



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

Date: FRIDAY, 8 JULY 2022
Time: 10.00 am
Venue: CR1, WEST WING, GUILDHALL

Members:	Deputy Marianne Fredericks (Chairman)	Alderman Gregory Jones QC
	Timothy James McNally (Deputy Chairman)	Florence Keelson-Anfu
	Jamel Banda	Deputy Susan Pearson
	Mary Durcan	Henrika Priest
	Helen Fentimen	Ruby Sayed
	Deputy John Fletcher	Ceri Wilkins

Enquiries: Jayne.Moore@cityoflondon.gov.uk

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<https://youtu.be/zQcc9L9BZe4>

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John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting on 26th May 2022.

For Decision
(Pages 5 - 16)

4. **OUTSTANDING ACTIONS**

Members are asked to note the Outstanding Actions list.

For Information
(Pages 17 - 18)

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

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

For Information
(Pages 19 - 34)

6. **UPDATE ON HOUSING SERVICE PROJECTS AND PRIORITIES**

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

For Information
(Pages 35 - 40)

7. **PORTSOKEN COMMUNITY CENTRE - HEALTHWATCH REFUND - VERBAL UPDATE**

Head of Housing Management to be heard.

For Information

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

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

10. **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

11. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 26th May 2022.

For Decision
(Pages 41 - 44)

12. **WINDSOR HOUSE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**

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

For Decision
(Pages 45 - 64)

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

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

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**HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND
CHILDREN'S SERVICES) COMMITTEE**
Thursday, 26 May 2022

Minutes of the meeting at Guildhall at 2pm.

Present

Members:

Deputy Marianne Fredericks (Chairman)
Timothy James McNally (Deputy Chairman)
Deputy John Fletcher
Mary Durcan
Helen Fentimen
Florence Keelson-Anfu
Ceri Wilkins

Officers:

Paul Murtagh	- Assistant Director, Barbican and Property Services, Community and Children's Services
Marie Rene	- Community and Children's Services
Liam Gillespie	- Community and Children's Services
Sam Bedford	- Community and Children's Services
Jason Hayes	- Community and Children's Services
Chris Keesing	- Chamberlains
Julie Mayer	- Town Clerks
Emily Rimington	- Comptroller and City Solicitors
Julia Pridham	- Comptroller and City Solicitors

1. APOLOGIES

At the start of the meeting, it was Proposed by John Fletcher, Seconded by Helen Fentimen and agreed that Marianne Fredericks, being most senior member present, should take the chair until the election of the new Chairman at agenda item 4.

As there were a number of new Members on the sub Committee all those present introduced themselves.

Apologies were received from Ruby Sayed, Chair of the Grand Committee, who would be joining the meeting on line, and Alderman Gregory Jones.

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

There were no declarations.

3. SUMMARY OF A CHARITY TRUSTEE'S ROLE - THE CITY OF LONDON ALMSHOUSES (1005857)

The Town Clerk advised that this document was included in the agenda for Members information, noting the report later in the non-public section at agenda item 22.

4. **ELECTION OF CHAIRMAN**

The Sub Committee proceeded to elect a Chairman in accordance with Standing Order 29. Further to a ballot between Marianne Fredericks and Mary Durcan, in which Marianne Fredericks received 4 votes and Mary Durcan received 3 votes, it was RESOLVED, that - Marianne Fredericks be declared as Chair of the Housing Management and Almshouses Sub Committee for 2022/23.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Sub Committee proceeded to elect a Deputy Chairman in accordance with Standing Order 30. Further to a ballot between Tim McNally and John Fletcher, in which Tim McNally received 4 votes and John Fletcher received 3 votes, it was RESOLVED, that - Tim McNally be declared as Deputy Chair of the Housing Management and Almshouses Sub Committee for 2022/23.

6. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 14th January 2021 be approved as a correct record.

7. **OUTSTANDING ACTIONS**

During the discussion on this item, the following points were noted:

1. Members agreed that the estate visits should include informal meetings with residents, particularly as there are new Members on the Sub Committee. Officers confirmed that the visits would cover both the City and out of City estates and Members will be provided with a proposed schedule.
2. The Chair of the Grand Committee was present on line and asked Members to be mindful of resource implications. The Town Clerk advised these would not be formally constituted Sub Committee meetings, as there would be logistical difficulties. The new Chair (of the Sub Committee) felt that the estate visits were long overdue, as a result of the pandemic, and that such meetings should take place on an informal basis only. Furthermore, Members noted that the meetings could take place at premises within the estates, at no additional cost. The Chair asked if this action could be taken forward, in consultation with the Chair and Deputy Chair of the Grand Committee.
3. A judgement was still pending in respect of Great Arthur House (GAH).
4. Charging points was the subject of a report at agenda item 15.
5. The information on communications, as requested at the last meeting, was included at agenda item 21.

6. In respect of the evacuation of vulnerable residents, Members noted that the relevant GAH residents had been assessed, and 17 added to the list shared with the Fire Brigade.
7. Members noted that PEEPs do not apply in general needs housing. However, officers were giving consideration as to how they might apply at GAH and would provide Members with an update in due course. In the interim, if Members are aware of any vulnerable residents, then they should refer them to the housing team. Members noted that outcomes from the assessments are shared with residents, stored in a GDPR compliant format, and the information is shared with the Fire Brigade. Officers advised that similar assessments are conducted across all of the City's Estates, in accordance with best practice, and the frequency being dependent on the level of risk and need.

8. ALLOCATED MEMBERS TO THE CITY'S ESTATES

The Town Clerk advised that Members are allocated to the various estates at the first meeting of the Sub Committee, following the Annual Meeting of the Court of Common Council and the first meeting of the Grand Committee, which appoints to its Sub Committees. There are generally no ballots, as it is helpful if more than one Member expresses an interest.

The Allocated Members list was updated for 2022/23 as set out below:

ESTATE	ALLOCATED MEMBER
Avondale Square (Southwark), including Harman Close	Tim McNally
Small Estates: Isleden House (Islington); Windsor House (Hackney)	Ceri Wilkins
Golden Lane (City)	Marianne Fredericks
Holloway & York Way (Islington)	Mary Durcan
Middlesex Street (City) & Dron House/Spitalfields (Tower Hamlets)	John Fletcher
South Bank Estates: Southwark Blocks (Southwark) William Blake (Lambeth)	Tim McNally
City of London & Gresham Almshouses (Lambeth)	Florence Keelson-Anfu
Sydenham Hill: Lammas Green/Otto Close (Lewisham)	Ruby Sayed Florence Keelson-Anfu

9. SOCIAL HOUSING TENANCY FRAUD - 2020/21 ANNUAL REPORT

The Sub Committee received a report of the Head of Internal Audit which provided Members with an update on social housing tenancy fraud activity during the 2021/22 reporting year. It also provided Members with an update against our key anti-fraud initiatives in this area.

There were mixed views expressed in terms of criminalisation, particularly in respect of defendants appearing at the Central Criminal Court. The officer advised that prosecutions only occurred in the most serious cases and support is always offered before recovery action, giving careful consideration to means and assets. However, a criminal conviction is necessary in order to recover proceeds from crime, to cover the City's legal costs. There was a further point made in that a strong visible deterrent is necessary, as fraudsters are effectively depriving someone in genuine need of social housing.

Members noted a current anomaly whereby social housing tenants can purchase another property, whilst remaining in their social housing unit. The officer advised that the Tenancy Fraud Forum is supporting lobbying to change this.

RESOLVED, that – the report be noted.

10. HOUSING MAJOR WORKS PROGRAMME - PROGRESS REPORT

The Sub Committee received a report of the Director of Community and Children's Services which updated Members on progress with the Housing Major Works Programme and advised Members on issues affecting progress on individual schemes.

During questions, the following points were noted:

1. The Assistant Director drew Members attention to paragraph 14 of the report, which set out the significant pressure the HRA is experiencing. Officers are liaising with the Chamberlain to reassess the affordability of the current Major Works Programme. It is highly likely that there will be at least a two-year gap before being able to bring forward the 2nd phase of the major works projects, which are currently unfunded. A more detailed report from the Chamberlain's Dept will be presented the Grand committee on 8th June, which will set out the full financial position, along with the challenges in terms of project delivery and options. This will be a non-public report and for decision by the Grand Committee.
2. There had been no slippage in the windows programme since the last report to this Sub Committee.
3. Data was constantly being updated, given the rising construction costs.
4. The original 5 year plan, drawn up in 2015, had been extended to 7 years. This Sub Committee frequently receives reports from the City Surveyor in

terms of how they are seeking to maximise funding from alternative funding sources; i.e. - housing decarbonisation grants.

5. The HRA is a ring-fenced account and cannot be used for any other purpose.
6. The second phase of the MWP does not currently have funding identified and, it is likely that there will be a two-year 'gap' between the completion of Phase 1 of the MWP and the commencement of Phase 2. The position is changing however, for example, the City Corporation will soon be receiving a rental income stream from the 66 new units at COLPAI, with other new development projects also being completed in subsequent years. The HRA will eventually recover, but this is likely to take a few years.
7. The team has had some recent resourcing issues, in common with the construction sector nationally and, to maintain momentum with the MWP, has appointed external consultants to cover some vacant posts. Wherever possible, the City Corporation will keep these services in-house, so that there is a strong link between residents and the team. In the past, the team has shared resources with the City Surveyor, and this remains an option.
8. Members received a presentation at the last Community and Children's Services Committee Section in respect of Section 106 Funding, noting that this is currently depleted, as it was used up on schemes at York Way, Sydenham Hill and COLPAI, and there are no new builds imminent in the City.
9. Section 20 Consultation was underway for the Southwark Estates window replacement but due to rising inflation, officers are constantly reviewing affordability for the HRA, and seeking to fix prices with contractors as part of the tender process. Officers anticipated final Committee approval on 5th June and, after this date, Members would be provided with a realistic completion date. However, Members were asked to be mindful of delivery delays due to high demand for materials. In the interim, the general redecoration works were underway to improve the appearance of the Estate.
10. Pre the pandemic, nearly all projects came in at 20% under the costs predicted at Gateway 5 ('Authority to Start Work' - in the City's Project Management Procedure). This is not the case now.
11. Officers had been designing a new website, which would set out progress on each project and be accessible for residents, together with hard copy options. 'Meet the Contractor events' had been planned and there is a designated Resident Liaison Officer and Clerk of Works on each estate.

RESOLVED, that – the report be noted.

11. HOUSING REVENUE ACCOUNT - HOUSING PORTFOLIO

The Sub Committee received a report of the Director of Community and Children's Services which provided Members with information relating to the make-up of the City of London Corporation's (the Corporation) Housing Revenue Account (HRA) Housing Portfolio including, breakdown of stock, voids, and the current waiting list. Members noted there are 44 Almshouses; 8 of them falling under Gresham.

The Officer advised that, whilst the voids figure was higher than it had been for a while, it includes void properties that are being used for pilot projects for the MWP, including installations of sprinklers and/or extensive refurbishments, which are rare. Some of the sheltered units had also been void for a while but were awaiting nominations. Members noted that a voids level of 1-2% is usual, and 25 days turnaround is not uncommon, but an officer team is looking at how we can improve turnaround times. A turnaround of 20 days would be a significant achievement but it would be dependent on other factors. Members noted that this would be explored further in the report on the Responsive Repairs contract later on this agenda.

RESOLVED, that – the report be noted.

12. HOUSING UPDATE AND RISK REGISTER

The Sub Committee received a report of the Director of Community and Children's Services which provided Members with Housing Service performance and management information in key areas. Members noted that the report is submitted twice yearly; this report covered the period from 1st October 2021 to 31st March 2022 (i.e., Quarters 3 and 4 of 2021-22).

During the discussion on this item, the following points were noted:

1. Members were pleased to note the improvement in the arrears figure as we emerge from the pandemic. Officers advised that there are 4 specialist income recovery officers based on the estates, who also offer support and advice about rent and general finances, working with the relevant agencies and signposting to the City Advice service. These services have a good take-up on the estates, as the officers cover relatively small areas and get to know the residents.
2. The last couple of meetings of this Sub Committee had received 2 reports on some of the higher profile housing complaints and how they were being resolved.
3. The Property Information Boxes are checked monthly, to ensure they contain estate plans, details of vulnerable residents and information for the Fire Brigade.
4. There had been some confusion amongst residents as to the responsibility for making-good works that they are responsible for. Whilst tenants would be expected to provide their own contents insurance, making-good after structural defects is the responsibility of the Landlord; i.e., the City of

London Corporation. Members made a number of suggestions: i.e. - taking photographs before and after works, and the use of signing off sheets at each stage. The Assistant Director agreed to follow up on these suggestions as part of the responsive repair contract renewal.

5. There is a dedicated repairs line and phones available in the estate offices for residents' use. Members were encouraged to let officers know of any residents experiencing problems.
6. Wider customer services were also being reviewed, beyond the main repairs contact, and Members would be involved in this.
7. The current repairs policy is on the City Corporation's website (in the Tenants' Handbook) and Members were encouraged to look at this and suggest enhancements. More information could also be obtained from the informal meetings with residents, as discussed earlier.
8. The Housing Team was emerging from a restructure, as part of the Target Operating Model, and there would be a new Communications Strategy as part of this. There was a new Resident Involvement Manager in post and Members would be consulted on the Strategy.

RESOLVED, that – the report be noted.

13. **WATER CHARGE REBATES UPDATE**

The Sub Committee received a report of the Director of Community and Children's Services in respect of the decision taken, in February 2022, approving a repayment of an element of weekly water charges paid by secure tenants of the Corporation, from 2005-2019. The rebate amounted to approximately £1.4m and was credited to rent accounts for current and former tenants in March 2022. This report provided Members with an update on progress. There had been a significant reduction in rent arrears; which are currently at their lowest since 2015/16.

Members noted that the team were now concentrating on claims from former tenants and credit refunds to current tenants. Some 177 claims were pending. The officer explained that, initially, the backlog had been due to the sheer volume of work but the team were catching up, and residents can approach the Estate Offices and income recovery officers for assistance.

In respect of the rebates between 2001-2005, officers had written to residents about this period, explaining the procedure and the difference between this and claims post 2005. Since then, 99 tenants had come forward to claim for 2001-5 and officers would be writing to eligible people again, by way of a reminder. There had been a number of claims taking longer than 30 days, but this was due to a mixture of staff absence and the detailed checks that Chamberlains need to carry out before approving payment. Additionally, the rebate has to be credited to the rent account before it is paid out, in order to comply with accounting procedures.

RESOLVED, that – the report be noted.

14. COMMUNITY CENTRE POLICY REVIEW

The Sub Committee considered a report of the Director of Community and Children's Services in respect of the Community Centres Policy, which was first approved in 2019. Members noted that the Policy reflected the recent addition of the Portsoken Community Centre to the facilities managed by the Housing Division but there had been no changes to the substance of the policy.

Members were concerned about an outstanding issue in respect of the Wi-Fi provision, and two commercial users were being significantly affected. Officers advised that they had been in constant contact with BT Open Reach; the matter should have been resolved on 11th May but only half of the work had been done. Subsequent to this meeting this, the matter was finally resolved.

Members would receive an annual report on Community Centre income and expenditure, as part of the Housing Update report. The Officer advised that Portsoken's closed accounts had not been available when this report was produced.

RESOLVED, that – the revised Community Centres Policy be approved, for use by the Housing Division, and with a standard three-year review period

15. ELECTRIC VEHICLE CHARGING - FEASIBILITY STUDY

The Sub Committee received a report of the Director of Community and Children's Services in respect of a study which explored the feasibility of providing electric vehicle charging points (EVCPs) on the City Corporation's housing estates, for use by residents and visitors. Members noted that Detailed reports had been completed for each of the eight estates, with parking facilities, and recommendations have been made as to how many active and passive charging points could be provided at each site. The officer agreed to circulate the background detailed reports to Members.

The officer agreed to approach the City Bridge Trust in respect of the possibility of CIL funding, given that this is a green infrastructure project. Members noted that this work is a priority, as funding may run out before the deadline and they would receive an update as soon as possible.

Members noted that, whilst the recommendations in the report are sound and reasonable, further consideration would need to be given as to whether all of them would be necessary, in terms of the funding available. Officers would be applying to the Energy Saving Trust Off-street Charging Scheme, as used by the successful Barbican project, but they need to know the amount required. The charging station on Golden Lane is available for residents but there were some constraints on signage due to its listed status. The slower charging facilities will be more suitable for overnight parking but the final type is still to be determined.

The officer confirmed that the bays would be for communal use and if residents are misusing the bays, then action may be taken to rescind permits. Furthermore, the enforcement contract is due for renewal, and ANPR cameras are under consideration as part of the general upgrade of car parking on the estates.

RESOLVED, that – the report be noted.

16. **SMOKE AND CARBON MONOXIDE DETECTORS**

The Sub Committee received a report of the Director of Community and Children's Services which provided an update on progress to ensure that tenanted properties have adequate levels of smoke and carbon monoxide detection. Members noted that the City's work goes above and beyond legislation in this area and they are always replaced in voids as a matter of course.

RESOLVED, that – the report be noted.

17. **REPORT OF ACTION TAKEN**

The Sub Committee received a report of the Town Clerk in respect of action taken under urgency, in accordance with Standing Order 41, since the last meeting.

Members noted that measures had to be in place, by 30 June 2022, for the grant funding in respect of **Cullum Welch House Energy Efficiency Improvements**. The next meetings of the Housing Management & Almshouses Sub Committee and the Operational Property and Projects Sub Committee were not scheduled until 26 May and 30 May 2022 and, therefore, an urgent decision was sought.

Action Taken:

The Town Clerk, in consultation with the Chairman and Deputy Chairmen of the Housing Management and Operational Property and Projects Sub Committee agreed:

1. To approve the maximum project budget of £88,000.
2. To note that the funding for the works would be provided from a central government grant, the existing departmental repairs budget and from the Climate Action Strategy.
3. That Warmworks would conduct surveys and then works in each eligible property.
4. To note that no costed Risk Provision is required for this project.
5. That Warmworks would undertake the necessary works.

RESOLVED, that – the report be noted.

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

Deputy John Fletcher has submitted the following question ahead of the meeting in respect payments for rent and service charges. The officer advised that Chamberlains are in the closing stages of setting up an automated phone line for card payments. The officers advised that communications in this area, together with the others discussed today, will be reviewed as part of the new Resident Involvement and Communications Strategy.

19. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Members discussed the following two items of urgent business:

1. The Chair advised of the grants available for retrofitting heating enhancements for low income families across London, ranging from £5 - £25,000. The officers advised that this is in hand and the Department had been working with City Surveyors, who are managing grant applications on their behalf.

At 3.55pm, Members agreed to extend the meeting in order to conclude the business on the agenda.

2. Members noted that the new Chair of the Policy and Resources Committee is very keen to increase resident engagement and a date had been set for him to visit the City's estates in July. There would be further visits arranged, open to all Members of the Court. The officers advised that if any Members would like to visit the estates, either individually or as part of a small group, then they should contact: liam.gillespie@cityoflondon.gov.uk in order to get the most benefit from their visit(s).

20. EXCLUSION OF THE PUBLIC

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

Item	Paragraph
21-24 and 26	3

21. OUTSTANDING ACTIONS - NON PUBLIC APPENDIX

The Committee received a non-public appendix in respect of agenda item 4.

22. CHARITIES REVIEW RECOMMENDATIONS: THE CITY OF LONDON ALMSHOUSES (REGISTERED CHARITY NUMBER: 1005857)

The Sub Committee considered and approved a report of the Director of Community and Children's Services.

23. **PROCUREMENT OF A NEW DAY-TO-DAY RESPONSIVE REPAIRS CONTRACT**

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

24. **HOUSING MANAGEMENT SYSTEM UPGRADE**

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

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

There were no non-public questions.

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

Four items were discussed whilst the public were excluded.

The meeting ended at 4.20 pm

Chair

Housing Management and Almshouses Sub Committee (HMASC)

Outstanding Actions

Date Added	Subject	Action Agreed	Responsible Officer	Target Meeting Date - HMASC	Update
20.11.2019	Member Estate Visits	Members to visit North and South Estates preferably before or after HMASC meeting.	Liam Gillespie / Town Clerk	As soon as possible after this years' elections.	Work underway to arrange visits following the 2022 elections.
20.11.2019	Great Arthur House – Cladding Works	Members to receive report on next stages in legal process including, legal costs to date and potential future costs.	Comptroller / Paul Murtagh	As soon as possible after decision of Supreme Court on whether to allow appeal.	Director confirmed to June C&CS Committee that the Supreme Court has refused right to appeal.
22.02.2021	Vehicle charging points at Middlesex Street and Golden Lane	Members noted that it would still be possible to apply for funding for the 2021/22 financial year, and Members will be updated once the initial report is received from the consultants.	Paul Murtagh/Liam Gillespie	May 2022	Update provided at the May 2022 meeting. Further report to follow in October.
26.05.2022	Portsoken Community Centre - Healthwatch – unavailability of Wi-Fi	A short report be brought to the next meeting of the HMASC in relation to compensating Healthwatch for the costs associated with the lack of WiFi in the Community Centre.	Liam Gillespie	July 2022	Verbal update at the July meeting of the HMASC.
26.05.2022	Use and installation of 'ring' doorbells	Officers to review the current policy in consultation with the local police and in consideration of current guidelines and regulations.	Liam Gillespie	October 2022	

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Committee(s): Housing Management and Almshouses Sub (Community and Children's Services) Committee	Dated: 08/07/2022
Subject: Housing Major Works Programme – Progress Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director of Community and Children's Services	For Information
Report authors: Paul Murtagh Assistant Director Barbican & Property Services	

Summary

The purpose of this report is to update Members on the progress that has been made with the Housing Major Works Programme and to advise Members on issues affecting progress on individual schemes.

Recommendation

Members are asked to note the report.

Main Report

Background

1. At its meeting on 27 November 2017, the Housing Management & Almshouses Sub-Committee received a presentation from officers in Housing Property Services on the scope of, and progress with, the Housing Major Works Programme. Members subsequently agreed that it would be useful if further updates and progress reports be brought to future meetings of this Sub-Committee.
2. The first update and progress report was presented to this Sub-Committee at its meeting on 12 February 2018. This latest update report highlights specific areas of 'slippage' or 'acceleration' since the last meeting of the Sub-Committee on 25 May 2022 as well as, progress against the programme as originally reported in November 2017.

3. In line with a request from Members and, as subsequently agreed by the Community & Children's Services Committee (C&CS Committee), this report has been expanded to include information relating to Phase 2 of the Housing Major Works Programme (Future Programme).

Considerations

4. The City of London Corporation (City Corporation) is committed to investing around £95million on a Major Works Programme for the maintenance, refurbishment and improvement of its social housing portfolio. The works, in the main comprise:
 - Window replacements;
 - Re-roofing;
 - Decent Homes (new kitchens and bathrooms);
 - Electrical rewiring and upgrades;
 - Heating replacements;
 - Concrete repairs;
 - Fire safety improvement works.
5. The funding for these extensive works, which is intended to bring all the City Corporation's social housing stock up to, and beyond, the Decent Homes Standard, comes from the Housing Revenue Account (HRA), which is ring-fenced solely for housing. The HRA is made up of:
 - Income from rents;
 - Income from service charges.
6. The Housing Major Works Programme was originally intended to be a 5-year programme however, the size and complexity of some of the projects included, along with initial staff resourcing issues, has meant that it is more likely to take 7 or 8 years to complete.
7. The Housing Major Works Programme is monitored and managed at several levels both corporately and within the department. This includes:
 - Gateway Process;
 - Community & Children's Services Committee (C&CS);
 - Projects Sub-Committee;
 - Housing Management & Almshouses Sub-Committee;
 - Housing Programme Board.
8. The Housing Programme Board (HPB) is a cross-departmental group, chaired by the Director of Community & Children's Services and comprising senior officers from:
 - Housing Management;
 - Housing Property Services;
 - City Surveyors;
 - Planning;

- Finance;
 - Town Clerks;
 - City Procurement.
9. For the purpose of the HPB, officers have developed detailed report templates that show progress of the various works programmes, and these are analysed and discussed monthly. At its meeting on 27 November 2017, following a presentation from officers in Housing Property Services on the scope of, and progress with the Housing Major Works Programme, Members agreed that a simplified version of the progress reports be brought to future meetings of this Sub-Committee.
 10. Attached at Appendix 1 to this report, for Members' consideration, is the latest version of the progress report for the Housing Major Works Improvement Programme. This progress report was submitted and approved by the HPB at its meeting on 30 June 2022.
 11. Following recent requests from Members, projects that have been added to the original five-year Housing Major Works Programme over the last few years have been highlighted in this latest progress report. This helps to demonstrate the extent as to which the scope of the five-year Housing Major Works Programme has increased since its inception. Members will note from the latest progress report that the value of these additional projects is approximately £23.4million (a 43% increase in the cost of the original programme).
 12. In line with a request from Members and, as subsequently agreed by the C&CS Committee, attached to this report as Appendix 2 is Phase 2 of the Housing Major Works Programme (Future Programme). The format of Phase 2 has been designed to reflect the following:
 - a new, revised five-year programme with the dates reset to the start of the 2022/23 financial year.
 - the carryover and incorporation of projects from the original five-year Major Works Programme that will be incomplete by the beginning of the 2022/23 financial year.
 - the omission of all projects on the original five-year Major Works Programme that were substantially completed before the beginning of the 2022/23 financial year.
 13. As members will see from the 'Future Programme' at Appendix 2, there are nearly £30million of new projects that are currently '**unfunded**'. These projects comprise works identified in the Savills Stock Condition Survey (2018) and, projects that have been identified as a result of further surveys and testing works carried out as part of the current Major Works Programme.
 14. Members will note that the Future Programme is substantively unchanged from that submitted to the June meeting of the Sub Committee. The projected dates for these future works are still as originally forecast and, do not reflect the potential 'two-year' affordability break reported last time. Should the two-year break be necessary, a substantial re-drafting of the Future Programme will be required.

15. Due to the significant pressures on the HRA, officers have been liaising with the Chamberlain to reassess the affordability of the current Major Works Programme (Phase 1). A joint report from the Chamberlain and the Director of Community & Children's Services that presents an update on the 5-year finance plan for the HRA and, sets out financial projections for the next 30-year period will be presented to the Community and Children's Services Committee at its next meeting on 20 July 2022. This report outlines the key risks and challenges over the forthcoming period that will impact on the current Housing Major Works Programme and, presents options to ensure the HRA retains positive reserves going forward.
16. Although, the Future Programme does include some provision for 'Net Zero Pilots' across all our social housing estates, Members are reminded that no provision has been made for any future Net Zero Capital Projects. The reason for this, as Members will be aware, is that these projects are largely unknown and, will only emerge over the next few years, as further research, surveys, and investigations are completed in line with the Housing Net Zero Action Plan. It is likely that Housing Net Zero Capital Projects will be funded from a combination of external grant funding and the City Corporation's Climate Action Strategy Budget.
17. Members will note from the progress report at Appendix 1 that overall, there has been no significant change to the status of the various projects since the last meeting of this Sub-Committee. Members are asked to specifically note the following updates:

Slippage in relation to timing of contract

Nothing substantial to report at this time.

Progress of note on key projects

H39 – Window Replacement and External Redecorations (Multiple Estates)

Dron House – the Window Replacement Programme is now complete across the whole of Dron House.

Sydenham Hill – contracts have now been exchanged with the successful contractor, ETEC Contract Services Limited. The contractor is now in the site-mobilisation phase of this project, which allows for lead-in times for measurement and site surveys, materials, manufacture etc. Works to replace the aluminium windows are to commence later this month and, works to replace the Crittall windows will likely commence in October.

Holloway Estate – we are currently in the process of exchanging contracts with the successful contractor, Mulalley. The contractor is expected to commence mobilisation later this summer and, we are expecting a delivery programme to be submitted shortly for approval.

Southwark Estates – the Gateway 5 report seeking authorisation to award the contract to ETEC Contract Services Limited was approved by the Community and

Children's Services Committee on 8 June and the Operational Property and Projects Sub Committee on 21 June. We are now working on putting together the necessary contract documentation.

Windsor House and William Blake Estates – the Gateway 5 reports are currently in preparation and will be submitted to the respective Committee/Sub Committee for approval shortly.

H40 – Golden Lane Estate Window Refurbishment/Replacement

Design work continues across the wider Golden Lane Estate, with draft documents prepared for Cullum Welch House and Stanley Cohen House.

H40a – Crescent House Window Refurbishment/Replacement

An application for planning permission for a pilot project at 347 Crescent House was submitted on 25 April 2022 and, we have been advised that it will be considered at the July Planning and Transportation Committee meeting.

H45 – York Way Estate Communal Heating Replacement

The work on site is progressing well with positive feedback from those residents affected by the works. We currently remain on schedule to complete the project by January 2023.

H46 - Middlesex Street Estate Communal Heating

Unfortunately, this project remains on hold as, a very small number of residents have objected to our planning proposal for the finishes to the external facade. It is now likely that the planning application will go to the full Planning Committee for decision once, we are able to secure a date.

H54 – Fire Door Replacement Programme (Multiple Estates)

Holloway and York Way Estates (Lot 1) – work has progressed well on the York Way Estate and is now nearing completion. We are now about to commence the works on the Holloway Estate.

Avondale Square Estate (Lot 2) – we have now received the pricing document from Gerda, the Corporation's preferred supplier, via the Hyde Fire Safety Framework. Officers are analysing and reviewing and have highlighted several matters that require clarification. Once these matters have been resolved, we will be submitting a Gateway 5 Report to the relevant Committee/Sub Committee for approval to award the contract.

18. As Members will appreciate, there will always be problems with contracts and projects such as those contained within the Housing Major Works Programme. The last 18 to 24 months have been particularly challenging and, one of the most significant challenges we are currently facing is the huge increase in the cost of

construction projects nationally. The Corporation is not immune from these cost increases which, typically, are between 20 and 30%.

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

Staffing Resources

20. As highlighted at previous meetings of this Sub-Committee, up until recently, the Major Works Team has had significant resource issues (staff). Following a recent focused recruitment process however, we have managed to make several new appointments to vacant posts and the team is nearing its full complement of staff.

Appendices

Appendix 1: Housing Major Works Programme Progress Report (November 2021)

Appendix 2: Housing Major Works Programme (Future Programme)

Paul Murtagh

Assistant Director, Barbican & Property Services

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AVONDALE SQUARE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 2022

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																																							
							2019/20												2020/21												2021/22								2022/23							
							Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1		Q2		Q3		Q4									
A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M											
INVESTMENT PROGRAMME	H6	Decent Homes Avondale - Phase II	£461,305	£392,780	works complete																																									
	H20	Redecorations (multiple estate programme)	£607,150	£571,252	works complete																																									
	H43	Decent Homes Harman Close	£980,000	£972,476	practical completion																																									
	H1	Avondale Square - Window Overhaul	£453,440	£417,000	works complete																																									
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£92,104	£36,000	works complete																																									
	H48	Electrical Testing - Phase III (tenanted flats multiple estates)	£555,266	£467,000	works complete																																									
	H47	Electrical Testing - Phase IV (landlords electrics multiple estates)	£355,567	£229,500	works complete																																									
	H54	Fire Door Replacement Programme (multiple estate programme)	£2,790,000	£4,800	pre-tender measured survey																																									
	H55	Installation of Sprinklers (Point Blocks as part of a multiple estate programme)	£1,779,151	£171,773	on site																																									
	H52	Avondale Communal & Emergency Lighting	£337,000	£336,636	works complete																																									
	H53	Play and Ball Games Area Refurbishment (multiple estate programme)	£138,000	£126,112	works complete																																									
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£476,664	£128,175	on site																																									
	H59	George Elliston & Eric Wilkins Refurbishment	£3,700,000	£0	specialist survey																																									

SOUTHWARK/WILLIAM BLAKE ESTATES INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 2022

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																																							
							2019/20												2020/21												2021/22								2022/23							
							Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1		Q2		Q3		Q4									
A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M											
INVESTMENT PROGRAMME	H2	CCTV (William Blake)	£23,301	£16,900	works complete																																									
		Decent Homes - Phase II (Southwark as part of multiple estate programme)	£1,270,000	£762,240	works complete																																									
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£67,900	£25,000	works complete																																									
	H10	Door Entry (William Blake in conjunction with Dron House)	£268,500	£212,000	works complete																																									
	H6	Re-Roofing at Blake House (William Blake Estate)	£396,000	£393,000	works complete																																									
	H48	Electrical Testing - Phase III (tenanted flats multiple estates)	£555,266	£467,000	works complete																																									
	H47	Electrical Testing - Phase IV (landlords electrics multiple estates)	£355,567	£229,500	works complete																																									
	H39	Window Replacements & External Redecorations (Pakeman, Stopher & Sumner)	£4,294,564	£61,848	gateway 5 approval pending																																									
	H39	Window Replacements & External Redecorations (William Blake)	£2,200,000	£53,352	gateway 5 approval pending																																									
	H54	Fire Door Replacement Programme (multiple estate programme)	£1,454,000	£4,800	procurement																																									
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£476,664	£128,175	on site																																									
	H50	Southwark Estate Concrete Testing & Repair	£1,500,000	£70,332	works to follow window replacements																																									

HOLLOWAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 2022

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																																					
							2019/20												2020/21												2021/22								2022/23					
							Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1		Q2		Q3		Q4							
A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M									
INVESTMENT PROGRAMME	H36	Electrical Rewire (Tenanted Flats)	£225,000	£205,000	works complete																																							
	H37	Electrical Rewire (Landlords)	£385,465	£373,000	works complete																																							
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£16,722	£3,505	works complete																																							
	H39	Window Replacements & External Redecorations (Holloway)	£3,559,919	£40,798	contractor mobilising																																							
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£476,664	£128,175	on site																																							
	H54	Fire Door Replacement Programme (Lot 1 - Holloway & York Way)	£637,988	£20,000	on site																																							

- works delivery baseline (as forecast November 2017)
- works on site/complete
- works programmed (current forecast)
- testing/preparatory/offsite works
- programme slippage from previous report (length of arrow denotes length of delay)
- programme brought forward from previous report (length of arrow denotes extent)
- projects added to the programme post launch

YORK WAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 2022

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																																					
							2019/20												2020/21												2021/22								2022/23					
							Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1		Q2		Q3		Q4							
A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M									
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (multiple estate programme)	£608,000	£574,297	works complete																																							
	H20	Redecorations (multiple estate programme)	£596,000	£541,000	works complete																																							
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£130,653	£49,000	works complete																																							
	H48	Electrical Testing - Phase III (tenanted flats multiple estates)	£555,266	£467,000	works complete																																							
	H47	Electrical Testing - Phase IV (landlords electrics multiple estates)	£355,567	£229,500	works complete																																							
	H45	Communal Heating	£3,450,490	£2,003,246	on site																																							
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£476,664	£128,175	on site																																							
	H54	Fire Door Replacement Programme (Lot 1 - Holloway & York Way)	£1,060,226	£868,525	on site																																							

SYDENHAM HILL ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 2022

WORKS TYPE	REF		ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																																															
							2019/20												2020/21												2021/22												2022/23											
							Q1			Q2			Q3						Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		
A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M							
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (multiple estate programme)	£173,315	£46,472	works complete																																																	
	H48	Electrical Testing - Phase III (tenanted flats multiple estates)	£555,266	£467,000	works complete																																																	
	H47	Electrical Testing - Phase IV (landlords electrics multiple estates)	£355,567	£229,500	works complete																																																	
	H39	Window Replacements & Extenal Redecoration (Sydenham Hill)	£1,217,610	£26,926	contractor mobilising																																																	
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£476,664	£128,175	on site																																																	
	H54	Fire Door Replacement Programme (multiple estate programme)	£192,500	£4,800	procurement																																																	
																		OTHER ESTATES																																				
																																										SYDENHAM ➡												

SMALL ESTATES (DRON, WINDSOR, ISLEDEN, COLA, GRESHAM) INVESTMENT PROGRAMME - DELIVERY FORECAST JULY 2022

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																																							
							2019/20												2020/21												2021/22								2022/23							
							Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			Q1		Q2		Q3		Q4									
A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M											
INVESTMENT PROGRAMME	H5	Decent Homes - Phase II (Dron & Windsor as part of multiple estate programme)	£686,216	£451,412	works complete																																									
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£15,810	£15,810	works complete																																									
	H48	Electrical Testing - Phase III (tenanted flats multiple estates)	£555,266	£372,000	works complete																																									
	H10	Door Entry (Dron House in conjunction with William Blake)	£120,000	£120,000	works complete																																									
	H56	Re-Roofing at Dron House	£404,000	£363,000	works complete																																									
	H47	Electrical Testing - Phase IV (landlords electrics multiple estates)	£355,567	£229,500	works complete																																									
	H39	Window Replacements & External Redecoration (Dron)	£1,600,000	£1,440,510	practical completion																																									
	H39	Window Replacements & External Redecoration (Windsor)	£1,800,000	£21,352	gateway 5 approval pending																																									
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£476,664	£128,175	on site																																									
	H54	Fire Door Replacement Programme (multiple estate programme)	£890,000	£4,800	procurement																																									
	H53	Play and Ball Games Area Refurbishment (multiple estate programme)	£46,302	£42,880	works complete																																									
	H44	COLA & Gresham Refurbishment	£838,669	£340,000	on site																																									

- works delivery baseline (as forecast November 2017)
- works on site/complete
- works programmed (current forecast)
- testing/preparatory/offsite works
- programme slippage from previous report (length of arrow denotes length of delay)
- programme brought forward from previous report (length of arrow denotes extent)
- projects added to the programme post launch

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GOLDEN LANE ESTATE INVESTMENT PROGRAMME - MAJOR WORKS DELIVERY FORECAST (FUTURE PROGRAMME)

[illegible]

MIDDLESEX STREET ESTATE INVESTMENT PROGRAMME - MAJOR WORKS DELIVERY FORECAST (FUTURE PROGRAMME)

[illegible]

[illegible][illegible]

WILLIAM BLAKE ESTATE INVESTMENT PROGRAMME - MAJOR WORKS DELIVERY FORECAST (FUTURE PROGRAMME)

WORKS TYPE	REF	PROJECT	SCOPE	ESTIMATED COST	TIMELINE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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INVESTMENT PROGRAMME	H39	Window Replacements & External Redecoration		£2,333,250																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													</

HOLLOWAY ESTATE INVESTMENT PROGRAMME - MAJOR WORKS DELIVERY FORECAST (FUTURE PROGRAMME)

WORKS TYPE	REF	PROJECT	SCOPE	ESTIMATED COST	TIMELINE																																		
					YEAR 1 (2022-23)							YEAR 2 (2023-24)							YEAR 3 (2024-25)							YEAR 4 (2025-26)							YEAR 5 (2026-27)						
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4											
		A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M		
INVESTMENT PROGRAMME <div>Page 31</div>	H54	Fire Door Replacement Programme	Residential front doors, communal fire doors	£500,000																																			
	H39	Window Replacements & External Redecoration		£3,825,000																																			
		Net Zero Retrofit Pilots		£50,000																																			
		Boiler Replacement Programme (Multiple Estate Programme)	64 Boilers, 52 Radiator Systems (subject to Net Zero strategy)	£192,000											4 YEAR BOILER REPLACEMENT PROGRAMME - SCHEDULING OF ESTATES TBC																								
		Road Markings & Signage Renewal (Multiple Estate Programme)	subject to survey	£30,000										SURVEY																									
		Internal/External Redecoration (Multiple Estate Programme)	cyclical works - subject to survey	£350,000										SURVEY																									
		Car Park/Podium Asphalt Renewal (Holloway, York Way)	subject to survey, inc paths and paving	TBC																																			
		Play Area Replacement (Multiple Estate Programme)	Whitby Court Green play area	£45,000														SURVEY		WORKS																			
		CCTV Programme (Multiple Estate Programme)		£73,000																																			
		Tenants Electrical Testing	5 year cyclical works	£75,200																																			
		Decent Homes 24-26 (Multiple Estate Programme)	76 Kitchens (11 prior refusals/no access), 28 Bathrooms (8 prior refusals/no access)	£450,000																																			
		Communal Flooring (Multiple Estate Programme)		£35,000																																			
	Holloway Estate Total				£5,625,200	£4,350,000							£73,000							£298,000							£596,200							£308,000					

YORK WAY ESTATE INVESTMENT PROGRAMME - MAJOR WORKS DELIVERY FORECAST (FUTURE PROGRAMME)

WORKS TYPE	REF	PROJECT	SCOPE	ESTIMATED COST	TIMELINE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
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Sydenham Hill Estate Investment Programme - Major Works Delivery Forecast (Future Programme)

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Small Estates (Dron, Windsor, Isleden) Investment Programme - Major Works Delivery Forecast (Future Programme)

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Spitalfields Investment Programme - Major Works Delivery Forecast (Future Programme)

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INVESTMENT PROGRAMME	H54	Fire Door Replacement Programme	Residential front doors, communal fire doors	£136,000																																			
		Landlords Electrical Remedial Works (Multiple Estate Programme)	Programme of works to emerge from Phase IV testing currently ongoing, inc street lighting	TBC																																			
		Net Zero Retrofit Pilots		£20,000																																			
		Boiler Replacement Programme (Multiple Estate Programme)	8 Boilers (subject to Net Zero strategy)	£24,000																																			
		Internal/External Redecoration (Multiple Estate Programme)	cyclical works - subject to survey	£100,000																																			
		Tenants Electrical Testing		£11,200																																			
		Decent Homes 24-26 (Multiple Estate Programme)	13 Kitchens (0 prior refusals/no access), 11 Bathrooms (0 prior refusals/no access)	£92,500																																			
		Communal Flooring (Multiple Estate Programme)		£5,000																																			
				Spitalfields Total	£388,700	£146,000							£16,000							£56,000							£113,450							£57,250					

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Committee: Housing Management and Almshouses Sub-Committee	Dated: 8 July 2022
Subject: Update on Housing Service Projects and Priorities	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 11, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	Y/N
Report of: Executive Director of Community and Children's Services	For Information
Report author: Liam Gillespie, Head of Housing Management	

Summary

This report is intended to give Members a summary of significant projects and initiatives which are intended to update and improve the services we provide to our residents and support the outcomes in our Housing Strategy and Corporate Plan.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The Housing Division is undergoing substantial changes as part of the wider Target Operating Model restructure across the City Corporation's operations. To build on these changes, several important projects are due to take place to ensure that services are relevant and accessible to residents living on estates managed by the Housing Division.
2. These projects include a full review of customer services delivered to our residents and a refreshed resident involvement and communications offer.
3. This report is intended to give Members more information about these projects and other service improvement initiatives which are currently underway or planned.

Improvement projects

Housing customer service and repairs review

4. A full review of customer service functions across housing management and repairs is due to start in July 2022. This will be a substantial project and, in brief, will involve:
 - a full evaluation of current customer service activity and relevant policies, strategies and objectives
 - the creation of a clear vision for the future of housing customer services, developed alongside residents and other stakeholders
 - options for closing the gap between current services and the desired 'future' service, with analysis of potential costs and risks
 - an implementation plan to achieve the identified improvements, including staff development and training needs
 - consideration of staff development and training needs, to support improved customer service provision
5. The review will look at the service we provide via estate offices, telephone, e-mail, correspondence and in person, including through contractors. The review will focus on services from the resident perspective, identifying barriers and enabling processes to be redesigned with resident needs in mind.
6. New customer service standards and monitoring mechanisms will be produced, to enable us to report on performance to residents and Members.
7. Residents and Members will be invited to participate in the review. Officers will provide a more detailed update on this project in due course.

Resident involvement and communications

8. A new *Resident Involvement and Communications Strategy* is due to be produced, to redefine our involvement offer and improve our understanding of our residents' priorities and needs. We will also rethink resident communications, to ensure they are clear, accessible, timely and relevant, using a variety of channels.
9. As part of this work, we will look at current involvement mechanisms such as the Housing User Board (HUB) and refresh or change them to better meet residents' needs, while designing new opportunities for residents to scrutinise and influence housing services delivered by the City.
10. Residents and Members will be involved in the production of the new strategy.

Fire safety guidance and communications

11. We are currently reviewing our fire safety policy and associated guidance for residents. This will include the delivery of a new Fire Safety Policy to replace the

previous protocol, and a new co-produced guidance document for residents about safety in communal areas.

12. Officers have been working with CALM Mediation and a resident representative to draft a new document about resident use of communal areas, which aims to balance fire safety priorities with residents' enjoyment of communal spaces on their estates. This document will shortly be taken out for wider consultation with residents before it is finalised.
13. Fire safety communications will form an integral part of the *Resident Involvement and Communications Strategy* mentioned above and we aim to take a more systematic approach to communications around fire safety issues, to ensure consistency and clarity.

Automated payments line

14. As part of an initiative led by the Chamberlain's Department, an automated telephone payments system is due to be introduced. The Housing Division is working with Chamberlain's colleagues to take advantage of this new system and enable tenants to make rent payments via telephone without the need to speak to a member of staff. This will be more convenient for tenants, offers increased data security and reduces staff time spent taking payments via telephone.
15. Tenants can currently pay their rent via automatic and one-off bank transfers, online through our website, via telephone, or by using a rent payment card at PayPoint outlets and the Post Office.

Estate security audits

16. Security audits have been completed across all estates and the recommendations are being considered. Further work is required to assess the potential cost of improvement works. The cost of implementing some of the recommendations could be significant and careful consideration will have to be given to the potential demand on HRA funding given the scale of other ongoing projects.

Estate accessibility audits

17. Following a successful pilot audit of Middlesex Street Estate completed earlier in 2022, accessibility audits for the remaining housing estates have been commissioned and are due to be carried out by October 2022. The audits will assess the physical environments against applicable accessibility standards and provide recommendations for improvement, to ensure our estates are safe, welcoming and inclusive spaces for residents and visitors.
18. These audits are closely linked to the estate security assessments. The outcomes of both audits will be considered together, to ensure that a coordinated approach is taken to making any changes to residential blocks or communal areas.

Estate services improvements

19. To build on the successful introduction of a new Estate Standards and inspection regime in 2019, and the creation of a dedicated Estate Services team earlier in 2022, further improvements are planned to our practice in this area.
20. Officers are due to carry out market testing with a view to procuring specialist caretaking management software, which will give greater oversight of routine and ad hoc caretaking and cleaning tasks on our housing estates.
21. Several potential software solutions have been identified, which could enable us to create schedules of daily, weekly and monthly cleaning tasks, which staff will access on the move via handheld devices. They will then mark them as complete and provide evidence as they go, using embedded photo and video functions. Non-routine tasks could also be raised and allocated to staff in response to issues reported by residents or noted by Estate Supervisors. Estate inspections could also be contained in the same system.
22. This software will enable greater oversight of performance in estate cleaning and caretaking, leading to a more systematic and less reactive approach. It will also support greater accountability to residents, as it would be possible to show evidence of time and resources spent on estate cleaning and caretaking.
23. Officers are reviewing gardening practices following the formation of the new team. Contracts for gardening services are due to end by 31st August 2022. An assessment of current gardening equipment is being completed and we are intending to phase out petrol-powered machinery wherever possible, in favour of electric tools.

New tenancy agreement and handbook

24. A revised tenancy agreement and handbook is currently being drafted. The new tenancy agreement will have a clearer format and some revised clauses relating to important issues like antisocial behaviour and domestic abuse. A fully revised Handbook for tenants will be introduced, which will contain important and useful information about living in a City Corporation home. A statutory consultation exercise will be completed as part of the review of the tenancy agreement.

New homeowners' handbook

25. A new handbook for homeowners is being drafted, which will replace the basic guidance booklet previously in use. The new handbook will contain important information on lease rights and obligations, and a plain English explanation of lease terms. A consultation will be conducted on the draft document, and this may include more focused work with Residents' Associations and other groups, to ensure that a range of views are captured.

Corporate & Strategic Implications

Strategic implications

26. These projects support the delivery of the outcomes in the Housing Strategy 2019-23 and the following outcomes in the Corporate Plan 2018-23:

1. People are safe and feel safe
 - c. Protect consumers and users of buildings, streets and public spaces
 - e. Educate and reassure people about safety.
2. People enjoy good health and wellbeing
 - c. Provide advice and signposting to activities and services
 - d. Provide inclusive access to facilities for physical activity and recreation
4. Communities are cohesive and have the facilities they need
 - a. Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance
 - b. Support access to suitable community facilities, workspaces and visitor accommodation.
11. We have clean air, land and water and a thriving and sustainable natural environment
 - a. Provide a clean environment and drive down the negative effects of our own activities
 - b. Provide thriving and biodiverse green spaces and urban habitats.
12. Our spaces are secure, resilient and well-maintained
 - a. Maintain our buildings, streets and public spaces to high standards

Conclusion

27. This report is intended to update Members on several important projects which are intended to improve the services we provide to residents living on our estates and enhance resident involvement in the delivery of these services.

28. Members will receive regular updates on these projects as they progress.

Appendices

- None

Liam Gillespie

Head of Housing Management

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E: liam.gillespie@cityoflondon.gov.uk

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of the Local Government Act 1972.

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