Inability to fund the estimated 30 year expenditure plans regarding the City of London’s Social Housing		4	Savills has now completed the Stock Condition Survey on the Corporation’s social housing portfolio. The outcome of the survey, in the form of an Executive Summary, was presented to the Community & Children’s Committee on 11 May 2018. Savills has now been commissioned to produce a 30-year business plan for the Housing Revenue Account.  <b>24 Jul 2018</b>		4	31-Mar-2019	          Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 004a	This work has been commissioned from Savills and from the Chartered Institute of Housing and the outcomes will be reported to Committee in October 2016.	Savills has now completed the Stock Condition Survey on the Corporation's social housing portfolio. The outcome of the survey, in the form of an Executive Summary, has been presented to the Community & Children's Committee at its meeting on 11 May. A new business plan which will be produced by Savills will be submitted to Community and Children's Services Committee in September 2018.	Paul Murtagh	24-Jul-2018	31-Mar-2019
DCCS HS 004c	Review of rent collection processes.	<ul style="list-style-type: none"> <li>A recent audit on the rents service identified a number of recommendations which have been implemented or will be addressed by the planned Rents Policy (See below). No major weaknesses were identified.</li> <li>As part of a wider review of our policies and procedures, we will be formulating a Rents Policy and associated procedures during the 2018/19 financial year. A draft Rents Policy will be presented to the Housing and Almshouses Sub Committee on 24 January 2019.</li> </ul>	Liam Gillespie	24-Oct-2018	31-Mar-2019





# HOUSING UPDATE REPORT

OVERALL REPAIRS

Total Repairs

2989

Total Repair Completion



Overall Repair Completion Rate

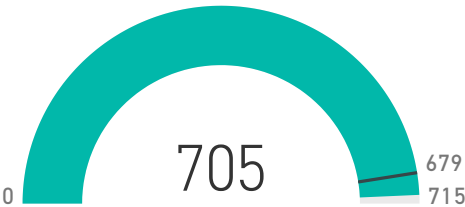
98.13%✓  
Goal: 96% (+2.22%)

PRIORITY ONE REPAIRS  
(COMPLETE WITHIN 24 HOURS)

Total Priority 1 Repairs

715

Priority 1 Repair Completion



Priority 1 Repair Completion Rate

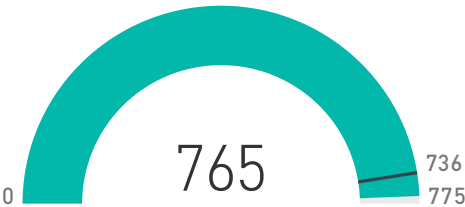
98.59%✓  
Goal: 95% (+3.78%)

PRIORITY TWO REPAIRS  
(COMPLETE WITHIN 3 WORKING DAYS)

Total Priority 2 Repairs

775

Priority 2 Repair Completion



Priority 2 Repair Completion Rate

98.77%✓  
Goal: 95% (+3.97%)

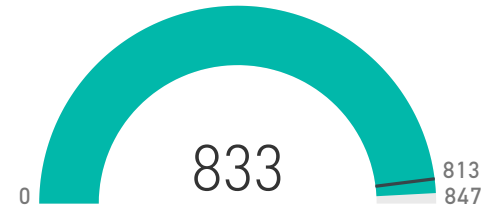
REPAIRS & MAINTENANCE

PRIORITY THREE REPAIRS  
(COMPLETE WITHIN 5 WORKING DAYS)

Total Priority 3 Repairs

847

Priority 3 Repair Completion



Priority 3 Repair Completion Rate

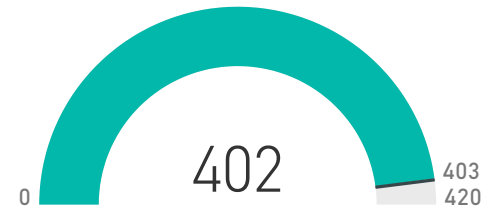
98.30%✓  
Goal: 96% (+2.4%)

PRIORITY FOUR REPAIRS  
(COMPLETE WITHIN 20 WORKING DAYS)

Total Priority 4 Repairs

420

Priority 4 Repair Completion



Priority 4 Repair Completion Rate

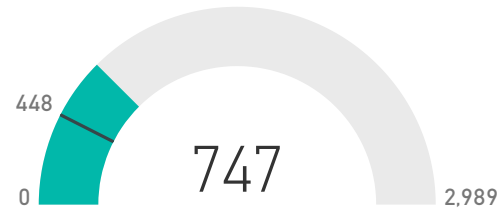
95.78%!  
Goal: 96% (-0.23%)

POST-INSPECTIONS

Total Post-Inspections

747

Post-Inspection Completion



Priority 1 Repair Completion Rate

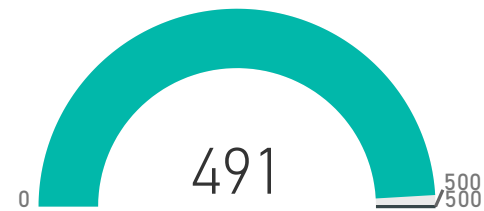
25.00%!  
Goal: 15% (-66.67%)

CP-12 CERTIFICATION

Total CP-12 Checks

500

CP-12 Check Completion



Priority 1 Repair Completion Rate

98.13%!  
Goal: 100% (-1.87%)

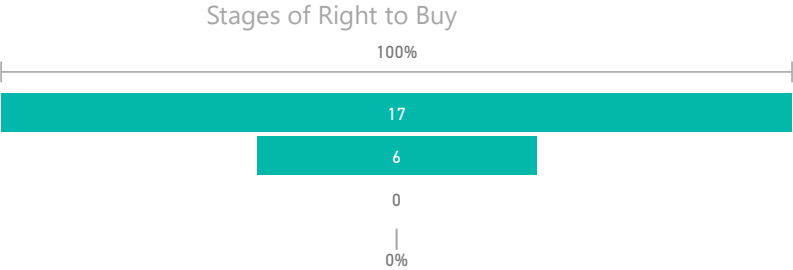
REPAIRS & MAINTENANCE

RIGHT TO BUY APPLICATIONS

Total Right to Buy Applications

17

Total RTB  
Withdrawn  
Completed

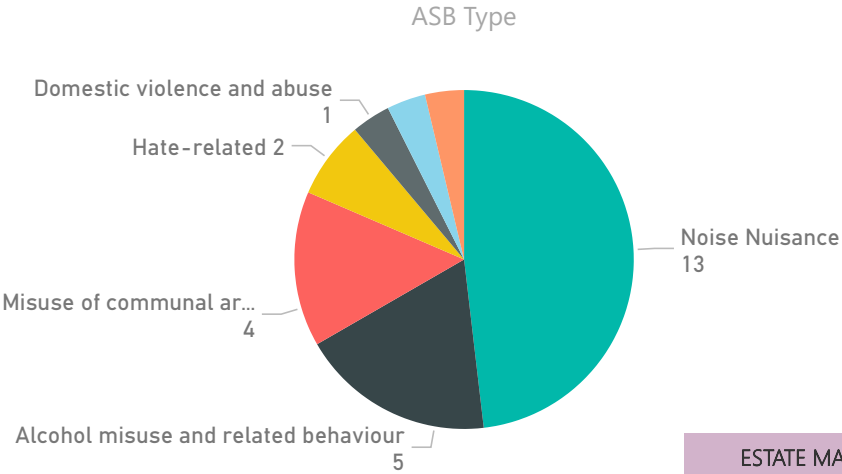
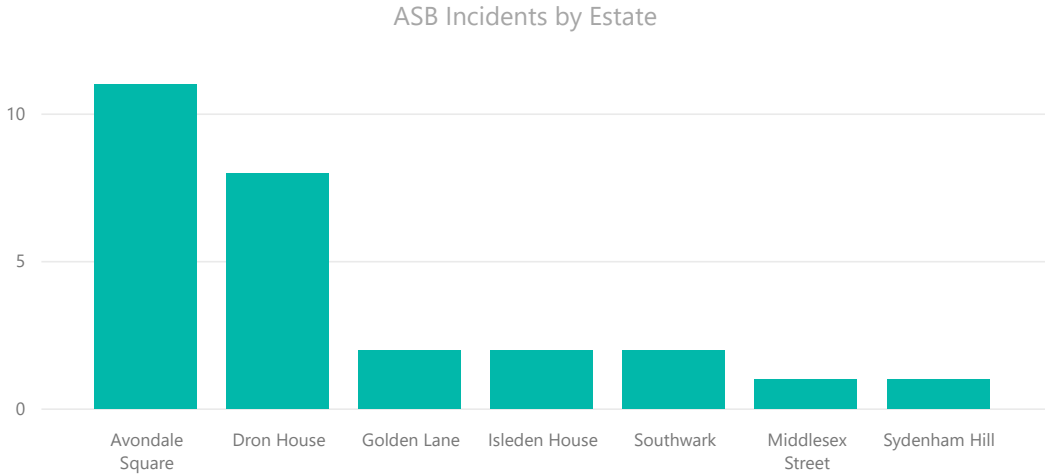
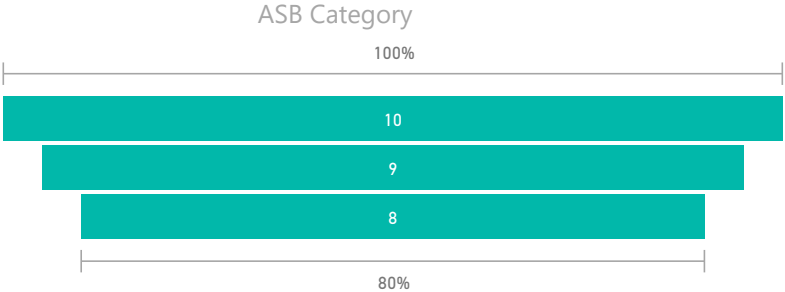


ANTI-SOCIAL BEHAVIOUR

Total ASB Cases

27

Low  
Moderate  
High



Current Housing Waiting List

HOUSING WAITING LISTS

643

70

New applications

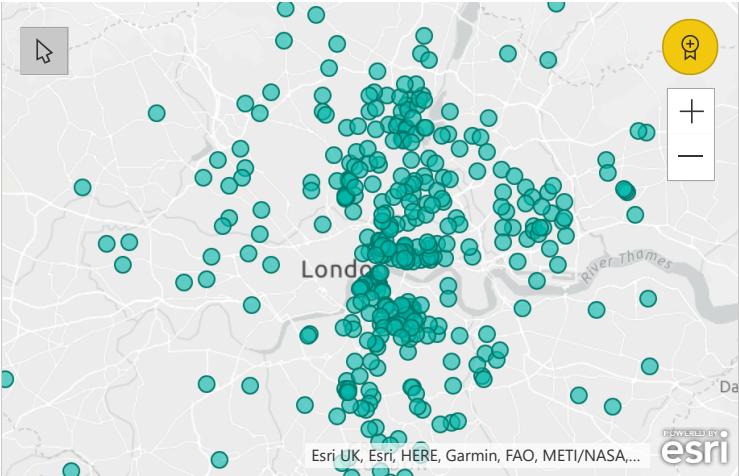
40

Accepted

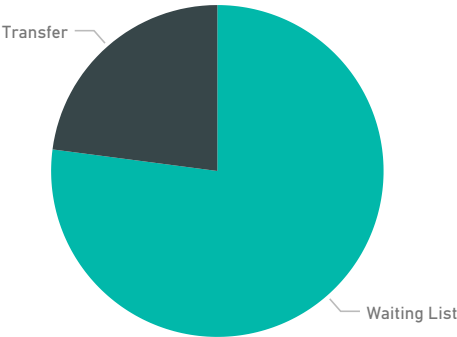
318

Removed

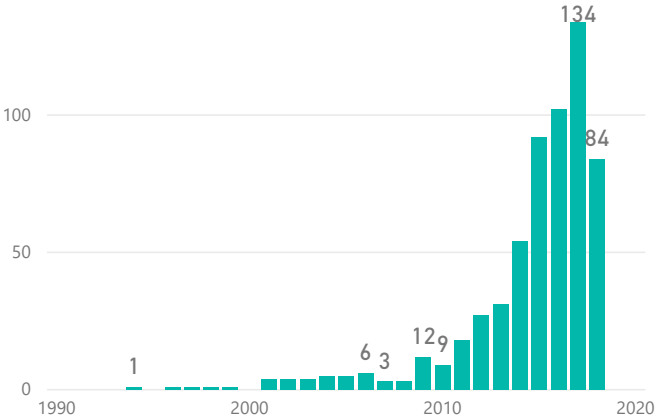
Locations of Applicants



Application Types



Year of Application



HOUSING VOIDS

Total Voids

25

Average Days to Re-Let Property

27.50!

Goal: 24 (-14.58%)

ALLOCATIONS

REVENUES

Total Rent Arrears

£221,378

Rent Collection Rate

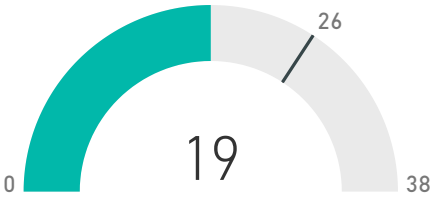
98.30%

BENEFITS

Households on Benefits

825

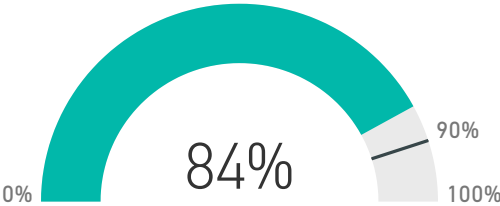
Average Time to Process New Claims



New Claims Process Rate

19✓  
Goal: 26 (+26.92%)

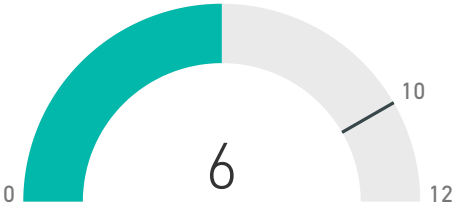
New Claims Decided Within 14 Days



New Claims Decision Rate

84%✓  
Goal: 90% (+6.67%)

Average Time to Process New Claims



New Claims Process Rate

6✓  
Goal: 10 (+40%)

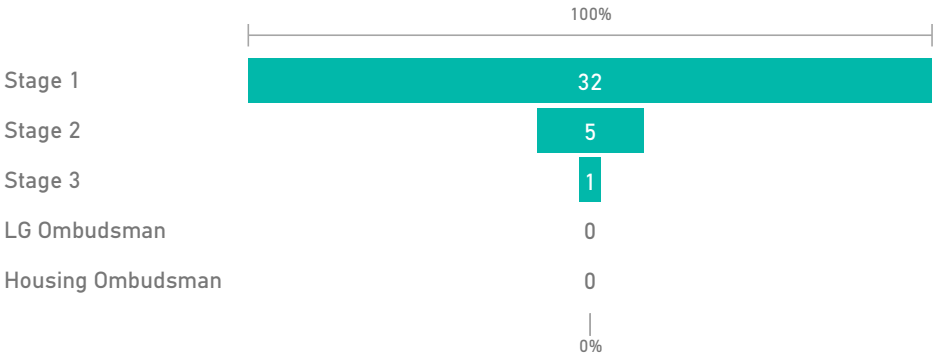
REVENUES & BENEFITS

COMPLAINTS

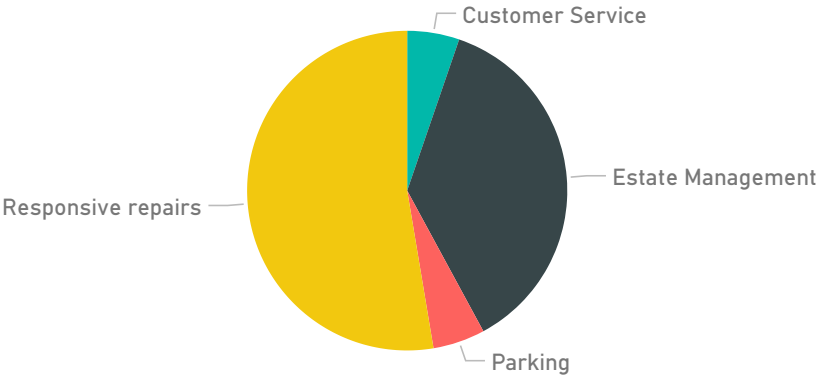
Total Complaints

38

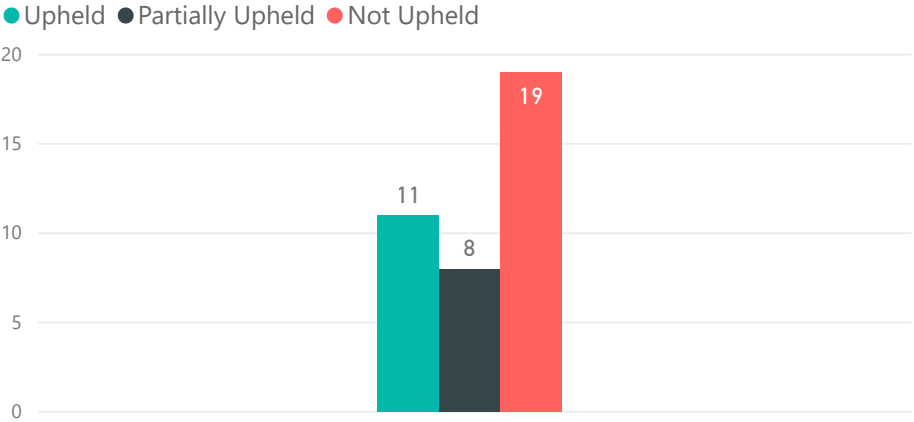
Stages of Complaints



Objects of Complaint



Complaint Resolutions



COMPLAINTS

<b>Committee(s):</b> Housing Management and Almshouse Sub-committee	<b>Date(s):</b> 21 January 2019
<b>Subject:</b> Discretionary Housing Payment Policy	<b>Public</b>
<b>Report of:</b> Andrew Carter	<b>For Decision</b>
<b>Report author:</b> Jacqui McKeating Communities and Childrens Services	

## Summary

This report seeks approval for a revised Discretionary Housing Payment (DHP) policy.

Funding for Discretionary Housing Payments comes from the Department for Works and Pensions (DWP) with a permitted top up from local authorities. The City of London Corporation funding from the DWP for 2018/2019 is £21,607, with an additional £32,411 maximum permitted top up from local authority funding.

DHPs may be awarded when the City of London Corporation considers that a resident or tenant requires further financial assistance towards housing costs and is entitled to either Housing Benefit (HB) or Universal Credit (UC) with housing costs towards rental liability. They are not payments of Housing Benefit or Universal Credit.

Applications for DHP should be made in writing and awards are administered by the Benefits Section within Community & Children's Services. Every claimant who has an entitlement to Housing Benefit / Universal Credit Housing Costs Element for rent and who has such a shortfall is entitled to make a claim for help.

## Recommendation(s)

Members are asked to approve this policy

## Main Report

### Background

The DHP policy currently in place was agreed by committee in April 2013.

Following an internal audit review of Welfare Reform in 2018, the following recommendation was made

*The Discretionary Housing Payment (DHP) Policy should be reviewed on a regular basis to ensure that the most up to date methodologies are documented. Version controls should be included on policies for easy reference.*

The Discretionary Housing Payment policy has now been reviewed and revised as a result of this recommendation

## **Current Position**

1. Since the current DHP policy was approved in 2013, there has been:
  - a significant programme of government Welfare Reform,
  - several relevant judicial reviews
  - changes to benefit regulations.

The Department for Work and Pensions (DWP) has issued DHP guidance for authorities, but the method of allocation adopted and decision-making process lies with local authorities.

In practice, reforms, new caselaw and regulations have always been considered when making decision regarding awards of DHPs. However, the current policy does not reference these changes. In particular, the General Data Protection Regulations (GDPR) are not referenced.

## **Options**

2. It is in the City of London Corporation's interest to have written policies which reflect current regulations and support good decision making

## **Proposals**

3. We ask that the attached Discretionary Housing Payment policy is approved by this committee (Appendix 1)

## **Corporate & Strategic Implications**

4. This policy reflects the aims of the corporate plan to provide modern, efficient and high-quality local services within the Square Mile for residents.

## **Implications**

5. The revised policy includes reference to GDPR and caselaw regarding the treatment of income from Disability Living Allowance and Personal Independence Payments. Without these references DHP applicants may perceive that they are not being treated fairly and consistently, leading to potential reputational damage for the City.

## **Conclusion**

6. This policy is presented for approval to ensure that the City of London Corporation policies are updated to reflect new legislation and caselaw

## **Appendices**

- Appendix 1 – Revised Discretionary Housing Payment Policy

## **Jacqui McKeating**

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## **DISCRETIONARY HOUSING PAYMENTS POLICY**

### **October 2018**

#### **Purpose of this policy**

To ensure awards of Discretionary Housing Payments (DHP) decided by the City of London Corporation are made within the law and expectations of Government and meet changing needs. The objective of this policy is to treat each and every application for a DHP on its individual merits and ensures all claims will be treated equally and fairly

#### **What are Discretionary Housing Payments?**

Discretionary Housing Payments are payments made by the City of London Corporation to provide residents and tenants with further financial assistance when help with their housing costs is required. They are not payments of Housing Benefit or Universal Credit.

DHPs may be awarded when the City of London Corporation considers that a resident or tenant requires further financial assistance towards housing costs and is entitled to either Housing Benefit (HB) or Universal Credit (UC) with housing costs towards rental liability. (Please note that while the housing costs of the UC award notification may refer to support for mortgage interest payments, owner-occupiers are not eligible to receive DHPs). For the purposes of this document, any reference to UC is where the claimant meets the above criteria, i.e. housing costs towards rental liability are included in the UC award

The DHP scheme covers shortfalls between rental liability and payment of Housing Benefit / Universal Credit (Housing Costs). Shortfalls can occur due to: -

- The rent determined by the rent officer/ Local Housing Allowance being lower than the claimant's eligible rent
- Under occupation of a property
- Reduction in Local Housing Allowance rates for under 35's within either Housing Benefit or Universal Credit Housing Costs element;
- The 65 per cent taper being applied to the Housing Benefit/ Housing Costs calculation
- A non-dependant deduction being made to the claimant's eligible rent
- A social tenants eligible rent being reduced due to under occupancy
- The benefit cap being applied;
-

The phrase 'further financial assistance' is not defined in law. Local authorities may interpret the phrase however they wish, taking into consideration the DHP claimant's financial circumstances and any other relevant factors.

In most cases, a claimant will need to demonstrate that they are unable to meet housing costs from their available income. In deciding whether to award a DHP, the Benefits Section will consider the following factors:

- The shortfall between Housing Benefit/Housing Costs and the rent liability;
- A shortfall in rent as a result of welfare reforms
- Any steps taken by the claimant to reduce their rental liability;
- The financial and medical circumstances (including ill health and disabilities) of the claimant, their partner and any dependants and any other occupants of the claimant's home;
- The income and expenditure of the claimant, their partner and any dependants or other occupants of the claimant's home;
- Any savings or capital that might be held by the claimant;
- The level of indebtedness of the claimant;
- The nature of the claimant's circumstances;
- Any other special circumstances.

Awards of DHPs will be considered on the individual merits of each case and therefore 'blanket' policies on the types of claimant or kinds of circumstances cannot be made. Decisions will be made in accordance with ordinary principles about good decision making, a duty to act fairly, reasonably and consistently. When deciding how to treat income from disability-related benefits such as Disability Living Allowance (DLA) or the Personal Independence Payment (PIP), regard will be had to the decision of the High Court in *R v. Sandwell MBC, ex parte Hardy*. This decision places an obligation on local authorities to consider each DHP application on a case by case basis having regard to the purpose of those disability related benefits and whether the money from those benefits has been committed to other liabilities associated with disability.

The amount of money left from the government contribution will not be a factor in decision making. Each case will be decided on its own merits, and decision making will be consistent throughout the year. Any unspent DHP funding from the Government contribution is returned to the DWP at the end of the financial year.

The DHP scheme is set out in the Discretionary Financial Assistance (DFA) regulations 2001 (S.I.2001/1167) as amended by the Council Tax Benefit Abolition (Consequential Provisions) Regulations 2013 (S.I. 2013/458), which came into force on 1 April 2013; and the Universal Credit (Consequential, Supplementary, Incidental and Miscellaneous Provisions) Regulations 2013 (S.I. 2013/630), which came into force on 29 April 2013. The DFA regulations as amended are referred to in this document as 'the regulations'.

## **Who can receive Discretionary Housing Payments?**

DHP's can only be considered if a person requires further financial assistance with their housing costs and:

- is entitled to Housing Benefit or eligible for housing support within Universal Credit and
- has a rent liability and
- there is a shortfall between the rent due and the amount of benefit being paid and
- the rental shortfall is not due to ineligible services (such as lighting, heating or water charges included in the rent) and
- the rental shortfall in Universal Credit cases is not due to a sanction

The City of London Corporation must be satisfied that the person requires further help with their housing costs and will demonstrate through its processes that it makes awards of DHPs fairly and consistently.

## **What Discretionary Housing Payments cannot cover**

These are the elements of a person's rent and shortfalls in benefit that cannot be met by a DHP under the legislation:

- Ineligible charges: service charges that are not eligible for Housing Benefit/Housing Costs.
- Sanctions and reductions in benefit.
- Suspended payments of Housing Benefit/Universal Credit Housing Costs element.
- Shortfalls caused by Housing Benefit/Universal Credit Housing Costs element overpayment recovery;
- Universal Credit reclaims of payments on account; and
- Council Tax Reduction

## **Purpose of Discretionary Housing Payments**

The City of London will publicise the scheme and work with all interested parties seeking to:

- alleviate poverty
- support vulnerable young people in the transition to adult life
- encourage the residents and tenants of the City of London to obtain and sustain employment
- safeguard City of London residents and tenants in their homes
- help those who are trying to help themselves
- keep families together
- support vulnerable people in the local community
- help people through personal crises and difficult events
- help with short-term rental costs until the person is able to secure and move to alternative accommodation
- help with on-going rental costs for foster carer
- help with on-going rental costs for disabled person in adapted accommodation

## The right to seek a review

Generally, two officers will consider each DHP application to ensure consistency of decision making. The City of London Corporation may review its decisions in the event of disputes, but there are no appeal rights to an independent tribunal for DHP's. Reviews of decisions must be consistent and the original decision makers must not be involved. To minimise the risk of legal challenge the review is carried out by a more senior colleague than the person who made the original decision. The claimant should be notified of any review outcome in writing, including reasons, as soon as is reasonably practical

## Overpayments

The Benefits Section will seek to recover DHP's found to be overpaid, where permitted. This will usually involve issuing an invoice to the claimant or the person to whom the award was paid. It is most unlikely that recovery of any overpayment caused by a City of London official error will be sought. The decision letter that notifies a decision that there is an overpayment will also set out the right of review.

### This policy:

- applies to all members of staff involved in awarding DHPs
- reflects recognised best practise
- ensures all information will be stored and retained to ensure compliance with GDPR
- has regard to the rights of individuals and the obligations of the City of London Corporation under the provision of the Human Rights Act 1998
- will be reviewed periodically to take into account changes in demand and/or Government amendments

### Version Control

Issue Number	1.0
Date	5 October 2018
Review Date	April 2020
Author	Jacqui McKeating

### Document Control Revisions

Version	Page/Paragraph Number	Description of Change	Date Approved

<b>Committee</b>	<b>Dated:</b>
Housing Management and Almshouses Sub-Committee	21/01/2019
<b>Subject:</b> Tenancy Visits Programme	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Dean Robinson – Tenancy Visits Project Manager	

## Summary

The Tenancy Visits project continues to be a success, with residents welcoming fire safety advice during visits by the Tenancy Visits Team. Visits have been underway since August 2018 and we are on target for most of the inspections to be completed by the end of March 2019.

## Recommendation

Members are asked to:

- note the report.

## Background

1. The Corporation has a duty to ensure fair, effective and efficient use of its housing assets. This requires it to ensure that stock is properly let and used for its intended purpose, that service delivery arrangements incorporate principles of equality and diversity, and that it understands its tenants' needs. A number of these requirements have been given added emphasis in recent years through legislation such as the Prevention of Social Housing Fraud Act 2013 and the Equalities Act 2010, both of which strengthened the powers and responsibilities of social housing landlords in their respective areas.
2. To help ensure these duties are carried out effectively officers currently visit and inspect up to a third of its tenanted properties each year. Tenancy visits enable the Corporation to ensure properties are being properly occupied and maintained in accordance with tenancy conditions. They also help us to get to know our tenants and their specific needs better. Visits may, for example, help us to uncover tenancy fraud, update household information where circumstances have changed, or identify additional or changed needs within households which can then be addressed.

## **Current position**

3. The Tenancy Visits Team is currently working on the City's largest estate, Avondale Square.
4. Tenancy Inspectors have knocked on a total of 2,467 doors across all estates. At the time of writing, 1,122 interviews have been completed, accounting for 58% of tenanted properties.
5. Numerous housing management issues have been identified and these have been allocated to the relevant officers for follow-up.
6. As well as carrying out the interviews, the Tenancy Inspectors have also been able to assist tenants in other ways. For example, the inspectors found that an older tenant had lived with what they thought was a faulty light fitting for two years without reporting it to repairs. The Officer discovered it was just a blown fuse, so reset it and replaced the bulb for the tenant, who was incredibly grateful to her.
7. On another occasion, the team discovered a tenant's front door open with no response when they called. Unsure of why the door was ajar, they reported it first to the Project Manager, who fortunately knew that the tenant worked nearby. The two officers stayed outside the flat and another went with an Estate Officer to see if the tenant was at work, as they were unable to get through on the telephone. Luckily enough the tenant was there, and it turned out that she had not closed the door properly on her way out. She was grateful that the team caught it before someone else did.

## **Corporate & Strategic Implications**

8. The tenancy visit programme is a key objective in the Housing & Neighbourhoods division business plan and contributes to the delivery of Strategic Priority 4 - *Supporting homes and communities: Developing strong neighbourhoods and ensuring people have a decent place to live.*

## **Appendices**

- None

## **Background Papers**

Tenancy Visits Programme, Housing Management and Almshouses Sub-Committee,  
23 July 2018

24 September 2018

27 November 2018

**Dean Robinson**

Project Manager

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E: [dean.robinson@cityoflondon.gov.uk](mailto:dean.robinson@cityoflondon.gov.uk)

<b>Committee:</b> Housing Management & Almshouses Sub-Committee	<b>Date:</b> 21/01/2019
<b>Subject:</b> Collection of Water Charges from Tenants	<b>Public</b>
<b>Report of:</b> Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management	

## Summary

In common with many social landlords, the City of London has an arrangement with Thames Water to collect water and waste water charges from its tenants. The City of London then pays Thames Water for the services supplied.

Thames Water is ending all such arrangements with social landlords and will start billing tenants directly. The City's agreement with Thames Water terminates on 31<sup>st</sup> March 2019 and, from 1<sup>st</sup> April, its 1,900 tenants will become direct customers of Thames Water.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. For many years, the City of London has had an agreement with Thames Water regarding the collection of weekly water charges relating to tenanted domestic properties. The City collects charges for water and waste water services from its tenants and then pays Thames Water for the services supplied. The charge is a separate element of the total weekly rent charge paid by Secure tenants to the City of London.
2. This type of arrangement is very common and dates to a time when water providers were public bodies and water 'rates' were part of charges paid to local authorities.
3. Thames Water has decided to end this type of arrangement and start billing end users directly. This change will affect approximately 300,000 households in London and is due to be complete by 2020.

4. Thames Water wishes to have a direct relationship with its customers, as this will be simpler and more transparent for tenants who pay the water charges. It will also allow Thames Water to provide advice more easily, for example information on the range of tariffs available.

### **Current Position**

5. The City has just over 1,900 social tenants whose water charges are billed on a weekly basis and collected by the City. The City takes on the risk of non-payment by tenants and bears the billing and administration costs. For this, it receives a commission from Thames Water, which is deducted from the sum paid to them.
6. Thames Water has similar arrangements with other local authorities and social landlords (those whose housing stock was transferred from local authorities). Thames Water has served the required notice on the City to end its arrangement on 31<sup>st</sup> March 2019. Tenants will become direct customers of Thames Water from 1<sup>st</sup> April 2019. Thames Water has been through this process with several other landlords and the switch-over procedure is being refined over time.
7. In accordance with an agreed timetable, the City wrote to all its tenants in December 2018 to outline the changes and why they were happening. This is the first of three letters that residents will receive, guiding them through the process of becoming direct customers of Thames Water.

### **Next Steps**

8. Thames Water is due to write directly to tenants in January 2019, giving them more information and advice on the various tariffs and payment options.
9. Tenants will remain on their current tariff by default. Most tenants are currently on the 'Rateable Value' tariff. Tenants' water charges will therefore not increase simply due to them becoming direct customers of Thames Water. Various tariffs are available depending on household circumstances and Thames Water will advise tenants on their options during the switch-over process.
10. In March 2019, Thames Water will write to tenants again, providing them with a bill for 2019/20 and explaining the various payment options. Thames Water has advised that there will be a range of options including weekly, fortnightly and monthly payments. They will provide a payment card to tenants, enabling those who wish to pay at 'PayPoint' locations to do so.
11. Thames Water has a dedicated telephone helpline for tenants who are going through the process of becoming direct customers. This number will be provided in their letter in January 2019. Thames Water's helpline advisors will be able to provide detailed advice to individual tenants on their billing and payment options, as well as explaining tariffs and any special schemes available.
12. We are aware that some tenants may be concerned about this change. The Rents Team, Estate Managers and Tenancy Support Officers have been briefed



on the changes and will be able to assist tenants who approach them with queries.

## **Implications**

13. The termination of the agreement means that commission will no longer be payable by Thames Water, resulting in a loss of approximately £125,000 to the Housing Revenue Account (based on the current annual figure).

## **Conclusion**

14. In accordance with a long-standing agreement, City of London tenants pay their water and waste water charges as an element of their weekly rent charge. The City then pays Thames Water for the services provided.
15. This agreement is ending in March 2019 and tenants will become customers of Thames Water. Thames Water will contact tenants directly to provide more information on tariffs and payment options. A dedicated helpline is available for tenants with any queries and advisors will be able to ensure that tenants are placed on the best tariff for their needs.
16. Housing Service staff will provide assistance and reassurance to any residents with concerns about the changes.

## **Appendices**

- None

## **Liam Gillespie**

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<b>Committees:</b>		<b>Dates:</b>	
<b>Housing Management and Almshouses Sub Committee</b> Chief Officer Approval		<b>18 January 2019</b>	
<b>Subject:</b> City of London (and Gresham) Almshouses, East Lodge and Communal areas – Refurbishment Works		<b>Gateway 5 Authority to Start Work Regular</b>	<b>Public</b>
<b>Report of:</b> <b>Director of Community &amp; Children's Services</b> <b>Report Author:</b> Lochlan MacDonald			<b>For Decision</b>
<p style="text-align: center;"><b>Recommendations:</b></p> <p><b>Members of the Housing Sub Committee (as Trustees) to agree the following funding strategy:</b></p> <ol style="list-style-type: none"> <li>1. Approve the use of £254,300 from the City of London Almshouses Trust cash balances for initial refurbishment works in 2018/19:</li> <li>2. Approve to seek of the disposal of investment assets to the value of £432,679 to fund-future-refurbishment works, fees and staff costs which will result in a future loss of investment income to be advised.</li> </ol> <p><b>Members of the Housing Sub Committee (as Trustees) to, conditional to approval of 1 and 2:</b></p> <ol style="list-style-type: none"> <li>3. Approve the appointment of TSG Building Services to carry out internal, external and common parts refurbishment works at the City of London Almshouses at a cost of £654,300, as part of a wider contract to encompass similar works to the Gresham Almshouses (which is subject to approval through a separate gateway 5 report).</li> <li>4. Approve a total project sum of £707,440 for the COLA works.</li> <li>5. Approve a staff cost budget of £25,000 to be used to for project management costs up to the completion of the works (including £5,341 spent to date).</li> <li>6. Approve a budget of £28,140 for Quantity Surveyor fees to take project to completion (including £15,120 spent to date).</li> <li>7. Note the attached Risk Register and a potential mitigated risk budget of £92,400</li> </ol>			
<b><u>Summary</u></b>			
<b>Dashboard</b>			
Project Status	Green		
Projected Time Line	<i>January 2019– Seek approval Gateway 5</i> <i>February 2019 - Let Contract</i> <i>February 2019 – Start Works</i>		
Programme status	Pending Approval of Gateway 5 to appoint contractor		

Approved budget	£31,332 (fees and staff costs approved spend to reach Gateway 5)
Latest estimated costs	<ul style="list-style-type: none"> <li>• Works: £654,300</li> <li>• Staff Costs: £25,000</li> <li>• Previously approved QS fees £15,120</li> <li>• New QS fees: £13,020</li> <li>• <b>Total: £707,440</b></li> </ul>
Expenditure to date	<ul style="list-style-type: none"> <li>• £15,120 quantity surveyor's fees.</li> <li>• £5341.21 staff Fees</li> <li>• <b>Total £20,461.21</b></li> </ul>

### **Progress to Date Including resources expended and any changes since previous gateway.**

In February 2018, committee gave approval for expenditure of staff costs of £16,212 and Quantity Surveyor fees of £15,120 (total £31,332) for tenders to be sought in relation to the internal, external and common parts refurbishment works at the City of London Almshouses. These works are to be undertaken with similar works at City of London Almshouses and East Lodge. Mooney Kelley were employed to draft the tender documents at a cost to the COL Almshouses of £15,120.

A full and compliant tender process has been completed in conjunction with City Procurement. Three tenders were received and were fully evaluated on the quality and cost criteria from which TSG Building Services were identified as the winning contractor.

As noted above, these works are being undertaken in tandem with similar works at the Gresham Almshouses in order to achieve economies of scale, expedite all works and minimise disturbance to residents by having only one contractor on site. Approval of the final contract to cover both Gresham and City of London Almshouses is required from Gresham Cityside committee and the Director of Community and Children's Services.

### **Proposed way Forward**

To appoint TSG Building services to undertake the works.

### **Total Estimated Cost**

£654,300 and £53,140 fees and staff costs, for a total amount of £707,440

## **Main Report**

<b>1. Design summary</b>	<ol style="list-style-type: none"> <li>1. The contract will cover the replacement and refurbishment of internal and external facilities within City of Almshouses and across the whole site.</li> <li>2. The contract will be coordinated so that previous works undertaken (such as void improvements) are taken account of and are not replaced unnecessarily.</li> <li>3. The works are being carried out in tandem with similar works at the Gresham Almshouses, to achieve economies of scale and minimise disruption to residents.</li> </ol>
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<b>2. Delivery team</b>	<ul style="list-style-type: none"> <li>• The contractor TSG Building Services has submitted the winning tender and will be contracted to undertake the work.</li> <li>• The contractor will undertake the duties of Principal Designer (under the Construction Design and Management (CDM) Regulations 2015).</li> <li>• The City's delivery team will be formed of a project manager and clerk of works from the DCCS New Developments and Major Projects team working closely with the site based Matron and sheltered housing staff.</li> </ul>																								
<b>3. Programme and key dates</b>	<ol style="list-style-type: none"> <li>1. Contractor Appointment – January 2019</li> <li>2. Works Commence – February 2019</li> <li>3. Works Complete – August 2019</li> </ol>																								
<b>4. Outstanding risks</b>	<ol style="list-style-type: none"> <li>1. Tenants may object to certain works being undertaken within their homes but this will be mitigated by working with estate staff to find solutions.</li> <li>2. Asbestos surveys before works commence will determine any hazards which need to be addressed.</li> <li>3. Unforeseen additional works which may not be evident until stripping out of existing facilities is undertaken. The contractor will report any such issues to the City so mitigating action may then be taken. These are noted on the attached risk register and the approximate cost of these for the City of London Almshouses is £92,400. If necessary, further authorisation for funds to tackle these risks will be sought.</li> </ol>																								
<b>5. Budget</b>	<p>An estimated budget of £1,344,504 was previously identified at Gateway 4, as follows:</p> <table border="1" data-bbox="517 1391 1414 1650"> <thead> <tr> <th colspan="2">City of London Almshouses Refurbishment G3/4</th></tr> <tr> <th>Item</th><th>Cost</th></tr> </thead> <tbody> <tr> <td>Works</td><td>£1,296,690</td></tr> <tr> <td>Staff fees and costs</td><td>£47,544</td></tr> <tr> <td><b>Total</b></td><td><b>£1,344,504</b></td></tr> <tr> <td>Funding Strategy</td><td>City of London Almshouses Trust</td></tr> </tbody> </table> <p>However, following the tender exercise for these works, the revised costs are:</p> <table border="1" data-bbox="517 1756 1414 2042"> <thead> <tr> <th colspan="2">City of London Almshouses Refurbishment G5</th></tr> <tr> <th>Item</th><th>Cost</th></tr> </thead> <tbody> <tr> <td><b>Works</b></td><td><b>£654,300</b></td></tr> <tr> <td>Staff costs</td><td>£25,000</td></tr> <tr> <td>QS fees already incurred</td><td>£15,120</td></tr> <tr> <td>Extra QS fees required</td><td>£13,020</td></tr> </tbody> </table>	City of London Almshouses Refurbishment G3/4		Item	Cost	Works	£1,296,690	Staff fees and costs	£47,544	<b>Total</b>	<b>£1,344,504</b>	Funding Strategy	City of London Almshouses Trust	City of London Almshouses Refurbishment G5		Item	Cost	<b>Works</b>	<b>£654,300</b>	Staff costs	£25,000	QS fees already incurred	£15,120	Extra QS fees required	£13,020
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<b>Fees and costs subtotal</b>	<b>£53,140</b>
<b>Total</b>	<b>£707,440</b>
Funding Strategy	City of London Almshouses Trust

- The tendered cost of works (£654,300) is less than the previously estimated works amount at Gateway 3/4 (£1,296,690) by £642,390 which represents a 49% decrease. The previous figure was based on estimates from the quantity surveyor. This figure is the tendered costs of the works following a fully compliant tender exercise and has been checked.
- Staff costs and QS fees have increased, from the estimated amount (£47,544) to the revised estimate (£53,140), by £5,596, a percentage increase of 12%. Previously reported staff costs and fees were estimates and are less than are now estimated, based on the QS fees and revised staff fees estimate.

City of London Almshouses Refurbishment		
Expected Expenditure		
Year	Item	Amount
2018/19	Previously Incurred QS Fees	£15,120
2018/19	Works	£254,300
2018/19	Incurred Staff Costs	£5341
<b>2018/19 Sub Total:</b>		<b>£274,761</b>
	<b>2018/19 total minus fees and costs already spent:</b>	<b>£254,300</b>
2019/20	Works	£400,000
2019/20	QS Fees	£13,020
2019/20	Staff Costs	£19,659
<b>2019/20 Sub Total</b>		<b>£432,679</b>
<b>Overall Total Expenditure (2018/19 &amp; 2019/20)</b>		<b>£707,440</b>

Chamberlains have advised that there is a cash surplus within the trust at present, and approval is sought for these to be used to cover the costs of the works in 2018/19 (£254,300).

Furthermore, funding for the remainder of the works due in 2019/20 and associated fees and staff costs are also required. Therefore, approval is sought for the Trust to dispose of investments to fund the works in 2019/20.

Overall a figure of £687,000 requires approval once staff costs and fees that have already been spent are deducted, calculated as follows:

<b>COLA Refurbishment</b>	
<b>Item</b>	<b>Cost</b>
Works	£654,300.00
Fees	£28,140.00
Staff Costs	£25,000.00
Project Cost	£707,440.00
Staff Costs Incurred	£5,341.00
QS fees Incurred	£15,120.00
Project Cost minus amounts spent	£686,979.00

This has been rounded up to £687,000 for ease of accounting purposes.

## 6. Scope of Works

In September 2017, the City appointed Mooney Kelley to survey as many properties as possible at the City of London and Gresham Almshouses to ascertain a more precise picture of what was required and the likely costs of this. Accordingly, Mooney Kelley highlighted areas that needed refurbishment and TSG submitted a tender, at a total cost of £803,091.60. This covers both COLA and Gresham Almshouses and is split as follows:

<b>COLA and Gresham Almshouses Breakdown of Tender</b>			
<b>Tender Received : TSG Building Services: £803,091.60</b>			
<b>Properties Affected</b>	<b>Total Cost</b>	<b>COLA Costs</b>	<b>Gresham Costs</b>
1 - 8 Gresham Alms.	£79,845.92	£0.00	£79,845.92
3 - 8 COLA	£46,118.89	£46,118.89	£0.00
9 - 22 COLA	£105,217.77	£105,217.77	£0.00
23 - 30 COLA	£42,044.90	£42,044.90	£0.00
31 - 38 COLA	£46,487.72	£46,487.72	£0.00
39 - 44 COLA	£52,007.97	£52,007.97	£0.00
East Lodge	£19,735.15	£16,577.53	£3,157.62
Estate wide/ Communal Works	£56,120.00	£47,140.80	£8,979.20
Other Works	£28,700.00	£24,108.00	£4,592.00
Provisional Quantities	£57,163.28	£48,017.16	£9,146.12
Windows Glazing	£213,729.00	£179,532.36	£34,196.64
Preliminaries	£55,921.00	£46,973.64	£8,947.36
<b>Totals</b>	<b>£803,091.60</b>	<b>£654,226.73</b>	<b>£148,864.87</b>

The total cost for COLA, of £654,226.73 is made up as follows:

CITY OF LONDON ALMSHOUSES			
TSG Tender Breakdown			
	<i><b>Internals</b></i>	<i><b>Externals</b></i>	<i><b>Totals</b></i>
3-8 COLA	£33,682	£12,437	£46,119
9-22 COLA	£86,602	£18,616	£105,218
23-30 COLA	£29,749	£12,296	£42,045
31-38 COLA	£33,335	£13,153	£46,488
39 -44 COLA	£39,312	£12,696	£52,008
East Lodge			£16,578
Estate Wide			£47,141
Other Works			£24,108
Provisional Sums			£48,017
Windows option			£179,532
Prelims			£46,974
	Total Cost (Rounded)		£654,227

The total figure has been rounded up to £654,300 for ease of accounting purposes.

With regard to the above:

- Internal works refer to kitchen and bathroom works, CO2 detectors, heating and insulation works, overhaul external doors, internal redecorations, fire breaks, electrical works.
- External works include roof renewal, redecorations, brickwork repairs, drainage works, scaffolding.
- Windows – the current windows are to be re- glazed with double glazing, as approved by Lambeth Planning.
- East Lodge and Communal areas – As part of the refurbishment project, the Matron's residence at East Lodge and the communal areas were also identified as needing works. These costs have been proportionately calculated and attributed.
- Other works – Minor items across the estate identified by the contractor, subject to final Project Manager approval
- Provisional Quantities – For possible unknown items that may be discovered during works (asbestos, damp, etc)
- Preliminary Amounts – Costs associated with Site set up, etc

The above leaves an amount required to carry out the works at City of London Almshouses, as per the tender received from TSG at a cost of £654,300. This is almost half the costs estimated at Gateway 3/4.

## 7. Success criteria

That all dwellings at the City of London Almshouses have improved internal, external and communal facilities, thereby increasing the comfort and wellbeing of residents.



	That facilities are improved so that void works required to bring properties to standard will decrease.
<b>8. Progress Reporting</b>	Progress will be monitored on a monthly basis by the Housing Programme Board.

### **Appendices**

<b>Appendix 1</b>	PT8 Tender Report
<b>Appendix 2</b>	Mitigated Risk Register
<b>Appendix 3</b>	Cover Sheet

### **Contact**

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## PT8 - Tender Award Report

This document is used to summarise the procurement process

<b>Report Title</b>	City of London and Gresham Almshouses Refurbishment
<b>Report Author</b>	Michael Harrington
<b>Report Date</b>	22/11/2018
<b>Procurement Reference</b>	17/294PS

### High Level Summary

This contract in the most part entails the replacement of the landlord's electrical distribution equipment to meet compliance and ensure residents' safety.

<b>Key Area</b>	<b>Outcome</b>
<b>Purpose of Report</b>	Authorisation to award tender
<b>Tender Process</b>	Sub OJEU – Open tender route
<b>Proposed Provider</b>	TSG Building Services Ltd
<b>Cost (inc. VAT)</b>	<b>£803,091.60</b> <b>Pre-tender estimate - £1,544,000</b>
<b>Potential Risks</b>	City Procurement see no foreseen risks in the tender process.

### Detailed Summary

#### 1. Summary

Details of what needs to be approved and a list of key areas covered by the report

The works contract will cover Kitchen, bathroom and heating works, improve fire safety and loft insulation and the bespoke secondary and double glazing required to improve the windows. These works will help to prolong the life of the buildings and improve residents' safety and comfort.

#### 2. Recommendations

Details of who the contract is to be awarded to, proposed contract term, extensions and other relevant details

After a competitive tender process, TSG Building Services have been identified as able to deliver this project.

##### Refurbishment of Almshouses

- Repair, modify or replace existing kitchens and bathrooms as necessary.
- New radiators and reflective backing
- Double glaze and/or secondary glaze existing windows
- New CO2 detectors
- Roof replacement and masonry repairs
- Improved loft insulation and fire safety works
- Other works

#### 3. Current Service Provision

Details of current supplier, contract arrangements, expiry dates and potential exit issues.

There is no current service provision.

#### 4. Evaluation Summary

Overview of the tender process including SQ and ITT outcomes; evaluation criteria and weighting, evaluation outcomes including overview of the top 3 ranked suppliers.

The tender was identified as a Below OJEU, open procedure through the eCapital Portal

- Tender Publication Date 14/08/2018
- Tender Response Date 11/09/2018
- Tender Evaluation completed 12/11/2018
- Tender Recommendation 20/11/2018

##### 4.2 – Tender Results

One response received, all were deemed appropriate and capable to deliver the project.

1. Rank 1: TSG 75/100
2. Rank 2: Mulalley 73/100
3. Rank 3: Triton Building 73/100

#### 5. Savings, efficiencies and benefits

Pricing overview, including cost type (fixed cost, schedule of rates etc) and cashable and non-cashable savings achieved.

The works are required to bring properties up to standard and improve living conditions for residents. The City has a duty to provide high quality accommodation and facilities.

By combining works at the City of London Almshouses and the Gresham Almshouses, rather than doing each under separate contracts, economies of scale and consistency of works quality will be achieved.

#### 6. Lessons Learnt

- The department must ensure ensure award of contract is not delayed due to management of compliance risk arising from an underestimate of contract value.

#### 7. Contract Management Plan

Details of persons managing the contract covering roles and responsibilities of individual staff.

Lochlan MacDonald and James Illsley for DCCS Housing will be responsible for management of the works when the main contract is awarded. City Procurement retains an interest in the basis for a subsequent recommendation and award of a main contract in due course.

#### 8. Approval Sign Off

<b>Name of Approver</b>	Andrew Carter
<b>Position</b>	Director of Community and Children's Services
<b>Date approved</b>	20/11/2018
<b>Approver comments</b>	

9. Appendices

Question	Weight	AMMCASS	Cuttle Construction	Hawksmoor	Mulalley	Quinn	Saltash	TCL Group	Triton Building	TSG Building
Similar Previous Projects	20	0	8	8	12	8	12	8	12	12
Experience with Occupied Buildings	15	0	6	6	12	9	6	9	6	12
Programme of works	15	9	6	6	6	9	6	9	12	3
Supply Chain Management	10	0	4	6	6	6	4	6	8	6
Safety of the Works	10	4	6	6	6	4	2	2	6	8
Social Value	10	4	6	4	6	8	6	6	4	8
Sustainability	10	4	6	8	6	6	6	6	8	6
Warranties	10	0	6	4	6	6	2	4	4	4
Weighted Total Must total 100	100									
	Score from Quality split	13	29	29	36	34	26	30	36	35
	Pricing Score	39	29	34	38	25	35	33	39	40
	Total	52	57	63	74	59	61	63	75	75
	Rank	9	8	4	3	7	6	5	2	1



## Almshouses Refurbishment – Risk Register November 2018

Key Risks	Description / Impact	£ Loss Before Mitigation	Mitigation	£ Loss After Mitigation
<b>Works Cost</b>				
1.1 Scaffolding Cost inflation	<ul style="list-style-type: none"> <li>Scaffolding Cost inflation: The market for scaffolding is highly volatile due to peaks and troughs in demand.</li> </ul>	£15,000	<ul style="list-style-type: none"> <li>Market vigorously monitored, and decisions made swiftly to take advantage of cost savings.</li> </ul>	£10,000
1.2 Construction inflation	<ul style="list-style-type: none"> <li>Construction inflation: the construction market is highly volatile at present due to economic and political pressures.</li> </ul>	£10,000	<ul style="list-style-type: none"> <li>Programme vigorously monitored and strong relationship developed with contractor to manage costs</li> </ul>	£5,000
1.3 Delay in completing programme due to additional works	<ul style="list-style-type: none"> <li>Following the commencement of the project we will be able to ascertain whether or not additional works will be required following opening up surveys</li> </ul>	£20,000	<ul style="list-style-type: none"> <li>Opening up surveys commenced as soon as possible on site to incorporate any additional works into original programme</li> </ul>	£10,000
1.4 Potential for finding more asbestos	<ul style="list-style-type: none"> <li>Asbestos surveys completed for majority of flats but impossible to assess 100% of the building. There will be a cost increase if additional asbestos found.</li> </ul>	£30,000	<ul style="list-style-type: none"> <li>Work closely with the contractor at the start of the project to assess any additional asbestos and get it removed early to manage costs.</li> </ul>	£10,000
1.5 Strengthening & repairs to roof and wall structures following opening up works	<ul style="list-style-type: none"> <li>Building has been surveyed externally but not possible to 100% confirm extent of repairs required.</li> </ul>	£75,000	<ul style="list-style-type: none"> <li>Structures assessed at start of contract to minimise potential cost increases due to additional work being required</li> </ul>	£50,000
1.6 Additional fire stopping works	<ul style="list-style-type: none"> <li>Building has been surveyed externally but not possible to 100% confirm extent of fire stopping required in all areas</li> </ul>	£30,000	<ul style="list-style-type: none"> <li>Work closely with contractor on commencement to assess what additional works will be required.</li> </ul>	£15,000
1.7 Additional damp proofing and associated works	<ul style="list-style-type: none"> <li>Not possible to confirm 100% extent of all damp in properties due to resident's furniture and possessions</li> </ul>	£15,000	<ul style="list-style-type: none"> <li>On entry to residents' flats, carefully assess any additional damp proofing works and seek competitive quotes</li> </ul>	£10,000
<b>Design Fees / QS</b>				
2.1 Architect	<ul style="list-style-type: none"> <li>Defined fees already competitively procured</li> </ul>	£nil		£nil
2.2 QS	<ul style="list-style-type: none"> <li>Defined fees already competitively procured</li> </ul>	£nil		£nil
<b>Other Fees</b>				
3.1 Building Control Fee	<ul style="list-style-type: none"> <li>Already benchmarked against previous costs / indicative prices received.</li> </ul>	£nil		£nil
<b>1 Staff Costs</b>	<ul style="list-style-type: none"> <li>Not at risk provided project is not extended beyond City's control.</li> </ul>	£nil		£nil
<b>Total estimated risk against estimated Capital spend</b>		<b>£195,000</b>		<b>£110,000</b>

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# Project Coversheet

## [1] Ownership

**Unique Project Identifier:** 11549

**Report Date:** 20 December 2018.

**Core Project Name:** Avondale Square Estate Windows Overhaul

**Programme Affiliation** (if applicable): None

**Project Manager:** Lochlan MacDonald, Neil Clutterbuck

**Next Gateway to be passed:** Gateway 5.

## [2] Project Brief

**Project Mission statement:** To overhaul all identified windows on the Avondale Square Estate, to improve resident safety and comfort and extend the life of windows.

**Definition of need:** The windows at the estate are a variety of types, and need attention. This project will improve operability, identify any major repairs required and extend the life of City assets. This will also help delay the replacement of windows which would cost a lot more.

**Key measures of success:**

- 1) As many windows as possible overhauled and minor repairs carried out.
- 2) Resident satisfaction with the works.
- 3) Extended lives of assets.

## [3] Highlights

**Finance:**

**Total anticipated cost to deliver [£]:** Up to £279,840.

**Total potential project liability (cost) [£]:** up to £279,840

**Total anticipated on-going commitment post-delivery [£]:** Unquantifiable – response repairs as required.

**Programme Affiliation [£]:** £279,840

**Do not use ranges in this table. Either Highest range value or best estimate at this time.**

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£3000	£276,840	£279,840
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£161,437.50	£279,840	£118,402.50
[G] Spend to Date	[H] Anticipated future budget requests	
£0.000	£0.00	

**Headline Financial changes:**

**Since 'Project Proposal' (G2) report:**

Original estimate of £143,500 was shown to be too small following a condition survey exercise which estimated a cost of £212,000.

*To ensure that the risk of unexpected works may be covered, the consultants estimate requires an up lift of 20%, to an estimated works cost of £254,400. This money will only be expended if necessary and approved by project manager  
Staff fees are required to get the project to completion raising the estimated total project cost to £279,840.*

**Since 'Options Appraisal and Design' (G3-4) report:**

The required budget has increased by £118,402.50 since Gateway 4, to accommodate the likely extra works required.

**Since 'Authority to start Work' (G5) report: N/A**

**Project Status:**

**Overall RAG rating:** Green

**Previous RAG rating:** Red

**[4] Member Decisions and Delegated Authority**

Appointment of Consultant to provide a more robust assertion of the likely repairs and quantity thereof.

**[5] Narrative and change**

**Date and type of last report:**

Gateway 3/4 January 2016

**Key headline updates and change since last report.**

Estimated quantity of necessary repairs has increased.

Estimated costs have risen to accommodate the above.

**Headline Scope/Design changes, reasons why, impact of change:**

**Since 'Project Proposal' (G2) report:**

Works separated out of larger redecoration project given specialist nature of the works.

**Since 'Options Appraisal and Design' (G3-4 report):**

Leaseholders concerns over potential costs, a consultant was appointed to carry out a partial survey and extrapolate results to give more robust justification of works.

**Since 'Authority to Start Work' (G5) report:**

None

**Timetable and Milestones:**

**Expected timeframe for the project delivery:** 8 - 10 months

**Milestones:**

1) Authority to start works (gateway 5) January 2019

2) Let Contract – January 2019

3) Start works – February 2019

**Are we on track for this stage of the project against the plan/major milestones?** No

Estimated costs have risen and authority for these is being sought.

**Are we on track for completing the project against the expected timeframe for project delivery?** Yes

**Risks and Issues**

**Top 3 risks:**

<i>Risk description</i>	<i>More repairs identified than anticipated</i>
<i>Risk description</i>	<i>Residents refusal to allow access</i>
<i>Risk description</i>	<i>Discovery of required repairs not covered by the contract.</i>

See 'risk register template' for full explanation.

**Top 3 issues realised** <risks which have come to pass:>

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
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Leaseholder Concerns over estimated works costs	Consultant appointed to carry out partial survey and use this to extrapolate results to give a fuller picture of what is likely to be required and estimated costs.	£5,400 funded from local risk budget to expedite works

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

Residents expectations. The City has been keeping residents informed of the project

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