



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

**Date:** TUESDAY, 30 JANUARY 2024

**Time:** 11.00 am

**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Ruby Sayed (Chairman)  
Helen Fentimen (Deputy Chairman)  
Joanna Tufuo Abeyie  
Jamel Banda  
Mary Durcan  
Deputy John Fletcher  
Steve Goodman OBE  
Alderswoman Susan Pearson  
Henrika Priest  
Ceri Wilkins

**Enquiries:** Rhys Campbell  
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**Ian Thomas CBE**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Reports

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting on 29 November 2023.

**For Decision**  
(Pages 5 - 12)

4. **OUTSTANDING ACTIONS**

Members are asked to note the Sub-Committee's Action Tracker.

**For Information**  
(Pages 13 - 14)

5. **HOUSING GOVERNANCE ARRANGEMENTS**

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

**For Decision**  
(Pages 15 - 28)

6. **HOUSING MAJOR WORKS PROGRAMME - PROGRESS REPORT**

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

**For Information**  
(Pages 29 - 44)

7. **TENANT SATISFACTION SURVEY RESULTS 2023-2024**

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

**For Information**  
(Pages 45 - 60)

8. **SECURE TENANTS: RENT SETTING 2024-25**

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

**For Decision**  
(Pages 61 - 66)

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

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

11. **EXCLUSION OF THE PUBLIC**

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

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

12. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting on 29 November 2023.

**For Decision**  
(Pages 67 - 68)

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

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

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**HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE**  
**Wednesday, 29 November 2023**

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 29 November 2023 at 1.45 pm

**Present**

**Members:**

Helen Fentimen (Deputy Chairman)  
Mary Durcan  
Deputy John Fletcher  
Alderman Susan Pearson

**Officers:**

Pam Wharfe	- Interim Director Assistant Housing
Liam Gillespie	- Community and Children's Services
Jason Hayes	- Community and Children's Services
Michael Gwyther-Jones	- Community and Children's Services
David Blane	- Community and Children's Services
Rhys Campbell	- Town Clerk's Department
Julie Mayer	- Town Clerk's Department

**1. APOLOGIES**

As the Chairman was absent the Deputy Chairman took the Chair. Apologies were received from Ruby Sayed (Chairman), Jamel Banda, Henrika Priest and Ceri Wilkins.

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

Alderman Susan Pearson declared an interest in housing matters as a resident of Golden Lane Estate.

**3. MINUTES**

**RESOLVED** - That the public minutes and non-public summary of the meeting held on 17 April 2023 be approved as a correct record.

**Matters arising**

A Member requested an update on the report concerning right to buy leases, which had been scheduled for this meeting.

Officers replied that the report would be presented at the next meeting.

#### 4. **OUTSTANDING ACTIONS**

The Sub Committee received the actions tracker and noted the following:

1. Regarding the action in respect of vehicle charging points, a consultant had carried out an assessment across all the estates. Officers were preparing to procure the necessary works, but advised that these were expected to be delayed due to changes in personnel.
2. The Housing Working Party would report to the Housing Management and Almshouses Sub-Committee.

#### 5. **FIRE SAFETY UPDATE**

The Sub Committee received a report of the Executive Director, Community and Children's Services providing an update on fire safety.

During discussion, the following points were noted:

- Regarding fire doors, lot 1 and lot 2 had been completed, with a fire door inspection programme expected to take place imminently. Work on lot 3 was underway and had made progress. Initial planning advice was needed for lot 4 and lot 5. A suited key system had been implemented for all risers and plant rooms that would allow one key access across all of the Corporation's estates. A gateway report was due to be produced in 2024 for the replacement of emergency lighting.
- In respect to the installation of sprinkler systems, the project at Avonsdale Estate for the three-point blocks was expected to be completed before Christmas 2023. However, a petition had been raised since installation had received significant resistance from residents at Petticoat Tower. At the time of this meeting, 15 out of 88 residents had engaged with the contractor in terms of allowing access into their residences. Officers highlighted that any further delay to this project would incur prolongation cost of approximately £50,000 per month in terms of costs. A Member asked how officers planned to prevent a stand-off between residents and the City of London Corporation. Officers replied that an ongoing engagement drop-in session for both tenants and leaseholders was expected to take place in the following week, and that engagement and communication activities had been occurring regularly for the past three years. However, the petition was a recent development, and officers hoped that these sessions would reduce the level of resistance. The Chair asked why residents were objecting to the sprinkler installations. In reply, officers responded said that residents were concerned by the cosmetic appearance of the installations, and also the risk of accidental operation (e.g. flooding of flats). Attempts were underway to improve the appearance, and statistics were being provided to reassure residents that it would be unlikely for the systems to be

activated by accident. The Chair asked officers if the City Corporation would be responsible in the event of a system failure. Officers undertook to clarify the Corporation's liability for a systems failure but confirmed that residents or leaseholders would not be liable. There would be additional maintenance requirements which would incur additional cost onto residents, and officers undertook to investigate this further. The Chair advised officers to proceed with installations of those residents who were content and to offer other residents the opportunity to meet individually regarding their concerns. She asked for a progress update at the next meeting of the sub-committee.

- A Member asked if the value of a flat would increase if a sprinkler system had been installed. In reply, officers felt that this was likely and it may have an impact on home insurance costs.

**RESOLVED**, that - Members agreed, in principle, to the proposal to set up the Housing Committee Working Party. The terms of reference for this working party to be brought to the sub-committee at its next meeting.

## 6. **HOUSING MAJOR WORKS PROGRAMME - PROGRESS REPORT**

The Sub Committee received a report of the Executive Director, Community and Children's Services providing an update on the Housing Major Works Programme.

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

- The pilot window replacement project at Crescent House was complete and had received positive feedback. A ventilation strategy had been implemented to prevent damp, mould, and humidity within the property. The Yorkway communal heating system had also been completed.
- A Member, in relation to the window replacements on the William Blake Estate, asked a member if any external funding had been received for any carbon saving measures. Officers confirmed that they would be able to explore available funding options once Gateway 3 had been approved. There were still opportunities to explore more energy efficient measures within William Blake Estate, such as vacuum glazing, despite the complicated nature of the structure of the estate.
- Regarding staffing, officers had been conducting interviews and were expecting to have new staff joining shortly to support the delivery of the Housing Major Works Programme. The new staff would be hired on limited contracts which would be subject to review. A Member highlighted the importance of staff retention.
- The Chair encouraged officers to show residents how well planned and robust the Housing Major Works Programme was, and how it planned to deliver on its targets. The Chair asked officers to highlight key details in reports submitted to the Sub-Committee so that the City Corporation can

respond accordingly. Officers agreed, and suggested consolidating key information relating to the Housing Major Works programme in future reports.

- Regarding the asset management strategy, officers advised the committee that the individual working on this would most likely like to have a discussion with Members regarding high priority issues. The Chair proposed the idea of having a session, if possible, at the next committee meeting or at a time most convenient for Members.

**RESOLVED**, that - the report be received and its contents noted.

## 7. **TENANT SATISFACTION SURVEY**

The Sub Committee received a report of the Executive Director, Community and Children's Services, providing an update on the planned survey of the City Corporation's tenants.

- A Member informed officers of a tenant who had not received a call back and discussion was had as to how these surveys were conducted. The Member asked officers to be professional in their approach when conducting surveys. Officers noted these comments and offered to contact the tenant who didn't receive a call back.
- The Chair asked officers if the target of 320 completed surveys with social tenants was a significant amount, to which officers responded by saying that this figure complied with guidance given by the regulator of social housing. The Chair acknowledged that officers had met the requirement but encouraged officers to identify a way to increase the number of completed surveys to above 320 since this number seemed insignificant compared to the number of tenants that resided on the City of London Corporation estates. Officers undertook to explore how they could increase the number of completed surveys.
- A Member asked officers if a report regarding the first Tenant Perception Survey under the new Tenant Satisfaction Measures regime would be provided to the committee before April 2024. In reply, officers said that they expected to provide the report at the next meeting.

**RESOLVED**, that - the report be received and its contents noted.

## 8. **GUEST ROOMS REVIEW**

The Sub Committee received a report of the Executive Director, Community and Children's Services concerning guest rooms at Golden Lane Estate and Middlesex Street Estate.

A Member enquired as to whether staff used the guest rooms and how much they were charged for its usage. Officers confirmed that staff were charged the standard rate and advised Members that staff usage of these rooms was rare



and only occurred if they were in the locality on work business. The rooms were primarily for resident use.

In terms of the recommended change in nightly rates, a Member asked if there was any evidence that this would increase usage of the guest rooms. In reply, officers advised that the evidence was largely based on discussions with both Members and residents. Officers had attempted to make a generous discount but were willing to review it at a later date. A Member requested that officers provide a date for this review at the next meeting.

A Member asked if officers supported opening up the Middlesex Street Estate guest rooms to the residents of Mansell Street, in a similar way to how residents of the Barbican Estate could use guest rooms on Golden Lane Estate. Officers undertook to review this after refurbishment had been completed on the guest rooms on Middlesex Street Estate before making a commitment. The Chair asked officers to make this a six-month review to which officers agreed.

A Member, acknowledging the pressures on the Housing Revenue Account, and noted that data suggested that the guest rooms were a loss-making service. They felt that if the losses continued then it should be reviewed. Officers replied that if the permanent member of staff on Golden Lane were to focus on the cleaning of the rooms as their sole responsibility then that could help to alleviate the running costs of the guest rooms; better advertising of the guest rooms was also mentioned.

**RESOLVED**, that - Members agreed to approve the proposed pricing structure for the guest room facilities (includes reductions to current nightly rates).

## 9. **UNREASONABLE BEHAVIOUR POLICY**

The Sub Committee received a report of the Executive Director, Community and Children's Services, regarding the Unreasonable Behaviour Policy.

Members noted that the policy aimed to address the requirement from the Housing Ombudsman for local authorities to have a clear policy on how staff deal with unreasonable levels of contact from troublesome complainants and how the City of London Corporation are complying with the Housing Ombudsman's complaints handling code.

Members also advised officers to establish work on the corresponding side of the report, with an emphasis on staff training being mentioned.

**RESOLVED**, that - Members approved the Unreasonable Behaviour Policy for use by the Housing Division.

## 10. **INDEPENDENT ACCESS REVIEW OF OUR SOCIAL HOUSING ESTATES**

The Sub Committee received a report of the Executive Director, Community and Children's Services, concerning access on the social housing estates

Officers advised the Sub-Committee that the costs for the recommended measures needed at Middlesex Street Estate were estimated to be between £64,00-£130,000. A quote for an automatic door opener at Petticoat Tower had been raised due to accessibility issues being emphasised by a member at a previous meeting. Members hailed the access audit review of Middlesex Street Estate and were keen for officers to commence work. They expected similar reviews to be undertaken on all remaining 11 City of London Corporation social housing estates.

**RESOLVED**, that – the report be received and its contents noted.

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

A Member asked what response officers had received following the adoption of the Winter Warmth Measures Programme. Officers replied that they had received ten responses from residents, with more expected.

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

There was no other business.

**13. EXCLUSION OF THE PUBLIC**

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

**14. NON-PUBLIC MINUTES**

**RESOLVED**, – That the non-public minutes of the meeting held on 17 April 2023 be approved as a correct record.

**15. HOUSING REVENUE ACCOUNT REPAIRS & MAINTENANCE NEW CONTRACT (VERBAL UPDATE)**

Item 15 and 16 were taken as one item.

**16. EXTENSION TO REPAIRS AND MAINTENANCE CONTRACTS**

The Sub Committee considered a report of the Interim Executive Director, Community and Children’s Services regarding two agreements for the provision of Housing Responsive Repairs, Maintenance and Voids Services.

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

There was one non-public question.

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

There was no other business.

**The meeting ended at 15:29pm**

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Chairman

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## Community & Children's Services

### Members Update

Date Added	Subject	Action Agreed	Responsible Officer	Target Meeting Date - HMASC	Update
22.02.2021	Vehicle charging points at Middlesex Street and Golden Lane.	Members noted that it would still be possible to apply for funding for the 2021/22 financial year, and Members will be updated once the initial report is received from the consultants.	Pam Wharfe	November 2023	Our consultant, WSP has completed the assessments across our estates and submitted its reports. WSP is preparing a specification to procure the works and, an application for funding. Verbal Update at January meeting.
08.07.2022	Automatic door devices.	Report to be provided with further detail on automatic door-opening devices at estates	Liam Gillespie/Pam Wharfe	November 2023	To be reviewed in line with the Access Report to go to HMASC in November. Verbal update at January meeting.
17.04.2023	Arbitration Panel as part of the Complaints Process.	Look at introducing Arbitration Panel to review complaints before referral to Housing Ombudsman.	Liam Gillespie	January 2024	Currently being reviewed and a verbal update will be given at January meeting.
17.04.2023	New Repairs and Maintenance Contract to include consideration of compensation to be paid by contractor to residents for its failings.	Review the introduction of contractor compensation and incentivisation clauses in new R&M contract. Liaise with colleagues in legal and City Procurement.	Michael Gwyther-Jones	March 2024	
17.04.2023	Housing Complaints Compensation Policy	Members to see the Housing Complaints Policy as part of a report into Housing Complaints generally.	Liam Gillespie	January 2024	Verbal update at January meeting.

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# Agenda Item 5

<p><b>Committees:</b></p> <p>Barbican Residential Consultative Committee – For information          Barbican Residential Committee – For decision          Housing Management and Almshouses Sub-Committee – For decision          Community and Children’s Services Committee – For decision          Policy and Resources Committee – for decision</p>	<p><b>Dated:</b></p> <p>17<sup>th</sup> January 2023          22<sup>nd</sup> January 2023          30<sup>th</sup> January 2023           25<sup>th</sup> January 2023           22<sup>nd</sup> February 2023</p>
<p><b>Subject:</b> Housing Governance Arrangements</p>	<p><b>Public</b></p>
<p><b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b></p>	<p>1, 2, 4, 12</p>
<p><b>Does this proposal require extra revenue and/or capital spending?</b></p>	<p><b>No</b></p>
<p><b>If so, how much?</b></p>	<p><b>N/A</b></p>
<p><b>What is the source of Funding?</b></p>	<p><b>N/A</b></p>
<p><b>Has this Funding Source been agreed with the Chamberlain’s Department?</b></p>	<p><b>N/A</b></p>
<p><b>Report of:</b> Judith Finlay, Executive Director of Community and Children’s Services</p>	<p><b>For Decision</b></p>
<p><b>Report author:</b>          Gerri Scott, Housing Consultant</p>	

## Summary

The City of London Corporation is responsible for the oversight and management of the Barbican Residential Estate and 12 other estates in six London boroughs funded by the Housing Revenue Account (HRA). This report considers the current governance arrangements and recommends how these should be provided in the future.

## Recommendations

Members are asked to:

- a. Agree that there should be no immediate change to the current governance arrangements because of the dedicated focus on improving operational performance with new management arrangements for the Barbican Residential Estate and the HRA.
- b. Delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to consider any changes to the Terms of Reference arising from the discussion.
- c. Agree that consideration should be given to options for the establishment of a separate forum for HRA residents, including proposals for a body comparable

to the Barbican Residential Consultative Committee.

- d. Note that Terms of Reference are routinely reviewed on an annual basis, and that there should be a further, more comprehensive, review of housing governance arrangements in two years' time, on the understanding that the dedicated focus on both the Barbican Residential Estate and HRA should have delivered significant improvements to performance and the customer experience.

## **Main Report**

### **Background**

1. During 2020 and 2021, the City Corporation considered the findings of a review into its Governance arrangements, undertaken by Lord Lisvane. The recommendations of his review were extensive and Members resolved to work through the proposals in a methodical way, taking the various sections of the Review in turn.
2. One significant element of this was Housing, where the City has responsibility for the management of thirteen Estates, three of which (Barbican, Golden Lane, and Middlesex Street) are in the City itself, with the rest located across six London Boroughs.
3. Responsibility for Housing matters in general terms is currently spread across the Community & Children's Services (C&CS) Committee and its Housing Management & Almshouses (HM&A) Sub-Committee (for social housing estates), and the Barbican Residential Committee (for the Barbican estate).
4. Lord Lisvane's review itself did not propose changes to either the C&CS Committee or the H&MA Sub-Committee, although it did propose the abolition of the Barbican Residential Committee, with Lord Lisvane minded that its functions could be discharged through officers. Members were not supportive of this recommendation; however, emerging from the consequential discussions was tentative support for the potential creation of a standalone committee, incorporating both the housing-related responsibilities of the Community & Children's Services Committee (including those overseen by its Housing Management & Almshouses Sub-Committee) together with those of the Barbican Residential Committee. It was considered that this might give greater prominence and co-ordinated consideration to the increasingly important area of housing. This suggestion arose as a consequence not only of discussion of Lord Lisvane's proposals, but following representations made from residents and from Members around the historic and embedded shortfalls within the current set-up.
5. For example, a submission from the Barbican Association echoed both Lord Lisvane and many Members' disappointment with the state of relations between the City Corporation and Barbican residents as a collective, and wider concerns around the need for the Corporation to review the way in which it engaged with all residents (not just those of the Barbican Estate) were also prevalent.



6. However, the Court of Common Council (in December 2021) ultimately determined not to make changes to existing structures, as it felt that further activity was necessary to understand the root cause of issues and the optimal way to address these, prior to any changes to the committee structure relating to Housing.
7. Following the City-wide elections in March 2022, a number of reviews were undertaken to identify any underlying issues with the City Corporation's housing service provision and assess the optimal solutions to these, including whether any changes to committee structures would be beneficial.
8. Housing has had three external reviews, Altair (Barbican Residential Estate May 2023), Pennington (HRA Estates February 2023 and Savills (Housing Investment January 2023).
9. The reviews identified poor customer focus, poor contract and performance management, and a need for a new housing strategy and asset management plan. There is resident dissatisfaction and a high volume of complaints and concerns, most significantly from the Barbican Residential Estate, focusing on repairs and maintenance and transparency of associated costs. The Lisvane Review also recommended reviewing the mechanisms for engagement with residents.
10. In response, action plans are being implemented and new housing divisions proposed for the Barbican Residential Estate and the HRA. Permanent recruitment is underway for Assistant Director Barbican and Assistant Director HRA roles.
11. There is also the context of the wider regulatory environment which has been strengthened through the introduction of tenant satisfaction measures and consumer standards. The Regulator of Social Housing is introducing a new inspection regime, with all landlords required to publicly report against the new standards from April 2024. Although this regulation only applies to residents of social housing, this provides the context for landlords to act as stronger custodians of the customer experience.

### **Current Position**

12. The key issue for residents is operational delivery and ensuring the timely delivery of quality repairs, maintenance, and major projects. Excellent communication is a core part of that responsibility.
13. It is not recommended that the existing governance arrangements are changed because the Barbican Residential Estate and HRA both require significant operational improvement and governance changes may divert from that focus.
14. The BRC is operating effectively and there is sufficient business for both the BRC and Housing and Almshouses Sub-Committee. However, all committees

need to have sufficient oversight and assurance to complement the new regulatory regime, and to ensure that there is proper focus on operational performance and customer satisfaction.

15. It is proposed that:

- a) The annual work plan for Housing and Almshouses Sub-Committee and the BRC should be reviewed to ensure that meetings focus on performance management, financial information and cost control, complaints, risk mapping and monitoring, programme oversight, health and safety compliance and focus on customer experience.
- b) A resident consultative body is established for the HRA to ensure that the resident voice is fully heard (Lisvane recommendation). Subject to approval, this proposals would need to be subject to a further report, detailing the terms of reference, composition etc. and may require approval by the Policy & Resources Committee.
- c) A further review of governance arrangements is scheduled to take place in two years' time to review whether the arrangements remain fit for purpose following a period of concerted and dedicated focus on the performance of the Barbican Residential Estate and the HRA.

16. Members may, however, wish to make comments on their respective Committee Terms of Reference.

17. Corporate & Strategic Implications

There are no strategic implications directly related to this report

- Financial implications – See Resource implications.
- Resource implications – Should a further HRA Consultative Committee be established as a result of a future report, this will have staffing resource implications. It will take time to develop and set-up, with ongoing demands for the meetings themselves. The cost of this would largely be determined by the frequency of the meetings and terms of reference of the body, which are yet to be determined.
- Legal implications – Proposals sufficiently cover the new regulatory
- Risk implications – N/A
- Equalities implications – N/A
- Climate implications – N/A
- Security implications – N/A

## **Conclusion**

17. The current governance arrangements for the various bodies responsible for the City Corporation's housing estates sufficiently covers the statutory

responsibilities. However, the respective terms of reference need to be supplemented via the annual workplans of committees to ensure officers are reporting on the relevant and necessary information enabling dedicated focus on performance, improving the resident experience.

18. A further, more detailed, review should be scheduled to take place in two years' time to assess whether the governance arrangements remain sufficient to oversee the housing service, considering the dedicated focus on the Barbican residential estate and the HRA.

## **Background reports**

### **Lisvane Review 2021/2022**

**Appendices** (as agreed at the Court of Common Council 2023 – noting that the annual reviews are now underway)

1. Barbican Residential Committee Terms of Reference
2. Barbican Residents Consultation Committee Terms of Reference (agreed in February 2023 and subject to further review at the AGM in February 2024)
3. Community and Children's Services Terms of Reference
4. Housing Management and Almshouses Terms of Reference

### **Gerri Scott**

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LYONS, Mayor

**RESOLVED:** That the Court of Common Council holden in the Guildhall of the City of London on Thursday, 27<sup>th</sup> April, 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024.

**BARBICAN RESIDENTIAL COMMITTEE**

1. **Constitution**

A Non-Ward Committee consisting of,

- 7 Members who are non-residents of the Barbican Estate elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- 2 Members nominated by each of the following Wards/Sides of Ward:-
  - Aldersgate
  - Cripplegate Within
  - Cripplegate Without
- the Chairman or Deputy Chairman of the Community & Children's Services Committee (ex-officio)

The Chairman and Deputy Chairman of the Committee shall be elected from the Members who are non-residents of the Barbican Estate.

2. **Quorum**

The quorum consists of any three Members who are non-residents of the Barbican Estate.

3. **Membership 2023/2**

**Non-Residents:-**

- 2 (1) Anne Corbett *for one year*
- 2 (1) John Ross Foley *for one year*
- 4 (3) Andrew Stratton McMurtrie, J.P.
- 2 (2) John William Fletcher, Deputy
- 6 (2) Mark Raymond Peter Henry Delano Wheatley
- 7 (1) Susan Pearson, Alderwoman
- 2 (1) Timothy McNally

**Residents:-**

Nominations by the Wards of Aldersgate and Cripplegate (Within and Without), each for the appointment of two Members:

**Aldersgate**

Steve Goodman, O.B.E.

Helen Lesley Fentimen, O.B.E.

**Cripplegate (Within and Without)**

Mark Bostock, Deputy

Frances Leach

Paul Singh

Ceri Wilkins

together with the ex-officio Members referred to in paragraph 1 above.

4. **Terms of Reference**

To be responsible for:-

- (a) the management of all completed residential premises and ancillary accommodation on the Barbican Estate, e.g. the commercial premises, launderette, car parks, baggage stores, etc. (and, in fulfilling those purposes, to have regard to any representations made to it by the Barbican Estate Residents' Consultation Committee);
- (b) the disposal of interests in the Barbican Estate pursuant to such policies as are from time to time laid down by the Court of Common Council.

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# **Barbican Residents Consultation Committee (RCC)**

## **TERMS OF REFERENCE**

### **Membership/Constitution**

1. Each House is entitled to nominate one representative to the RCC. If the nominated representative is unable to attend, the House may nominate a substitute. In the event of a vote (AGM only) elected members must declare their interest in relevant issues.
2. In addition to the House representatives, the RCC will include three officers; - i.e. the Chair and two Deputy Chairs. Officers will be elected annually at the AGM and may serve for a maximum of four years in their role.
3. Candidates for the officer positions must be House representatives or existing officers of the RCC. Nominations for officers will be requested in advance of the AGM and nominees will be offered the opportunity to circulate a brief statement to support their candidacy. Further nominations may be proposed at the AGM itself. Members may self-nominate. The immediate past-RCC Chair may stand for election as a Deputy Chair, for one year only, to ensure a smooth transition and the handover of institutional knowledge and contacts.
4. The Chair of the Barbican Association is an ex-officio Member of the RCC, providing that the Barbican Association reciprocates by ensuring that its rules provide ex-officio membership of its General Council to the Chair of the RCC. The Chair of the Barbican Association is not eligible to stand for election as an officer of the RCC.
5. In the event that an officer position becomes vacant, after the AGM, an election may be held at a subsequent RCC meeting. Officers elected in this way, within six months of the next AGM, may continue in office without having to seek re-election at that AGM.

### **Terms of Reference**

1. To be the main formal channel of communication between tenants\* and the Corporation of London in all landlord and tenant matters which affect the Barbican Residential Estate, including interfaces with other occupiers including the commercial premises, the City of London School for Girls and the Barbican Arts Centre.
2. To present the views of tenants on the general management of the estate, within the parameters of the Barbican RCC/Barbican Residential Committee's Terms of Reference and communicating views, via Resolution, as appropriate.

3. To enable consultation and the flow of information between the Corporation of London and tenants and to work towards a partnership approach to management.
4. To develop, in conjunction with the Corporation, Service Level Agreements between tenants and the Barbican Estate Office for the Estate as a whole and for individual House Groups and to be involved in the modification of these agreements as required.
5. To oversee delivery of services against any Service Level Agreements with tenants, third parties and Corporation departments, monitoring their performance and satisfaction with the service and making suggestions where appropriate for alterations or improvement
6. To identify Service Charge items and monitor service charge costs, receiving reports of all accounts relating to the estate
7. To discuss routine and major repair works and to consult on how these will affect tenants
8. To seek to achieve efficiencies and improvements to resident services via the network of Working Parties serving the Barbican Estate.

*\*tenants refers to all persons who have a tenancy agreement with the Corporation and also includes any resident who no longer retains the Corporation as a landlord but still pays a service charge to the Corporation.*



LYONS, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27 <sup>th</sup> April 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024.
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**COMMUNITY & CHILDREN'S SERVICES COMMITTEE**

1. **Constitution**  
A Ward Committee consisting of,
  - two Aldermen nominated by the Court of Aldermen
  - up to 34 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides), those Wards having 200 or more residents (based on the Ward List) being able to nominate a maximum of two representatives
  - a limited number of Members co-opted by the Committee (e.g. the two parent governors required by law)

2. **Quorum**  
The quorum consists of any nine Members. [N.B. - the co-opted Members only count as part of the quorum for matters relating to the Education Function]

3. **Membership 2023/24**

ALDERMEN

- 4 Alistair John Naisbitt King DL
- 2 Christopher Makin

COMMONERS

2	Naresh Hari Sonpar.....	Aldersgate
4	Helen Lesley Fentimen, O.B.E.....	Aldersgate
2	Timothy James McNally .....	Aldgate
1	Ian Bishop-Laggett.....	Bassishaw
1	Nighat Qureishi, Deputy .....	Billingsgate
6	Benjamin Daniel Murphy.....	Bishopsgate
	(Bishopsgate has paired with Aldgate for this appointment).....	Bishopsgate
	(Bread Street has paired with Castle Baynard for this appointment).....	Bread Street
	(Bridge and Bridge Without has paired with Billingsgate for this appointment).....	Bridge and Bridge Without
1	Shahnan Bakth.....	Broad Street
2	James Bromiley-Davis.....	Candlewick
7	Mary Durcan.....	Castle Baynard
10	Henrika Johanna Sofia Priest.....	Castle Baynard
	(Cheap has paired with Farringdon Within for this appointment).....	Cheap
	(Coleman Street has paired with Broad Street for this appointment)	Coleman Street
2	Jamel Banda.....	Cordwainer
2	Joanna Tufuo Abeyie M.B.E.....	Cornhill
2	Anne Corbett.....	Cripplegate
2	Ceri Edith Wilkins.....	Cripplegate
	(Dowgate has paired with Candlewick for this appointment.).....	Dowgate
7	Matthew Bell.....	Farringdon Within
2	Florence Keelson-Anfu.....	Farringdon Within
3	John David Absalom, Deputy.....	Farringdon Without
7	Ruby Sayed.....	Farringdon Without
10	Philip Woodhouse, Deputy.....	Langbourn
	(Lime Street has paired with Cornhill for this appointment).....	Lime Street
7	Jason Paul Pritchard.....	Portsoken
12	John William Fletcher, Deputy.....	Portsoken
6	Caroline Wilma Haines.....	Queenhithe
13	Marianne Bernadette Fredericks, Deputy.....	Tower

2	Aaron Anthony Jose Hasan D'Souza.....	Tower
	(Vintry has paired with Cordwainer for this appointment).....	Vintry
	(Walbrook has paired with Langbourn on this appointment).....	Walbrook

Together with the co-opted Members referred to in paragraph 1 above and one Member in place of the Ward (Queenhithe) making only one of its two permitted appointments on this occasion:-

Steve Goodman, O.B.E.

**4. Terms of Reference**

To be responsible for:-

- (a) the appointment of the Executive Director of Community & Children's Services;
- (b) the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-
  - i. Children's Services
  - ii. Adults' Services
  - iii. Education - to include the nomination/appointment of Local Authority Governors; as appropriate
  - iv. Libraries - in so far as the library services affects our communities *(NB - the budget for the Library Service falls within the remit of the Culture, Heritage and Libraries Committee but the Head of the Libraries Service reports to the Director of Community and Children's Services)*
  - v. Social Services
  - vi. Social Housing - (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council)
  - vii. Public health - (within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny
  - viii. Sport/Leisure Activities
  - ix. Marriage Licensing and the Registration Service
 and the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;
- (c) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
  - Housing Management and Almshouses Sub-Committee
  - Safeguarding Sub-Committee
  - Integrated Commissioning Sub-Committee
  - Homelessness and Rough Sleepers Sub-Committee
- (d) excepting those matters reserved to the Court of Common Council or which are the responsibility of another Committee, all aspects of City of London Combined Relief of Poverty Charity (registered charity no. 1073660) and City of London Almshouses Charity (registered charity no. 1005857) and day-to-day management and administration of the charities. The Committee may exercise any available powers on behalf of the City Corporation as trustee under delegated authority from the Court of Common Council as the body responsible for exercising the powers of the City Corporation as trustee. This includes, but is not limited to, ensuring effective operational arrangements are in place for the proper administration of the charities, and to support expedient and efficient delivery of the charities objects and activities in accordance with the charities annual budget, strategy and policies.
- (f) making recommendations to the Education Board on the policy to be adopted for the application of charitable funds from The City of London Corporation Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840); and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.
- (g) the management of the Aldgate Pavilion.

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

### **Constitution**

10 Members to be elected by the Community & Children's Services Committee, including the Chairman and Deputy Chairman.

### **Quorum**

Any 3 Members.

### **Terms of Reference**

To be responsible for: -

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

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<b>Committee(s):</b> Housing Management and Almshouses Sub (Community and Children's Services) Committee	<b>Dated:</b> 30 January 2024
<b>Subject:</b> Housing Major Works Programme – Progress Report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Jason Hayes Head of Major Works, DCCS 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. From its original inception, this report has since been expanded to include information relating to Phase 2 of the Housing Major Works Programme (Future Programme).

## Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. The purpose of this report is to present progress and highlight slippage within the portfolio of projects which make up the Housing Major Works Programme to Members of the Housing Management and Almshouses Sub Committee.
2. The City of London Corporation (City Corporation) is committed to investing around £110million 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;
  - Fire safety improvement works.
3. The funding for these extensive works, which is intended to bring all the City Corporation's social housing stock the Decent Homes Standard, comes from the Housing Revenue Account (HRA), which is ring-fenced solely for housing. The HRA is made up of:
- Income from rents;
  - Income from service charges.
4. The Housing Major Works Programme was originally intended to be a 5-year programme however, the size and complexity of some of the projects included, along with initial staff resourcing issues, has meant that it is more likely to take 7 or 8 years to complete.
5. The Housing Major Works Programme is monitored and managed at several levels both corporately and within the department. This includes:
- Gateway Process;
  - Community & Children's Services Committee (C&CS);
  - Projects and Procurement Sub Committee;
  - Housing Management & Almshouses Sub Committee;
  - Housing Programme Board.
6. The Housing Programme Board (HPB) is a cross-departmental group which meets every two months to oversee the Major Works Programme. It is 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.
7. 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.

8. Following requests from Members, projects that have been added to the original five-year Housing Major Works Programme over the last few years have been highlighted in the progress report. This helps to demonstrate the extent as to which the scope of the five-year Housing Major Works Programme has increased since its inception. Members will note from the latest progress report that the value of these additional projects is approximately £23.4million (a 43% increase in the cost of the original programme).
9. In line with a request from Members and, as subsequently agreed by the C&CS Committee, attached to this report as Appendix 2 is Phase 2 of the Housing Major Works Programme (Future Programme). The format of Phase 2 has been designed to reflect the following:
  - a new, revised five-year programme with the dates reset to the start of the 2022/23 financial year.
  - the carryover and incorporation of projects from the original five-year Major Works Programme that will be incomplete by the beginning of the 2022/23 financial year.
  - the omission of all projects on the original five-year Major Works Programme that were substantially completed before the beginning of the 2022/23 financial year.
10. As members will see from the 'Future Programme' at Appendix 2, there are nearly £30million of new projects that are currently '**unfunded**'. These projects comprise works identified in the Savills Stock Condition Survey (2018) and, projects that have been identified as a result of further surveys and testing works carried out as part of the current Major Works Programme.
11. It is apparent from the scale of unfunded works described above that an Asset Management Strategy is required to shape investment for all the Corporation's Social Housing Assets. Such a strategy is critical for enabling the prioritisation of works for the future. The Interim Assistant Director Housing and Barbican is in the process of commissioning such a strategy. The strategy will include consultation with, Members, tenants and leaseholders.
12. Members will note that the Future Programme is substantively unchanged from that submitted to previous meetings of this Sub Committee. The Future Programme will likely be affected by current and future economic factors and, at some time in the future, a substantial review and redrafting will be required. Clearly, this can only be done once we have more clarity on the future funding capacity of the HRA. The report, as it stands, remains a useful reminder of the extent of work to be carried out (and forecast costs) to maintain the Corporation's Housing Estates to the required standard.
13. Although, the Future Programme does include some provision for 'Net Zero Pilots' across all our social housing estates, Members are reminded that no provision has been made for any future Net Zero Capital Projects. The reason for this, as Members will be aware, is that these projects are still largely unknown and, will only emerge over the next few years, as further research, surveys, and investigations are completed in line with the Housing Net Zero Action Plan. It is

likely that Housing Net Zero Capital Projects will be funded from a combination of external grant funding and the City Corporation's Climate Action Strategy Budget.

14. Members will note from the progress report at Appendix 1 that there have been several changes to the status of the various projects since the last meeting of this Sub-Committee. Members are asked to specifically note the following updates:

### **Progress of note on key projects**

#### *H39b – Window Replacements and External Redecorations (Holloway Estate)*

Works have resumed following the Christmas shutdown and are expected to conclude shortly. The expected date for practical completion remains the end of January 2024.

#### *H39c – Window Replacements and External Redecorations (Southwark Estate - Pakeman, Stopher, Sumner)*

Redecoration is nearly complete at Pakeman House and Stopher House, and continuing as planned at Sumner Buildings. Appointments are being made with residents to facilitate the window installations. The estimated completion of all works included in this project remains the end of June 2024.

#### *H39d – Window Replacements and External Redecorations (Sydenham Hill)*

Works have resumed following the Christmas shutdown and are expected to conclude shortly. The expected date for practical completion is February 2024.

#### *H39e – Window Replacements and External Redecorations (William Blake Estate)*

As reported previously, the initial tendered bids received and the planning approvals for this project expired during the temporary hiatus for the Capital Programme Review. A new Gateway 3/4 report was approved at the December meeting of the Community and Children's Services Committee and will be reviewed at the January Projects & Procurement Sub Committee. Statutory leaseholder consultation on the appointment of the design team will begin once all necessary approvals are in place. Works are forecast to commence April 2025.

#### *H39f – Window Replacements and External Redecorations (Windsor House)*

The majority of blocks A, B & C have had their windows renewed except for the dormer windows on the highest level. Treatment of the lead painted railings continues. An updated programme to replace the dormer windows is now being compiled. Expected date for practical completion is July/August 2024.

#### *H40a – Window Refurbishment, Roofing, Ventilation and Heating (Crescent House)*

Window Refurbishment, Roofing, Ventilation and Heating for Crescent House has now received planning and listed building consent. Officers are working with colleagues in procurement to finalise the full scope of work and produce the tender documents.

#### *H40b, c, d, e – Window Refurbishment, Roofing and Ventilation (Golden Lane Estate - Remaining Blocks)*

A Gateway 4 Detailed Options Appraisal recommending the repair of existing frames with the installation of vacuum glazing was approved at the November 2023 meeting of the Community & Children's Services Committee. Work to this part of the project is



awaiting budgets to be set up, so consultants can be commissioned to finish the design work.

#### *H45 - York Way Communal Heating*

All works have now been completed. We are now working with the contractor to agree the final accounts. A Gateway 6 (Outcome Report) will be prepared and submitted in due course.

#### *H46 - Middlesex Street Estate Communal Heating*

Work is progressing as planned at Petticoat Square. The installations within Petticoat Tower are complete bar five remaining properties where access issues remain a barrier to progress. This is in the hands of the leaseholder and legal teams to resolve.

#### *H54 – Fire Door Replacement Programme (Multiple Estates)*

- Lot 2 (Avondale Square Estate)

Installations to the three Point Blocks remain on hold pending the completion of the sprinkler installation programme, the work to install fibre optics and gas mains.

- Lot 3 (Sumner Buildings, William Blake, Dron House, Petticoat Tower communal doors)

Installations in Sumner Buildings, Dron House, and William Blake Estate continue to progress well. We are working collaboratively with the estate team to try and make final appointments. Works to upgrade the communal doors in Petticoat Tower are on hold pending the completion of the installation of the sprinkler system.

#### *H55a - Installation of Sprinklers (Avondale Square Point Blocks)*

Sprinkler programme across Avondale point blocks nearing completion. A short delay has been incurred to support in answering outstanding queries raised by Building Control pertaining to sign-off/certification. Anticipated date to vacate site is early February 2024.

#### *H55b - Installation of Sprinklers (Petticoat Tower)*

Delivery of the Petticoat Tower programme began w/c 16th October. Work across common parts is ongoing as planned. Anticipated date of project completion is currently June 2024. There is an expected increase in costs due to additional work tied to communal boxing approach linking sprinklers and communal heating pipe routes; an Issues Report is in preparation for March 2024 Committees. Other major works programmes remain to be present across Middlesex Street estate, requiring regular monitoring by project officers and CDM principal designer.

15. Members will appreciate, there will always be problems with contracts and projects such as those contained within the Housing Major Works Programme. The last 18 to 24 months have been particularly challenging and, one of the most significant challenges that we continue to face is the huge increase in the cost of construction projects nationally. The Corporation is not immune from these cost increases which, typically, are between 20 and 30%.

16. Members will also recognise that progress with any of the projects included in the Housing Major Works Programme can change at short notice. It is often the case that notable changes in projects will have occurred from the time that reports are written to the time that they are presented to this Sub-Committee. Where

appropriate, Officers will provide further updates to Members when presenting this report.

**Appendices**

Appendix 1: Housing Major Works Programme Progress Report (January 2024)

Appendix 2: Housing Major Works Programme (Future Programme)

**Jason Hayes**

Head of Major Works, DCCS Property Services

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E: [jason.hayes@cityoflondon.gov.uk](mailto:jason.hayes@cityoflondon.gov.uk)

**GOLDEN LANE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2024**

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																
							2023/24				2024/25				2025/26								
							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	H18	Great Arthur House - Replacement windows and cladding	£11,262,538	£10,948,500	works complete																		
	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	£415,458	works complete																		
	H5	Decent Homes - Phase II (multiple estate programme)	£625,400	£605,011	works complete																		
	H14	Golden Lane - Concrete Testing & Repairs (all blocks exc. Cullum Welch)	£1,050,000	£975,675	works complete																		
	H15	Cullum Welch House - Concrete Balustrade Replacement & Concrete Repairs	£820,000	£696,700	works complete																		
	H20	Redecorations (Int & Ext - in conjunction with Avondale Square, York Way & Middlesex St Estates)	£416,700	£299,086	works complete																		
	H38	Electrical Testing - Phase II (Tenated flats GLE & MSE)	£441,000	£441,000	works complete																		
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£31,174	£10,000	works complete																		
	H47	Electrical Testing - Phase IV (landlords electrics multiple estates)	£355,567	£229,500	works complete																		
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£6,600	£424	no access flats referred to H. Mgmt																		
	H40a	Window Refurbishment, Roofing, Ventilation & Heating (Crescent House)	£11,958,695	£600,000	planning approved, procurement																		
	H40b	Window Refurbishment, Roofing & Ventilation (Cullum Welch House)	£3,270,448	£53,000	design																		
	H40c	Window Refurbishment, Roofing & Ventilation (Great Arthur House)	£1,281,482	£21,000	design																		
	H40d	Window Refurbishment, Roofing & Ventilation (Stanley Cohen House)	£1,668,596	£27,000	design																		
	H40e	Window Refurbishment, Roofing & Ventilation (Maisonette Blocks)	£11,653,474	£191,700	design																		
	H41	Great Arthur House - Front Door Replacement/Compartmentation	£675,000	£60,536	design (with sprinklers)																		
	H54	Fire Door Replacement Programme (Lot 5 - GLE)	£1,160,000	£4,800	Lot 5 of 5. Lots 1,2 & 3 in delivery.																		
H55c	Installation of Sprinklers (Great Arthur House)	TBC	£130,000	contract with UL withdrawn	TBC																		
H61	Golden Lane Area Lighting & Accessibility	£500,000	£450	on hold - Capital Programme Review	TBC																		
TOTAL			£48,941,674	£16,711,850																			

**MIDDLESEX STREET ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JANUARY 2024**

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																
							2023/24				2024/25				2025/26								
							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	H22	Concrete Testing & Repairs	£160,000	£170,099	works complete																		
	H20	Redecorations (Int & Ext - in conjunction with Avondale Square, Golden Lane, York Way Estates)	£222,314	£199,069	works complete																		
	H38	Electrical Testing - Phase IIa (Tenated flats GLE & MSE)	£440,000	£421,000	works complete																		
	H24	Petticoat Tower - balcony doors and windows	£450,000	£346,050	works complete																		
	H23	MSE Lift Refurbishment	£1,555,000	£1,277,580	works complete																		
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£14,003	£560	works complete																		
	H46	Communal Heating (inc Cold Water Distribution)	£4,349,389	£3,436,260	on site																		
	H42	Petticoat Tower - Front Door Replacement	£326,429	£298,471	works complete																		
	H25	Petticoat Tower stairwell	£435,000	£427,248	works complete																		
	H12	Electrical Remedial Works (non-urgent)	£385,890	£363,825	works complete																		
	H54	Fire Door Replacement Programme (Lot 3 - inc Petticoat Tower communal doors)	£180,000	£4,800	doors to follow sprinkler install																		
	H58	Electrical Remedial Works (Phase IIb - Landlords electrics)	£368,800	£140,000	works complete																		
	H55b	Installation of Sprinklers (Petticoat Tower)	£1,324,554	£84,806	on site																		
	H53	Play and Ball Games Area Refurbishment (multiple estate programme)	£41,732	£38,538	works complete																		
TOTAL			£10,253,111	£7,208,306																			

- 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)
- projects added to the programme post launch



**YORK WAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST NOVEMBER 2023**

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE															
							2023/24				2024/25				2025/26							
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
A	M	J	J	A	M	J	J	A	M	J	J											
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (multiple estate programme)	£608,000	£574,297	works complete																	
	H20	Redecorations (multiple estate programme)	£596,000	£541,000	works complete																	
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£130,653	£49,000	works complete																	
	H48	Electrical Testing - Phase III (tenanted flats multiple estates)	£555,266	£467,000	works complete																	
	H47	Electrical Testing - Phase IV (landlords electrics multiple estates)	£355,567	£229,500	works complete																	
	H45	Communal Heating (inc Cold Water Distribution)	£3,800,190	£3,515,556	works complete																	
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£11,550	£2,170	no access flats referred to H. Mgmt																	
	H54	Fire Door Replacement Programme (Lot 1 - Holloway & York Way)	£1,060,226	£997,195	works complete																	
TOTAL			£7,117,452	£6,375,718																		

**SYDENHAM HILL ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST NOVEMBER 2023**

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE														
							2023/24				2024/25				2025/26						
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
A	M	J	J	A	M	J	J	A	M	J	J										
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (multiple estate programme)	£173,315	£46,472	works complete																
	H48	Electrical Testing - Phase III (tenanted flats multiple estates)	£555,266	£467,000	works complete																
	H47	Electrical Testing - Phase IV (landlords electrics multiple estates)	£355,567	£229,500	works complete																
	H39d	Window Replacements & Extenal Redecoration (Sydenham Hill)	£1,664,370	£1,457,604	on site																
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£8,250	£610	no access flats referred to H. Mgmt																
	H54	Fire Door Replacement Programme (Lot 4 - inc Sydenham)	£192,500	£4,800	design																
TOTAL			£2,949,268	£2,205,986																	

**SMALL ESTATES (DRON, WINDSOR, ISLEDEN, COLA, GRESHAM) INVESTMENT PROGRAMME - DELIVERY FORECAST NOVEMBER 2023**

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE														
							2023/24				2024/25				2025/26						
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
A	M	J	J	A	M	J	J	A	M	J	J										
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (Dron & Windsor as part of multiple estate programme)	£686,216	£451,412	works complete																
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£15,810	£15,810	works complete																
	H48	Electrical Testing - Phase III (tenanted flats multiple estates)	£555,266	£372,000	works complete																
	H10	Door Entry (Dron House in conjunction with William Blake)	£120,000	£120,000	works complete																
	H56	Re-Roofing at Dron House	£404,000	£363,000	works complete																
	H47	Electrical Testing - Phase IV (landlords electrics multiple estates)	£355,567	£229,500	works complete																
	H39a	Window Replacements & External Redecoration (Dron)	£1,659,146	£1,591,080	works complete																
	H39f	Window Replacements & External Redecoration (Windsor)	£2,260,939	£2,010,601	on site																
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£6,600	£718	no access flats referred to H. Mgmt																
	H54	Fire Door Replacement Programme (Lot 3 - inc Dron, Lot 4 - inc Windsor, Isleden)	£890,000	£621,000	on site																
	H53	Play and Ball Games Area Refurbishment (multiple estate programme)	£46,302	£42,880	works complete																
	H44	COLA & Gresham Refurbishment	£838,669	£643,575	final snagging issues being resolved																
TOTAL			£7,838,515	£6,461,576																	

**TOTAL PLANNED EXPENDITURE (ALL ESTATES)**

	TOTAL PLANNED	SPENT TO DATE
Golden Lane Estate	£48,941,674	£16,711,850
Middlesex Street Estate	£10,253,111	£7,208,306
Avondale Square Estate	£14,236,434	£7,519,017
Southwark/William Blake Estates	£13,367,669	£5,157,666
Holloway Estate	£5,956,484	£4,876,904
York Way Estate	£7,117,452	£6,375,718
Sydenham Hill Estate	£2,949,268	£2,205,986
Small Estates	£7,838,515	£6,461,576
<b>TOTAL</b>	<b>£110,660,607</b>	<b>£56,517,023</b>

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COLAT INVESTMENT PROGRAMME - MAJOR WORKS DELIVERY FORECAST (FUTURE PROGRAMME)

WORKS TYPE	REF	PROJECT	SCOPE	ESTIMATED COST	TIMELINE																			
					YEAR 1 (2023/24)				YEAR 2 (2024/25)				YEAR 3 (2025/26)				YEAR 4 (2026/27)				YEAR 5 (2027/28)			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
INVESTMENT PROGRAMME		Net Zero Retrofit Pilots		£50,000																				
		Boiler Replacement Programme (Multiple Estate Programme)	18 in 2022, 27 in 2023, 1 in 2024 (subject to Net Zero strategy)	£138,000																				
		CCTV Programme (Multiple Estate Programme)		£20,000																				
		Tenants Electrical Testing		£42,400																				
	COLAT Total				£250,400	£0				£0				£71,000				£133,400				£46,000		

- works programmed (current forecast)
- testing/pre contract surveys etc
- project carried over from previous programme

COMBINED INVESTMENT PROGRAMME		ESTIMATED COST	TIMELINE				
			YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>5 Year Programme Estimated total</b>		<b>£99,576,520</b>	£24,551,500	£31,362,300	£23,313,587	£15,160,967	£5,170,667
Potential cost variance +25%		£124,470,650	£30,689,375	£39,202,875	£29,141,983	£18,951,208	£6,463,333
Potential cost variance -25%		£74,682,390	£18,413,625	£23,521,725	£17,485,190	£11,370,725	£3,878,000

EXCLUDING TBC SUMS

Projects carried over from previous programme	£65,541,720
New project value (unfunded)	£34,034,800
Potential cost variance +25%	£42,543,500
Potential cost variance -25%	£25,526,100

EXCLUDING TBC SUMS

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<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Dated:</b> 30/01/2024
<b>Subject:</b> Tenant Satisfaction Survey Results: 2023-24	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	4
<b>Does this proposal require extra revenue and/or capital spending?</b>	/N
<b>If so, how much?</b>	£
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Y/N
<b>Report of:</b> Judith Finlay, Executive Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Liam Gillespie, Head of Housing Management, DCCS	

## Summary

As part of the new regulatory regime for social housing which came into effect on 1 April 2023, social housing landlords who own or manage over 1,000 homes are required to submit annual returns against a set of Tenant Satisfaction Measures (TSMs), with the first submission to the Regulator for Social Housing due by 30 June 2024.

The Housing Division carried out its first mandatory TSM survey in November 2023, through an independent market research provider, Acuity. This report summarises the results of the survey and provides some context for the results, both in London and nationally.

The final results were received in December 2023, so this report is simply intended to bring the results to Members' attention as soon as possible after the survey closed. Further analysis of the results will follow, and it is intended that the results will be used to inform discussions on priorities and service improvements across Housing and Property Services.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. With effect from 1 April 2023, the Regulator for Social Housing requires social housing landlords with over 1,000 homes under their management to submit an annual return against a set of 22 Tenant Satisfaction Measures (TSMs). Twelve of the measures are obtained through an annual tenant satisfaction survey, with the remaining ten measures being collated from data held by landlords. The full set of TSMs are shown at Appendix One.

### Current Position

2. The headline results from this year's survey are shown at Appendix Two (table one), alongside the results of the previous (2022/23) survey, in which the TSM questions were used as a pilot, despite not yet being a regulatory requirement.
3. For ease of reference, some key results are:

Measure	%	% change since 2022/3	Upper Quartile London %
TP01 Overall satisfaction	66.9	+9.9	64.5
TP02 Satisfaction with repairs	67.0	+4	71.3
TP03 Satisfaction with time taken to complete most recent repair	66.2	+7.2	76.3
TP07 Satisfaction that the landlord keeps tenants informed about things that matter to them	74.0	+15	68.5
TP08 Agreement that the landlord treats tenants fairly and with respect	71.6	11.6	70.8
TP10 Satisfaction that the landlord keeps communal areas clean and well maintained	73.5%	22.5	64.7

The orange colour denotes areas where the City of London Corporation satisfaction levels are below the top quartile for London and green for where the results sit in the upper quartile.

4. Members will note from Appendix Two (table one) that satisfaction levels have increased since last year in all but one area, complaints handling, which decreased by a small amount. In some areas, the increases are significant. This is likely to be due in part to the change in methodology (the use of telephone interviews), which

enabled us to canvass the views of people who might not have previously responded to a paper or online survey.

5. It is not yet known how the City Corporation's latest results compare to other landlords, as that information is not expected to be publicly available until later in 2024, following the submission deadline of 30 June 2024.
6. However, comparison can be made to information collated from satisfaction survey data collected in 2022/23. A report prepared by HouseMark on behalf of London Councils in April 2023 showed the performance of 25 local authority landlords in London. This data has been used above and in Appendix Two to give an indication of how the City Corporation compares to other local authority landlords in Greater London.
7. Members will note that, according to the HouseMark report, our most recent survey results exceed the 2022/23 median for London Councils in each of the 12 areas surveyed, with eight measures placed in the upper quartile. Our current results will be reviewed once the latest results for other landlords are published.

#### *Wider Context for Social Landlords*

8. Satisfaction levels should be viewed in the context of local issues and the many challenges affecting landlords nationally. National trends have shown declining tenant satisfaction for several years, for both local authority and housing association landlords. There was a notable drop in satisfaction in 2020, which could be explained in part by the survey coinciding with the first national lockdown.
9. Further detail about previous years' results can be found in Appendix Two (table two). Data collated by HouseMark from 189 social landlords in England showed that overall satisfaction has fallen for the past five years and, as of Q2 of 2023/24, stood at an average of 72.3% nationally.
10. Satisfaction levels also vary quite drastically depending on the size of the landlord and their location. For example, median satisfaction levels for large, urban local authorities stood at 62.3% at the end of September 2023, with smaller housing associations outside large urban centres reporting a median of 77.5% satisfaction.
11. The picture for local authority landlords in London appears less favourable when viewed in the national context, however it should be remembered that these landlords operate within a more challenging environment, with more severe overcrowding, older and higher-density stock in need of more maintenance, a higher proportion of high-rise residential buildings and higher costs for repairs and maintenance.
12. The latest information (published in April 2023) for local authority landlords in London shows a median overall satisfaction level of 60.2%, with a range from 37% to 73%.
13. Our lowest performing measure is complaints handling, which is true of most landlords. Tenant satisfaction with complaints handling is low across England;

HouseMark analysis in Q2 of 2023/24 showed that 34% of tenants were satisfied with their landlord's handling of complaints. In London, the median figure for local authorities in 2022/23 was even lower at 25.5%. Our current performance of 38.3% compares relatively favourably when viewed within this context, however this will be an area in which service improvements are targeted in order to increase service performance and tenant satisfaction.

### *Response Rates*

14. The use of telephone surveys enabled a higher response rate than in previous years, when only paper or online surveys were used. This more active approach enabled the collection of 335 responses from tenants, giving a survey rate of 18% of tenant households. This response rate meets the expectations of the Regulator for Social Housing and gives a high confidence level on the accuracy of the results.
15. In previous years, the response rate was much lower; for instance, in 2022/23, 233 responses were received from tenants (12% return) and the combined tenant and leaseholder return was only 329. Prior to that, response rates had often been much lower and in some years only just exceeded 300 total responses for tenants and leaseholders.
16. Using telephone surveys also enabled us to contact a wider range of residents, including those who might not have responded to a paper or online survey.

### **Additional Questions on Cost of Living Impact**

17. We used the survey as an opportunity to ask additional questions related to the impact of the cost of living crisis on our tenants (please see table three in Appendix Two).
18. The responses show that 11% of respondents said they struggled with paying rent or service charges (70% said they did not), while 25% of tenants reported that they struggled to pay utility or fuel bills.
19. A notable proportion of respondents said that, while they do not currently struggle to pay rent or household bills, they are concerned about the future (i.e. potential price increases or changes in their income). In the case of utility and fuel bills, 18% of tenants said they were worried about their future ability to pay.

### **Future Surveys**

20. The completion of the first TSM survey under the new regulatory regime provided a useful exercise for the Housing Division and several improvements will be made when the survey is conducted again later in 2024:
  - Better introductory publicity to residents, informing them that the survey will be taking place and that an independent organisation will be carrying it out. It is proposed that each household will be written to in advance of the survey for 2024/25. This is intended to address concerns that some tenants had about



being contacted on our behalf by Acuity, as they had not seen the communications sent out via our mailing list and newsletters.

- We will consider setting a higher target return rate and surveying more tenants than the required statistical minimum, to increase participation and give additional assurance that the results reflect current satisfaction levels
- Some improvements will be made to the format of the survey communications, in response to feedback received this year, including making it clear that survey invitations are personal to each household and should not be forwarded

21. It is proposed that, with the exception of the changes mentioned above, the same methodology is maintained for future surveys, to enable more useful comparison to be made year on year. Prior to the introduction of the TSMs, a 'STAR' survey (survey of tenants and residents) was used. The questions were not prescribed as the TSMs are, and landlords were not required to complete the survey every year or report the data to the Regulator. Methodologies varied between years and there was no requirement, as there now is, to ensure that the results were statistically significant. Care should therefore be taken in making comparisons with older survey results, however they have been included to give an indication of trends over time.

### **Responding to the Results**

22. Further analysis of the results will now take place, to determine how the information can best be used to inform service improvements. Members will be aware of the Resident Focus Project, which aims to make improvements to customer services across Housing and Property Services functions. The results of this survey will be used to identify priority areas for service improvements and, where appropriate, the satisfaction results will form the basis of a measurable target for future performance.

23. This report is intended to bring the results to Members' attention at an early stage and a further report will be submitted to inform Members in more detail about the steps to be taken to support improvements to the results. This will include further comparative data once this becomes available.

24. The results will also be published to residents through the website, the @home magazine and monthly newsletter, and the 2023/24 Annual Report for Tenants.

### **Leaseholder Satisfaction Survey**

25. Members may recall that the TSMs are applicable only to homes for social rent, or shared ownership. However, we are completing a survey to measure leaseholder satisfaction, though these results will not form part of the return to the Regulator. At the time of writing, the survey was still underway and is due to be completed in January 2024.

### **Conclusion**

26. From 1 April 2023, the Regulator for Social Housing has required landlords to collect annual tenant satisfaction data against a new set of specified measures, with the results for 2023/24 due to be returned to the RSH by 30 June 2024.
27. The Housing Division completed its first mandatory TSM survey in late November 2023 and the overall satisfaction rate with services was 66.9%.
28. Officers are due to complete further analysis of the results and identify ways in which they can be used to inform service improvement initiatives, for instance those planned or underway as part of the Resident Focus Project.
29. A further report will be brought to this Sub-Committee containing more detail about the steps to be taken to support improvements to the results, as well as comparative data for other landlords once this is publicly available.

### **Appendices**

- Appendix 1 – Tenant Satisfaction Measures
- Appendix 2 – Data tables

### **Liam Gillespie**

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**Tenant Satisfaction Survey**  
**Question Requirements**

*Please note: only those measures with a “TP” reference number (shaded grey) will form part of the Tenant Satisfaction Survey. The remaining measures will be reported using landlord data.*

<b>Overall satisfaction</b>	<b>TP01: Overall satisfaction</b>	Taking everything into account, how satisfied or dissatisfied are you with the service provided by your landlord? This measure will be based on the percentage of tenants who say they are satisfied.
<b>Keeping properties in good repair</b>	<b>TP02: Satisfaction with repairs</b>	Has your landlord carried out a repair to your home in the last 12 months? If yes, how satisfied or dissatisfied are you with the overall repairs service from your landlord over the last 12 months?
	<b>TP03: Satisfaction with time taken to complete most recent repair</b>	Has your landlord carried out a repair to your home in the last 12 months? If yes, how satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?
	<b>TP04: Satisfaction that the home is well-maintained</b>	How satisfied or dissatisfied are you that your landlord provides a home that is well-maintained?

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**Tenant Satisfaction Measures**  
**APPENDIX ONE**

	<b>RP01: Homes that do not meet the Decent Homes Standard</b>	Measured by landlords' management information This measure will be based on the percentage of a landlord's homes that do not meet the Decent Homes Standard. This is a government document describing conditions that social homes should meet.
	<b>RP02: Repairs completed within target timescale</b>	Measured by landlords' management information This measure will be based on the percentage of repairs the landlord has done within the target time they have set for themselves. As part of this measure, landlords will have to make these target times public. This will measure both emergency and non-emergency repairs requested by tenants. Repairs planned by the landlord will not be included.
<b>Maintaining building safety</b>	<b>TP05: Satisfaction that the home is safe</b>	Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that your landlord provides a home that is safe?
<b>Safety checks</b>	<b>BS01: Gas safety checks</b>	Measured by landlords' management information This measure will be based on the percentage of homes that have had all the necessary gas safety checks.
	<b>BS02: Fire safety checks</b>	Measured by landlords' management information This measure will be based on the percentage of homes in buildings that have had all the necessary fire risk assessments.
	<b>BS03: Asbestos safety checks</b>	Measured by landlords' management information This measure will be based on the percentage of homes in buildings that have had all the necessary asbestos management surveys or re-inspections.

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**Tenant Satisfaction Measures**  
**APPENDIX ONE**

	<b>BS04: Water safety checks</b>	Measured by landlords' management information This measure will be based on the percentage of homes that have had all the necessary legionella risk assessments. Legionella is a bacterium that can make people ill if it gets into water supplies.
	<b>BS05: Lift safety checks</b>	Measured by landlords' management information This measure will be based on the percentage of homes in buildings where the communal passenger lifts have had all the necessary safety checks.
<b>Respectful and helpful engagement</b>	<b>TP06: Satisfaction that the landlord listens to tenant views and acts upon them</b>	How satisfied or dissatisfied are you that your landlord listens to your views and acts upon them?
	<b>TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them</b>	How satisfied or dissatisfied are you that your landlord keeps you informed about things that matter to you?
	<b>TP08: Agreement that the landlord treats tenants fairly and with respect</b>	To what extent do you agree or disagree with the following? "My landlord treats me fairly and with respect."
<b>Effective handling of complaints</b>	<b>TP09: Satisfaction with the landlord's approach to handling of complaints</b>	Have you made a complaint to your landlord in the last 12 months? If yes, how satisfied or dissatisfied are you with your landlord's approach to complaints handling?

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**APPENDIX ONE**

	<b>CH01: Complaints relative to the size of the landlord</b>	Measured by landlords' management information This measure will be based on the number of complaints the landlord receives for each 1,000 homes they own.
	<b>CH02: Complaints responded to within Complaint Handling Code timescales</b>	Measured by landlords' management information.  This measure will be based on the percentage of complaints the landlord responds to within the times set by the Housing Ombudsman's Complaint Handling Code. All social housing landlords have to follow this Code.
<b>Responsible neighbourhood management</b>	<b>TP10: Satisfaction that the landlord keeps communal areas clean and well-maintained</b>	Do you live in a building with communal areas, either inside or outside, that your landlord is responsible for maintaining? If yes, how satisfied or dissatisfied are you that your landlord keeps these communal areas clean and well-maintained?
	<b>TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods</b>	How satisfied or dissatisfied are you that your landlord makes a positive contribution to your neighbourhood?
	<b>TP12: Satisfaction with the landlord's approach to handling anti-social behaviour</b>	How satisfied or dissatisfied are you with your landlord's approach to handling anti-social behaviour?
	<b>NM01: Anti-social behaviour cases relative to the size of the landlord</b>	Measured by landlords' management information This measure will be based on the number of anti-social behaviour cases opened for each 1,000 homes the landlord owns, including the number of cases that involve hate incidents.

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Tenant Satisfaction Measures  
APPENDIX ONE**

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HMASC 30 January 2024  
 Tenant Satisfaction Survey Results 2023/24  
 Appendix Two

Table One: Survey Results 2023/24						
TSM Reference	Measure	CoL 2022/23 Result (tenants only)	CoL 2023/4 Result (tenants only)	Change from 2022/3	London Councils – Median 2022-3*	London Councils – Upper Quartile 2022-3*
TP01	Overall satisfaction	57%	66.9%	+9.9%	60.2	64.5
TP02	Satisfaction with repairs	63%	67.0%	+4%	64.1	71.3
TP03	Satisfaction with time taken to complete most recent repair	59%	66.2%	+7.2%	59.0	76.3
TP04	Satisfaction that the home is well maintained	57%	64.9%	+7.9%	60	72
TP05	Satisfaction that the home is safe	Not separately surveyed in 2022 pilot - "safe" was included in TP04	71.7%	-	69	74.3
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	42%	53.2%	+11.2%	45.6	51.2
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	59%	74.0%	+15%	64	68.5
TP08	Agreement that the landlord treats tenants fairly and with respect	60%	71.6%	+11.6%	61	70.8
TP09	Satisfaction with the landlord's approach to handling complaints	40%	38.3%	-1.7%	25.5	28.6
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	51%	73.5%	+22.5%	58.5	64.7
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	48%	69.6%	+21.6%	54	55
TP12	Satisfaction with the landlord's approach to handling of anti-social behaviour	46%	66.8%	+20.8%	42	53

Box filled green = our result meets or exceeds this figure. Box filled amber = our result does not meet or exceed this figure

\*Figures taken from HouseMark report on London Councils TSMs pilot undertaken in 2022/23, published April 2023.

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**Tenant Satisfaction Survey Results 2023/24**  
**Appendix Two**

**Table Two: Key Tenant Satisfaction Data – 2016 to 2023**

Note on results: figures are rounded to nearest whole number. Please note that survey methodologies varied between years and the TSM questions were only asked in 2022 and 2023. Results for 2016-2020 were for similar, but differently phrased, questions.

Measure	2016	2017	2018	2020	2022	2023
Overall satisfaction with services	79%	68%	92%	52%	57%	67%
Overall satisfaction with repairs service	67%	55%	73%	52%	63%	67%
Satisfaction with cleanliness of estate	78%	69%	58%	58%	51%	74%
Satisfaction with listening to and acting upon views	70%	50%	46%	38%	42%	53%
Satisfaction with information provided to tenants	87%	66%	73%	61%	59%	74%

**Table Three: Additional Questions – Cost of Living Concerns**

Do you currently struggle with any of the following? Paying your rent or service charges	Yes	11.04%
	No	70.35%
	I am worried about the future	10.09%
	Prefer not to say	8.52%
Do you currently struggle with any of the following? Meeting the cost of	Yes	22.86%
	No	52.38%

**HMASC 30 January 2024**  
**Tenant Satisfaction Survey Results 2023/24**  
**Appendix Two**

household bills (other than utility or fuel bills)	I am worried about the future	15.24%
	Prefer not to say	9.52%
Do you currently struggle with any of the following? Meeting the cost of utility/fuel bills		
	Yes	25.63%
	No	46.52%
	I am worried about the future	18.35%
	Prefer not to say	9.49%



<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Dated:</b> 30/01/2024
<b>Subject:</b> Secure Tenants: Rent Setting 2024-25	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	4, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>Y/N</b>
<b>Report of:</b> Judith Finlay, Executive Director of Community & Children's Services	<b>For Information</b>
<b>Report authors:</b> Liam Gillespie, Head of Housing Management and Wendy Giaccaglia, Income Manager, Housing Division	

## Summary

Rents for the City Corporation's secure tenants (governed by the Housing Act, 1985) are revised with effect from April each year and set with reference to policy issued by central government. The current policy, which is in place until the 2025/26 financial year, allows local authority landlords to increase rents up to a maximum of the previous September's Consumer Price Index (CPI), plus 1%.

The CPI figure in September 2023 was 6.7%, meaning that the maximum increase for 2024/25 is 7.7%. This paper gives Members further detail about the impact of the increases on current rents and provides context on the management of pressures on the Housing Revenue Account (HRA).

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. The City Corporation has 1,877 social tenants across its HRA estates. These residents hold a Secure tenancy under the Housing Act, 1985. Rents are revised with effect from April each year and notices must be served on each tenant at least four weeks before the new rents take effect.

2. Rents for Secure tenancies are set in accordance with central government policy and a maximum increase is specified for each rent year. Current policy dictates that local authority landlords will be permitted to increase rents by the previous September's Consumer Price Index (CPI) figure, plus 1% (CPI + 1%).
3. The current policy is in place until 2025/26 and a consultation on future rent policy is expected in time for any changes to take effect from 2026.
4. Previous rent increases are shown at Appendix One. Members will recall that the Welfare Reform and Work Act 2016 required social landlords to reduce rents by 1% for four successive years, from 2016 to 2020. This had a significant impact on landlords' business plans, which were created using an assumption of annual rent increases.
5. Since the end of the 1% rent reduction in 2019/20, increases have been permitted according to the CPI+1% formula, however in 2023/24 a cap was imposed at 7%. At that time, CPI stood at 10.1%, meaning a potential rent increase of 11.1% without the cap being applied. The 7% cap was intended to offer some protection to the most vulnerable social tenants while recognising that landlords faced significantly increased operating costs at a time of economic difficulty.
6. In 2012, the government introduced Housing Revenue Account (HRA) self-financing and local authorities are expected to finance housing provision from rents, service charges and other sources of income due to the HRA. Service planning relies on making effective assumptions about inflationary rent increases, to inform viable long-term plans for housing stock maintenance and service provision.
7. The four-year rent reduction, and the cap on the 2023/24 rent increase, had a significant impact on the HRA at a time when major challenges are faced in maintaining and improving our housing stock. High inflation has meant that pressure on the HRA has increased, while the rent reduction and rent cap meant that inflation outpaced income generation.
8. We have experienced significant cost increases for staff salaries, utilities, responsive repairs and major works projects. The vital improvements being delivered by the building safety agenda (including fire safety improvements across our stock) have also increased pressure on the HRA.
9. Officers are also mindful of financial pressures faced by tenants, with households experiencing significant cost of living increases. These increases have hit those on the lowest incomes the hardest. The City Corporation continues to offer support and advice to those experiencing rent arrears and other financial concerns, with access to free and confidential debt advice, or assistance in claiming relevant welfare benefits. Members will be aware that officers take a supportive approach to dealing with rent arrears, aiming to sustain tenancies and minimise tenancy failure and eviction. Tenancy failure rates due to rent arrears remain very low, with just one eviction carried out in 2022/23.

## **Current Position**

10. CPI stood at 6.7% in September 2023, meaning that the rent increase for 2024/25 will be 7.7%. This increase will be implemented with effect from 1 April 2024.
11. The change to current rents for City Corporation tenants is shown at Appendix One, table two. This table shows the increase to the current average rent for each property size.
12. While any increase in costs will inevitably add to household pressures, it is vital that the self-financing HRA generates sufficient income to enable day to day service delivery and support the achievement of its major works plan, which aims to provide safe and secure homes and bring the City Corporation's housing stock up to or beyond the required standard.
13. For tenants in receipt of Housing Benefit or Universal Credit, the increase will be covered by that benefit. We continue to invest in services designed to support those most at risk of falling into rent arrears, or currently experiencing financial difficulties. We have four full-time officers dedicated to helping tenants with arrears, and we actively promote access to free and confidential advice and support via City Advice, which is partly funded by the HRA.

## **Corporate & Strategic Implications**

### **Strategic implications**

The effective collection of income supports our ability to deliver strategic objectives in the Corporate Plan and the Housing Strategy. This includes the provision of safe, clean estates and the repair and modernisation of our housing stock.

### **Financial implications**

The implementation of the April 2024 rent increase will generate additional rent receipts to the HRA, supporting the delivery of routine services and capital projects.

### **Resource implications**

None.

### **Legal implications**

None.

### **Risk implications**

None.

### **Equalities implications**

None.

### **Climate implications**

None.

### **Security implications**

None.

## **Conclusion**

14. In accordance with current rent setting policy, which provides for annual increases of CPI + 1%, it is intended that rents for the City Corporation's secure tenants will increase by 7.7% with effect from 1 April 2024.

## **Appendices**

- Appendix 1 – Historic rent increases; current and projected average rents

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Rent Setting 2024/25 – APPENDIX ONE

Table One: Rent Setting 2012/13 to 2022/23

Rent year	Adjustment	Comments
2012/13	6.1%	
2013/14	3.1%	
2014/15	3.7%	
2015/16	2.2%	
2016/17	-1.0%	First of four annual rent decreases
2017/18	-1.0%	
2018/19	-1.0%	
2019/20	-1.0%	
2020/21	2.7%	
2021/22	1.5%	
2022/23	4.1%	
2023/24	7.0%	Increase capped by central government; CPI+1% would have meant 11.1% increase
2024/25	7.7%	

Table Two: Changes to current rents based on 7.7% increase for 2024/25

Property Size	Average Current Weekly Rent 2023/24	Total inc. 7.7% Uplift for 2024/25	Additional monthly cost
Studio	£85.81	£92.42	£28.64
1-bed	£102.65	£110.55	£34.23
2-bed	£140.76	£151.60	£46.97
3-bed	£155.02	£166.96	£51.74
4-bed	£167.01	£179.87	£55.73
Average Weekly Rent (all properties)	£120.58	£129.86	<b>£40.21</b>

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

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