



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

Date: MONDAY, 23 JULY 2018

Time: 11.00 am – Member Briefing on Tenancy Support
11.30 am – Sub Committee start time

Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

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

Enquiries: Julie Mayer: 020 7 332 1426
julie.mayer@cityoflondon.gov.uk

**Lunch will be served in the Guildhall Club at 1pm
Please note part of this meeting may be subject to audio or video recording**

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Reports

At 11 am there will be a Member Briefing on Tenancy Support

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 5 June 2018.
For Decision
(Pages 1 - 6)
4. **REWIRE THE LANDLORD'S ELECTRICITY SUPPLY AT SOUTHWARK ESTATE (PARTIAL) AND THE SYDENHAM HILL ESTATE**
Report of the Director of Community and Children's Services (Appendix To Follow).
For Decision
(Pages 7 - 16)
5. **ALMSHOUSES UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 17 - 18)
6. **FIRE AT HOLLOWAY ESTATE**
A briefing note from the Director of Community and Children's Services.
For Information
(Pages 19 - 22)
7. **HOUSING UPDATE AND RISK REGISTER (INCLUDING WAITING LIST DETAIL)**
Report of the Director of Community and Children's Services.
For Information
(Pages 23 - 40)
8. **ESTATE STANDARDS REVIEW**
Report of the Director of Community and Children's Services.
For Information
(Pages 41 - 44)
9. **ANTI-SOCIAL BEHAVIOUR POLICY**
Report of the Director of Community and Children's Services.
For Decision
(Pages 45 - 74)

10. **HOUSING MANAGEMENT POLICY SCHEDULE**
Report of the Director of Community and Children's Services.
For Information
(Pages 75 - 82)
11. **TENANCY VISITS UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 83 - 86)
12. **MAIS HOUSE DECANT PROGRAMME - FINAL UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 87 - 90)
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 5 June 2018.
For Decision
(Pages 91 - 92)
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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**ISHOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND
CHILDREN'S SERVICES) COMMITTEE**
Tuesday, 5 June 2018

Minutes of the meeting of the held at Guildhall, EC2 at 11.30 am

Present

Members:

Randall Anderson
Peter Bennett
Mary Durcan
John Fletcher
Marianne Fredericks
Alderman David Graves (*in the Chair until agenda item 4*)
Barbara Newman
Dhruv Patel
Susan Pearson
William Pimlott

Officers:

Mark Jarvis	- Chamberlains
Mona Lewis	- Chamberlains (Procurement)
Chris Keesing	- Chamberlains (Internal Audit)
Julie Mayer	- Town Clerk's
Jacquie Campbell	- Community and Children's Services
Paul Murtagh	- Community and Children's Services
Liam Gillespie	- Community and Children's Services
Jacqueline Whitmore	- Sheltered Housing Manager (C&CS)
	-

1. APOLOGIES

There were no apologies

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

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes of the meeting held on 16 April be approved as a correct record.

**4. TO ELECT A CHAIRMAN OF THE SUB COMMITTEE IN ACCORDANCE
WITH STANDING ORDER 29**

Members proceeded to elect a Chairman in accordance with Standing Order 29.

RESOLVED, that – being the only Member willing to serve, Mr John Fletcher be elected as Chairman of the Housing Management and Almshouses Sub Committee for 2018/19.

5. **TO ELECT A DEPUTY CHAIRMAN OF THE SUB COMMITTEE IN ACCORDANCE WITH STANDING ORDER 30**

In accordance with Standing Order 30, the immediate past Chairman, Mr Randall Anderson, exercised his right to serve as Deputy Chairman for the ensuing year.

RESOLVED, that – Mr Randall Anderson serve as Deputy Chairman of the Housing Management and Almshouses Sub Committee for 2018/19.

The Chairman welcomed William Pimlott and Peter Bennett to the Sub Committee and gave thanks to retiring members, Henry Jones and Deputy Elizabeth Rogula for many years of service to the Sub Committee. Members were pleased to note that Deputy Henry Jones would continue to serve as the allocated Member for Middlesex Street. Peter Bennett volunteered to be the new Allocated Member for Isledon, in the vacancy of Elizabeth Rogula.

6. **MAJOR WORKS PROGRAMME PROGRESS REPORT**

Members received a report of the Director of Community and Children's Services in respect of progress made with the Housing Major Works Programme.

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

- Middlesex Street and York Way had been combined to achieve economies of scale and they would be subject to a short, 1 month delay.
- Under legislation (Section 20 Notice), the City Corporation is not obliged to provide estimates of the cost of the works at Stage 1 of the process, which is intended to be solely a 'Notice of Intention'. In accordance with statute, details of the tenders submitted are provided at Stage 2, with the proportions which each resident should expect to pay. The suggestion of an 'estimate stage' was noted although, the Assistant Director explained that this could be an issue if final calculations differed and may not be supported by the Comptroller.
- It was accepted that some residents might not fully understand Section 20 Legislation. The Assistant Director had been working with the City Solicitor to make communications jargon free/ plain English and the position was improving. A Member commented that plain English communications, which accompanied consultation letters to Barbican residents, had been welcomed.
- In accordance with Members' wishes, every other meeting (of the Sub Committee) would receive a fuller report, showing cumulative slippage, and this would enable year-on-year comparisons.

- The Assistant Director shared Members concerns about works delayed due to Committee cycles and expected his team to factor this into their forward planning. The Town Clerk reminded Members that, in extreme circumstances, an urgent decision could be taken and there was an option to consult with Members, ahead of a decision being signed off by the Town Clerk (in consultation with the Chairman and Deputy Chairman of the Sub Committee/Grand Committee).

RESOLVED, that -the report be noted.

7. **FIRE SAFETY REVIEW - HRA PROPERTIES**

Members received a report of the Director of Community and Children's Services which advised them of work done in respect of potential improvements to enhance the safety of the City Corporation's social housing residents, in the event of fire.

Members noted that Dame Judith Hackitt's independent report into the Grenfell Tower tragedy had been published shortly after the last meeting of the Community and Children's Services Committee. The report, which concluded that the current processes and procedures relating to fire safety are not 'fit for purpose', did not recommend retrospective measures such as the fitting of sprinklers in high-rise tower blocks. Members also noted that the Fire Risk Assessments would be published tomorrow (6th June 2018).

The Assistant Director advised that the final 3 properties in Great Arthur House, where access had not been achieved to install the fire alarm system, had been booked in for this week. Once completed, the LFB will be asked to approve the release of the Waking Watch. Members congratulated officers on gaining access to the remaining properties.

Members noted that, following Counsel's opinion, a report on the implications of recharging for retrospective fire enhancements would be presented to the next meetings of the Sub and Grand Committees. The Assistant Director explained that, as the substance of this report and proposed actions were likely to stray into paragraph 3 of the Local Government Act; i.e. commercial sensitivities, then it would be an exempt report.

RESOLVED, that – the report be noted.

8. **INTRODUCTORY TENANCIES POLICY**

Members considered a report of the Director of Community and Children's Services in respect of an Introductory Tenancies Policy. Members commended a clear and comprehensive report and noted that forthcoming policy reports had been factored into the Sub Committee's work plan. Officers agreed to bring a report to the next Committee, setting out when existing Policies were due for renewal. Members also noted that any procedures within the new policy would not substitute the actions taken by income collection officers.

RESOLVED, that – the Introductory Tenancies Policy be approved for use by the Housing Division.

9. **SOCIAL HOUSING TENANCY FRAUD - ANNUAL REPORT 2017/18**

Members received a report of the Director of Community and Children's Services which provided an overview of the work undertaken by the Anti-Fraud Team to tackle social housing tenancy fraud during the 2017/18 reporting year.

During questions on this report, the following points were noted:

- The forthcoming comprehensive audit of all social housing in the City would provide further intelligence on potential and suspected fraud, as would membership of the London Fraud Hub. The officer advised that a return of 16 properties was fair, based on the current level of resources within the team.
- All long-term tenants were visited on a 3-yearly cycle and the above mentioned social housing audit would commence shortly and last for a 6 month period. The Assistant Director introduced the new manager who would be overseeing the audit. Members noted that, in addition to fraud, the audit would seek to detect concerns in respect of fire safety, safeguarding, vulnerability and benefit entitlements. The findings of this audit, together with recommendations and monitoring information would be reported back to the Sub Committee.

RESOLVED, that – the report be noted.

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

In response to a question about early consultation and engagement with residents on the future housing programme, the Assistant Director advised that a new communications strategy would ensure consultation at an earlier stage. The Housing Delivery Programme would be reported to the Grand Committee every 6 months, with the next update due in September. Should anything significant arise in the interim, Members and Allocated Members would receive a briefing.

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

The Chairman advised that he would be frequently attending forthcoming housing inspections and all Members, particularly the Allocated Members, were invited to join him.

12. **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
13 - 16

Paragraph
2 & 3

13. **STOCK CONDITION SURVEY**
Members received a report of the Director of Community and Children's Services.
14. **MAIS HOUSE DECANT UPDATE**
Members received a report of the Director of Community and Children's Services.
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no non-public questions.
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 12.50 pm

Chairman

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Committees:		Dates:	
Choose an item. Projects Sub Housing Management and Almshouse Sub		18 July 2018 23 July 2018	
Subject: Rewire the landlord's electricity supply at Southwark Estate (partial) and the Sydenham Hill Estate.		Gateway 3 - 4 Outline Options Appraisal(regular)	Public
Report of: Director of Community & Children's Services Report Author: Lochlan MacDonald			For Decision
<u>Recommendations:</u> <ol style="list-style-type: none"> 1. That approval is given for the necessary repairs to Lammas Green (flats) and Pakeman House communal electricity supplies to be removed from this project and undertaken instead under response repairs using the minor works framework. 2. That Otto Close communal electrics be removed from this project and instead inspected under the Phase Four Electrical contract; 3. That approval be given for Middlesex Street Estate to be included within this project. 4. That the emergency repairs already carried out at Middlesex Street are noted: 5. That approval is given to seek two separate tenders for works at Middlesex Street as follows: <ol style="list-style-type: none"> i) Works that do not require section 20 Long Leasehold consultation at an estimated cost of £393,750 including staff costs and fees; ii) Works which require section 20 Long Leasehold consultation at an estimated cost of £337,500 including staff costs and fees; 6. That estimated staff costs of £3,000 and estimated fees of £13,000 (2% of works costs) be approved to develop the specification and seek procurement; 7. The Project is renamed Middlesex Street Non-Emergency Electrical Works. 			
<u>Summary</u>			
Dashboard			
Project Status		Green	
Timeline		<ul style="list-style-type: none"> • Gateway 3/4 – July 2018 • Tender Exercise – August 2018 • Gateway 5 – September 2018 • Works Start – October 2018 <p>The above relates to the non Section 20 works: The works that are rechargeable to leaseholders is as follows:</p> <ul style="list-style-type: none"> • Gateway 3/4 – July 2018 	

	<ul style="list-style-type: none"> • Pretender Consultation: July/August 2018 • Tender exercise: September 2018 • Tender Analysis: October 2018 • Post Tender Consultations: November 2018 • Gateway 5 - December 2018; • Start Works January 2019
Programme Status	Pending approval of Gateway 3/4 – Options Appraisal (Regular)
Latest estimated total costs (including fees)	Middlesex Street Rechargeable - £337,500 Middlesex Street Non-rechargeable: £393,750 Sydenham Hill – N/A - Pakeman House – N/A
Expenditure to date	<ul style="list-style-type: none"> • £902.23 staff fees • £2,000 electrical test reports at Sydenham Hill and Pakeman House • £9,300 Consultant costs <p>There has also been the following expenditure in relation to Middlesex Street.</p> <ul style="list-style-type: none"> • Petticoat Tower Emergency Lighting: £65,293 • Petticoat Square Emergency electrical works - £41,915 • Petticoat Tower - Emergency electrical works - £68,737.50 • Redecs Works following emergency lighting installation - £7,946. <p>Total Approved Expenditure: £10,202.23 Total Non Approved Expenditure: £185,891.50</p>

Progress to date:

Your committee previously authorised the £23,000 fees and staff costs of £1,150 for surveys to inform the options appraisal of this project. The initial report only covered Sydenham Hill estate and Pakeman House (at Southwark Estate). The original report did not include Middlesex Street as consideration was being given to combining this with other projects at that estate. However, it was subsequently decided to look at including this estate given concerns about the lack of a current valid certificate, and recent electrical surveys undertaken, and the fact that the tests for the other estates cost less than expected.

The reports for Sydenham Hill and Pakeman House cost a total of £2000, and indicated that whilst there are some issues with the landlord's electrics, full rewiring is not required. All repairs are non urgent and it is proposed that these are dealt with by response repairs via the minor works framework as the volume of repairs is such that they do not need to be addressed as a project. Sydenham Hill only covers Lammas Green flats as the houses are either freehold or dealt with as tenanted properties. Otto Close will be addressed under the separate Phase Four testing contract and Mais House is due to be demolished so is no longer required to reach compliancy.

A specialist consultant was appointed to carry out a thorough survey at Middlesex Street. The survey detected serious health and safety defects across the electrical intake rooms which needed to be addressed immediately. Accordingly, a procurement exercise was undertaken and orders were placed to get the urgent works expedited at the following costs:

Works	Cost
Petticoat Tower provision of emergency lighting	£65,293.00
Petticoat Tower Emergency Electrical Works	£68,737.50
Petticoat Square Emergency Electrical Works	£41,915.00*
Redecoration Works	£7,946.00
TOTAL	£183,891.50

*this may increase as final invoice awaited.

However, the survey also identified non-emergency works which need to be addressed to meet compliance. This includes upgrading the current generator, which is 22 years old and its condition suggests it may not be wholly reliable should a fire occur, which could endanger residents, staff and fire fighters. The new generator will be linked to the lifts as a fire fighting back up unit but will also cater for the communal lighting and heating for safe passage and protection of vulnerable residents should a power failure occur. It is proposed that these works are split into two separate contracts so that works that do not need long lessee consultation may be expedited.

Overview of Options:

Option One – Address all outstanding repairs at all estates under response repairs.

Option Two – Sydenham Hill and Pakeman House Repairs are addressed under response repairs and Middlesex Street repairs undertaken under two separate contracts (rechargeable and non rechargeable).

Proposed way forward and summary of recommended option:

Option one would be a realistic way to tackle Lammas Green and Pakeman House given the small volume of repairs. However, given the larger volume required at Middlesex Street, there is a concern that the response repairs budget may be stretched by these. In view of this option two is recommended as the quickest way to get the required repairs undertaken.

Procurement Approach: CLPS REF:16/175PS.

City Procurement have been consulted in the preparation of this report and have produced the PT 4 report. They have suggested the response repairs route for Sydenham Hill and Pakeman House. Separate invitations to tender will be issued for the rechargeable and non-rechargeable works for Middlesex Street Estate.

Financial Implications Table
Middlesex Street Estate

<i>Estimated Works Cost</i>	<i>Staff Fees and Costs 12.5%</i>	<i>Total</i>	<i>Estimated Service Charge Contribution</i>	<i>Estimated HRA Contribution</i>
Rechargeable	£300,000	£337,500	£107,601	£229,899
Non-rechargeable	£350,000	£393,750	£0.00	£0.00
TOTALS	£650,000	£731,250	£107,601	£229,899

Options Appraisal Matrix

See attached.

Appendices

Appendix 1	PT4 FORM (PROCUREMENT)
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Contact

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Options Appraisal Matrix

Sydenham Hill, Pakeman House and Middlesex Street Electrical Works

	<i>Option 1</i>	<i>Option 2</i>
1. Brief description	<ul style="list-style-type: none"> Address all outstanding repairs at all named estates under response repairs. Schedule of repairs will be passed to the housing repairs team to arrange through the term contractor. 	<ul style="list-style-type: none"> Sydenham Hill and Pakeman House Repairs are addressed under response repairs. Middlesex Street repairs undertaken under two separate contracts Rechargeable and non rechargeable works separated to expedite works.
2. Scope and exclusions	<p>Scope:</p> <ul style="list-style-type: none"> Lammas Green Flats Pakeman House Middlesex Street Estate. <p>Exclusions:</p> <ul style="list-style-type: none"> All other Estates: 	<p>Scope:</p> <ul style="list-style-type: none"> Middlesex Street Estate <p>Exclusions:</p> <ul style="list-style-type: none"> All other blocks and estates
<i>Project Planning</i>		
3. Programme and key dates	N/a	<p>Non Rechargeable works</p> <ul style="list-style-type: none"> Gateway 3/4 – July 2018 Tender Exercise – August 2018 Gateway 5 – September 2018

	<i>Option 1</i>	<i>Option 2</i>
		<ul style="list-style-type: none"> • Works Start – October 2018 Rechargeable works <ul style="list-style-type: none"> • Gateway 3/4 – July 2018 • Pretender Consultation: July/August 2018 • Tender exercise: September 2018 • Tender Analysis: October 2018 • Post Tender Consultations: November 2018 • Gateway 5 - December 2018; • Start Works January 2019
4. Risk implications	<ul style="list-style-type: none"> • Current facilities continue to deteriorate, endangering residents' safety. • Failure to provide service due to outages caused by disrepair. • Increased pressure on repairs and maintenance budgets. 	<ul style="list-style-type: none"> • Possible opposition from long leaseholders over large capital costs. • Possibility of interruption to services during works. • Safety of residents endangered if works not carried out.
5. Benefits and disbenefits	Benefits: <ul style="list-style-type: none"> • No immediate large capital outlay required. • Less inconvenience to residents in terms of access requirements. • No section 20 leasehold consultations necessary Disbenefits:	Benefits: <ul style="list-style-type: none"> • Addresses the problem of deteriorating electrics immediately, helping to protect residents and assets. • Will improve services across the estate. • Increases life expectancy of asset • Likelihood of reduced spending on repairs.

	Option 1	Option 2
	<ul style="list-style-type: none"> Continuing deterioration of electrical services endangering residents' safety. Increased likelihood of further breakdowns and fire. System becomes irreparable and fails completely, despite maintenance. Extended disruption to residents during times of service failure. Continued and higher spending on the maintenance contract. 	Disbenefits: <ul style="list-style-type: none"> Higher Initial capital charge. Long leaseholder dissatisfaction at costs.
6. Stakeholders and consultees	Tenants, Leaseholders, Members and, Department of Community and Children's Services Staff. Residents of Middlesex Street Estate will be advised about potential works, and all necessary statutory consultations with long leaseholders will be undertaken.	
Resource Implications		
7. Total Estimated cost	Unquantifiable – as and when required.	Rechargeable - £337,500 Non-Rechargeable - £393,750 Total: £731,250
8. Funding strategy	Housing Revenue Account, leaseholder contributions.	

	<i>Option 1</i>	<i>Option 2</i>
9. Estimated capital value/return	N/A	
10. Ongoing revenue implications	This requires maintenance under response repairs contract, and costs are likely to rise as the electrics get older.	The new installations will be covered by the defects period for one year following works. Response repairs will be carried out as necessary and regular testing of the installations will also be required.
11. Investment appraisal	This will form part of the overall maintenance and repair budgets submitted annually for approval.	The option is costed within the department's 5 year asset management plan and the 30 year business plan for the Housing Revenue Account
12. Affordability	This will be accommodated within repair and maintenance budgets.	The works costs have been estimated and form part of the funded 5 year and 30 year Asset Management Plans.
13. Legal implications	The safe maintenance of the facilities is a prime legal duty the City has towards tenants and leaseholders.	
14. Corporate property implications	It is important that the facilities within the City's assets remain in good, working order. The communal electrics helps ensure the safety of residents Therefore all necessary action should be taken to ensure that the facilities are kept working and maintained throughout the assets' lifetime.	
15. Traffic implications	Any necessary traffic arrangements for contractor's vehicles will made locally on site.	

	<i>Option 1</i>	<i>Option 2</i>
16. Sustainability and energy implications	N/a	The new installations will need to meet current regulations which will mean that they have to be as energy efficient as possible
17. IS implications	N/A	
18. Equality Impact Assessment	An Equality Impact Assessment will be undertaken for whichever option is chosen.	
19. Recommendation	Not recommended	Recommended
20. Next Gateway	N/A	Gateway 5 - Authority to Start Work
21. Resource requirements to reach next Gateway	Staff fees as required (currently unquantifiable)	<ul style="list-style-type: none"> • Consultant Costs (2%) £13,000 • Staff fees (estimate) £3000 Total £16,000

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Committee Housing Management & Almshouses Sub-Committee	Dated: 23 July 2018
Subject: City of London Almshouses Update	Public
Report of: Director of Community & Children's Services	For Information
Report author: Jacqueline Whitmore, Sheltered Housing Manager	

Summary

This report gives Members an information update on the City of London Almshouses, in Lambeth. Some of the information in the report also relates to the eight Gresham Almshouses on the estate.

Recommendation

Members are asked to note the report.

Main Report

Background

1. This report is presented to alternate meetings of the Housing Management and Almshouses Sub-Committee, it updates Members on operational matters relating to the Almshouses and their residents.

Current Position

2. Waiting List

There are currently two vacancies due to unexpected departures. Now that Mais House residents are accommodated, there are no applicants for Almshouses on the City's waiting list, so London Borough Lambeth Lettings team have been notified of the vacancies, as has the East London Almshouses Group.

3. Social activities

Residents are looking forward to a joint sheltered housing residents picnic to be held at the Almshouses on 19 July. Some funds previously held by the Mais House Residents Association were available and, as the party for the Queen's birthday had been such an enjoyable occasion a short while ago, we decided to redirect this money to pay for more joint events for our sheltered housing and Almshouses residents.

Almshouses residents have not decided if they wish to have a summer trip this year. The Almshouses Manager has sent a questionnaire to residents for their choices of venue. Members are cordially invited to attend if they are available on the day.

4. Refurbishment Programme

All the tender documents for the refurbishment programme are complete and will soon be released to tender. Once released, the tender will be open for 4 weeks. There will be an evaluation process for the best contractor, and a lead in time of 6 weeks to be on site for work to commence.

The Project Manager has asked prospective contractors to provide quotes for two options:

- to install double glazing if planning permission is granted;
- to install secondary glazing if planning permission is refused.

To support the planning application for the double-glazing window units, the Almshouses Manager and the Project Manager hosted a successful consultation with the residents. Residents have written letters, which were included with the application for new windows, citing issues with cold homes because of ill-fitting windows, energy efficiency and fuel poverty as their main reasons for supporting the application. It is intended that the outcome of the planning application will be known before the contract is awarded to the winning tenderer.

The work to replace the monitoring system is underway. At present, the contractors are over halfway through the replacement of units in residents' homes. This work will be complete before the window replacement programme commences.

Jacqueline Whitmore
Sheltered Housing Manager

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Committee	Dated:
Housing Management & Almshouses Sub-Committee	23/07/2018
Subject: Fire at Holloway Estate – Briefing Note	Public
Report of: Director of Community & Children’s Services	For Information
Report author: Liam Gillespie, Acting Head of Estates	

Summary

A fire in a flat at Fairweather House, Holloway Estate, Parkhurst Road, London N7 was reported to the London Fire Brigade (LFB) at approximately 22:30hrs on 25th June 2018. The resident was not at home at the time and the alarm was raised by a neighbour. The LFB attended promptly and extinguished the fire, though the flat in question was extensively damaged and has been left uninhabitable. There were no injuries.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Fairweather House is a low-rise, brick-built block of flats constructed in 1966. It contains 41 flats arranged over four floors and houses the estate office.
2. The fire, which is believed to have been caused by a carelessly discarded cigarette, appears to have started on the bed and was confined to the bedroom, with smoke damage elsewhere. The resident was not at home at the time and no-one was injured.
3. The LFB has confirmed that the flat is structurally safe. The Health & Safety Adviser for Housing Services visited the property on 26th June to carry out an assessment.
4. During the incident, other residents stayed in their homes as it was safe to do so, in line with the ‘stay put’ policy in operation at Fairweather House. This allowed the LFB to work without obstruction.

5. The Resident Estate Officer was on-site on 25th June to offer reassurance to residents. He was joined by other staff on 26th June to respond to any resident concerns, and to circulate a communication to reassure residents.
6. Senior Managers, the Press Office and the Allocated Member for Holloway Estate were notified and briefed on 26th June.

Current Position

7. The LFB issued a statement to City of London officers stating that the cause was believed to be a carelessly discarded cigarette. Members will note that the compartmentation in the property served its purpose and the fire was contained within the property. We are awaiting a full report from the LFB which we will share with Members once received.
8. The only other damage to the block was water ingress to properties below the flat where the incident occurred. The extent of which is currently being assessed and the case has been reported to our insurers.
9. The affected resident was accommodated temporarily by the local authority and we will liaise with them regarding longer-term housing options.
10. An update was sent to all residents on the estate once information was provided by the LFB. This was also used to give general advice on precautions to be taken by residents around smoking and the safe disposal of cigarettes.
11. We plan to include an article with a similar message in the next resident newsletter (Autumn 2018).

Legal & Financial Implications

12. The cost of remedial works is estimated to be £6,000.

Conclusion

13. A fire in a flat on Holloway Estate resulted in damage to the affected property, though it was extinguished quickly and thankfully no-one was hurt. The likely cause was identified as a discarded cigarette.
14. Updates have been provided to residents locally and the incident will form the basis of further communications to all residents on fire safety, specifically around smoking and the safe disposal of smoking materials.

Liam Gillespie

Acting Head of Estates

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Committee	Dated:
Housing Management & Almshouses Sub-Committee	23/07/2018
Subject: Housing Update & Risk Register	Public
Report of: Director of Community & Children's Services	For Information
Report author: Liam Gillespie, Acting Head of Estates	

Summary

This six-monthly update on Housing Service performance and management information keeps Members up to date with progress against key areas of work. The report covers performance for the second half of the last financial year (1st October 2017 to 31st March 2018).

Members may wish to note that:

- The year-end rent collection figure remained high at 98.6%
- The new anti-social behaviour case management system, StreetWise, is now in use
- Additional information has been provided in this report around housing allocations

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 1st October 2017 to 31st March 2018. It has been organised to give Members information on each of eight areas of work:
 - Repairs & Maintenance
 - Estate Management
 - Revenues
 - Allocations

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

Repairs & Maintenance

4. During the reporting period, a total of 1,552 repairs were logged by Property Services. Performance against key indicators is set out below:

Performance indicator	Target	Year-end performance
Overall	96%	99.6%
Priority One repairs (complete within 24 hours)	95%	99.79%
Priority Two repairs (complete within 3 working days)	95%	99.29%
Priority Three repairs (complete within 5 working days)	96%	100%
Priority Four repairs (complete within 20 working days)	96%	99.46%
% of jobs for which post-work inspections were carried out	15%	20.36%

5. At the end of the reporting period, 98.1% of our properties had a valid CP12 gas safety certificate.

Estate Management

6. A total of eleven Right to Buy applications were received during the reporting period; three sales completed during this time (seven in total in 2017/18). Twelve applications were withdrawn, though some of these were initially submitted in Q1/2.
7. The Housing & Neighbourhoods Team is now using the Streetwise database to record and manage cases of anti-social behaviour. In Q3 there were 47 new cases logged, with 49 logged in Q4 (a total of 96 in the reporting period). This compares with a total of 122 in Q1 and Q2.
8. Of the 49 cases logged in Q4, noise nuisance accounted for 21. The remaining cases were made up of instances of the misuse of communal spaces, criminal damage and alcohol misuse/related behaviour.

Revenues

9. At 31st March 2018, rent collection stood at 98.6%; arrears amounted to £191,417. This is a very significant achievement on the part of the Income

Recovery Officers in particular, who had to contend with difficulties caused by the roll-out of Universal Credit, as well as changes to the County Courts (including some local court closures) which caused a backlog in housing possession cases.

10. No evictions were carried out during the reporting period.

Allocations

11. At the end of the reporting period, there were 656 households on the waiting list for accommodation. During Q3 and Q4, 113 new applications for housing were received, of which 101 were accepted onto the register.

12. Members may be interested to note the following information relating to average waiting times (in days) for properties of each bedroom category. The waiting time is the period from being accepted onto the register to being offered a property of a suitable size. If no properties are available in a particular year, the figure appears as zero. Direct offers and special schemes, such as offers made to care leavers, are not included. Nominations made by other local authorities to new housing schemes are also excluded.

	2013-14	2014-15	2015-16	16-17	17-18
Studios	1,185	1,562	2,066	494	681
1-beds	627	686	597	701	815
2-beds	813	546	836	805	666
3-beds	1,518	1,021	1,037	777	1641
4-beds	3,040	N/A	N/A	2,949	N/A

13. The table below shows the number of properties that became available for letting from 2014/15 to the last full financial year, by bedroom category.

	Studios	1-beds	2-beds	3-beds	4-beds	Total	Notes
2014-15	29	26	25	12	0	92	
2015-16	33	42	41	29	0	145	Included 44 new builds
2016-17	20	18	36	11	1	86	
2017-18	28	19	24	3	0	74	

14. As Members are aware, priority for housing is based on need. Applicants who have high priority needs are almost always offered a property within a year and some within a matter of months. The only exception is if we have no properties that meet an individual's requirements.

15. We have only a limited number of homes becoming vacant every year. In 2016-17 we had only 86 vacancies during the year, and last year the figure was just 74.

Our total stock of social rented homes is under 2,000. It is inevitable that those who have low needs will have to wait some considerable time to be housed.

16. Members may wish to note that local authorities are not obliged to publish data on waiting times for housing allocations. Our own comparison of the limited data available online shows that the City's waiting times are generally shorter than those in neighbouring boroughs.
17. Some local authorities have also closed their waiting lists to those with low priority, as a way of reducing waiting list numbers. We have not taken this step, though we do warn applicants with low priority that they face a lengthy wait for housing and that they may not be housed at all.

Affordable Housing

18. Detailed designs are being finalised for three additional general needs flats at Isleden House. The next step is to procure a contractor, with a view to commencing construction in early 2019.
19. Planning consent has been gained for thirteen new flats at Avondale Square, at George Elliston House and Eric Wilkins House. Tenders are currently being sought for the main construction contract.
20. Construction is due to start in September 2018 at Middlesex Street Estate, where ten additional units of housing will be created from reclaimed upper floors of commercial units, plus the former Porters' Mess Room. Tenders have been received and a main contractor is due to be appointed shortly.
21. A planning application has been submitted regarding the conversion of the ground floor of Great Arthur House to three units of housing. A decision on this application is anticipated by September 2018.
22. Members will be aware that Mais House has now been decanted and all residents have been re-housed successfully. Design proposals for the site will now be developed, with a view to submitting a planning application in early 2019. A separate planning application relating to the demolition of Mais House is due to be submitted to the London Borough of Lewisham in the Autumn of 2018. Early concept designs show that the number of homes will exceed the 64 previously provided at Mais House and could consist of as many as 175 new units of housing.

Benefits

23. At the end of the reporting period, there were 776 households in the City and on our other housing estates claiming benefits. Performance on our indicators is as follows:
- 24.

Performance indicator	Target	Year-end performance
Average time taken to process new benefit claims	<26 days	17.5
% New claims decided within 14 days	>90%	90.2%
Average number of days taken to process notification of changes of circumstance	<10 days	4.5

Complaints

25. We received a total of 48 new complaints in Q3/4 (relating to housing management and responsive repairs), compared to 38 received in Q1 and Q2.
26. The table below shows the number of complaints dealt with at the different stages of the complaints process. Members will note that, as in previous reporting periods, most of the complaints did not progress beyond Stage One of the complaints process.

	Stage One	Stage Two	Stage 3	Ombudsman
Repairs	28	4	0	0
Housing	20	4	3	0

27. Of the 48 complaints, a total of 21 were upheld in full or in part. Nineteen of these complaints related to repairs and two relating to housing management.

Risk Register

28. The Departmental Risk Register contains several strategic risks which are either specific or relevant to the Housing & Neighbourhoods Division and/or the Barbican & Property Services Division. Having identified the key strategic risks, officers report actions already taken to mitigate against the likelihood and impact of these risks. The risk is then reassessed.
29. Each risk is then accompanied by an action plan which identifies future actions to be taken. This section of the report is intended to update Members on any action taken.
30. No red risk ratings were identified in the reporting period.
31. Members may wish to note the following updates:
- **DCCS HS 001d:** the estate standards review has commenced; this project will include a review of estate walkabouts, inspections and regular checks.

- **DCCS HS 003b:** The new Skyguard system has been purchased and rolled out to all staff identified as 'lone workers'. The lone working system is now fully operational and full training has been provided.

Appendices

- Extract from Corporate and Departmental Risk Register

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DCCS Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Generated on: 19 June 2018

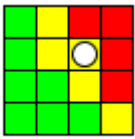
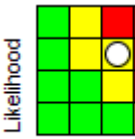



Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 002 Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units 14-Jan-2016 Paul Murtagh	<p>Cause Fire Risk Assessments for managed properties not carried out effectively</p> <p>Event Fires do occur from time to time. Effective Assessments reduce the risk and identify if any changes to procedures or maintenance regimes that need to be reviewed or introduced</p> <p>Effect Fires can lead to significant property damage and potential loss of life</p>	<div style="display: flex;"> <div style="flex: 1;"> Likelihood </div> <div style="flex: 1;"> Impact </div> </div>	12	All 2018 fire risk assessments for social housing have been completed. An action plan is being developed to ensure recommendations are completed within agreed timescales. A Fire Risk Assessment summary report is being presented to the Community and Children's Services Committee in May 2018. 16 Apr 2018	<div style="display: flex;"> <div style="flex: 1;"> Likelihood </div> <div style="flex: 1;"> Impact </div> </div>	8	31-Mar-2019	<div style="width: 10px; height: 10px; background-color: blue;"></div> Constant

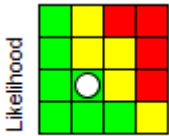
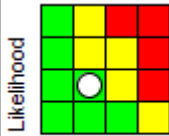

Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 002a Consultant to carry out new fire risk assessments to all managed properties.	Consultants will be employed to carry out risk assessments to all residential and commercial properties managed by the Department. 2017 Fire risk assessments will be completed by end October 2017.	Completed- The new Type 3 Fire Risk Assessments have now been completed and submitted. We are now working with our consultant, Frankham Risk Management, to develop an Action Plan to ensure all recommendations are completed within the prescribed timescale. A Summary Report on the findings and recommendations from the Fire Risk Assessments will be presented to the C&CS Committee in May 2018.	Paul Murtagh	06-Apr-2018	30-Jun-2018

DCCS HS 002b Training to be provided to Housing staff to carry out and review effective fire risk assessments	Training provider for Fire Risk Assessments to be identified. Appropriate staff will be nominated to attend.	Action COMPLETED.	Paul Murtagh	05-Jul-2018	30-Sep-2017
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 003 Lone Working 14-Jan-2016 Paul Murtagh	Cause Staff working on their own in isolated locations or visiting residents or clients homes Event Staff suffer verbal abuse, physical attack or are an accident victim Effect Harm or serious injury to staff	 Likelihood Impact	12	Following a recent tendering exercise, the contract for the provision of lone working devices for all staff identified as 'lone workers' has been awarded to Skyguard. The devices have been allocated to all staff, who have all received suitable training in how to use the devices. The lone working system is now fully operational. 05 Jun 2018	 Likelihood Impact	12	30-Jun-2018	 Constant

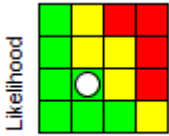
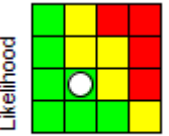

Action no, Title,	Description	Latest Note			Action owner	Latest Note Date	Due Date
DCCS HS 003a Sky Guard Review	A review of the current Lone worker protection device is in progress. Some staff report connectivity problems. At the finish of the review a decision will be taken to continue or to investigate a different solution	Following a comprehensive review of our lone working support system, Sky Guard, we have recently completed a competitive tendering exercise for the procurement of a new robust, modern and effective lone working support system. The contract has again been awarded to Sky Guard and we are now working with the Company to implement the new Contract. Full implementation is scheduled for the 1st April this year.			Paul Murtagh	06-Mar-2018	28-Feb-2018
DCCS HS 003b Lone Working Procedures	Not all staff are working in compliance with the departmental lone working procedures. These will be reviewed to check why they are not being implemented by	The new Skyguard system has been purchased and rolled out to all staff identified as 'lone workers'. The lone working system is now fully operational and full training has been provided.			Paul Murtagh	05-Jun-2018	31-Mar-2018

	all staff and reviewed if appropriate. Compliance with new procedures will be monitored by managers and the quarterly Health and Safety Committee. It is anticipated that monitoring information will be available from Skyguard or the replacement system.				
DCCS HS 003c Personal Safety Visiting Tool (PSVT)	Reviewing and implementing the Personal Safety Visiting Tool (PSVT);	The new Skyguard system has been purchased and rolled out to all staff identified as 'lone workers'. The lone working system is now fully operational and full training has been provided.	Paul Murtagh	05-Jun-2018	30-Jun-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 001 Health and Safety procedures 13-Nov-2014 Jacquie Campbell; Paul Murtagh	Cause: Failure to meet Health and Safety regulations and City of London procedures within the department and on the properties and estates managed by the Housing Division Event: Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident or visitor Effect: Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation.		4	The DCCS Health and Safety Group continues to meet quarterly. The work plan and Top X risks are discussed and reviewed at each meeting. 05 Jun 2018		4	31-Mar-2019	 Constant

Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 001c Implement agreed work plan addressing Top X and other risks	Work plan for Health and safety Officer has been agreed and will be reviewed at quarterly departmental health and safety meetings	Completed - Meeting dates have been set up for 2017. Review of work plan, top X, and other Health and Safety risks reviewed.	Paul Murtagh	14-Mar-2017	31-Mar-2017

DCCS HS 001c Pilot of DCCS Alcohol and Drug Misuse Policy	Pilot of DCCS Drug and Alcohol Misuse Policy from 1 August to 31 January 2017	At its meeting on 29 November 2017, the DCCS Departmental Health and Safety Group agreed to formally adopt the DCCS Drugs and Alcohol Misuse Policy with immediate effect	Paul Murtagh	09-Feb-2018	30-Nov-2017
DCCS HS 001d Review of estate walkabouts, inspections and regular checks	Review of estate walkabouts, inspections and regular checks.	<ul style="list-style-type: none"> • Project planned for 2018/19 financial year to introduce estate standards and monitoring procedures • A Project Brief has been written and project will commence in Q1 of 2018/19 • New Estate Management Policy & Procedure to be written as part of this project 	Liam Gillespie	30-Apr-2018	31-Mar-2019
DCCS HS 001f Review of annual risk assessments programme	Review of annual risk assessments	Improvements to risk assessment procedures will be included in the review of estate management procedures. With regard to fire risk, we continue to work on our fire safety improvement plan and colleagues in Housing and Neighbourhoods are working closely with Barbican & Property Services to respond to the latest fire risk assessments carried out by Frankham RMS Ltd. Action Plans have been commenced and the actions included in them will be monitored by senior management.	Liam Gillespie	30-Apr-2018	31-Mar-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 004 Housing Finance Changes 15-Aug-2016 Jacquie Campbell	Cause Changes to housing financing Event Possible shortfall in Housing Revenue Account funding Effect – Inability to fund the estimated 30 year expenditure plans regarding the City of London's Social Housing	 Likelihood Impact	4	Savills has now completed the Stock Condition Survey on the Corporation's social housing portfolio. The outcome of the survey, in the form of an Executive Summary, was presented to the Community & Children's Committee on 11 May 2018 01 Jun 2018	 Likelihood Impact	4	31-Mar-2019	 Decreasing

Action no, Title,	Description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 004a Review of 5 year Housing Revenue Account Financing Plan and remodelling of 30 year business plan	This work has been commissioned from Savills and from the Chartered Institute of Housing and the outcomes will be reported to Committee in October 2016.	Savills has now completed the Stock Condition Survey on the Corporation's social housing portfolio. The outcome of the survey, in the form of an Executive Summary, has been presented to the Community & Children's Committee at its meeting on 11 May.	Jacquie Campbell; Paul Murtagh	11-May-2018	30-Apr-2018
DCCS HS 004b Financial Inclusion Programme and Universal Credit Support	Financial Inclusion Programme and Universal Credit support	COMPLETE - The temporary Case Worker is now in place and working with a number of households to support them.	Jacquie Campbell	16-Apr-2018	30-Sep-2017
DCCS HS 004c Review of rent collection processes	Review of rent collection processes.	<ul style="list-style-type: none"> A review has been carried out and this has identified a number of actions for us. We anticipate being able to do this by July 2018. As part of a wider review of our policies and procedures, we will be formulating a Rents Policy and associated procedures during the 2018/19 financial year. 	Liam Gillespie	30-Apr-2018	31-Aug-2018

Committee	Dated:
Housing Management & Almshouses Sub-Committee	23/07/2018
Subject: Estate Standards Review	Public
Report of: Director of Community & Children's Services	For Information
Report author: Liam Gillespie, Acting Head of Estates	

Summary

A review of estate standards will take place this year, which will result in objective standards for cleaning, caretaking and grounds maintenance on the City's housing estates.

The main purpose of the review is to formulate and implement objective standards for all our estates, which will be used to measure our performance, details of which will be published on estates and online at regular intervals.

The review will also look at contracts, policies and procedures, communication with residents and the estate inspections regime.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The City's housing estates are managed by on-site teams, which carry out general cleaning, caretaking and grounds maintenance functions. In addition, some tasks, such as parking control and window cleaning, are contracted out to third parties.
2. At present, we have no objective way of measuring performance in these areas and, while we are confident that our estates are well-kept and safe, evidence of performance is largely anecdotal.
3. Most social landlords have objective estate standards that describe how they will clean and maintain communal areas. Specific standards are normally set in relation to cleaning, general grounds maintenance and gardening, which allow performance to be measured against an objective target. The results are published to residents and are used by senior officers to manage performance and allocate resources appropriately.

4. At present, cleaning and grounds maintenance on the City's estates are monitored locally by Estate Managers. Local practice differs and various documents and guides are in use, including Service Level Agreements and estate procedure manuals. These tend to be lists of tasks to be completed, rather than providing information about the standard to be attained. These documents also tend to be largely for staff use and do not allow easy monitoring of performance.
5. In addition, many of these documents are out of date or no longer fit for purpose.

Current Position

6. We have engaged HouseMark to assist with the review of our estate standards. HouseMark is an organisation that works with social landlords to improve performance in the housing sector. HouseMark's estate standards resources are used widely by social landlords to help them manage their estates, monitor performance and enhance satisfaction among residents
7. The project timetable is still being finalised, though it is intended that it will run from July to December 2018.

Project Stages

8. The project will begin with a 'desktop review' by HouseMark, as part of which they will examine relevant documents, budgets and performance data relating to current estate services. Visits to a representative sample of our estates will be organised, which will help HouseMark understand how we currently deliver services and how the standards could work in practice.
9. As part of the project, staff and residents will be consulted on the current service and how it could be improved. They will also be involved in the formulation of the standards themselves. We consider it vital that the staff who will be responsible for implementing and maintaining the standards are involved at an early stage in the project.
10. The estate inspections regime will be scrutinised, with a view to making any changes required to simplify the process and make it more user-friendly and transparent. As part of this, the possibility of using app-based estate inspection templates will be examined, which would reduce paperwork and enable easier performance reporting.
11. Finally, a new estate management policy and supporting procedures will be introduced. Any estate-specific Service Level Agreements will be included in the review of current documentation.

Staff and Resident Consultation

12. A sample of estate-based staff will be interviewed at the beginning of the project, to build an accurate picture of the current state of the service and how it is being

delivered. They will be asked for their views on how the service could be improved, with a focus on any routine processes they use that could be made easier. Colleagues in the Property Services team will also be involved at this stage to ensure that the project increases integration between estate inspections and repairs functions. As the project progresses, staff will be involved in formulating the standards, creating procedures and implementing new ways of working.

13. We will invite residents to engage in this process at various stages, including when we come to formulate the estate cleaning standards. It is important that we understand what residents value when it comes to cleaning and caretaking and that we set expectations for the standards we promise to deliver. In turn, it is intended that we will be able to effectively influence satisfaction levels on our estates by demonstrating that we have set an objectively acceptable standard and consistently maintained it.
14. Further information will be published to residents as part of the overall communications plan for the project.

Outcomes

15. We aim to deliver the following outcomes:

- Implementation of objective cleaning and caretaking standards for all estates
- An improved regime of estate inspections, with effective resident involvement
- Consistent procedures for staff across our estates
- A simple and transparent system for monitoring performance against standards
- Ability to monitor performance globally, by estate and by block
- Maximisation of technology to improve processes and performance reporting
- Increased transparency by regularly reporting on performance at estate level, using a simple ratings system

16. Once the standards are in place, we will publish the results of estate inspections online and at estate level at appropriate intervals. The results will be used by officers to identify areas for improvement and to ensure that resources are allocated correctly.

Corporate & Strategic Implications

17. The review of estate standards contributes to the aims of the *Corporate Plan for 2018-23*, specifically the aim of shaping outstanding environments by maintaining our buildings, public spaces and streets to a high standard. It contributes to the aims of the Departmental Business Plan, 2017-22, specifically Priority Objective 1 – Safe (tenants and leaseholders live in well-maintained homes and estates).

Conclusion

18. The estate standards review will involve residents and estate-based staff in formulating objective standards for cleaning and caretaking on the City's housing estates. At the end of the project, a revised and more effective estate inspections regime will be implemented, which will enable us to report on our performance to residents and manage service issues effectively.

Appendices

- None

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Committee	Dated:
Housing Management & Almshouses Sub-Committee	23/07/2018
Subject: Anti-Social Behaviour Policy	Public
Report of: Director of Community & Children's Services	For Decision
Report author: Liam Gillespie, Acting Head of Estates	

Summary

A new Anti-Social Behaviour Policy has been written to provide a clear statement of our commitment to dealing with issues of nuisance and anti-social behaviour on our estates. The Policy also describes principles that will guide decisions made by officers when investigating cases and taking action to address anti-social behaviour.

This new Policy forms part of a review of the way in which we manage anti-social behaviour cases. This review has also seen the introduction of a new procedure for officers and the implementation of new case management software to assist in the effective administration of cases.

Recommendation

Members are asked to:

- Approve the Anti-Social Behaviour Policy for use by the Housing & Neighbourhoods Service

Main Report

Background

1. Over the past year, the Housing & Neighbourhoods Service has made changes to the way in which it manages anti-social behaviour cases, with the aim of improving officers' knowledge and skills in this area and, in turn, helping to ensure that cases are dealt with effectively and decisively.

As part of this exercise, the Anti-Social Behaviour Policy has been reviewed and re-written. An associated procedure has also been written to assist officers. The new Policy emphasises a preventative approach to anti-social behaviour and makes a commitment to ensuring that any action we take as a landlord is a proportionate response to the behaviour in question.

Current Position

2. The Anti-Social Behaviour Policy was last approved by Committee in 2015. That Policy was written in response to major changes to anti-social behaviour legislation in the form of the Anti-Social Behaviour, Crime & Policing Act 2014. Our estates have relatively low levels of anti-social behaviour and the incidents that do occur tend to be relatively minor. However, we do occasionally deal with serious cases that require legal intervention. It is important that officers are equipped to respond effectively to these cases to ensure that victims are supported, and appropriate action is taken against perpetrators.
3. During 2017, estate-based staff received training on anti-social behaviour case management and best practice. In early 2018, we introduced Streetwise, a specialist anti-social behaviour case management system, which is now being used to administer cases. Streetwise also enables more effective monitoring and reporting of cases by management and allows us to run statistical reports very easily.
4. The new policy re-states our commitment to dealing with anti-social behaviour on our estates and emphasises the importance of providing timely support to victims. It also stresses the need to address any vulnerabilities that might be the cause of someone's anti-social behaviour, with the aim of stopping the nuisance and helping sustain the individual's tenancy.
5. The policy aims to strike a balance between the needs of the victim and the perpetrator. We will provide appropriate support to vulnerable perpetrators and ensure that any action we take is proportionate to the behaviour in question. We will normally attempt less formal interventions first, though we have reserved the right to proceed directly to formal action where this is justified.
6. This policy was sent to members of the Housing HUB for comments and suggestions. Twelve residents replied, and their feedback is summarised in Appendix 3, which also includes management responses to their comments.

Corporate & Strategic Implications

7. This Policy supports our corporate aim of contributing to a flourishing society. The relevant outcome is 'ensuring that people are safe and feel safe'. This outcome includes tackling anti-social behaviour and protecting consumers and users of our buildings, streets and public spaces.

Conclusion

8. The new Anti-Social Behaviour Policy is intended to outline our commitment to dealing effectively with issues when they arise on our estates. It is also meant to support officers in making decisions in case management, as well as emphasising that we will take proportionate and effective action to deal with issues when they arise.

Appendices

1. Anti-Social Behaviour Policy
2. Equalities Assessment for this policy
3. Summary of resident feedback on the draft policy, with responses

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

Anti-Social Behaviour Policy

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

1. Introduction

This policy outlines the City of London Corporation's approach to managing instances of anti-social behaviour affecting its residents, or which relate to, or affect, its ability to manage its estates and related premises.

Anti-social behaviour is prohibited by the City's tenancies, leases and licences. This policy is intended to describe how housing management staff will deal with breaches of these agreements by residents and others who commit acts of anti-social behaviour.

We recognise that anti-social behaviour can have a severe impact on the wellbeing of residents and we are committed to taking appropriate action to resolve cases when they occur. We will work in partnership with other agencies to tackle anti-social behaviour effectively.

2. Aims & Scope

The City's Housing Service aims to do the following:

- Take effective action in cases of anti-social behaviour to minimise its impact on residents
- Set realistic expectations around how we can help resolve cases
- Promote an environment on our estates where residents feel confident in coming forward to report anti-social behaviour
- Provide appropriate support and advice to complainants and perpetrators
- Work in partnership with key agencies to tackle anti-social behaviour
- Protect City of London staff and contractors from anti-social behaviour at work and take effective action when it occurs

This policy applies to:

- the Corporation's Housing Revenue Account ("HRA") housing estates
- the City of London and Gresham Almshouses
- commercial properties managed as part of HRA estates

This policy covers anti-social behaviour affecting our residents and their households or visitors, our commercial tenants and our staff, agents and contractors. It applies to incidents whether they are in person, or threatening, abusive or insulting language in other communications, such as telephone calls, letters, e-mails, text messages or in posts on websites.

3. Definition of Anti-Social Behaviour

There is no single definition of anti-social behaviour but the most relevant for housing management purposes is contained in the Anti-Social Behaviour, Crime and Policing Act 2014:

- conduct that has caused, or is likely to cause, harassment, alarm or distress to any person
- conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises, or
- conduct capable of causing housing-related nuisance or annoyance to any person

This definition also covers behaviour that affects the City's ability to manage its housing stock and premises. Unacceptable conduct towards the City's staff, agents and contractors is also specifically covered in the legislation.

The term "anti-social behaviour" covers a wide range of unacceptable activity that causes harm to individuals, to the community or to the environment. It also includes behaviour that lead to fear of crime, or cause people to feel less safe.

3.1. Unacceptable Behaviour

Our anti-social behaviour policy covers a wide range of unacceptable behaviour. Anti-social behaviour may or may not be criminal; what is important is the effect the behaviour has on others.

The behaviour in question will normally fall into one of four broad categories:

- Misuse of public or communal spaces
- Disregard for the community and personal wellbeing
- Acts directed at people
- Environmental damage or nuisance

Specific examples of anti-social behaviour include:

- Physical violence
- Domestic violence and abuse
- Vandalism and damage to property
- Hate-related incidents based on race, religion or belief, disability, age, sexual orientation, sex, gender identity or marriage/civil partnership status
- Verbal abuse, harassment, intimidation and threatening behaviour
- Prostitution, public sex acts and kerb crawling

- Drug misuse and drug-dealing
- Alcohol misuse and related behaviour
- Misuse of communal areas and public spaces
- Using City property for an illegal or immoral purpose (or threatening to do so)
- Noise nuisance
- Nuisance caused by pets or animals
- Vehicle-related nuisance
- Fly-tipping
- Making malicious or unfounded complaints of anti-social behaviour
- Other criminal activity

This is not an exhaustive list and our standard tenancy agreement, leases and licences include clauses relating to anti-social behaviour and what the City regards as unacceptable behaviour. The Tenancy Handbook includes more detailed examples of nuisance behaviour and should be read in conjunction with this policy.

Certain other breaches of tenancy, lease or licence may amount to anti-social behaviour if they are sufficiently serious or persistent. Example breaches include:

- Using a property for business purposes where this causes a nuisance
- Failing to keep a property in a clean and habitable condition

If a resident's inability to meet the obligations of their tenancy or lease is due to vulnerability, we will offer appropriate support to them in the first instance.

3.2. Acceptable Behaviour

Most of our housing stock is made up of blocks of flats and many of these properties are situated in busy areas of central London. Some noise disturbance and other minor annoyances are to be expected when living in such proximity to other people.

Certain behaviour is therefore not usually regarded as being capable of amounting to anti-social behaviour and will not be dealt with under this policy, though it may be addressed by other means. This includes 'reasonable living noise' from residential properties, such as people talking, babies crying, noise from the use of kitchens and bathrooms, people walking around in their homes, doors and cupboards being opened and closed and the use of household electrical appliances at reasonable times of day.

We will not take enforcement action under this policy in the above situations. When neighbours are in dispute about any of the above issues we will normally, with their consent, refer the parties to independent mediation.

3.3 'Reasonable times' for noisy works

Our Tenants' Agreement & Handbook specifies that noisy works or DIY should be confined to the hours of 8:00am to 6:00pm Monday to Friday and 9:00am to 1:00pm on Saturdays. No noisy work should be carried out on Sundays or public holidays. These times are adopted by this policy and will be taken to apply to all residents regardless of tenure when this policy is being relied on. Allowance will be made for emergency repairs made outside these hours.

3.4 Other domestic noise

Noise from other sources (e.g. televisions, radios and other electrical appliances) should be kept to a reasonable level at all times. We do not specify timings for the use of appliances, as what is considered reasonable depends on several factors. We expect residents to be mindful of any noise in their home that might be heard by others, especially at night or early in the morning.

4. Reporting Anti-Social Behaviour

Complaints of anti-social behaviour affecting City of London Corporation residents will be accepted from any source and can be made in person, in writing or via telephone. We accept reports via third parties and support agencies assisting residents.

When a City of London Corporation resident or lessee complains about anti-social behaviour from someone who is not our resident, we will support the complainant to resolve the case by working with relevant agencies, such as the Police and community safety teams.

We will act on anonymous complaints where possible and will seek evidence from other sources to corroborate the complaint and take appropriate action. Complainants will be encouraged to make named complaints and leave contact details as this will enable a more effective investigation into the complaint.

We will publish clear information on our estates (and elsewhere as appropriate) explaining how to report anti-social behaviour to local estate teams and other agencies.

5. Residents' Responsibilities

The City of London Corporation expects its residents to show consideration for their neighbours and the wider community by not behaving anti-socially or allowing their

household members or visitors to do so. Responsibilities are outlined in the City's tenancy, lease and licence agreements.

We will encourage and support residents to:

- Report incidents of anti-social behaviour, harassment and domestic abuse
- Report incidents to the Police as appropriate
- Take responsibility for minor personal disputes with their neighbours and to try to resolve any such problems themselves in a reasonable manner, for example by participating in mediation

6. Addressing the Causes of Anti-Social Behaviour

We recognise that anti-social behaviour has many causes and many factors may lead to someone behaving anti-socially. These may include mental health issues, drug or alcohol dependency, family breakdown or exploitation by others.

We aim to address the causes of anti-social behaviour by working with statutory and voluntary agencies, by providing support directly, or through community development initiatives. Where appropriate, we will make referrals to other agencies to address the root causes of an individual's anti-social behaviour. We may also take enforcement action alongside supportive measures where this is appropriate.

7. Taking a Preventative Approach

We aim to prevent anti-social behaviour wherever possible, and our preventative approach includes:

- Inserting clear clauses in tenancy, lease and licence agreements prohibiting anti-social behaviour and detailing resident responsibilities
- Promoting our commitment to dealing with anti-social behaviour
- Training staff to deal effectively with minor issues to prevent them escalating
- Assessing vulnerability and support needs of our residents and providing support, or referring to appropriate external agencies
- Ensuring new residential developments are designed with security and crime-reduction in mind
- Considering physical improvements to properties to reduce or eliminate crime and anti-social behaviour
- Operating sensitive lettings where appropriate
- Using introductory tenancies for new tenants
- Considering refusing housing applicants with a known history of causing serious anti-social behaviour

8. Supporting Complainants and Witnesses

The action we take to support complainants and witnesses will vary depending on the type of anti-social behaviour experienced. We will deal sympathetically and confidentially with complainant and witnesses. We will also take the following action, as appropriate to each case:

- Formulate an agreed action plan with the complainant at the outset
- Provide appropriate support to the complainant until the case is closed, including regular updates on progress (frequency of contact will be agreed at the outset)
- Take swift and proportionate action to stop intimidation, including legal remedies
- Inform the complainant and any witnesses about services that our partners and local agencies can provide, such as victim support
- Provide witnesses with information and support to help them make a decision about signing a witness statement and going to court. Witnesses in court proceedings will be offered appropriate support
- Protect complainants' and witnesses' identities where they request to remain anonymous
- Where attendance at court is required, reimburse witnesses for travel expenses, explain court procedures and accompany witnesses to court
- Take practical measures to protect complainants and witnesses, for example by providing extra security measures at their home

Alternative housing options, such as transfers for complainants, will normally only be considered when other options have been exhausted or where there is evidence of significant risk to the complainant. Our focus is on stopping the anti-social behaviour, rather than transferring complainants elsewhere. Decisions on housing need will be made in accordance with our housing Allocations Scheme. In cases where we do consider someone's housing options, the Police and other relevant agencies will normally be consulted for their assessment of the risks involved.

9. Perpetrators with Support Needs

We recognise that perpetrators may need help and support to sustain their tenancy, lease or licence. We will ensure that the action we take is proportionate and takes due account of any vulnerability the perpetrator has.

Where appropriate we will provide support directly, or work with external specialist agencies, to seek to moderate the anti-social behaviour and sustain the perpetrator's tenancy, lease or licence. We recognise that in these circumstances changes in behaviour may be gradual and not immediately achieved.

We may arrange for perpetrators to receive support in the following ways:

- Referral to community mental health teams
- Referral to substance misuse programmes
- Referral to social services
- Advice on adult learning
- Referrals to floating support services

Perpetrators of anti-social behaviour may be part of a vulnerable household, with children, young people or adults who are in need of support; the anti-social behaviour may be a trigger which alerts us to wider problems the household is experiencing. This may include child protection and safeguarding issues. We will respond to such situations in line with our Safeguarding Policy.

10. Early Intervention and Informal Remedies

In many cases anti-social behaviour can be stopped if challenged early enough. We will usually attempt to use informal remedies before taking legal action, though in some cases it will be appropriate to commence legal action immediately (for example in cases involving violence, threats of violence, damage or threats of damage to property or other serious criminal activity). If we decide to proceed straight to legal action, we will make our reasoning clear.

Informal measures we may consider include:

- Referrals to support agencies
- Warnings (written or verbal)
- Acceptable Behaviour Agreements
- Referral to independent mediation

In cases where neighbours are in dispute, we expect the parties to participate in independent mediation. This may be the only remedy open to us in some cases.

12. Legal Action

We may pursue legal action where the behaviour is deemed to be sufficiently serious, is a criminal offence, or other intervention has failed to stop or prevent persistent anti-social behaviour. We will encourage and support complainants to report crimes to the Police. We will work in a way that supports the Police's investigation, which may involve taking no action of our own until the outcome of the Police investigation.

Legal remedies include:

- Possession Orders
- Injunctions
- Demotion of tenancy
- Forfeiture of lease
- Criminal Behaviour Orders (in conjunction with the Police and prosecuting authorities)
- Closure Notices and Closure Orders (in conjunction with the Police and other Local Authorities)
- Either taking or supporting action under environmental protection legislation (for example, in cases of noise nuisance)
- Taking or supporting action under the Anti-Social Behaviour, Crime and Policing Act 2014

Seeking a perpetrator's eviction is normally regarded as a last resort, though in more serious cases it may be both reasonable and proportionate to commence legal action without first attempting other solutions. Action to end a tenancy, lease or licence will be authorised by a senior manager, normally an Area Manager or higher. We will seek possession where there is serious risk to other people or property, or other measures have not been successful in resolving persistent anti-social behaviour.

The action taken will vary depending on:

- The level of risk involved in the case
- The seriousness of any criminal offence involved
- Any history of anti-social behaviour involving the same person
- The success of previous measures taken
- The complainant's personal circumstances including support needs or vulnerabilities
- The perpetrator's personal circumstances including support needs or vulnerabilities
- The willingness of the perpetrator to engage with the City or other agencies

When seeking possession of a property, we may use mandatory or discretionary grounds as appropriate. When using mandatory grounds, we will comply with our obligation to provide the tenant the opportunity to seek a review of our decision. This review will be undertaken by a senior manager who was not involved in the original decision, normally an Area Manager in the first instance.

13. Taking Appropriate Action

We are under a duty to ensure that any action we take, especially legal action, is both a reasonable and proportionate response to the behaviour in question. Any measures we put in place must also have a reasonable chance of working.

We will often have to make difficult decisions when dealing with anti-social behaviour cases and will have to balance several competing considerations. Sometimes, this may mean that we take action that the complainant does not consider to be adequate. We will explain the reasoning behind our decisions to ensure that complainants and perpetrators understand them clearly.

All parties in an anti-social behaviour case will be treated fairly. Counter allegations will be treated as separate cases and action will be taken based on the evidence available.

14. Partnership Working

We recognise that working in partnership with other agencies is key to dealing effectively with issues of anti-social behaviour. We will participate in initiatives designed to improve information exchange and better joint working, with the aim of improving responses to anti-social behaviour.

Our housing stock is in the City of London and in six surrounding boroughs. Partnership working will take different forms depending on the location, though we are committed to forming partnerships with relevant agencies, both in the City and in our host boroughs.

Where other agencies have more effective powers and resources to deal with anti-social behaviour, we will refer the case to the relevant agency and support any action they take.

We will also work with agencies providing support for both complainants and perpetrators, including social services, floating support and tenancy sustainment services, victim support and more specialist agencies.

We will also refer to and participate in multi-agency panels such as domestic violence MARACs (Multi-Agency Risk Assessment Conferences) and similar panels relating to anti-social behaviour and community safety issues.

15. Service Standards

We will publish our service standards relating to anti-social behaviour. These standards will outline how we will respond to reports of anti-social behaviour and our commitment to resolving cases fairly and effectively.

16. Closing Cases

We will write to complainants when ceasing investigation and closing cases. We will advise of our reasons for closing the case and offer further advice as appropriate.

Cases may be closed for a variety of reasons, but we will typically do so when:

- the anti-social behaviour has ceased, been addressed or resolved
- appropriate legal or enforcement action has commenced
- the behaviour, on investigation, is not objectively anti-social
- the complainant has failed to engage appropriately
- the allegations cannot be substantiated
- the allegations are deemed vexatious or malicious

17. Monitoring and Performance

We will monitor our use of this policy and the way in which it is implemented, ensuring that any relevant information is reported at appropriate intervals. Performance data will be monitored by senior officers and submitted to the relevant Committee at regular intervals.

18. Training

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

19. Equality and Diversity

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

20. Accessibility

We will ensure that tenants' needs are considered when implementing this Policy to ensure that they are treated fairly. We will make appropriate arrangements to ensure that customers with distinct communication needs are not unreasonably and disproportionately affected. This could involve providing communications in alternative languages or formats or providing interpretation or transcription as appropriate.

21. Data Protection and Information Exchange

We will comply with our obligations under relevant data protection legislation and regulations. We will process and store personal information securely.

There are some circumstances in which we are required by law to disclose information given to us. We will normally discuss this with the party giving us the information, but this may not always be possible.

22. Policy Review

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

22. Statutory and Regulatory Framework

This policy is informed by the following legislation and regulation:

Neighbourhood and Community Standard 2012
Anti-Social Behaviour, Crime and Policing Act 2014
Anti-Social Behaviour Act 2003
Crime and Disorder Act 1998
Data Protection Act 2018
Equality Act 2010
Housing Act 1996
Housing Act 1985
Housing Act 1988

23. Associated Documents

This policy is supported by the following documents:

- Anti-Social Behaviour Procedure
- Hate Incidents Policy
- Safeguarding Policy
- Domestic Violence and Abuse Policy and Procedure
- Tenancy Policy

EQUALITY ANALYSIS (EA) TEMPLATE

What is the Public Sec

What is an Equality Ar

Decision

Approved

Date

04/07/18

How to demonstrate c

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

The following questions can help determine relevance to equality:

- Does the policy affect service users, employees or the wider community, including City businesses?
- How many people are affected and how significant is the impact on them?
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, significantly affecting how functions are delivered?
- Will the policy have a significant impact on how other organisations operate in terms of equality?
- Does the policy relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the policy relate to an area with known inequalities?
- Does the policy relate to any equality objectives that have been set?

Consider:

- How the aims of the policy relate to equality.
- Which aspects of the policy are most relevant to equality?
- Aims of the general equality duty and which protected characteristics the policy is most relevant to

If it is not clear if a policy or decision needs to be assessed through an equality analysis, a Test of Relevance screening tool has been designed to assist officers in determining whether or not a policy or decision will benefit from a full equality analysis.

Completing the Test of Relevance screening also provides a formal record of decision making and reasoning. It should be noted that the PSED continues up to and after the final decision is taken and so any Test of Relevance and/or full Equality Analysis should be reviewed and evidenced again if there is a change in strategy or decision.

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

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

There are five stages to completing an Equality Analysis, which are outlined in detail in the Equality Analysis toolkit and flowchart:

2.1 Completing the information gathering and research stage - gather as much relevant equality-related information, data or research as possible in relation to the policy or proposal, including any engagement or consultation with those affected;

2.2 Analyse the evidence - make an assessment of the impact or effects on different equality groups;

2.3 – Developing an action plan – set out the action you will take to improve the positive impact and / or the mitigation action needed to eliminate or reduce any adverse impact that you have identified;

2.4 Director approval and sign off of the equality analysis - include the findings from the EA in your report or add as an appendix including the action plan;

2.5. Monitor and review – monitor the delivery of the action plan & ensure that changes arising from the assessment are implemented.

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

Assessor name: Liam Gillespie

Contact details: liam.gillespie@cityoflondon.gov.uk – 020 7332 3308

1. What is the Proposal?

The proposal is to implement an Anti-Social Behaviour Policy to outline how we the City of London's Housing Service will manage cases of anti-social behaviour occurring on its estates

2. What are the recommendations?

To approve the draft Policy

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

All residents of the City's Housing Revenue Account ("HRA") estates, across all locations; also City staff, agents and contractors; members of the public (for instance visitors to our estates)

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

[Check box if NOT applicable](#) ☒

Key borough statistics:

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

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

- [Population projections](#)

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

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

Age

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

The data held on the City's social housing residents is currently being refreshed. New data will be available in 2017/18.

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

There is no impact in relation to Age.

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

N/A

Key borough statistics:

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

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

- 4.4% (328) had a disability that limited their day-to-day activities a lot
- 7.1% (520) had a disability that limited their day-to-day activities a little.

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

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

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

Disability

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

The data held on the City's social housing residents is currently being refreshed. New data will be available in 2018/19.

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

Many cases of anti-social behaviour, either the perpetrator or complainant, or both, will have support needs. These may or may not amount to a disability under the Equalities Act 2010, though they frequently do. Some support needs/disabilities may result in residents behaving in a manner that has a negative impact on their neighbours to some degree. Some disabilities may mean that a resident is less able to comply with certain conditions of their tenancy, or they may be less tolerant of certain behaviours displayed by others living close to them.

It is conceivable that these individuals will be more likely to be subject to the interventions described in this Policy.

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

There is an express commitment in the Policy to providing extra support to vulnerable residents to help them sustain their tenancies. We acknowledge in the Policy that anti-social behaviour may be caused by a person's health condition or disability. We will seek to provide, or arrange, support in these cases in the first instance, with a view to reducing or stopping the behaviour in question and sustaining the individual's tenancy. We accept that changes may be gradual.

The Policy encourages officers to take account of individual circumstances when making decisions. Training on handling anti-social behaviour cases appropriately will be provided to officers and this will include dealing with cases involving vulnerable people.

Prior to taking formal action under the Policy, we will carry out a proportionality assessment, which will address any disabilities the perpetrator has and the link between the disability and the behaviour. This assessment will be reviewed by a senior officer. This will explain the steps taken to date and will ensure that the impact of any disability is expressly considered prior to important decisions being made in the case.

Disability

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

Check box if NOT applicable ☒

Key borough statistics:

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

- [Conception and Fertility Rates](#)
- [Live Births and Still Births](#)
- [Maternities](#)

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

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

Pregnancy and Maternity

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

The data held on the City’s social housing residents is currently being refreshed. New data will be available in 2017/18.

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

The policy has no impact in relation to Pregnancy and Maternity.

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

N/A.

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

Check box if NOT applicable ☒

Key Borough Statistics:

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

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

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

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

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

Race

Race

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

The data held on the City's social housing residents is currently being refreshed. New data will be available in 2017/18.

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

The policy has no impact in relation to Race.

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

N/A.

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

[Check box if NOT applicable](#) ☒

Key borough statistics – sources include:

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

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

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

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

Religion or Belief

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

The data held on the City's social housing residents is currently being refreshed. New data will be available in 2017/18.

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

The policy has no impact in relation to Religion or Belief.

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

N/A.

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

[Check box if NOT applicable](#) ☒

Key borough statistics:

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

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

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

- [Population projections](#)

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

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

Sex

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

The data held on the City's social housing residents is currently being refreshed. New data will be available in 2017/18.

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

The policy has no impact in relation to Sex.

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

N/A.

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

[Check box if NOT applicable](#) ☒

Key borough statistics – suggested sources include:

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

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

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

Sexual Orientation and Gender Reassignment

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

The data held on the City's social housing residents is currently being refreshed. New data will be available in 2017/18.

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

The policy has no impact in relation to Sexual Orientation or Gender Reassignment.

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

N/A.

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

[Check box if NOT applicable](#) ☒

Key borough statistics - sources include:

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

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

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

Marriage and Civil Partnership

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

The data held on the City's social housing residents is currently being refreshed. New data will be available in 2017/18.

Marriage and Civil Partnership

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

The policy has no impact in relation to Marriage and Civil Partnership.

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

N/A.

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

[Check box if NOT applicable](#) ☒

This section seeks to identify what additional steps can be taken to promote these aims or to mitigate any adverse impact. Analysis should be based on the data you have collected above for the protected characteristics covered by these aims.

In addition to the sources of information highlighted above – you may also want to consider using:

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

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

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

Additional Impacts on Advancing Equality & Fostering Good Relations

Additional Equalities Data (Service level or Corporate)

The data held on the City's social housing residents is currently being refreshed. New data will be available in 2018/19.

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

N/A

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

Conclusion and Reporting Guidance

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

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

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

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

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

This analysis has concluded that...

The policy approach is proportionate. There is only one potential indirect impact upon a protected characteristic. This is mitigated by including clauses enabling officers to use discretion, where circumstances warrant it, to adapt to meet individual circumstances. There is also an express commitment to providing support to vulnerable residents to help them meet the obligations placed on them in their tenancy agreements.

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Outcome of analysis - check the one that applies

☒ Outcome 1

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

☐ Outcome 2

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

☐ Outcome 3

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

☐ Outcome 4

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

Signed off by Director:



Name: Jacquie Campbell

Date: 4/7/18

APPENDIX 3

Results of resident consultation

Draft Anti-Social Behaviour Policy

June 2018

	Resident Comments	Response
1.	It may be helpful to list anti-social behaviour in the tenancy or lease contracts. This would make it easier to bring about eviction should the resident breach a tenancy agreement	Our tenancies do have information on the types of behaviour that we consider to be a nuisance or anti-social behaviour. Leases contain clauses prohibiting nuisance behaviour but in less detail.
2.	In the definition of anti-social behaviour, I would like to see intrusive behaviour and spying on neighbours included in the document too	This type of behaviour, if sufficiently persistent, would be covered by 'harassment', which is already included in the policy.
3.	Some people may feel nervous about approaching any authority about anti-social behaviour, therefore an intermediary person could be helpful in these cases	We will train staff to deal sensitively with reports of anti-social behaviour and ensure that residents receive a professional response when they report issues. We do accept reports from residents via third parties, such as friends, relatives and support agencies (for example Victim Support or a similar agency). We also accept anonymous complaints.
4.	Moreover, I would like to see deliberate targeting of the Corporation and their staff, spite and provocative malicious comments, included in the definition of anti-social behaviour. It needs to be clear that residents will also be protected too	This is covered in the policy. It was also expressly covered in legislation introduced in 2014. We will act against people who assault, threaten or harass our staff, agents and contractors. Less serious instances of inappropriate behaviour may not be dealt with as anti-social behaviour. We have made it clear in the policy that we will assist residents who are victims of anti-social behaviour.
5.	Section 3.1 on page 3 has the first point as "misuse of public or communal spaces"; unless it's mentioned elsewhere clearly, perhaps it could say " misuse of public, communal spaces or the demised areas of the tenant(s)"? Just for clarity in that we are talking about where the tenant either lives or works.	The policy is stated to apply to behaviour affecting our residents, which would cover communal and private areas of our estates. The list in 3.1 is simply a way of categorising behaviour. Anti-social behaviour is covered by the policy wherever it occurs, be it in a communal area or affecting someone in a private dwelling.
6.	I wondered at the inclusion of tobacco smells being included along with cooking as being acceptable. I feel that smoking should not be encouraged, if it is allowed in flats, then windows	The policy has been modified and tobacco odours are not specifically mentioned. While smoking is not allowed in communal areas, residents

	that do not face walkways should be used to give fresh air to the flats. Also, the throwing of cigarette butts from balconies on to communal areas below can cause distress. Also smoking in communal areas.	are free to smoke in their homes. This is not the same as saying smoking is encouraged. Tobacco odour escaping from a private dwelling would not be dealt with as anti-social behaviour but could be addressed by other means. Our tenancies and leases do not prohibit smoking tobacco in private dwellings, in common with most local authority landlords. The throwing of cigarette butts would be considered anti-social and is covered under littering.
7.	Section 3.2 Acceptable Behaviour, second para: Within the text you refer to ...'at reasonable times of day'. The term 'reasonable times' has a rather open-ended meaning and I'd suggest that, maybe in brackets, a more specific time measure, be added; e.g. ('between #am to #pm') after the phrase 'reasonable times'.	The policy has been updated to address this suggestion and another similar one. We do specify guideline times in our Tenant's Agreement & Handbook and these have been included in the policy, though these relate only to "noisy works". Other noise should be kept to a reasonable level. To avoid taking an inflexible approach, we will retain this distinction.
8.	Section 22. Statutory & Regulatory: Among the list of Acts/Policies you are referring to the Data Protection Act 1998. There's now a 2018 Data Protection Act (EU GDPR) come into force - should this also be added to the list or even replace the Data protection Act 1998 as presently given in the draft document?	The Policy has been amended to reflect the point made here, which is quite right. The draft was started in 2017, which explains the reference to the old law, though this should have been spotted before the draft was sent out.
9.	3.2. Acceptable Behaviour "..... Some noise disturbance and other minor annoyances are to be expected when living in such proximity to other people.... This includes 'reasonable living noise' from residential properties are also considered acceptable and will not be treated as anti-social behaviour. Perhaps add to this list the times that it is acceptable to carry out noisy DIY (e.g. Monday to Saturday 08:00 hrs to 18:00 hrs)? No noisy DIY on bank holidays and on Sundays. I think this is generally not clear to new residents and therefore, difficult to reinforce.	The policy has been updated to address this suggestion. Our Tenants' Agreement and Handbook has details of the hours we consider suitable for carrying out potentially noisy activity and these have been included in the policy itself.
10.	My only concern is the refusal of housing to those with a history of anti-social behaviour. I understand why but think it a failure in dealing with the causes of this behaviour. I would hope that all local authority and housing associations would work together with experts in this problem to seek a humane solution to managing and changing behaviour in these difficult cases.	It is anticipated that we will exercise this discretion very rarely and only when we have reasonable grounds for believing that the applicant will continue to commit further acts of anti-social behaviour once granted a tenancy. As part of the decision-making process, risk assessments are usually

		<p>completed and any measures we can put in place to support the applicant and grant a tenancy are considered. We also take account of the surrounding circumstances. We would only refuse to house someone if it was reasonable to do so.</p> <p>We also have an introductory tenancies scheme, which allows us to monitor the new tenant's behaviour in the first twelve months.</p>
11.	The only worry I had was keeping your garden in a reasonable state, what if you were elderly or had physical problems and your garden could not be kept pristine. What's an acceptable standard	The policy wording has been clarified to reflect these comments. We will offer support when residents cannot maintain their properties, or meet other obligations of their tenancy or lease, due to vulnerability. This has been made clearer.
12.	Paragraph 3.2 appears to imply that residents who live in upper flats and install Wooden Flooring without permission, would NOT be committing Anti-Social Behaviour by normal walking around. I believe that in the Barbican Estate such floors are banned and must be removed as they DO amount to Anti-Social Behaviour. The Policy should be the same on the Social Housing Estates. If such flooring is banned in other Policies, then this should be referred to in this document so as there is no room for doubt.	<p>It is important to distinguish between a breach of tenancy/lease and anti-social behaviour. Having wooden flooring without permission is not in itself an anti-social act, though any noise caused by this could potentially amount to anti-social behaviour if it causes nuisance or annoyance to a neighbouring resident.</p> <p>We will address breaches of tenancy/lease that involve hard flooring when they come to our attention and our tenancies and leases contain terms concerning appropriate flooring.</p> <p>If a complaint of anti-social behaviour is made, for instance around noise, and the resident in question has installed hard flooring without permission, this would be addressed under this policy or via enforcement of the tenancy/lease terms.</p>
13.	You do not appear to cover what the Housing Department will do when the Anti-Social Behaviour is by some person or group who are not Estate Residents, e.g. Students from a nearby school using the underground garage area on Golden Lane Estate for smoking Cannabis.	The policy covers anti-social behaviour affecting our residents and their households, so the example given here would be dealt with under this policy, as it occurs on our property and would affect our residents or staff. Numerous tools and powers are available to us in dealing with incidents of this type. When the perpetrators are not our residents, we will normally work with other agencies to take appropriate action.
14.	You do not say what action will be taken when the Anti-Social Behaviour is by a City of London employee or contractor/sub-contractor. This does happen	In situations where an employee committed an anti-social act in the course of their duties (i.e. while at work), this would be dealt with as a

		<p>potential breach of the code of conduct and would be a staff disciplinary matter.</p> <p>For contractors, the matter would be dealt with as a contract management issue and would be taken up with the company or individual concerned.</p> <p>Anti-social acts committed by our employees or contractors who happen to be our tenants/leaseholders, if they occur outside their working hours (i.e. in their private life as a resident), would be dealt with under this policy and appropriate action taken.</p>
15.	Personally, I think you are far too soft and should take a tougher stance on this issue and evict persistent offenders	<p>We aim to take effective responses that reflect the seriousness of the problem complained of. We have a duty to support perpetrators and take account of their needs – dealing with anti-social behaviour is often very complex and each case is different. Eviction requires a court order and is not easy to obtain. Only the most serious cases will result in eviction. We will pursue possession when this is justified in the circumstances of the case.</p>
16.	Mediation could be another option	<p>This is addressed in the policy. We use mediation extensively to resolve neighbour disputes, for instance.</p>
17.	Contractors deserve no different treatment to others	<p>The policy wording in the relevant area has been clarified. It is not intended to give contractors special status, though it needs to be clear that contractors are protected under this policy. This reflects wording in our tenancies and leases, as well as legislation.</p>
18.	Make the reporting routes for anti-social behaviour very clear	<p>The policy wording has been clarified to address this point. We will ensure that reporting routes and methods are publicised to residents as these will vary by estate</p>
19.	Where will performance information be reported and how frequently?	<p>The policy has been clarified to explain this. We intend to report performance information to Committee every six months as part of our routine Housing Update Report, or as requested outside this process. Senior Officers will also monitor the information routinely.</p>

Committee	Dated:
Housing Management & Almshouses Sub-Committee	23/07/2018
Subject: Housing Management Policy Review	Public
Report of: Director of Community & Children's Services	For Information
Report author: Liam Gillespie, Acting Head of Estates	

Summary

A review of housing management policies and procedures is taking place in 2018/19, with the aim of filling policy gaps and updating existing policies which are due for renewal.

As requested by Members, this report sets out the intended timetable for the introduction of the new policies and the review of current ones.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. A review of our housing management policies and procedures identified several areas in which no stand-alone policy exists but where it would be desirable to have one. During 2018/19, we intend to formulate these policies and address the policy gaps. We also intend to review existing policies and update them as required, making sure they are easily accessible to staff.
2. The aim of the policy review is to introduce clear statements on how we will execute certain housing management functions. Other aims include increasing transparency for residents around our decision-making and providing clear guidance for officers in managing our estates. The review will only cover housing management policies relating to the Housing & Neighbourhoods Service. Other key policies are sponsored departmentally and are unaffected by this review.
3. Procedures will be composed to accompany the policies where required. Training will be provided to officers on the content of the policies and procedures to ensure that they are properly implemented.

Policies Planned for 2018/19

4. Appendix 1 shows new policies that we intend to submit to this Committee in 2018/19. It is possible that some of these dates may change due to competing operational demands.
5. Members will note that we have an extensive range of policies planned across key areas of housing management.

Existing Policies

6. Appendix 2 shows a list of existing policies and their review dates. If no review period was provided at the time of approval, it is assumed to be three years from the date of approval.

Consultations

7. We will consult residents on the new policies via the Housing HUB and other appropriate channels. We also plan to create a web page on which draft policies will be posted and comments invited.
8. Officers at estate level will also be involved in the formulation of many of the policies and associated procedures.

Management of policies

9. A template will be used for all new policies and those approved following review. A standard review period of three years will be used unless otherwise specified.
10. All our policies are intended for publication and will be made available online. Policies, procedures and associated forms and templates will also be accessible to officers on a dedicated page on the City's staff intranet.

Conclusion

11. In the coming year, we aim to deliver a suite of new policies relating to housing management functions and review existing policies where required. Staff and residents will be able to access policies easily and the new documents will be better managed to ensure they are kept current and relevant.

Appendices

- Appendix 1 – List of policies planned for 2018/19
- Appendix 2 – List of current policies and their review dates

Liam Gillespie

Acting Head of Estates

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HMA SC Date	Policy Title	Coverage
27.07.18	Anti-Social Behaviour Policy	Management of cases of nuisance and anti-social behaviour on our estates
27.07.18	Domestic Violence Policy	How we support residents who are victims of domestic violence and abuse; action we will take against perpetrators
24.09.18	Parking, Sheds & Garages Policy	Management of these facilities, safe use by residents and charges
24.09.18	Filming Policy	The management of filming projects on HRA estates; how income will be managed
24.09.18	Lettings and Transfers Policy	The lettings and sign-up process; how we will deal with transfer requests
24.09.18	Insurance Claims Policy	Our approach to claims for loss or damage from residents and members of the public; claims for damage caused by residents
27.11.18	Estate Management Policy	Our policy on cleaning, caretaking, gardening and the inspections regime
27.11.18	Rent & Income Management Policy	Rent account management, rent-setting, sundry account management
27.11.18	Gas Safety Policy	Annual gas safety checks; enforcement action
2019	Leasehold Management Policy	General policy on managing residential long leases
2019	Management of Community Spaces Policy	An overarching policy governing our management of community centres and rooms, applicable to all estates
2019	Guest Rooms Policy	General policy on the management and use of guest room facilities at Golden Lane and Middlesex Street
2019	Tenancy Management Policy	General policy statement on tenancy management; tenancy changes; terminating tenancies
2019	Repairs & Alterations Policy	How we will respond to requests from residents to make alterations to their homes
2019	Recharging and Debt Recovery Policy	When and how we will recover costs from current or former

Appendix 1
Housing Management Policy Review
27.07.18

		residents (other than rent/service charge arrears)
2019	Hate Incidents Policy	Our response to hate incidents and the support we will offer to victims; enforcing perpetrators' tenancies and leases

Appendix 2
Housing Management Policy Review
Current Policies

Title	Approved	Review due	Comments
Compensation Policy	September 2016	September 2018	
Complaints Policy	May 2017	May 2019	
Decant Policy	April 2016	April 2019	
Disposal of Personal Property Policy	April 2018	April 2021	
Fire Safety Protocol	November 2017	November 2019	
Introductory Tenancies Policy	June 2018	June 2021	
Mutual Exchange Policy	February 2018	February 2020	
Pets Policy	May 2017	May 2019	
Resident Communications & Engagement Strategy	January 2017	January 2019	
Safeguarding Policy – Housing Services	January 2016	January 2019	
Shift Allowance Policy	February 2018	February 2020	
Social Housing Tenancy Fraud Policy	September 2014		
Tenancy & Rents Policy	April 2015	April 2018	Subject areas to be covered in two new policies
Tenancy Policy	January 2017	January 2019	To be superseded by the new Tenancy Management Policy in late 2018

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Committee	Dated:
Housing Management and Almshouses Sub-Committee	23 July 2018
Subject: Tenancy Visits Programme	Public
Report of: Director of Community and Children's Services	For Information
Report author: Dean Robinson – Team Leader, Tenancy Visits Project	

Summary

The Corporation has a duty to ensure fair, effective and efficient use of its housing assets. To help ensure this, officers currently visit and inspect up to a third of tenanted properties each year. There is a growing need to update the information provided through these visits more quickly than at present to ensure proper delivery of the landlord function and other services for residents. The Departmental Leadership Team has therefore decided to implement a comprehensive visit programme to collect and improve baseline data across all tenanted properties within a six-month timeframe. Trial visits of leasehold properties on Golden Lane Estate will also be included to assess the benefits for leaseholders and the Corporation. Advance publicity about the programme has been issued and residents will be notified again when visits are due to commence on their estate. The programme will require the creation of a dedicated temporary team to work full time on the programme. A preliminary budget of £138k has been identified to deliver this. The programme is scheduled to begin in August 2018.

Recommendation

Members are asked to:

- note the report.

Background

1. The Corporation has a duty to ensure fair, effective and efficient use of its housing assets. This requires it to ensure that stock is properly let and used for its intended purpose, that service delivery arrangements incorporate principles of equality and diversity, and that it understands its tenants' needs. A number of these requirements have been given added emphasis in recent years through legislation such as the Prevention of Social Housing Fraud Act 2013 and the Equalities Act 2010, both of which strengthened the powers and responsibilities of social housing landlords in their respective areas.

2. To help ensure these duties are carried out effectively, officers currently visit and inspect up to a third of its tenanted properties each year. Tenancy visits enable the Corporation to ensure properties are being properly occupied and maintained in accordance with tenancy conditions. They also help us to get to know our tenants and their specific needs better. Visits may, for example, help us to uncover tenancy fraud, update household information where circumstances have changed, or identify additional or changed needs within households which can then be addressed.

Issue

3. There is a growing need to improve the information obtained and provided through these visits more systematically than we do at present to establish a minimum baseline standard across all tenanted properties. The level of data held on our rent accounting system for these properties is not sufficiently uniform to support the customer insight necessary to deliver better and more personalised services to households. We need to obtain improved electronic contact details for households such as mobile phone numbers and email addresses in order to be able to communicate more quickly and across a wider number of channels.
4. In the wake of the Grenfell Tower tragedy, we also wish to ensure that all residents are better informed about home fire safety and evacuation procedures. We wish to look at potential fire risks within homes and, in liaison with the London Fire Brigade, ensure that residents are supported to take appropriate precautions. Greater intelligence about households with children and vulnerable adults will also help us to ensure that relevant information is available in an emergency situation.
5. To be useful and effective, these improvements need to be delivered quickly and simultaneously. This will not be possible using existing staff resources over the current cycle of visiting households every three to four years.

Planned action

6. A proposal was accepted by the Departmental Leadership Team and Chief Officers to implement a comprehensive one-off tenancy visit programme within a six-month timeframe. Projects costs will be met initially from local risk budgets, but the Chamberlain has agreed to meet any shortfall incurred at the end of the financial year.
7. Key objectives for the project are to:
 - improve resident safety and comfort by providing advice or referral to other agencies on:
 - home and fire safety, including evacuation advice and an assessment of any risks;
 - repairs and maintenance;
 - domestic energy advice and housing benefits;
 - issues such as hoarding and safeguarding;
 - improve the quality of tenancy data on the housing management information system to a minimum baseline standard;

- improve future communication and engagement with residents by updating electronic contact details and preferred methods of communication
 - help ensure proper and efficient use of housing assets by identifying instances of:
 - tenancy fraud, misuse, disrepair or unauthorised alteration of properties;
 - under-utilisation (including illegal sub-letting, non-occupation, under-occupation;
 - overcrowding.
8. The programme of visits will cover all the City's social housing properties. It has also been agreed to include leasehold properties on the Golden Lane Estate as a trial, to assess the benefits for leaseholders and the Corporation. The scope of these visits will be adapted to meet the requirements of leaseholders and leasehold management. It is expected that visits to leasehold properties will not take place until early 2019, following completion of the main programme to visit the City's properties.
 9. The project requires the creation of a dedicated team of one team leader and five visiting officers working full time on the programme. Temporary staff will be recruited to form most of the team. Local estate officers will also work on the team when the programme is running on their estate, to provide local knowledge and staff development. The team will undergo an intensive training programme before the visits start to ensure they are knowledgeable in all areas to be covered.
 10. A preliminary budget of £138k has been agreed by the Departmental Leadership Team to deliver the planned programme of visits. Programme development and management costs will be met from existing departmental budgets.
 11. Residents will be notified about the visits through our website, newsletters and posters in local estate offices. Flyers will also be posted to all households notifying them when the visit programme is due to commence on their estate. Where visiting officers are unable to make contact with residents during the initial visit, arrangements will be made to enable a call back at a specific time. This may include evening or occasional weekend visits. Visits will be carried out by officers working in pairs and all officers will carry ID.
 12. The visit will include a questionnaire to collect a range of household personal and other data to enable us to carry out our landlord function and provide other personalised services for residents. Residents will be asked to provide photo ID during the visit. Residents will be informed at the start of each visit about why we are collecting the data, and how we will ensure it will be treated confidentially. The visit will also include a brief inspection of each property and a discussion to provide advice and guidance to residents as set out in paragraph 6 above. Each visit is inspected to take between 30-45 minutes.
 13. Visiting officers will be working closely as required with other services, such as Housing Benefit, Tenancy Support, Adult Social Care and the City's Anti-Fraud Team, to provide referrals for further advice, support or action as necessary.

14. Officers will be looking at how the data gathered will be kept regularly updated once the project is complete so that it remains valuable.

Current position and next steps

15. A team leader has already been recruited to develop and plan the project, and has been working with managers on this in recent months.
16. Work to develop a communication plan and the digital tools for data collection is nearing completion. This has included work to ensure compliance with the recently introduced General Data Protection Regulations and visits to estate team to ready them for the programme. Residents have also received initial notification of the programme via the residents' newsletter. It is expected that the team of visiting officers will be recruited and trained during July and that the first visits will commence early in August.
17. Project updates will be provided to your Sub-Committee during the programme, and a post-project review will take place and be presented when the work is complete.

Recommendation

18. Members are asked to note the report.

Corporate & Strategic Implications

19. The tenancy visit programme is a key objective in the Housing & Neighbourhoods division business plan and contributes to the delivery of Strategic Priority 4 – *Supporting our Communities*, and it also contributes to Priority 2 - *Making better use of existing homes*.

Appendices

None.

Background Papers

None.

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Committee	Date:
Housing Management and Almshouses Sub-Committee	23.07.18
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

Mais House is a sheltered housing scheme located on the City's Sydenham Hill estate in Lewisham. In January 2016, your Committee decided to close Mais House and redevelop the site for general needs housing. A decant programme to rehouse and support Mais House residents began in May 2016. An initial budget of £450,000 was allocated for programme costs. The decant programme has now successfully rehoused all residents and Mais House is unoccupied. All residents have received appropriate payments and compensation under the Corporation's decant policy for the costs and inconvenience of being rehoused. Total expenditure on decant activity was £413,746. The building will be secured and decommissioned during July following which it will be demolished pending redevelopment. Further reports on works and redevelopment at the Mais House site will be made to the Community and Children's Services Committee.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Mais House is a sheltered housing scheme located on the City's Sydenham Hill estate in Lewisham. In January 2016, your Committee decided that Mais House would be closed and redeveloped as general needs housing.
2. A decant policy was agreed by Members and a decant programme for Mais House to rehouse and support residents through their move began in May 2016. At the outset of the programme all residents were assessed to establish their housing needs and were asked to indicate their preference for type of property and the areas in which they would like to live.
3. The estimated timeframe for completion of the decant programme was two years and an initial budget of £450,000 was allocated for programme costs.

4. It was agreed that regular update reports on the progress of the decant programme would be brought to your Committee. This is the final such report.

Current Position

5. The decant programme is now complete and Mais House is unoccupied. A final summary of the total number of vacated units and occupancy levels at end of March 2018 is shown in the table below.
6. There are sixty-two units at Mais house. Ten were vacant at the start of the decant programme. One remained occupied at the end of the last reporting period (May 2018). That property was vacated on 6 June 2018.

Occupied units at start of programme - May 2016	Total number of vacated units at the end of June 2018	Occupied units at the end of June 2018
52	52	0

7. The decant programme successfully met the preferences of the vast majority of residents and has been completed without the need for enforcement proceedings. Most residents have been rehoused in Corporation properties; others who wished to be rehoused in areas where the Corporation does not have any housing stock have been rehoused with other social housing providers. The service of notices of seeking possession on two residents (reported at your committee in May 2018) was largely precautionary; in the event both residents have now been satisfactorily rehoused without the need for possession proceedings. All residents have received appropriate payments and compensation under the Corporation's decant policy for the costs and inconvenience of being rehoused. A number of residents have commented favourably on their experience of being rehoused through the decant programme.
8. The decant programme has been completed under budget. Total expenditure on decant activity was approximately £413,000.

Next steps

9. Current 24-hour on-site security arrangements will shortly be replaced with Sitex steel security doors and screening whilst the building is de-commissioned. Decommissioning is expected to be completed during July following which the building will be demolished.
10. Further updates and reports on work at Mais House, including dates for demolition and consultation with local and ex-Mais house residents on the planning process, will be made to the Community and Children's Services Committee.

Corporate & Strategic Implications

11. 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.*

Appendices

None.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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