



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

Date: MONDAY, 28 NOVEMBER 2016
Time: 1.45 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Virginia Rounding (Chairman)
Ann Holmes (Deputy Chairman)
Randall Anderson
Deputy John Barker
Deputy Billy Dove
John Fletcher
Deputy the Revd Stephen Haines
Deputy Henry Jones
Deputy Catherine McGuinness
Gareth Moore
Dhruv Patel
Deputy Elizabeth Rogula
Mark Wheatley

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes and non-public summary of the meeting on 26 September.
For Decision
(Pages 1 - 4)
4. **PRESENTATION: TENANCY SUPPORT TEAM**
For Information
5. **HOUSING UPDATE**
Report of the Director of Community & Children's Services.
For Information
(Pages 5 - 10)
6. **HOUSING ESTATES - ALLOCATED MEMBERS' REPORT**
Report of the Director of Community & Children's Services.
For Information
(Pages 11 - 18)
7. **MAIS HOUSE DECANT PROGRAMME - UPDATE**
Report of the Director of Community & Children's Services.
For Information
(Pages 19 - 20)
8. **ESTATE SATISFACTION SURVEY DATA REPORT**
Report of the Director of Community & Children's Services.
For Information
(Pages 21 - 26)
9. **HOUSING DELIVERY PROGRAMME - COMMUNICATIONS STRATEGY**
Report of the Director of Community & Children's Services.
For Decision
(Pages 27 - 40)
10. **WINDSOR HOUSE - COMMUNAL AND ESTATE WIDE REPAIRS**
Report of the Director of Community & Children's Services.
For Decision
(Pages 41 - 42)

11. **CITY OF LONDON ALMSHOUSES REVENUE AND CAPITAL BUDGETS 2016/17 AND 2017/18**
Joint report of the Chamberlain and Director of Community & Children's Services.
For Decision
(Pages 43 - 50)
12. **MIDDLESEX STREET ESTATE, PETTICOAT TOWER - REPLACEMENT OF WINDOWS AND BALCONY DOORS**
Report of the Director of Community & Children's Services.
For Decision
(Pages 51 - 54)
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
15. **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

16. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 26 September 2016.
For Decision
(Pages 55 - 56)
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
18. **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

Monday, 26 September 2016

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at Committee Rooms, West Wing, Guildhall on Monday, 26 September 2016 at 1.45 pm

Present

Members:

Virginia Rounding (Chairman)	John Fletcher
Ann Holmes (Deputy Chairman)	Deputy the Revd Stephen Haines
Randall Anderson	Dhruv Patel
Deputy John Barker	

Officers:

Philippa Sewell	-	Town Clerk's Department
Ade Adetosoye	-	Director of Community & Children's Services
Jacque Campbell	-	Community & Children's Services Department
Amy Carter	-	Community & Children's Services Department
Wendy Giaccaglia	-	Community & Children's Services Department
Liam Gillespie	-	Community & Children's Services Department
Paul Jackson	-	Community & Children's Services Department
Anne Mason	-	Community & Children's Services Department
Sonia Marquis	-	Community & Children's Services Department
Paul Murtagh	-	Community & Children's Services Department
Jacqueline Whitmore	-	Community & Children's Services Department

1. APOLOGIES

Apologies were received from Deputy Billy Dove, Deputy Henry Jones, Deputy Catherine McGuinness, Gareth Moore, Deputy Elizabeth Rogula, and Mark Wheatley.

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

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 4 July 2016 be approved as a correct record.

Matters Arising

DWP Grant

Members were pleased to note that the carry-forward had been agreed, and the same level of support to vulnerable households transitioning to universal credit could continue.

Housing and Planning Act

The Chairman asked officers to keep liaising with the Government to ensure the views of the Corporation, as a non-party political organisation, were known.

Communications Strategy for Projects

Officers advised that a communications strategy had been drafted for major works and developments and a Communications Officer was being recruited to oversee its delivery. In response to a Member's questions, officers undertook to bring the draft strategy to this Committee at their next meeting and include an update on the Middlesex Street works on the next monthly communication to residents.

4. **PRESENTATION: SOUTHWARK MEDIATION**

The Sub Committee received a presentation from Dave Walker from Southwark Mediation Centre, an independent service which had been working with the Corporation for approximately three years. Mr Walker advised that he had been involved in a variety of cases from neighbourhood disputes, to facilitating contractor meetings, and sought to improve relationships and communication overall, rather than solving one particular problem at a time. Members noted that the City of London Corporation took a proactive approach to solving disputes, asking for the Mediation Services to get involved early in order to pre-empt communication problems. Mr Walker advised that changing how officers and residents interacted with one another had positively affected their on-going relationship and allowed them to communicate more effectively.

In response to Members' questions, Mr Walker advised mediation could be a lengthy process, particularly when large groups of individuals were involved, as he needed to ensure all viewpoints were being communicated. Members noted that approximately 9 in 10 disputes could be resolved through mediation, but Mr Walker advised that those that couldn't be resolved still benefitted from exploring the option.

The Chairman thanks Mr Walker for his presentation, and Members noted that a conference showcasing the Centre's Youth Mediation Project and other work was being held on 10 October.

5. **CITY OF LONDON ALMSHOUSES UPDATE**

The Sub Committee received a report of the Director of Community & Children's Services regarding the City of London Almshouses in Lambeth.

RESOLVED – That the report be noted.

6. **MAIS HOUSE DECANT PROGRAMME - UPDATE**

The Sub Committee received a report of the Director of Community & Children's Services regarding decanting the sheltered housing scheme at Mais House, which began in May 2016.

RESOLVED – That the report be noted.

7. **ANNUAL REPORT FOR TENANTS 2015-16**

The Sub Committee received a report of the Director of Community & Children's Services regarding the Annual Report for Tenants 2015-16.

RESOLVED – That the report be noted.

8. **COMPENSATION POLICY**

The Sub Committee considered a report of the Director of Community & Children's Services regarding the Compensation Policy. In response to Members' questions, officers undertook to clarify that Barbican leaseholders were not included and confirmed mediation was included in the Complaints Policy.

RESOLVED – That the Compensation Policy be approved for use as part of the Complaints management process.

9. **SELF-NEGLECT (AND CHRONIC HOARDING) PROTOCOL**

The Sub Committee received a report of the Director of Community & Children's Services regarding the Self-Neglect Protocol. Members noted how complex hoarding and self-neglect cases were, and congratulated officers on their handling of a recent case.

RESOLVED – That the report and protocol be noted.

10. **FIRE SAFETY PROTOCOL - COMMUNAL AREAS IN RESIDENTIAL BLOCKS**

The Sub Committee considered a report of the Director of Community & Children's Services regarding the Fire Safety Protocol for communal areas in residential blocks. In response to the Chairman's suggestion, officers confirmed that photographs would be included in the guidance sent to residents.

RESOLVED – That the protocol be endorsed for immediate adoption and implementation.

11. **GATEWAY 3/4 OPTIONS APPRAISAL: MIDDLESEX STREET ESTATE, PETTICOAT TOWER, REPLACEMENT OF WINDOWS AND BALCONY DOORS**

The Sub Committee received a report of the Director of Community & Children's Services regarding the replacement of windows and balcony doors on Petticoat Tower, Middlesex Street Estate. In response to a Member's query over the full history of the works, officers offered to brief Members outside of the meeting.

RESOLVED – That:

- a) the budget of £787,500 be noted;
- b) Option 2, to replace the existing windows and door with an equivalent layout with double glazing, be approved for proceeding to Procurement and Gateway 5; and
- c) £14,000 be approved for staff time, surveyor costs, and Principal Designer costs.

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

In response to a question, officers undertook to liaise with the Chairman about organising this year's Christmas Hamper visit to the Almshouses.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

14. EXCLUSION OF THE PUBLIC

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

Item	Paragraph
15-17, 19	3
18	-

15. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 4 July 2016 be approved as a correct record.

16. THAMES WATER CONTRACT

The Sub Committee received a report of the Director of Community & Children's Services.

17. HORACE JONES HOUSE, TOWER BRIDGE - FIRST YEAR UPDATE

The Sub Committee received a report of the Director of Community & Children's Services.

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

There were no non-public questions.

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

There was one item of other business.

The meeting ended at 2.43 pm

Chairman

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Committee	Dated:
Housing Management & Almshouses Sub-Committee	28 November 2016
Subject: Housing Update	Public
Report of: Director of Community & Children's Services	For Information
Report author: Robert Jacks – Head of Estates	

Summary

This six monthly update on Housing Service performance and management information keeps Members up to date with progress against key areas of work. The report covers performance for the first half of the financial year (1 April 2016 to 30 September 2016).

Members may wish to note that:

- Performance on responsive repairs and maintenance has generally met or exceeded targets, other than for CP12 gas safety certificates;
- Performance on rent collection is just below target but continues to remain very high;
- Performance on benefit claims has exceeded targets in all three performance indicators.
- Two families have been successfully resettled within the City under the Syrian Refugee resettlement programme

Recommendation

Members are asked to note the report.

Main Report

Background

1. This report is presented to the Housing Management & Almshouses Sub-Committee every six months. It provides Members with an overview of Housing Service performance and progress on key issues, plus some additional information of interest.
2. This report covers the period 1 April 2016 to 30 September 2016. It has been organised to give Members information on each of eight areas of work:
 - Repairs & Maintenance
 - Estate Management
 - Resident Engagement
 - Revenues
 - Allocations
 - Affordable Housing
 - Benefits
 - Complaints

Repairs & Maintenance

- Performance information on our responsive repairs service is collected and reported quarterly. Indicators are reviewed annually to ensure they produce meaningful data that can be monitored effectively. The service is delivered by our contractor, Wates Living Space.

Performance indicator	Target	Mid-year performance
Overall	96%	98.05%
Priority One repairs (complete within 24 hours)	95%	96.90%
Priority Two repairs (complete within 3 working days)	95%	98.81%
Priority Three repairs (complete within 5 working days)	96%	97.80%
Priority Four repairs (complete within 20 working days)	96%	99.40%
% of jobs for which post-work inspections were carried out	15%	26%

- Gas servicing is carried by our contractor, Carillion, who work closely with City staff to gain access to properties and carry out the necessary safety checks. At the end of this reporting period, 99.07% of our properties have up to date CP12 gas safety certificates; only 15 properties remain outstanding. Our target remains 100%.

Estate Management

- 23 Right to Buy applications were made between 1 April and 30 September 2016. None of these completed during the reporting period. However, five applications received prior to 1 April 2016 completed during this time. Five completions represent approximately 0.25% of the remaining social housing stock.
- There were 29 new incidents of Anti-Social Behaviour on our estates during the past six months. Most of these were minor issues which would not be classed as anti-social behaviour by the police. These can be broken down as follows:

Avondale Square	10
Golden Lane	4
Southbank	11
Isleden House	1
Sydenham Hill	1
Middlesex Street	2

- Members will be aware that, earlier in the year, we consulted residents about the Neighbourhood Patrol Service provided by Parkguard, and whether they wished it to continue. The feedback was overwhelmingly positive, and the majority of residents were in favour of continuing the service, saying it was a benefit to their

estate and provided valuable reassurance. Feedback from the City Police, Homelessness Team, Community Safety Team and our own Housing staff was also very good.

8. As a result, the City has contracted Parkguard to provide the service for a further two years, commencing 1 September 2016, so residents will continue to see patrol officers on their estate regularly.

Resident Engagement

9. Residents continue to actively support their communities in a variety of ways, as volunteers, to make a real difference on their estates. In this period 837 hours of time was given by individuals, earning Time Credits which were spent in some cases on group trips or activities for children and older residents. Time was freely given to help with consultation engagement, fun activities and seasonal one – off events to encourage people to spend time together. Time was also given to on-going regular activities such as gardening, or towards being part of the ‘neighbour network’ scheme. In addition, a trip to Kew Gardens, paid for by Time Credits, was enjoyed by over 40 residents from a number of different estates.
10. A considerable amount of community funding has been awarded to residents’ groups, including the Tesco’s Cash for Bags scheme. The wide range of activities and resources enabled through funding grants included Easter egg hunts, a Graffiti Project, the Queen’s 90th Birthday celebrations and grounds maintenance improvements on some estates. Golden Lane Estate was awarded an amazing sum of £8000 by Tesco so the ‘Golden Baggers’ were able to refurbish and revamp the allotment area to be more ‘disability friendly’ with wider aisles, level access troughs and much needed additional planting space.
11. To mark the Queen’s 90th Birthday, the City hosted and lit a birthday beacon on the Golden Lane Estate. This was one of 900 beacons lit around the country to commemorate the event. The beacon was lit by the Chief Commoner, Michael Welbank MBE, and assisted by residents Joan Flannery and Karen Johnson. Almost 100 people attended the event.
12. A comprehensive Community Toolkit with templates and handy hints and tips has been created to provide officers and residents with the necessary information and guidance to help arrange a community event or activity.

Revenues

13. Our team of Income Recovery Officers and Estate Managers continue to work tirelessly to maintain the HRA rent collection rate at the level previously achieved. Historically, there is a slight reduction in performance at this time of year, and this year is no exception. Despite this, the mid-year collection rate of 98.4% still remains exceptionally high.
14. By continuing to use a range of communication measures including letters, emails, texts, personal visits etc the estate management team were able to apply prompt, remedial action whenever arrears accrued on accounts resolving many

issues swiftly. Given the ongoing financial climate an achievement of this nature should not be underestimated.

Allocations

15. There are currently 898 people on the Housing Waiting List.
16. The Housing Needs Team is in receipt of approximately 60 applications per month not all of which are eligible for the Housing Register. The decant of residents from Mais House continues with all residents on the Housing Register with highest priority for rehousing.
17. At 30 September 2016 there were 3 vacant properties. Over the last six months there have been 36 voids with the average time to re-let a property being 26.5 days. The target is 24 days. For sheltered housing there have been 3 voids with an average turnaround of 79 days.
18. Members will recall a number of dwellings were set aside previously to offer as homes to families of Syrian refugees as part of the pan-London approach to the crisis. I am very pleased to say that since the last report the City of London has successfully resettled two families under the Syrian Refugee resettlement programme. Both have been housed within the City. With close co-operation of Estate staff on both Golden Lane and Middlesex Street, Adult and Children's Services, the Housing Needs Team and Refugee Action, which is providing the post resettlement support, both families settled smoothly into their new homes and are now able to rebuild their lives in a safe and secure environment.
19. The Housing Needs Team are now awaiting the handover of the Twelve Acres House flats on the Avondale Square Estate, 12 of which are for the City of London and 6 for London Borough of Southwark applicants.

Affordable Housing

20. Members will be aware that several schemes are being developed in a number of areas. If all of the opportunities are realised there will be in excess of 200 new affordable housing units constructed in the next 2-3 years.
21. Construction of 18 new homes (4 one bed, 5 two bed, 5 three bed and 4 four bed) on the site of the former Avondale Community Centre/estate office is almost complete. This also includes new community facilities for residents and a new estate office. This new development has been named Twelve Acres House in recognition of the historic name of the area now covered by the Avondale Square Estate.
22. The Grand Committee is expected to consider at its meeting in November two other potential projects:
 - a) the development of 13 flats at George Ellison & Eric Wilkins Houses and,
 - b) the development of a three, 3 bedroom flats at Isleden House.

23. A revised Planning Application has been submitted for the redevelopment of the Islington Arts Factory, Holloway Estate, to provide 26 additional units.(19 for social rent, 7 for private sale)

24. We also continue to work closely with London Borough of Islington to provide a new, two form entry, primary school and nursery and up to 70 homes on the Richard Cloudesley site, Golden Lane, which has a target completion date of September 2019.

25. In addition, a full detailed report on how to provide 700 new homes over next 10 years will be presented to Members early next year following our consultant's report from BNP Paribas. This will concentrate on our estates in Southwark and Islington where the best opportunities are present.

Benefits

26. There are currently 891 households in the City and on our other housing estates claiming benefits. Performance on our indicators is as follows:

Performance indicator	Target	Mid-year performance
Average time taken to process new benefit claims	<26 days	17 days
% New claims decided within 14 days	>90%	99%
Average number of days taken to process notification of changes of circumstance	<10 days	6 days

Complaints

27. We received a total of 40 formal complaints during the reporting period. The broad subject areas of the complaints received can be broken down as follows:

	Number received in reporting period
Responsive repairs	17
Parking	0
Service charge/rent	2
Customer Service	6
Estate management	15

28. Of the 40 complaints received, 36 were addressed at Stage 1 within the agreed ten working day deadline. A total of three of these complaints were addressed at Stage 2.

29. One complaint was escalated and addressed at Stage 3. This related to a dispute regarding an Insurance query. The complainant escalated the complaint to Stage 3 as the complainant was not satisfied with the outcomes of the Stage 1 & 2 investigations.

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

31. Of those complaints either fully or partially upheld a number of actions were taken and processes implemented. These included the reimbursement of costs incurred by the complainant for the loss or damage of goods, increased patrols by Parkguard, additional training for staff and revisions to our Estate Management procedures.

Appendices

- None

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Head of Estates

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Committee	Dated:
Housing Management & Almshouses Sub-Committee	28 November 2016
Subject: Housing Estates – Allocated Members’ Report	Public
Report of: Director of Community & Children’s Services	For Information
Report author: Wendy Giaccaglia, Area Manager, Out-of-City Estates	

Summary

This report, which is for information, provides an update for the Committee on events and activities on the City of London Corporation’s social housing estates.

The report is compiled in collaboration with Allocated Members, whose role is to take an active interest in their estate, to champion residents and local staff and to engage with housing issues in order to play an informed part in housing-related debates within the Committee.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The Allocated Members Scheme was introduced in 2000, when Members of the Community & Children’s Services Committee were allocated to different City of London Corporation housing estates. This report is presented to the Housing Management Sub-Committee twice a year.

General Estate Matters

2. We have now entered into a new, three-year contract with Southwark Mediation Centre, for them to provide a mediation and complaints resolution service and to work with staff and residents to improve relationships and ensure constructive communications. Staff, residents and Members attended Southwark Mediation Centre’s conference in the Livery Hall on 10 October, and heard about good practice from a range of other local authorities and organisations.
3. The estates who were awarded the Tesco/Groundwork 5p bag levy funding have been running events to get residents involved in gardening, and the projects are really beginning to take shape. Estate staff are supporting residents by promoting the projects and helping with the paperwork for the

project audits. Other estates are submitting bids for the next round of funding.

4. We are testing a noise app for smartphones whereby residents affected by noise nuisance will be able to manage their complaint on the app and share their noise diaries and noise recordings with estate staff.
5. Housing welcomed Liam Gillespie in August as the new Area Manager for the City and Fringe estates. He previously worked for Shepherd Bush Housing, and has been settling in well with us.

Avondale Square Estate - Allocated Member, Virginia Rounding

6. I have been in contact by email with Estate Manager, Shaun Thurston, on recent developments at Avondale Square, and am pleased to report to Members that the new flats, estate office and community centre at Twelve Acres House were completed in the middle of October. Estate staff, residents and community groups are now busy making the most of their new facilities, which will include IT provision. I look forward to the opening ceremony, in November, and to seeing it for myself once they have settled in.
7. The Gas Board carried out works to three of our ten-storey blocks which involved installing gas pipes on the outside of the building to comply with new gas regulations. This work has been in progress for several months now, but the scaffolding has now been removed, as it is near completion. It is the first time in a long time that no major works have been happening on the estate, so it is looking like less of a worksite and more like the lovely estate it always has been. However, there are further development plans for the estate, as well as various projects that had been set aside, so we expect the estate to be busy again with contractors very soon.
8. Avondale Community Events (ACE) has recently completed a very successful graffiti project, 'My Old Kent Road,' which has encouraged residents to share their story of the Old Kent Road community through their artwork. Classes took place in the church hall over several weeks, and due to the project's success, the artwork was displayed in LB Southwark's head office in Tooley Street, and at Southwark Cathedral, where the work was auctioned off and raised over £1000. I am delighted to say that many of the beautiful works produced will be decorating the walls of the new Community Centre. ACE also held its annual 'picnic on the green' on Saturday 10th September. Despite it being held in the church hall due to rain, the day was very well attended by families on the estate, who enjoyed the various activities organised by ACE throughout the day.
9. Resident Open Meetings continue on the estate, and I am pleased to say that they are well attended. Residents have been reporting an increase in anti-social behaviour on the estate, which is also reflected in the recent satisfaction survey. This is concern for Shaun and his estate team, although he has informed me that they are working hard to combat the problems by

working closely with the Police as well as installing deterrents around the estate such as dummy CCTV cameras.

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

10. I am in regular contact with Estate Manager, Angela Smith, and her team to discuss issues relating to the three housing estates.
11. Residents are pleased that the Decent Homes project for the replacement of kitchens and bathrooms is due to commence at Windsor House Estate next year.
12. The new community hall/estate office at Dron House is now fully operational, and is proving to be a very popular resource in Tower Hamlets. The community centre runs weekly yoga classes and plans to have a weekly maths homework club for children aged 11 years and over. The communal gardens are now being landscaped and planted, and will be finished by the end of October.
13. At Isleden House Estate, the outdoor gym proposal is still under discussion with Fusion. Further information on progress will be communicated to the sheltered housing residents when it becomes available.
14. Fly-tipping is an increasing problem at Isleden House. The Estate Manager and estate staff are working together to identify the offending residents, and are taking immediate action against them when they do.

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

15. We communicate on a regular basis with Laurence Jones, the Estate Manager, and aim to be a very visible presence on the estate. As Ward members, we welcome direct contact from residents.
16. Members will be pleased to know that the installation of the windows in Great Arthur House is progressing. There have been extensive delays in the project due to unavoidable and unforeseen problems which came to light once curtain walls were removed. It is now likely that the project will not be completed until July 2017. Most residents have been very understanding throughout the delays. They were kept informed of progress through regular bulletins and newsletters. Estate staff are working with the contractor to ensure they remain well-supported through the process.
17. Work to install new door entry systems to several blocks is now complete. The new system links all blocks to the estate office, and means that activating and de-activating entry fobs can be done from a central location.

18. The Community Centre is now being managed by estate staff whilst a joint steering group of officers and residents look at ideas and proposals for the future use. Residents will be fully consulted once proposals are collated.
19. Over the next few months, and after many delays and setbacks beyond our control, we shall finally see the transformation of the under-5s play area. Residents were kept informed throughout the process with consultation meetings, drop-in sessions and design briefings. Parents are looking forward to the end result, which will be a safe and secure environment for their children.
20. Resident drop-in sessions continue to be a success. Residents find this format extremely useful, as it gives them the opportunity to fully engage in discussions about estate projects and community development work on a one-to-one basis.

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

21. We have met with Michelle Warman, the Estate Manager, on a number of occasions to discuss issues relating to Holloway and York Way Estate, and have attended walkabouts on each of the estates.
22. Catherine met with Emily Thornberry MP, and Housing and Commercial Development Manager, Mike Kettle, along with estate staff on York Way, to look at estate issues and discuss redevelopment options for the provision of new social housing on our estates.
23. Resident Meetings were held on both estates in September. The format of both meetings was changed from a panel meeting to a drop-in. This proved to be a more effective use of time for City of London officers and residents alike, as officers were able to engage with residents on a one- to-one basis, allowing them to focus on the issues that concerned them. We are happy to report that both meetings were well attended. The officers attending focused on the current major works, such as the new door entry system, the Decent Homes project and concerns regarding repairs.
24. The new door entry system is almost complete on both Holloway & York Way Estates. There have been some issues with British Telecom which have caused delays in the door entry system going live, but on the whole, the process has been managed well by Michelle, the Property Services Team and the contractors, AJS. Michelle has put together a very clear and practical procedure for the issuing of fobs to the residents in good time for the system to go live. As part of this procedure, Michelle has created a form for each resident to complete, which enables the Estate team to know who is living in our properties. As a result of the new procedure, the estate teams identified a few tenancy issues, with one suspected sub-let which is being investigated.

25. Michelle has continued to work with the London Borough of Islington's (LBI) local police and three other social landlords - Southern Housing, Hyde Housing and Circle 33 Housing Group to share the cost of neighbourhood patrols by Parkguard, who already work in other parts of Islington to tackle low-level nuisance. They have some powers to assist Police and also have the flexibility to build a rapport with residents on the estates as well as assist in combating anti-social behaviour. This pilot commenced in June 2015, and the feedback so far has been very positive. Residents have praised the work that Parkguard do in keeping the estate safe and deterring perpetrators of anti-social behaviour.
26. Holloway Estate is still developing their Resident Group, and they have incorporated a sub-group to focus on a garden project. The Estate Manager was successful in a bid for external funding from Ground Works for £8,000 from Tesco's 5p carrier bag charges. This was a result of resident comments and feedback from our walkabouts to improve the look and feel of the estate. Residents have worked hard to plan their project and have had two community events to try and encourage more residents to get involved with completing the garden project. They have also started to communicate with an established resident garden group in Crayford Road to hopefully bring both communities together.
27. We are pleased that both York Way and Holloway residents had successful community events for the Queen's birthday, and earned Time Credits. To date there have been 416 Time Credits earned across both estates. The Time Credit programme has also provided an opportunity for residents to network with other resident groups around idea generating, funding, and support.

Middlesex Street Estate - Allocated Member, Deputy Henry Jones

28. Residents and Members recently organised a party on the Podium, which was very well attended. Residents enjoyed the food, soft drink, and music provided. Children also had their faces painted and enjoyed the cakes. I'd like to thank all those who helped to organise and run the event, and the estate staff for their support.
29. The recycling team are working closely with estate staff to increase the level of recycling by residents. They have placed new information stickers on refuse chutes, and delivered information leaflets and recycling bags to every address. Since this work started, recycling rates on the estate have increased. The estate team have also started an initiative for the shopkeepers of the estate. All shops may now recycle food, cardboard, plastic/paper/tins and glass. This helps the environment and also costs less, creating a saving for the shopkeepers.
30. Recently, the large external glass panel on Petticoat Tower came loose from one or two fittings. To prevent any danger, netting has been erected along each side where the glass is present, as well as erecting scaffolding to further

protect residents, staff and visitors. A survey will now take place to assess work needed and propose options.

31. Billy Lambert, Customer Services Assistant, held a McMillan coffee morning on Friday 30th September. Lots of residents and staff came along and baked cakes and donated money for this worthy cause.
32. The works to improve Artizan Street, outside Petticoat Tower, are on-going. There have been various meetings to consult with residents and everyone is hoping that the works will commence in a few months.
33. Paul Richardson, Estate Manager, has been successful in getting a grant from the Tesco Bags of Help scheme. With this, he plans to improve the Podium for all residents. We are waiting to hear if the grant is £8,000, £10,000, or £12,000 – this will be dependent on a customer vote, so I would be grateful if Members could do their shopping at Tesco for the next few weeks.

Southbank Estates – Allocated Member, Randall Anderson

34. I met with Estate Manager, Sonia Marquis in early October for a tour and to catch up on what has been happening on the various estates. It was nice to get out to see the estates and meet the team.
35. Since the last update, a Resident Meeting was held on 12 May 2016 at Queensborough Community Centre. A guest speaker from LB Southwark's recycling contractor gave a fascinating insight to the boroughs recycling services. Residents were encouraged to take a tour of the Southwark Waste Management facility to see how different materials processed. Residents were also given an update on major estate projects at the meeting.
36. The Estate Manager, Sonia Marquis, has successfully located a new venue for future residents meetings. Future meetings will be held at Blackfriars Settlement. This newly refurbished facility offers light airy meeting and function rooms for community groups and charities. It is hoped the new central location will encourage residents from all of our estates to attend the meetings. The October meeting was the first to be held in the new venue.
37. At Sumner Buildings, the gardening club has started again, with residents organising designated days to maintain the communal gardens.
38. At Collinson Court, a belated party to celebrate the Queens 90th Birthday took place on 4 September. The event organised by the Collinson Court Residents Association was a great success. The Resident Estate Officer worked especially hard to ensure the day ran smoothly.
39. Also at Collinson Court, the new lifts have been completed and residents have given positive feedback on the project. Works to renew the lifts at Lynton Mansions on the William Blake Estate have started. The Estate Manager has found alternative temporary accommodation for one resident with mobility

issues, as there is only one lift in this block. The project will then move to St James Mansions where alternative temporary accommodation will be found for two residents.

40. Evening Estate Walkabouts took place in July 2016. The walkabout at William Blake Estate was especially well attended by residents, many of whom came out to meet the new Estate Officer there.

Sydenham Hill Estate – Allocated Member, Mark Wheatley

41. A residents meeting was held in July in the Community Hall. Two residents from Avondale Square Estate attended to give a presentation on the fantastic work the social committee do on that estate to encourage community events. They have offered to support Sydenham Hill residents to put on their own events. This has resulted in a renewed enthusiasm amongst the residents and it is hoped a successful Lammas Day will be organised next year involving the whole community. The Estate Manager has issued further resident involvement information to the residents and will make the Community Grant available to support any up and coming events.
42. The Asset Programme Manager gave an update on major projects. There was particular concern about the window replacement and external decorations project. Officers will continue to keep residents informed at future meetings. Update flyers were recently delivered to all residents at Lammas Green and Otto Close.
43. Estate Walkabouts took place in the evening in April and during the day in July. They continue to be attended by residents.
44. There have been regular private bookings of the community hall for resident functions. The floor to the community hall underwent some much needed refurbishments over the summer period.

Sheltered Housing – Allocated Members, Ann Holmes and Mark Wheatley

45. We have been in contact with Jacqueline Whitmore and met members of her team during the year. We have visited Mais House and Otto Close.
46. Following consultation and the approval of the Community & Children's Services Committee, eight residents have moved from Mais House and support is provided for those looking to return or move at this juncture. The Housing Management & Almshouses Sub-Committee will continue to supervise the project and any queries raised with you can be directed to Paul Jackson who is managing this project.
47. Two staff members undertook an exchange of estates for three months over the summer; Carl Newbold from Harman "swapped" with Tracy Taylor from the Almshouses. Carl is undertaking a housing diploma and it was advantageous for him to experience the different tenure of Almshouses residents.

48. Over the summer, residents from each estate went on trips to the coast. On each occasion, the weather was glorious and a good day out was enjoyed by all.

49. The sheltered residents enjoyed a party at the new community centre at Avondale Square. This is the first time all sheltered residents have been together at an event specifically for them and it was a great success. Initially the party was to celebrate HRH the Queen's birthday. However, due to a delay in the opening of the hall, the celebration "missed" all the official events held nationally; but this did not deter the residents and staff from having a good evening.

Background Papers

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

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Committee	Dated:
Housing Management and Almshouses Sub- Committee	28 November 2016
Subject: Mais House Decant Programme - Update	Public
Report of: Director of Community and Children's Services	For Information
Report author: Paul Jackson – Department of Community and Children's Services	

Summary

Arrangements for decanting the sheltered housing scheme at Mais House began in May 2016. It was agreed that regular progress reports be brought to the Housing Management and Almshouses Sub- Committee. This is the third progress report covering the period for September and October. There are sixty-two units at Mais House. During this period three units have been vacated and a further three residents have accepted offers and are waiting to move. The current number of occupied units is forty-one.

Recommendation

Members are asked to note the report.

Main Report

Background

1. Arrangements for decanting the sheltered housing scheme at Mais House began in May 2016. It was agreed to bring regular progress reports on the decanting of Mais House to the Housing Management and Almshouses Sub- Committee. This is the third report and reflects activity during September and October 2016.
2. The preparatory work for the scheme decant was undertaken in May and June 2016. This included a housing needs survey and site visits for residents to City sheltered schemes and estates.

Current Position

3. A majority of residents have expressed a preference to be rehoused within the Corporation's own social rented stock, either in sheltered or general needs accommodation. Others have expressed a wish to be rehoused in areas in which the Corporation does not have any social rented housing. This will require the cooperation of other housing providers in the social rented and charitable sector if we are to meet these requirements.
4. Officers have established a reciprocal rehousing agreement with LB Lewisham to try to meet some of the demand. Officers have also held exploratory discussions

with a large charitable provider of a newly-developed scheme at St Clement Heights in Sydenham. The City does not have any nomination or reciprocal agreements with this provider. However a number of residents have expressed an interest in this scheme directly to the provider. Officers have now written to all residents advising them about this scheme and offering assistance should they wish to register an interest in it. Officers will provide further assistance to residents should they come under consideration for rehousing at this development.

Rehousing activity during this period and current levels of occupation

5. There are 62 units at Mais house. Forty four of these were occupied at the end of the last period. A number of residents who had accepted offers and whose moves were pending at that time have now been successfully rehoused. A number of other residents have accepted offers during this period. A summary of the rehousing activity for this period (September to October) is shown in the table below.

Occupied units at period start	Rehousing Activity			Vacated units	Occupied units at period end
	Offers	Refusals	Acceptances		
44	4	0	4	3	41

6. Of the four offers accepted one resident has accepted housing association sheltered accommodation and three have accepted City Almshouses or Corporation sheltered accommodation. All four are currently waiting to move.
7. The three units vacated in this period are due to completed moves under the decant programme.

Corporate & Strategic Implications

8. The redevelopment of Mais House is a key objective in the Community & Children's Services Business Plan and contributes to the delivery of Strategic Priority 4 - *Supporting homes and communities: Developing strong neighbourhoods and ensuring people have a decent place to live.*
9. The development will contribute to the corporate commitment that the City will build 700 new homes on Housing Revenue Account land within the next 10 years.

Appendices

None.

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Agenda Item 8

Committee	Dated:
Housing Management and Almshouses Sub-Committee	28 November 2016
Subject: Estate Satisfaction Survey Data Report	Public
Report of: Director of Community and Children's Services	For Information
Report author: Amy Carter, Community and Children's Services	

Summary

This report summarises the results of the 2015/16 survey of residents of the City's social housing estates, including the sheltered housing schemes and the City of London and Gresham Almshouses.

The City of London is a member of Housemark, a benchmarking organisation which collects data from members to allow performance to be compared and trends identified. Every 2-3 years, member landlords are expected to carry out a 'STAR' (Survey of Tenants & Residents') using 7 core questions. This year is a STAR year for us.

The headline for this year's survey is that satisfaction with services is generally high amongst all residents. Over 80% of respondents are satisfied with the overall service, and satisfaction levels with the quality of their home and the cleanliness of their estate or scheme are particularly good.

Any negative findings of the survey will be used to target action in service areas where the need for improvement has been identified.

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Background

1. An estate satisfaction survey is carried out annually and is sent to all tenants and leaseholders of the City's general needs housing and sheltered housing (including almshouses). The survey measures resident satisfaction across all estates and a range of service areas, and gathers suggestions for improvements or changes to the way we operate.
2. Every 3 years, the seven core 'STAR' survey questions are included to enable the City to benchmark its service against other Housing providers.
3. The survey took place in June this year.

Current Position

4. The rate of return across general needs housing estates this year (18%) is slightly higher than 2014/15 (17%). Although this may seem low, the average response rate for STAR surveys in London is 21% and across England and Wales is 27% (when comparing a random sample of 10 landlords of a similar size to the City).
5. This year was the first year the survey was emailed to all residents who had provided us with their email address. We are delighted to confirm that 225 responses were received through the online survey. This represents 40% of all returns. We will continue to advertise future surveys by email and we will continue our work to seek email addresses from residents.
6. Following members' advice, an incentive to return the survey was also offered, in the form of the chance to win shopping vouchers. Unfortunately, this incentive has not had a sizeable impact upon the number of returns.
7. A summary of the 2015/16 survey questions and satisfaction ratings (together with the 2014/15 ratings) are set out in Table 1 below. Respondents were asked to answer the questions choosing from the following categories: very satisfied, satisfied, dissatisfied, very dissatisfied. The figures provided show the combined percentages of residents who responded 'very satisfied' or 'satisfied' in response to each of the questions asked.

Estate Satisfaction Survey data comparison 2014/15 and 2015/16 – Table 1

Question N.B – the question wording reflects the STAR survey questions and is therefore slightly different to the City’s wording in 2014/15; differences have been noted in the analysis.	General Needs 2014/15	Sheltered 2014/15	General Needs 2015/16	Sheltered 2015/16
How satisfied or dissatisfied are you with the service provided by the City of London Corporation?	81%	95%	81%	88%
How satisfied are you with the cleanliness of your estate?	74%	93%	78%	89%
How satisfied are you with the customer services provided by your estate staff?	80%	n/a	83%	77%
How safe and secure do you feel on your estate?	70%	77%	73%	75%
Tenants Only How satisfied or dissatisfied are you that your rent provides value for money?	80%	97%	86%	96%
How satisfied or dissatisfied are you that your service charges provide value for money?	30% (leaseholders only 2014/15)	n/a	74%	80%
Generally, how satisfied or dissatisfied are you with the way the City of London Corporation deals with repairs and maintenance?	68%	89%	68%	88%
How satisfied or dissatisfied are you that the City of London Corporation listens to your views and acts upon them?	67%	88%	73%	79%
How satisfied or dissatisfied with the information provided by the City of London Housing Services about your housing?	82%	97%	88%	93%
How satisfied or dissatisfied are you with your neighbourhood as a place to live?	76%	89%	90%	96%

Summary findings and analysis

8. Most residents who responded are proud of where they live, feel safe and are satisfied with the Housing services they receive from the City.
9. Satisfaction with services is generally high amongst all residents. A large majority – 81% of our general needs residents and 88% of our sheltered housing residents are satisfied with the overall service.

10. We received multiple positive comments about the services including:

‘It’s more safer [sic] now because of more security patrols on the estate.’ which relates to the decision to employ the contractor Parkguard to undertake patrols on some estates.

Some of the typical responses we received to the question ‘How satisfied are you with the customer services provided by your estate staff?’

‘Always on hand. Always helpful’;

‘Always reply to emails and are helpful and courteous’

Many residents were keen to share what they liked about their neighbourhood:

‘I feel our estate is the best in the area.’

‘We live well amongst each other. A generally good community of people.’

‘Lived here for 75 of my 79 years and better housing around and new local shops... make it a much improved neighbourhood.’

11. We are also particularly pleased to note the marked increase in satisfaction that we listen to resident’s views and act upon them; this reflects our investment in our new Neighbourhood Development and Engagement team structure and approach.
12. Overall, general needs residents remain least satisfied with repairs and maintenance (68%). However, this figure should be treated with caution. The vast majority of repairs are carried out within tenants’ homes and, when satisfaction with these repairs is measured, as it is after each job, it is very high (96.3%). The figure of 68% includes the views of leaseholders, who can only reflect upon on communal repairs. These can often be complex and lengthy. Furthermore, we are aware that some residents will take this opportunity to reflect their dissatisfaction with the fact that major works are outstanding. As the five-year major works programme is further rolled out, we anticipate an improvement in these responses.

13. Whilst satisfaction levels remain high, there is a decrease in satisfaction across the measures for sheltered housing. This is not surprising, given the decision to redevelop Mais House. Although the team are working hard support residents during this unsettling time, it is inevitable that the residents there will be dissatisfied at present. Furthermore, the commencement of decent homes works at Harman Close, which causes disruption, has led to some dissatisfaction.
14. Where we have received reports of dissatisfaction and negative comments about the level of cleanliness, we intend to investigate further. We propose an enhanced programme of spot-checking, perhaps sending colleagues who are not usually based on that estate to ensure an equal service is offered to all of our residents. Furthermore, we may undertake consultation at some estates, to establish whether the residents wish for a higher level of cleaning to be commissioned, with the associated increase in service charge being clearly explained at the point of consultation.
15. There is marked difference amongst tenures in the perception of value for money. In general needs social housing, the perception of value for money with rent has increased from 80% to 86%. In 2014/15, the question regarding service charges was for leaseholder response only, which resulted in a 30% satisfaction rate. The STAR survey requires all residents to be asked the question (as both residents and leaseholders pay a service charge) and the satisfaction rate for both tenants and leaseholders is 74%.
16. Response rates and satisfaction levels also vary geographically across the City's housing estates. For example:

9% of the general needs residents at Sydenham Hill responded, of those 8 residents, 5 (62.5%) were very satisfied with the services provided.

67% of the residents in Horace Jones House responded to the survey, and 85% stated overall satisfaction with services.
17. In a significant positive change from last year, 83% of Middlesex Street residents now report that they are satisfied or very satisfied with the service overall, compared to 53% in 2014/15. This may relate to the fact the major works to the estate and improvements to the public realm are now underway.

Comparison to Other Housing Providers in London

18. We are able to compare our performance to that of other London authorities and housing associations using the STAR data they have submitted. In the majority of measures, the City performs extremely well. Some highlights of the the comparisons are as follows:
 - Our general needs resident's satisfaction that their rent provides value for money is 86% which is 4.5% above the upper quartile for all other London providers.

- The average (median) for resident satisfaction that the authority listens to resident's views and acts upon them is 50% and the upper quartile is 56.6%, the City's satisfaction rate is 73%.
- For the question 'How satisfied or dissatisfied are you with your neighbourhood as a place to live?' our sheltered residents reported 96% satisfaction, which is 3.5% above the highest other authority who has submitted data.
- Our resident's satisfaction with the repairs and maintenance service is 68% for general needs and 88% for sheltered which is below the London upper quartiles 70.5% for general needs and 89.1% for sheltered but above the median amounts (66.4 and 82% respectively).

Corporate & Strategic Implications

19. Undertaking an annual Satisfaction Survey positively contributes to the Department's strategic objectives. Asking residents to comment on our performance and receiving their perception of our service helps us to ensure we are meeting their needs. This contributes towards Priority 4 - Homes and communities: Developing strong neighbourhoods and ensuring people have a decent place to live; and Priority 5 - Efficiency and effectiveness: Delivering value for money and outstanding services.

Conclusion and Next Steps

20. The survey data has been collated on an estate by estate basis. Officers will use the data to incorporate any necessary changes into service plans and individual estate plans for 2017 to ensure the key findings from the survey are addressed.
21. The survey data will allow officers to target remedial measures more effectively in those specific areas where there is the greatest potential for service improvements and an increase in residents' satisfaction.

Appendices

None

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Committees:	Dates:
Housing Management and Almshouses Sub Committee	28 November 2016
Subject: Housing Delivery Programme - Communications Strategy	Public
Report of: Director of Community and Children's Services	For Decision

Summary

The purpose of this report is to engage Members in the development and implementation of a new Communications Strategy and Action Plan for the Housing Delivery Programme.

Recommendations

The Committee is asked to:

1. Consider and discuss the draft Communications Strategy for the Housing Delivery Programme attached as Appendix 'A' to this report.
2. Decide how it wishes to engage in the development and implementation of the Communications Strategy.

Main Report

Background

1. The City of London Corporation (CoLC) is seeking to deliver 700 affordable new homes by 2026. The Housing Delivery Programme currently includes proposals to expand homes on the City's existing social housing estates by 25%. Sixteen opportunities for development have been identified in over 10 locations which, if developed in their entirety could deliver around 730 new homes.
2. In addition to the Housing Delivery Programme, the CoLC is also committed to a £50million 5-year Major Works Improvement Programme across the whole of its social housing portfolio.
3. To ensure the effective and successful delivery of Housing Delivery and Major Works improvement Programmes, it is essential for us to have robust processes and procedures in place to communicate effectively with all our stakeholders including tenants, leaseholders, other residents, members, committees, community groups, members of the public, developers, contractors, the press and media and other interested parties.

Considerations

4. Attached as Appendix 'A' to this report is the first draft of a new Communications Strategy for the Housing Delivery Programme. This is very much a 'work-in-progress' document and is far from the finished article.

5. Although the Strategy is very much focused on the Housing Delivery Programme for the 700+ new homes, it is intended that it will serve equally as well for the City's 5-year Major Works Improvement Programme.
6. Members have, on occasions, raised concerns that we do not have an adequately co-ordinated and documented approach to communicating with residents particularly with regards to new developments and major works. The development and implementation of this Communications Strategy will go some way to addressing those concerns.
7. Members are requested to decide how they wish to engage in the development and implementation of this draft Strategy. Such engagement may involve a Member/Officer Working Group or may simply be Members feeding back their thoughts, views and suggestions for incorporation into the draft Strategy.
8. It is intended that the final version of the Communications Strategy will be brought back to this Committee for approval and sign off.
9. A new post of Communications Manager has been identified with overall responsibility for the implementation of the Housing Delivery Programme Communications Strategy and the associated Action Plan. An appointment has been made and the new postholder is expected to join the CoLC in January next year.

Appendices

- Appendix 1 – Housing Delivery Programme Draft Communication Strategy

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Department of Community & Children's Services
Housing Delivery Programme
Communication Strategy

Approved:	
Review Date:	
Author:	Michael Gwyther-Jones Head of New Developments & Major Projects

Housing Delivery Programme

Communication Strategy

Contents

- 1.0 Introduction
- 2.0 Our Approach to Communications
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- 7.0 Outline of the Development Programme
- 8.0 Overarching Key Messages
- 9.0 Key Audience Messages
- 10.0 Channels for Communication
- 11.0 Resources and Budget

1.0 Introduction

The City of London Corporation (CoLC) is seeking to deliver 700 affordable new homes by 2026. The Housing Delivery Programme currently includes proposals to expand homes on the City's existing social housing estates by 25%. Sixteen opportunities for development have been identified in over 10 locations which, if developed in their entirety could deliver around 730 new homes.

The CoLC has developed a matrix to formalise a priority for its new housing schemes. The matrix takes into consideration a number of factors including, housing needs (25%), deliverability (30%), value for money (30%), sustainability (5%), positive impact/benefits (5%), and reputation (5%).

The Housing Delivery Programme is the largest financial investment CoLC has made to increase its local authority housing stock since the 1970s.

The approach adopted by the Department of Community and Children's Services (DCCS) is informed by focusing on the views and needs of our communities and service users. This fits neatly with one of our five strategic priorities, 'Developing strong neighbourhoods and ensuring people have a decent place to live'. The Department aims to bring about real and lasting improvements in the quality of life for our communities and residents. We will look beyond the provision of more and better housing to develop sustainable neighbourhoods with safe, thriving, mixed communities whose members are able to afford to live locally and make an effective contribution to the City's economy.

2.0 Our Approach to Communications

The purpose of this strategy is to confirm our commitment to communicating effectively for the duration of the Housing Delivery Programme. We will:

- Identify all stakeholders that will be affected by this ambitious development programme.
- Use and analyse research to help us understand the needs, expectations and preferences of all stakeholders.
- Develop and communicate appropriate messages in support of the various projects.
- Devise appropriate methods, communication channels and opportunities for engaging directly with all stakeholders.
- Ensure the programme is delivered with respect to stakeholders' needs and expectations at all stages of the projects.

3.0 Communication Aims

By delivering this strategy and associated work plan we aim to:

- Demonstrate the leadership and entrepreneurial role of City of London Corporation.
- Support the strategic priorities of the DCCS Business Plan to deliver growth in affordable housing and deliver best value for money.
- Highlight and demonstrate that we are providing new homes that will improve the quality of life for residents; particularly for those who are vulnerable or in poverty.
- Meet the aims of the HRA Business Plan and Housing Strategy to increase the supply of affordable housing.
- Support the business case for new investment in social housing that will lead to increased income for CoLC through rents, Council Tax and other local and government led initiatives including the New Homes Bonus.

4.0 Communication Objectives

There is a need to communicate, highlight and promote:

- The programme, the projects and the scale of investment.
- Principles of delivery – quality, place making, sustainability.
- Energy efficiency.
- Information about each strand of the project and the development of specific messages and communication activity around each.
- Progress of the programme and projects to stakeholders.
- How stakeholders can contribute to the project going forward.
- Engagement with press and media (local, regional, national and trade).

5.0 Stakeholders and Partners

Key stakeholders and partners who have a vested interest in the success of the project are:

Internal

- City of London Corporation officers;
- Ward Members;
- Allocated Members;
- City of London Corporation Committees, including Community & Children's Services Committee, Housing Management & Almshouses Sub-Committee, Health & Wellbeing Board, Planning Committee, Projects Sub-Committee.

External

- City of London Tenants and Leaseholders;
- Resident and other Community groups;
- Local residents affected by the development and delivery of new homes;
- Members of the public;
- Local councillors where the development and delivery of new homes takes place;
- Local businesses where development and delivery of new homes takes place;
- Registered Providers of Social Housing;
- NHS and health partnership organisations including London Borough of Hackney;
- Developers / contractors;
- Homes and Communities Agency;
- Greater London Authority;
- Mayor's Housing Covenant Programme;
- Third sector organisations;
- Local private sector landlords;
- Landlords' representative organisations;
- Educational institutions and students;
- Potential applicants for new homes;
- Press and media (local, regional, national and trade).

Additional secondary stakeholders who can assist with access to networks and promotion and success of the programme are:

- Neighbourhood Development and Engagement Team;
- Area Housing Managers and Estate Managers;
- Corporate Communications.

6.0 Our Residents – Key Stakeholders

Devoting the right amount of time and resources to effective communication and stakeholder engagement is vital when developing and delivering any project.

In order to explore and progress development opportunities on residential sites owned by CoLC, consultation with existing residents is considered a high priority to obtain local support for the proposals.

The proposals may include direct development or the sale of land for others to develop. The CoLC recognises the need to identify robust, workable solutions that not only meet the needs of the City and the community, but which enrich the economy and enhance social and environmental wellbeing.

Development and regeneration of housing estates is a complex process. The approach may be the best possible in financial or operational terms, and the benefit to the wider community may be well established but the impact on each individual resident cannot be underestimated.

It is essential to initiate a carefully considered resident engagement strategy backed by rigorous compliance to statutory consultation requirements. Resident opposition can become a powerful barrier to the development. For example, a challenge may be that there is no apparent benefit to existing residents. For example, they may not be getting new homes but will be living in an area more densely populated once the development has been completed.

A focused review of the issues that affect each estate will be considered in detail when selecting the preferred delivery route.

The project teams will need to consider what tangible benefits can be offered to the existing residents during the development, and how each development will benefit all residents when the schemes are completed. Some examples that may be appropriate could include any of the following:

Opportunity to move home – If homes are over or under occupied, residents could be given the option to move into a new home on the estate. Family homes that comprise multiple adults could be offered smaller homes i.e. one-bed and two-bed properties to free up family housing.

Opportunity for home ownership - Offer transferrable RTB discount to a new property and intermediate housing options offered.

Housing Estate Regeneration – Proposals to include improvements to urban design and public realm –enhancing permeability, defensible space, security, landscaping, and creating quality open space people will use and promote health and wellbeing to the community.

Opportunity for Amenity - Consider the creation of new amenities such as community gardens and outdoor recreation and play spaces. This benefit will obviously be subject to finding appropriate sources of finance

Generate Social Value - Promote local employment opportunities such as apprenticeships, work experience and investment in the local community.

7.0 Outline of the Housing Delivery Programme

Delivery of the development programme will be through a variety of routes. Each option will be assessed against a range of criteria such as:

- Prioritisation;
- Housing Needs;
- Delivery Potential;
- Value for money;
- Sustainability;
- Ability to attract match funding.

The delivery programme includes:

New Build Schemes

The first eight sites where we will build new residential accommodation have been identified. These sites will deliver approximately 200 new homes by 2020. The first sites will focus on smaller homes to help address the issue of under occupancy, meet the challenges of welfare reform and encourage older tenants to move out of family homes.

Outline of Key Messages

- This is the first time the City of London is building new social housing in decades.
- The programme helps to ensure that economic growth is inclusive and shared across all sections of the community.
- The programme demonstrates our commitment to social housing and the contribution it makes to people's lives and their health and wellbeing.
- Increasing its social housing stock will meet the targets placed upon CoLC by the Greater London Authority (GLA).

- Increasing social housing stock will reduce pressure on the waiting list for local authority housing, help with mobility for existing tenants, and contribute to a reduction in the number of people affected by welfare reform.

Acquisitions from private developers either ‘off the shelf’ or off-plan

This is an efficient and cost effective way to deliver new homes quickly, particularly when there is an opportunity to negotiate the price through bulk purchases. Each option of this type will be assessed by what is on site, how it might meet social need, quality and value for money.

Outline of Key messages

- This is a cost effective approach that may rapidly add to the housing stock owned by the City of London.
- It contributes to the creation of mixed tenure communities.
- It helps to support the local economy by creating jobs and maintaining employment in the construction industry.

Repurchase of Right to Buy properties and acquisition and refurbishment of empty properties.

This is an effective way of adding to social housing supply to meet CoLC’s strategic objectives. This method is partially supported by funding from the Homes & Community Agency. This work stream will also include refurbishment of redundant buildings on housing estates.

Outline of Key Messages

- This is a quick and cost effective approach that will increase CoLC’s housing stock.
- Requests to buy back former Council properties will be assessed against a range of criteria including the size, type of property, quality and value for money.
- This approach will help to reduce the blight that may be caused by empty properties and add to the viability of an area.

Use Right to Buy receipts to part fund new housing by Registered Providers.

Support a number of new developments by Registered Providers (RPs) with 30% costs being provided by CoLC through RTB receipts. The RPs would match the remaining 70% funds through their own resources or other forms of financial support.

Outline of Key Messages

- This method of providing financial support for Registered Providers would maximise the number of new homes being built in the City by adding to other funding streams.

- This would demonstrate CoLC's commitment to working in partnership with the Housing Association initiatives in the London region.

8.0 Overarching Key Messages

- The Housing Delivery Programme demonstrates our commitment to social housing. We acknowledge the important role social housing has in contributing to the health and wellbeing of our communities.
- CoLC is increasing its owned and managed housing stock in substantial numbers for the first time in several decades.
- The Housing Development Programme helps to ensure that the economic growth of the City is inclusive and shared across all sections of the community.
- Increasing social housing stock will reduce pressure on the housing waiting list, help with mobility for existing tenants and contribute to a reduction in the number of people affected by welfare reform.
- CoLC is delivering this project using creative and innovative methods, taking advantage of new opportunities as they arise, and making best use of our existing assets.
- CoLC has established the type, size and locations of new homes through research into demand in local communities. Services across the CoLC is working together on this project to ensure that the needs of different customers will be met; including older and disabled people
- The project is about much more than simply building new homes. It is also about place making, sustainability and making best use of existing stock. This will add to CoLC's portfolio of homes and contribute to a mixture of tenures in communities across London.
- We have identified the first sites for the development of new social housing and we aim to deliver around 200 new homes by 2020. These will be built to a high standard with quality, flexibility of design and energy efficiency as central concepts.

9.0 Key Audience Messages

The Housing Delivery Programme has a series of projects, work streams and elements that sit under the main delivery plan. For each element of the programme, we will develop a series of key messages to meet all or some of the following criteria:

- The rationale behind each element;
- Scale of investment;
- Design and quality;
- Where we are building the new homes;
- What we are building, acquiring or selling;
- Why we have chosen this site or these properties;
- How the local community will benefit;
- When we will work start and how long will it take;
- Who will benefit from the development and how the new homes will be allocated;
- Others as identified.

10.0 Channels for Communication

- Dedicated publications;
- CoLC.gov website and promo areas;
- Press and media releases;
- Social Media;
- Distribution networks – One stop centres, Housing Offices, Libraries, Job Shops, Community centres, Corporation Buildings, Education establishments and staff facilities.
- Traditional advertising mediums – radio, bus and rail, shopping centres and public meetings;
- Briefing notes and sessions;
- Partner websites and publications;
- Others as identified.

11.0 Resources & Budget

- The primary resource which will contribute to communication activity will be officer time.
- A new post for a Communications Manager has been identified with responsibility for the implementation of the Housing Delivery Programme Communication Strategy and associated Communication Plan.

- Initial work will need minimal spend as the focus will be on media activity.
- During the construction and re-letting phases, there will be print and various hard copy items with associated costs that will need to have an agreed budget. The Communications Manager will be tasked with developing this work and identifying and managing projected spend.

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Committees:		Dates:
Project Sub-Committee Housing Management & Almshouses Sub-Committee		23 November 2016 28 November 2016
Subject: Windsor House – Communal and Estate Wide repairs	Issue Report	Public
Report of: Director of Community & Children's Services Report Author: Lochlan MacDonald		For Decision

Summary

Dashboard

- Project Status –Green
- Project Timetable – Start Due April 2017, Completion due August 2017
- Total Estimated spend - £169000
- Current Spend to date – Staff Fees

Last Gateway Approved

In February 2015, Project Sub Committee gave the Housing Asset Management Plan approval for a project proposal for the five year works programme on the City Corporation's housing estates. Part of the overall programme was the Windsor House communal and estate wide external works project. Approval was understood to mean that all projects on the programme could proceed to Gateway Three. However, no direct budgetary provision has been made for any projects on the 5 Year Programme, except those which had already been through Gateway 2 individually, prior to February 2015.

Progress to Date

A brief has been prepared and City Procurement have been asked to seek tenders. However, City Procurement advise that they cannot seek prices for the above unless the project has an approved budget.

Summary of Issue

As noted above, whilst a programme of works was approved by committee which authorised individual projects up to Gateway two stage, no budgetary provision has been made for some of the projects within the programme.

Proposed Way Forward

That the necessary approval is given for a budget sum of £16,900 (10% of estimated project cost) to be allocated to allow a procurement exercise to commence for a condition survey and options report, split into two stages as follows:

- Stage 1 – Undertake a condition report, and present with estimated cost options for various works:
- Stage 2 - (if required) to draw up the specification of works which will then be put out to procurement.

Furthermore, that, following the above exercise, and a thorough analysis of the returns, to appoint a consultant to undertake the necessary survey and produce a report.

Total Estimated Cost:

£169,000 (project)

£16,900 (Consultant and staff fees)

TOTAL: £185,900**Recommendations**

1. To note the contents of this report
2. To approve the provision of £16,900 for staff and consultant fees in order that a condition survey may be undertaken
3. Following procurement, and subject to tender analysis and adequate budget provision, a consultant is appointed to carry out the survey and options report.
4. That officers report back in order to seek approval for any further spending necessary for any works to proceed.

Main Report

1. Issue description	<p>The water main at Windsor House dates from the original construction of the property (completed in in 1922). Given the age of this, it is envisaged that major repairs or possible replacement may be necessary to ensure cold water supplies to the estate. A condition survey is required to establish what action needs to be taken to ensure a continued water supply.</p> <p>If the water main needs extensive works, excavation of the communal areas of Windsor House will probably be required. It would therefore make sense to consider works to improve the external areas of Windsor House.</p> <p>Even if works to the water main are not required, the estate would benefit from works to improve the appearance of the external areas.</p>
2. Last approved limit	None, the five year programme of works that was approved in February 2015 included these works with an estimated cost of £169,000.
3. Options	<ol style="list-style-type: none"> 1. To not carry out a survey of the water main and external area and undertake any necessary maintenance through the response repairs system 2. Appoint a consultant to carry out a condition survey of the water main and external area and then take appropriate action based upon their report.

Appendices

None

Contact**Report Author**

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Committee:	Date:
Housing Management & Almshouses Sub-Committee	28 November 2016
Subject:	Public
City of London Almshouses Revenue and Capital Budgets 2016/17 and 2017/18	
Report of:	For Decision
The Chamberlain and The Director of Community and Children's Services	

Summary

1. This report is the annual submission of the City of London Almshouses revenue budgets overseen by your Committee. In particular it seeks approval for the revenue budget for 2017/18.
2. The overall budget position is summarised below:-

Table 1 : Overall Position	Latest Budget 2016/17 £'000	Original Budget 2017/18 £'000	Movement 2016/17 to 2017/18 £'000
Income	(376)	(376)	0
Expenditure	350	348	(2)
Surplus on income and expenditure account	(26)	(28)	(2)
Increase in market value of investments	(75)	0	75
Reserve brought forward	(1,458)	(1,559)	(101)
Reserve carried forward	(1,559)	(1,587)	(28)

3. Overall, the 2017/18 budget indicates a surplus on income and expenditure of £28,000, an increase of £2,000 compared with the Latest Budget for 2016/17.
4. The reserve is both a contingency against unforeseen expenditure and a provision for the financing of future expenditure.

Recommendations

5. The Committee is requested to:
 - Review the 2017/18 revenue budget to ensure that it reflects the Committee's objectives.

Main Report

Management of the City of London Almshouses

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

Proposed Budget Position 2016/17 and 2017/18

7. The detailed budgets and reserves are set out in Table 2.
8. Income and favourable variances are presented in brackets. Only significant variances (generally those greater than £10,000) have been commented on in the following paragraphs.
9. The reduction in the opening reserves of £101,000 between the original and latest budget relates to a change in the accountancy treatment of lease income from the Sir Thomas Gresham Charity.

Table 2

Actual 2015/16 £'000	City of London Almshouses Trust	<i>Original Budget 2016/17 £'000</i>	Latest Budget 2016/17 £'000	Original Budget 2017/18 £'000	Movement 2016/17 to 2017/18 £'000	Paragraph Ref
	Expenditure					
77	Employees	85	84	86	2	
154	Repairs and maintenance	145	177	184	7	Annex A
3	Energy Costs	11	6	6	0	
7	Rents	8	8	8	0	
4	Council Tax	4	8	4	(4)	
7	Water	7	7	7	0	
6	Cleaning and Domestic Supplies	12	10	10	0	
6	Grounds Maintenance Costs	14	9	9	0	
187	Total Premises Related Expenses	201	225	228	3	
7	Equipment, Furniture and Materials	2	5	5	0	
3	Communications and Computing	7	7	7	0	
1	Fees and Services	0	5	1	(4)	
0	Advertising	1	1	1	0	
1	Clothes, Uniform & Laundry	1	1	1	0	
0	Grants & Subscriptions	0	0	0	0	
3	Hospitality	9	5	2	(3)	
15	Total Supplies and Services	20	24	17	(7)	
13	Recharges for Support Services	17	13	13	0	
2	Capital Charges	4	4	4	0	
294	Total Expenditure	327	350	348	(2)	
	Income					
(326)	Contributions and Service Charges	(327)	(326)	(326)	0	
(42)	Investment Income	(45)	(50)	(50)	0	
(368)	Total Income	(372)	(376)	(376)	0	
(74)	Net (Surplus)/Deficit	(45)	(26)	(28)	(2)	
	Reserves					
(1,448)	Balance Brought Forward	(1,549)	(1,458)	(1,559)	(101)	9
(74)	Income and Expenditure Account	(45)	(26)	(28)	(2)	
64	Increase/Decrease in Market Value of Investments	0	(75)	0	75	
(1,458)		(1,594)	(1,559)	(1,587)	(28)	

Manpower Statement

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

Table 3

	Latest Budget 2016/17		Original Budget 2017/18	
	Manpower Full-Time Equivalent	Estimated Cost £'000	Manpower Full-Time Equivalent	Estimated Cost £'000
Housing Management	0.36	17	0.36	18
Matrons - Employees	1.05	45	1.05	46
Gardener	0.80	22	0.80	22
Total Employee Costs	2.21	84	2.21	86

Investments

11. The Trust holds 135,697 units in the Corporation's Charities Pool with a market value as at 30 September 2016 of £ 1,131,713. The distribution rate for the first six months of 2016/17 was 4.3%. Cash is held by the Chamberlain on behalf of the Trust and is invested with other City of London funds on the London Money Markets. In this way, the Trust benefits from the higher interest rates that the City of London can obtain. The budget assumes interest on cash balances of 0.50% for 2016-17 and 0.50% for 2017-18 onwards. Interest is credited annually based on the Trust's average cash balance.

Draft Capital and Supplementary Revenue Budgets

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

Table 4

Project	Exp. Pre 01/04/16 £'000	2016/17 £'000	2017/18 £'000	Later Years £'000	Total £'000
<u>Pre-implementation</u>					
Sheltered Units refurbishment		7			7
TOTAL CoL ALMSHOUSES	0	7	0	0	7

13. Pre-implementation costs comprise consultancy fees to identify the refurbishment works required. The implementation phase will be subject to further approvals including the identification of funding.

14. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2017.

Background Papers:

Estimate Working Papers Chamberlain's

Contact:

Contact Officers:

Chamberlain's Department –

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Community and Children's Services Dept. –

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Annex A1

REPAIRS, MAINTENANCE AND IMPROVEMENTS		<i>Original Budget</i>	B	C
		<i>2016/17 £'000</i>	<i>Latest Budget 2016/17 £'000</i>	<i>Original Budget 2017/18 £'000</i>
<u>Breakdown and Emergency Repairs</u>				
Building	E	44	54	55
Electrical	E	8	8	8
		52	62	63
<u>Contract Servicing</u>				
Building	E	5	2	2
Electrical	E	10	7	7
Heating & Ventilating	E	0	8	8
		15	17	17
<u>Cyclical Works</u>				
Asbestos Data	E	0	3	3
Adaptations for the Disabled	E	6	3	3
Redecorations Works	A	5	5	5
		11	11	11
<u>Projects</u>				
External repairs & redecoration	E	5	0	0
Asbestos Management	E	5	0	0
Road repairs/Landscaping	D	25	0	0
Five year electrical test and inspections	E	2	0	0
Warden Call-Out System	E	30	0	0
Brickwork and Concrete Repairs	E	0	0	93
Roofing Works	E	0	47	0
Gutter Repairs	A	0	40	0
		67	87	93
Total Repairs, Maintenance and Improvements		145	177	184

Key: E = Essential A = Advisable D = Desirable

2016/17 REPAIRS, MAINTENANCE AND IMPROVEMENTS -
EXPLANATION OF WORKS

Projects

Roofing Works - £47,000

To repair existing roofing following surveys and to prevent future leak.

Gutter Repairs - £40,000

To repair existing gutters following surveys and to prevent future damp issues.

2017/18 REPAIRS, MAINTENANCE AND IMPROVEMENTS -
EXPLANATION OF WORKS

Breakdown and Emergency Repairs

Building - £55,000

Responsive repairs currently undertaken by Wates Living Space.

Electrical - £8,000

Responsive repairs currently undertaken by Wates Living Space.

Contract Servicing

Building - £2,000

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

Fire extinguishers: The current contractor is Allied Protection.

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

Electrical - £7,000

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

Heating & Ventilating - £8,000

Servicing and Maintenance of Gas Appliances: The current contractor is Carillion - Planned Maintenance Engineering operating under a partnering agreement.

Cyclical Works

Asbestos Data - £3,000

Inspection /removal of asbestos. Current contractor Eton Environmental.

Adaptations for the Disabled - £3,000

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

Redecorations Works - £5,000

Various redecoration works – contractor to be determined.

Projects

Brickwork and Concrete Repairs - £93,000

Concrete testing and remedial works – contractor to be determined.

Committees:	Dates:
Housing Management and Almshouses Sub Committee	28 November 2016
Subject: Middlesex Street Estate, Petticoat Tower Replacement of Windows and Balcony Doors	Public
Report of: Director of Community and Children’s Services	For Decision

Summary

The purpose of this report is to advise Members on a funding issue that has arisen in relation to works to replace the windows and balcony doors to flats in Petticoat Tower on the Middlesex Street Estate and to seek confirmation from Members of its previous decision not to recharge long-leaseholders for this work.

Recommendations

The Sub Committee is asked to:

1. Consider and discuss the funding issue that has arisen in relation to the works to replace the windows and balcony doors to flats in Petticoat Tower on the Middlesex Street Estate.
2. Confirm its decision at its meeting on 26 September 2016, to proceed with the works and not to recharge long-leaseholders.

Main Report

Background

1. Back in 2010, the City carried out a planned programme of replacement windows to all properties (HRA and leasehold) on the Middlesex Street Estate. The programme was entirely funded from S106 monies received from Minerva PLC in relation to the development of Minerva Tower and no recharge was made to leaseholders for this work.
2. At the time, the City also had plans to carry out a wider sustainability project on the Middlesex Street Estate that included overcladding the existing concrete structure with a high energy efficient insulated wall cladding system. As a result of these plans, a decision was taken not to replace the balcony doors and screens to the flats in Petticoat Towers as these would effectively have been encapsulated as part of the overcladding works.
3. The City subsequently decided that the wider sustainability project on the Middlesex Street Estate would not go ahead, which meant that the balcony doors and screens to the flats in Petticoat Towers were not replaced but were left in their original condition.

4. The issue of replacing the balcony doors and screens to the flats in Petticoat Towers has remained contentious for some considerable time after the completion of the planned window replacement programme back in 2010. More recently, the issue has been compounded by a need for clarity on the extent of the City's repairing obligations under the terms of the long leases with particular regard to the balcony doors and screens. On 26 November 2015, the City formally sought the opinion of the Barrister, Jonathan Manning, on this matter.
5. Jonathan Manning's advice and opinion was eventually received on 13 May 2016. In relation to the balcony doors and screens, he concluded that:

"....the works in question are works of repair, within the landlord's repairing covenant, and they are also therefore within clause 4(3)(a) and (e) (i) of the lease. This means that I consider the costs of the works to be recoverable in principle (i.e. assuming that the procedural requirements for recovery have been or will be satisfied) from the leaseholders within the service charge provisions of the lease".
6. On the basis of the advice we now have from Jonathan Manning, we are now in a position to proceed with the long-outstanding replacement of the balcony doors and screens to the flats in Petticoat Towers.

Considerations

7. A legal challenge has been made by a long leaseholder relating to the potential apportionment of recoverable costs. The challenge has arisen as the original approach that was proposed for the Middlesex Street Sustainability Project was structured in such a way that leaseholders were not going to be recharged for this work.
8. At the time the windows to the properties were replaced some 6 years ago, the balcony doors and windows were priced at approximately £200,000. The cost of this work at that time would have been covered by the S106 funding from the Minerva Tower development and leaseholders would not have been required to contribute towards the cost.
9. The cost of replacing the balcony doors and windows today is estimated at £787,500. At its meeting on 26 September 2016, this Committee approved a Gateway 3/4 Options Appraisal to proceed to Gateway5.
10. It had originally been intended that the cost of replacing the balcony doors and windows to leaseholder properties would be met from the remainder of the S106 funding from the Minerva Tower development. Unfortunately, we have recently been advised that the S106 contributions for the double-glazing works were time limited to the fifth anniversary after the completion of the Minerva Tower development and the contributions were subsequently applied to the New Public Square Works.

11. In the absence of any further S106 funding, the full cost of the works of £787,500 will be borne by the Housing Revenue Account (HRA) including the cost of works to the leasehold properties.
12. The question for members is, in the absence of S106 funding, do you still stand by your previous decision to proceed with the works and not recharge long-leaseholders?
13. In reaching its previous decision, members took into account that it was the City of London's decision not to carry out this work back in 2010 and leaseholders will be particularly aggrieved if they are now required to contribute towards the cost of the works that they were originally told would not be rechargeable especially given the number of times they were told they would not be required to pay.
14. Members should also be aware that following its decision at its meeting on 26 September 2016, to proceed with the works, letters were sent out to all residents including long-leaseholders, who were advised of the Committee's decision not to recharge for these works.
15. It remains the view of the Departmental Leadership Team (DLT) that despite the changes in the funding arrangements for this work, the reasons behind the decision not to recharge leaseholders still remain valid. Indeed, it is highly likely that a legal challenge against a decision to require leaseholders to contribute to the cost of these works would be successful.

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