



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

Date: TUESDAY, 24 OCTOBER 2023
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Ruby Sayed (Chairman)
Helen Fentimen (Deputy Chairman)
Joanna Tufuo Abeyie
Jamel Banda
Anne Corbett
Mary Durcan
Deputy John Fletcher
Henrika Priest
Ceri Wilkins
1x Vacancy

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting on 17 April 2023.

For Decision
(Pages 5 - 8)

4. **OUTSTANDING ACTIONS**

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

For Information
(Pages 9 - 10)

5. **FIRE SAFETY UPDATE**

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

For Decision
(Pages 11 - 18)

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

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

For Information
(Pages 19 - 36)

7. **TENANT SATISFACTION SURVEY**

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

For Information
(Pages 37 - 50)

8. **GUEST ROOMS REVIEW**

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

For Decision
(Pages 51 - 56)

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

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

11. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-Public Reports

12. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 17 April 2023.

For Decision
(Pages 57 - 58)

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

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

For Information

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

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

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HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE
Monday, 17 April 2023

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 17 April 2023 at 11.00 am

Present

Members:

Deputy Marianne Fredericks (Chairman)
Timothy James McNally (Deputy Chairman)
Deputy John Fletcher
Mary Durcan
Helen Fentimen
Joanna Tufuo Abeyie

Officers:

Alan Bennetts	- Comptroller and City Solicitor's Department
Liam Gillespie	- Community and Children's Services Department
Jason Hayes	- Community and Children's Services Department
Paul Murtagh	- Community and Children's Services Department
Marie Rene	- Community and Children's Services Department
Mathew Stickley	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from John Griffiths. Jamel Banda, Henrike Priest, Ruby Sayed, Ceri Wilkins joined online.

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

There were no declarations of interest.

3. MINUTES

In discussing matters arising from the previous meeting, the committee discussed mould in properties caused by lack of ventilation. Officers confirmed that provisions for ventilation were in place when new windows were installed in Corporation properties. The committee also discussed the work to install a communal heating system for Petticoat Tower and Middlesex Street ball game

courts, officer support for Community Infrastructure Levy bids, and that a report on guest flats would be brought to the next meeting of the committee.

RESOLVED – That the public minutes and non-public summary of the meeting held on 30 January 2023 be approved as a correct record.

4. **OUTSTANDING ACTIONS**

Members received a report of the Town Clerk regarding outstanding actions.

In response to questions, officers confirmed that reports on charging points and automatic door entries would be reported to the next meeting of the committee.

RESOLVED, that the report be noted.

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

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

The committee discussed what charges had been levied for heating and that officers would confirm this and if any losses needed to be recovered for residents. In response to questions, officers confirmed that the £95m Major Works Programme would be reported to the next meeting of the committee with spend per estate. The committee discussed causes of delays to works, the need to determine the funding of the currently £30m of works which were proposed but unfunded, and the decision of works at Crescent House to be completed with vacuum rather than triple glazing for reasons of affordability.

RESOLVED, that the report be noted.

6. **DURATION OF RIGHT TO BUY LEASES (HRA)**

The Sub Committee considered a report from the Director, Community and Children's Services regarding the duration of Right to Buy Leases (HRA).

Following receipt of a letter from tenant associations, the committee agreed to defer the report to allow for a more detailed report on the matter and related issues to be brought to the committee at a later date.

RESOLVED: To defer the report.

7. **GW5 ISSUES: DRON HOUSE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**

The Sub Committee considered a report from the Director, Community and Children's Services regarding GW5 Issues: Dron House Window Replacement and Common Parts Redecorations.

RESOLVED, to

1. approve the additional budget of £54,225 to reach Gateway 6 of which £48,010 is associated with the variation for AD Construction (works) and £6,215 for the extension of time for Contract Administration duties undertaken by Playle and Partners (fees).
2. Note the new total estimated cost of the project at £1,659,146

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

In response to a question from Timothy McNally regarding the provision of ten-storey ladders across London, in response to which officers agreed to bring a report to a future meeting of the committee outlining the policy on ladders for Corporation estates.

In response to a question from Deputy Marianne Fredericks regarding the repairs and reporting process on Corporation estates, a motion was moved by Deputy Marianne Fredericks, seconded by Timothy McNally, asking that officers investigate arbitration systems which could be implemented to handle housing-related complaints. This was put to the committee and agreed.

RESOLVED: that, with regard to the discussion at this meeting and accounting for members' comments shared in the coming weeks, officers are asked to investigate options for an arbitration system to address housing-related complaints, and that a report on this proposal is reported back to this sub committee in due course.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chairman advised the committee that she had accepted a report on the Independent Review of the Security of our Social Housing Estates as urgent business in line with the provisions of the Local Government Act 1972 to allow for full discussion at this sub committee to inform any decisions to be taken by the parent committee, and that such a decision is not delayed any further.

The committee discussed the implications on estate security of changes to access arrangements, the overall provision of security on Corporation housing estates, and the timeline for security improvement works.

RESOLVED: to note the recommendations emanating from the independent review into the security of Corporation social housing estates.

10. 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.

11. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 30 January 2023 be approved as a correct record.

12. **MANAGEMENT UPDATE REPORT FOR THE CITY OF LONDON
ALMSHOUSES AND SHELTERED HOUSING LETTINGS**

The Sub-Committee considered a report of the Executive Director of Community and Children’s Services regarding the City of London Almshouses and Shelters Housing lettings.

13. **SAVILLS - STRATEGIC REVIEW OF HRA COSTS AND SERVICES**

The Sub Committee received a report of the Chamberlain and Executive Director of Community and Children’s Services regarding Savills Strategic Review of Housing Revenue Account Costs and Services.

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

There were no non-public questions.

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

Members received an update on fires on Corporation estates.

16. **The meeting ended at 13:08.**

Chairman

Contact Officer: Matthew Stickley
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Community & Children's Services

Members Update

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

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Committee(s): Housing Management & Almshouses Sub-Committee – For Decision	Dated: 24 October 2023
Subject: Fire Safety Update – HRA Properties	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of Judith Finlay Executive Director of Community & Children’s Services	For Decision
Report author: Paul Murtagh Assistant Director, Housing and Barbican Department of Community & Children’s Services	

Summary

The purpose of this report is to provide Members of this Committee with information on how the City of London Corporation (the Corporation), through its Housing Property Services Team, is ensuring that its homes on its twelve social housing estates are managed in a way that meets compliance with current health and safety legislation, best practice, and regulatory standards relating to fire safety.

Recommendations

Members are asked to:

1. Note, consider, and comment on the report.
2. Agree to the creation of a Housing Compliance Working Party, comprising officers and members, to have oversight of the work that the Corporation is doing to ensure it remains compliant with current health and safety legislation, best practice, and regulatory standards relating to fire safety and other relevant statutory housing safety legislation.

Main Report

Background

1. In July 2017, an initial detailed report was presented to the Community & Children’s Services Committee, the Housing Management & Almshouses Sub-Committee and the Audit and Risk Management Committee updating Members on the Corporation’s approach to fire safety in its social housing portfolio. This report informed Members of the progress we had made with matters such as:

- fire risk assessments,
 - communication with residents,
 - estate management,
 - fire safety maintenance and improvement work,
 - inspections by the London Fire Brigade (LFB),
 - potential future improvement works.
2. Further update and review reports have been brought back to the Housing Management & Almshouses Sub-Committee on several occasions to inform Members of the work that has been done to enhance the safety of the Corporation's social housing estates and its residents in the event of fire.
 3. This report is intended as a further update.

Considerations

Automatic Water Fire Suppression Systems (Sprinklers)

4. Members of the Community & Children's Services Committee have previously agreed a recommendation from its Director to retrofit automatic water suppression systems in each of its five social housing high-rise tower blocks below:
 - Great Arthur House, Golden Lane Estate;
 - Petticoat Tower, Middlesex Street Estate;
 - West Point, Avondale Square Estate;
 - Centre Point, Avondale Square Estate;
 - East Point, Avondale Square Estate.
5. Following completion of a compliant, competitive tendering exercise, United Living was appointed to carry out the installation of automatic water suppression systems in each of the Corporation's five social housing high-rise tower blocks. However, due to escalating costs and potential time delays, Great Arthur House and Petticoat Tower were subsequently removed from the contract with United Living.
6. Although the retrofitting of sprinklers is a complex and challenging project, we are making good progress with the works as set out below.

West Point, Centre Point and East Point – Avondale Square Estate

Works are progressing well across the three Avondale Square Point Blocks, with completion now expected by the end of September 2023. Of the 222 properties in the three blocks, four leaseholders have not yet provided access, two tenants have refused access (legal proceedings have commenced) and two tenants require further assistance.

Despite the intrusive nature of the works, resident satisfaction, gauged from ours and the contractor's in-house surveys has been largely positive, with no "very dissatisfied" scores for any aspects of the work and, only a few "fairly dissatisfied"

scores in June. The issues that caused residents to be 'fairly dissatisfied' were identified and promptly addressed.

Petticoat Tower – Middlesex Street Estate

The successful contractor, Harmony Fire, is due to start on site in mid-October, beginning with pre-condition surveys, site setup, and booking installation appointments with residents. Additional asbestos surveys will be required for approximately 50% of the 88 flats.

We are preparing for a busy period of engagement with residents with open viewings of the completed and redecorated pilot flat on 27 September, and a "Meet the Contractor" event scheduled for 4 October.

Great Arthur House – Golden Lane Estate

Members will be aware from previous reports that the sprinkler installation at Great Arthur House is to be incorporated into a wider compartmentation and fire safety works project.

Fire Doors

7. As Members will be aware, the Corporation has committed to replacing all front entrance doors in its residential blocks of flats with fire doors that give up to 60 minutes fire resistance (30 minutes as an absolute minimum). The Fire Door Replacement Programme, also provides for the installation/upgrade of fire stopping/compartmentation solutions to, for example, penetrations above and through the communal doors and frames (service pipes, service cables etc).
8. GERDA, our specialist appointed contractor, continues to make good progress with the fire door installation programme as set out below.

Lot 1 – York Way and Holloway Estates

The work in Lot 1, to install new upgraded replacement fire doors (front entrances and communal doors) on the York Way and Holloway Estates is now complete. Customer satisfaction with this project, as gauged from our Customer Satisfaction Surveys, was very high (around 96% satisfied or very satisfied).

Lot 2 – Avondale Square Estate

GERDA has installed 340 fire doors across the Avondale Square Estate that, have also clearly been very well received by residents (as evidenced by the Customer Satisfaction Surveys).

Installations to the three Point Blocks (West, East and Centre Point) are currently on hold until, the sprinkler installation programme and the work to install fibre optics (statutory undertaking) are complete.

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

Work to Lot 3 has now commenced, with the first doors installed in the Sumner Buildings during the week commencing 11 September. The works to Sumner Buildings are expected to take five weeks to complete (subject to residents granting access) with William Blake Estate and Dron House to follow. The final works to Lot 3, the replacement of the communal doors in Petticoat Tower, will commence when the project for the sprinkler installation has progressed far enough to allow.

Fire Risk Assessments (FRA's)

9. As Members will be aware from the report prepared for its meeting on 2 June 2023, following a corporate procurement exercise, Turner & Townsend (T&T) was appointed to undertake the next round of FRA's for the Corporation's social housing estates. Type 3 FRA's for each of our residential blocks of flats on our social housing estates were subsequently completed, analysed, and agreed.
10. Each residential block and, where appropriate, associated community centres, has its own FRA report, which made observations on key areas found on the day of the assessment. Areas identified in each of the FRA's are broadly categorised into the following:
 - issues that require immediate remedial action and could be resolved immediately by teams on site;
 - matters requiring contractor intervention;
 - matters that are/will be subject to or incorporated into major works projects.
11. The latest FRA's also refer to positive practices/innovation, acknowledging that some of the Corporation's fire safety and major works improvements projects go beyond the current minimum statutory requirements including, the new fire doors and installation of sprinklers. The FRA's also refer to future considerations and impacts of the introduction of new legislation, regulations, best practice etc.
12. The main themes identified by the latest FRA's undertaken by T&T include:

Fire doors/fire stopping/compartimentation

The areas highlighted under this category form part of the Corporation's Housing Major Works Programme. The Corporation's Fire Door Replacement Programme incorporates front entrance doors to all flats (including, associated door frames and surrounds), communal fire doors and riser/service cupboard doors (part of the fire stopping and compartmentation work). Work to replace fire doors and improve compartmentation has already been completed on two estates since the FRA's were carried out and, work has also started on several other estates. It was also noted in the FRA's, that significant related projects, including the installation of sprinklers within flats would also address concerns around fire stopping and compartmentation.

Fire alarms

Any problems identified with existing fire alarms on the day that the FRA survey was carried out, were addressed, and remedied immediately by the on-site estate teams.

The FRA's have identified potential improvements (not statutory) in some of our homes and, in some case, these may be incorporated into future major works projects. One example of this, is the City of London's Almshouses, where it is proposed to carry out a significant upgrade to the existing fire alarm installation, to incorporate both carbon monoxide and environmental monitoring. The enhanced system will also allow for live remote monitoring of alarm activation and faults.

Emergency lighting

As the FRA's were carried out during normal working hours, the Surveyor was unable, in most cases, to evidence that the designated emergency lighting in our blocks of flats was working to the required standard. To satisfy the requirements of the FRA, T&T relied on the Corporation to provide full and valid testing and maintenance certificates for those elements that could not be tested at the time (emergency lighting, lightning conductors, gas servicing etc).

The FRA's also highlighted that whenever emergency lighting systems are to be upgraded/replaced, due consideration must be given to the presence of 'borrowed' external lighting, which may no longer be relied upon to provide sufficient additional lighting to meet the new requirements.

Personal Emergency Evacuation Plans (PEEPS)/Premises Information Box (PIB)

Recommendations around the use of PEEPS are contained within the latest FRA's as, at the time the surveys were carried out, it was expected that legislation would be introduced to make PEEPS mandatory in certain situations. Unexpectedly however, this did not happen.

Members will recall from previous reports however, as part of its work to ensure a high standard of fire safety in the homes it manages, the Corporation has introduced a new procedure for assessing vulnerable residents, who may need help evacuating in an emergency or, who may benefit from further help and advice on fire safety issues in their homes. We have carried out over 220 evacuation assessments for vulnerable residents and, relevant information has been included in the Premises Information Boxes (PIB) installed across our estates.

Following on from the completion of the latest FRA's, the number, location, and contents of the PIBs have been reviewed to ensure they are readily accessible for emergency responders. Secure PIBs have been refreshed to include person (resident) vulnerability lists. These lists are refreshed every six months or, when new person specific information becomes known. No personal details are included within the list, only their location within the residential block.

Testing/records

As stated previously, in the case of emergency lighting, a key part of the FRA process is demonstrating that systems and equipment in our blocks of flats are tested as per the required regulatory frequency. In addition to the testing, records are kept demonstrating effective management of both active and passive fire protection.

13. An overall Action Plan has been developed, that is a collective summary of the recommendations identified by T&T on all blocks of flats on each of our social housing estates. An example of the individual Action Plan developed for the Corporation's York Way Estate was included as an appendix to the report to this committee at its meeting on 2 June 2023. Progress against the Action Plan will continue to be reported to this Sub Committee on a quarterly basis.
14. Carrying out FRA's under the Regulatory Reform (Fire Safety) Order 2005 (RRO), is a vital and legally required part of the CoLC's fire safety strategy for its residential portfolio. The RRO does not however, specify how often FRA's should be carried out or reviewed. Officers have been working very closely with colleagues in the Corporate Fire Safety team to ensure that FRA's on our housing estates are not only carried out in line with the provisions of the RRO but also, are carried out in accordance with the Corporation's own guidance, best practice, and the Fire Risk Assessment Prioritisation Tool.

Great Arthur House

15. As Members have been advised previously, due to the unique nature of the building and its issues, Great Arthur House is being dealt with as a 'special project' in terms of the fire safety works.
16. As a result of concerns with the level of compartmentation in Great Arthur House, we have carried out a series of precautionary improvement works including:
 - the installation of a permanent hard-wired fire alarm system to the whole of the building;
 - the delivery, and installation where required, of individual smoke detectors to all flats in Great Arthur House;
 - the completion of a detailed 'fire safety signage survey' and subsequent upgrading of all fire safety signage to reflect the new evacuation arrangements and to pick up the deficiencies noted in the FRA's, to ensure, that the signage in the block is accurate, up-to-date and compliant;
 - the introduction of an evacuation process for residents in the event of a fire.
17. As reported to this Sub-Committee previously, following discussions between officers, colleagues in Planning and the respective consultants on the sprinkler project and this Great Arthur House project, it has been decided that this project will be 'put on hold' until the sprinkler project is completed. This makes perfect sense as, the installation of the sprinklers will considerably affect the safety of the building (and its residents) in the event of a fire and, will have a significant impact

on the level of additional fire safety measures (such as compartmentation) required in the building.

Housing Compliance Working Party

18. Although members receive many reports on fire safety and compliance with other statutory measures applicable to housing through the committee process, officers are of the view that it would be of significant benefit to set up a Housing Compliance Working Party (HCWP). It is envisaged that the HCWP will comprise officers and members working together to have oversight of the work that the Corporation is doing to ensure it remains compliant with current health and safety legislation, best practice, and regulatory standards relating to fire safety and other relevant statutory housing safety legislation including:

- gas
- electricity
- water testing (legionella)
- asbestos management
- lift maintenance
- RAAC.

19. Members are asked to agree to the proposal to set up the HCWP and, to identify up to three members of this Sub Committee to work with officers to take this forward.

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Committee(s): Housing Management and Almshouses Sub (Community and Children's Services) Committee	Dated: 24 October 2023
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 author: Paul Murtagh Assistant Director Housing and Barbican	

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 17 April 2023, 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.
11. Following requests from Members, projects that have been added to the original five-year Housing Major Works Programme over the last few years have been highlighted in the progress report. This helps to demonstrate the extent as to which the scope of the five-year Housing Major Works Programme has increased since its inception. Members will note from the latest progress report that the value of these additional projects is approximately £23.4million (a 43% increase in the cost of the original programme).
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 previous meetings of this 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 previously. The Future Programme will also likely be affected by current and future economic factors and, at some time in the future, a substantial review and redrafting of the Future Programme will be required. Clearly, this can only be done once we have more clarity on the future

funding capacity of the HRA. The report, as it stands, remains a useful reminder of the extent of work to be carried out (and forecast costs) to maintain the Corporation's Housing Estates to the required standard.

15. Although, the Future Programme does include some provision for 'Net Zero Pilots' across all our social housing estates, Members are reminded that no provision has been made for any future Net Zero Capital Projects. The reason for this, as Members will be aware, is that these projects are still largely unknown and, will only emerge over the next few years, as further research, surveys, and investigations are completed in line with the Housing Net Zero Action Plan. It is likely that Housing Net Zero Capital Projects will be funded from a combination of external grant funding and the City Corporation's Climate Action Strategy Budget.
16. Members will note from the progress report at Appendix 1 that there have been several changes to the status of the various projects since the last meeting of this Sub-Committee. Members are asked to specifically note the following updates:

Progress of note on key projects

H39b – Window Replacements and External Redecorations (Holloway Estate)

Works at Whitby Court are progressing well and the scaffolding to Block 1-30 Whitby Court will be removed as soon as the identified snagging items are completed. Bay windows to the internal garden will however require additional works due to timber deterioration.

Works at Hilton House are on hold pending a decision regarding reinforced infills between the lintels clashing with the new windows. The solution is either rectify the lintel (which will entail the involvement of a Structural Engineer) or a change to the window design (which will require the further involvement of the Design Team). Works to other blocks are progressing as planned.

An Issues Report is being prepared, seeking approval for additional costs accrued following the required amendments to the original planning consents. This will be brought before members at the earliest opportunity once the costs have been verified. The latest expected date for practical completion is the end of January 2024.

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

New planning applications have now been submitted and the determination dates for each of the blocks are as follows:

- Sumner Buildings: 18 October 2023
- Pakeman House: 23 October 2023
- Stopher House: 19 October 2023

The revised estimated completion of all works included in this project is the end of June 2024.

H39d – Window Replacements and External Redecorations (Sydenham Hill)

The window replacements to properties in Lammas Green have now been completed. Planning approval for the mechanical ventilation has recently been received and the contractor is now procuring the material to complete these works. The scaffolding to the front elevations of the properties has now been removed and minor snagging work is being undertaken.

The replacement of the windows in Otto Close has now commenced however, planning permission for the installation of the mechanical ventilation is still outstanding. Some of the scaffolding to the rear elevations to the properties has been removed and snagging work is being completed.

An Issues Report is being prepared to seek approval for the additional costs required because of the required changes to the planning approvals and the relocation of the site welfare facilities, necessitated by the commencement of the new development works at the Sydenham Hill site.

Early feedback from residents who had the work done on their homes has been very positive. The expected date for practical completion of all works is now the end of October 2023.

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

As reported previously, the tendered bids received and the planning approvals for this project expired during the temporary hiatus for the Capital Programme Review. A new Gateway 3/4 report is being drafted, presenting options for progressing the proposed Window Replacements at the William Blake Estate. It is anticipated that this will be submitted for approval at the planned November meeting of the Community and Children's Services Committee. Re-tendering the work has allowed for extensive consultation with the City's Energy Team, which explored the possibility of securing external funding for any carbon saving measures incorporated into the works.

H39f – Window Replacements and External Redecorations (Windsor House)

The redecoration works to the communal areas are progressing well and, almost all the windows have been renewed in the 104 properties included in the project. Works to remove the highest windows and to treat the lead painted railings continues whilst most of the homes in Blocks A, B and C have had their windows renewed, except for the dormer windows which will need additional works.

An Issues Report is required to seek approval for the additional costs accrued due to the previously reported complexities of the presence of asbestos and lead paint plus, the additional works required to the dormer windows. This will be brought before members at the earliest opportunity once the costs have been verified. The expected date for practical completion for this project is the end of October 2023.

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

Work to the pilot project is nearing completion now that the vacuum glazing has arrived on site. The pilot flat is undergoing major refurbishment that will allow residents to see a fully finished flat with the completion of all work to the windows and the installation of the ventilation and heating systems.

The planning application, which was submitted in the spring, has had more than five objections and therefore, needs to be seen at the meeting of the Planning & Transportation Committee in December. Tender documents are still being prepared in order to reduce further delays and, we continue to work closely with residents to move this project forward. Due to the delays with the planning application, work on the wider Crescent House project is unlikely to start before June 2024.

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

Estimated costs have now been received to allow us to progress this project for the remaining blocks on the Golden Lane Estate forward to an application for Listed Buildings Consent, planning and, to commence with the tender process.

The next stage in the Gateway process is approval by the relevant committees of a Gateway 4C report, requesting approval to the budget to take the remaining estate to tender. The Resident Liaison Group (RLG) for the wider estate has now met twice and will continue to meet monthly.

H45 - York Way Communal Heating

We have now completed most of the in-flat domestic installations, with just a handful of properties requiring further building works. The redecoration of the plant room is also to be completed.

There have been further delays due to late access issues with some of the residents however, we have worked closely colleagues in the estate office to resolve these matters and, practical completion is now expected by the end of September 2023.

H46 - Middlesex Street Estate Communal Heating

Work is progressing but, progress has not been as good as we would have expected for a number of reasons. An Issues Report has been prepared, seeking approval for an uplift in cost due to the previously reported delays to the project.

H54 – Fire Door Replacement Programme (Multiple Estates)

- **Lot 2 (Avondale Square Estate)**

Very good progress has been made with the fire door installations on the Avondale Square Estate, with 340 installations completed, that have clearly been very well received by residents. Installations to the three Point Blocks

are currently on hold until, the sprinkler installation programme and the work to install fibre optics (statutory undertaking) are complete.

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

Work to Lot 3 has commenced, with the first doors installed in the Sumner Buildings during the week commencing 11 September. The works to Sumner Buildings are expected to take five weeks to complete (subject to residents granting access) with William Blake Estate, Dron House to follow. The final works to Lot 3, the replacement of the communal doors in Petticoat Tower, will commence when the project for the sprinkler installation allows.

H55a - Installation of Sprinklers (Avondale Square Point Blocks)

Works are progressing well across the three Avondale Square Point Blocks, with completion now expected by the end of September 2023. Of the 222 properties in the three blocks, four leaseholders have not yet provided access, two tenants have refused access (legal proceedings have commenced) and two tenants require further assistance. Remaining matters with Southwark Building Control are currently being closed out and further work to amend the installation of sounders installed by a previous sub-contractor in West Point are underway.

As part of the project's social value commitment, the contractor and consultants have made contributions to provide £25 Asda essentials vouchers for each eligible resident to provide support during the cost-of-living crisis.

Resident satisfaction gauged from our contractor's in-house surveys has been largely positive, with no "very dissatisfied" scores for any aspects of the work and, only a few "fairly dissatisfied" scores in June. The issues that caused residents to be 'fairly dissatisfied' were identified and promptly addressed.

H55b - Installation of Sprinklers (Petticoat Tower)

The successful contractor, Harmony Fire, is due to start on site in mid-October, beginning with pre-condition surveys, site setup, and booking installation appointments with residents. Additional asbestos surveys will be required for approximately 50% of the 88 flats. Additionally, the responsibility of boxing-in for the pipework has been transferred from the communal heating project to the sprinkler project to avoid programme overlap.

We are preparing for a strong period of engagement with residents with open viewings of the completed and redecorated pilot flat on 27 September, and a "Meet the Contractor" event scheduled for 4 October. One of the key messages we will be conveying is that, in line with Counsel's advice, we cannot compel leaseholders to grant us access for the works to install sprinklers in their home.

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

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

18. 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

19. As highlighted at previous meetings of this Sub-Committee, we have had significant problems in recruiting the required staff to help deliver the Major Works Programme. Having had some success in the recent past, we are once again experiencing difficulties in attracting the number and calibre of staff we require. We do still have vacancies within the team and, we continue to try and recruit to these vacant posts as quickly as possible.

Appendices

Appendix 1: Housing Major Works Programme Progress Report (September 2023)

Appendix 2: Housing Major Works Programme (Future Programme)

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GOLDEN LANE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST SEPTEMBER 2023

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																
							2023/24				2024/25				2025/26								
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
INVESTMENT PROGRAMME	H18	Great Arthur House - Replacement windows and cladding	£11,262,538	£10,948,500	works complete																		
	H21	Lift Refurbishment	£1,300,000	£1,002,010	works complete																		
	H16	Golden Lane - Heating Replacement (Phase 1 - All blocks excluding Crescent/Cullum)	£465,000	£415,458	works complete																		
	H5	Decent Homes - Phase II (multiple estate programme)	£625,400	£605,011	works complete																		
	H14	Golden Lane - Concrete Testing & Repairs (all blocks exc. Cullum Welch)	£1,050,000	£975,675	works complete																		
	H15	Cullum Welch House - Concrete Balustrade Replacement & Concrete Repairs	£820,000	£696,700	works complete																		
	H20	Redecorations (Int & Ext - in conjunction with Avondale Square, York Way & Middlesex St Estates)	£416,700	£299,086	works complete																		
	H38	Electrical Testing - Phase II (Tenated flats GLE & MSE)	£441,000	£441,000	works complete																		
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£31,174	£10,000	works complete																		
	H47	Electrical Testing - Phase IV (landlords electrics multiple estates)	£355,567	£229,500	works complete																		
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£6,600	£424	no access flats referred to H. Mgmt																		
	H40a	Window Refurbishment, Roofing, Ventilation & Heating (Crescent House)	£12,993,765	£275,000	planning approval pending						PILOT FLAT				WORKS								
	H40b	Window Refurbishment, Roofing & Ventilation (Cullum Welch House)	£2,938,579	£53,881	design										PROGRAMME TBC AT NEXT GATEWAY								
	H40c	Window Refurbishment, Roofing & Ventilation (Great Arthur House)	£1,151,443	£21,113	design										PROGRAMME TBC AT NEXT GATEWAY								
	H40d	Window Refurbishment, Roofing & Ventilation (Stanley Cohen House)	£1,499,275	£27,490	design										PROGRAMME TBC AT NEXT GATEWAY								
	H40e	Window Refurbishment, Roofing & Ventilation (Maisonette Blocks)	£10,470,937	£191,993	design										PROGRAMME TBC AT NEXT GATEWAY								
	H41	Great Arthur House - Front Door Replacement/Compartmentation	£675,000	£60,536	design (with sprinklers)																		
	H54	Fire Door Replacement Programme (Lot 5 - GLE)	£1,160,000	£4,800	Lot 5 of 5. Lots 1,2 & 3 in delivery.																		
	H55c	Installation of Sprinklers (Great Arthur House)	TBC	£130,000	contract with UL withdrawn	TBC																	
	H61	Golden Lane Area Lighting & Accessibility	£500,000	£450	on hold - Capital Programme Review	TBC																	
	TOTAL		£48,162,978	£16,388,627																			

MIDDLESEX STREET ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST SEPTEMBER 2023

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																
							2023/24				2024/25				2025/26								
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
INVESTMENT PROGRAMME	H22	Concrete Testing & Repairs	£160,000	£170,099	works complete																		
	H20	Redecorations (Int & Ext - in conjunction with Avondale Square, Golden Lane, York Way Estates)	£222,314	£199,069	works complete																		
	H38	Electrical Testing - Phase IIa (Tenated flats GLE & MSE)	£440,000	£421,000	works complete																		
	H24	Petticoat Tower - balcony doors and windows	£450,000	£346,050	works complete																		
	H23	MSE Lift Refurbishment	£1,555,000	£1,277,580	works complete																		
	H26	Water Tank Replacement/Repairs (multiple estate programme)	£14,003	£560	works complete																		
	H46	Communal Heating	£3,125,639	£2,453,648	on site																		
	H42	Petticoat Tower - Front Door Replacement	£326,429	£293,249	works complete																		
	H25	Petticoat Tower stairwell	£435,000	£427,248	works complete																		
	H12	Electrical Remedial Works (non-urgent)	£385,890	£363,825	works complete																		
	H54	Fire Door Replacement Programme (Lot 3 - inc Petticoat Tower communal doors)	£180,000	£4,800	G5 approved, contracts exchanged						LOT 3 BLOCKS												
	H58	Electrical Remedial Works (Phase IIb - Landlords electrics)	£368,800	£140,000	works complete																		
	H55b	Installation of Sprinklers (Petticoat Tower)	£1,324,554	£41,957	contractor mobilising																		
	H53	Play and Ball Games Area Refurbishment (multiple estate programme)	£41,732	£38,538	works complete																		
	TOTAL		£9,029,361	£6,177,623																			

- 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

AVONDALE SQUARE ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST SEPTEMBER 2023

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																																				
							2023/24				2024/25				2025/26																												
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																									
							A	M	J	J	A	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	£392,780	£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 (Lot 2 - Avondale Square Estate)	£2,790,000	£978,500	on site																																						
	H55a	Installation of Sprinklers (Point Blocks)	£3,548,027	£2,018,963	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)	£287,100	£110,321	no access flats referred to H. Mgmt																																						
H59	George Elliston & Eric Wilkins Refurbishment	£3,700,000	£130	design	TBC																																						
TOTAL			£14,236,434	£6,656,670																																							

SOUTHWARK/WILLIAM BLAKE ESTATES INVESTMENT PROGRAMME - DELIVERY FORECAST SEPTEMBER 2023

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																																			
							2023/24				2024/25				2025/26																											
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																								
							A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
INVESTMENT PROGRAMME	H2	CCTV (William Blake)	£23,301	£16,900	works complete																																					
	H5	Decent Homes - Phase II (Southwark as part of multiple estate programme)	£1,270,000	£762,240	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																																					
	H56	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																																					
	H39c	Window Replacements & External Redecorations (Pakeman, Stopher & Sumner)	£4,294,565	£1,778,882	window surveys & redecoration																																					
	H39e	Window Replacements & External Redecorations (William Blake)	£3,000,000	£57,500	delayed due to Capital Prog. Review																																					
	H54	Fire Door Replacement Programme (Lot 3 - Sumner & W. Blake, Lot 4 - Southwark)	£1,454,000	£4,800	Lot 3 contracts exchanged																																					
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£146,850	£48,767	no access flats referred to H. Mgmt																																					
	H50	Southwark Estate Concrete Testing & Repair	£1,500,000	£70,332	on hold - Capital Programme Review																																					
TOTAL			£13,331,949	£4,065,921																																						

HOLLOWAY ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST SEPTEMBER 2023

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																																			
							2023/24				2024/25				2025/26																											
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																								
							A	M	J	J	A	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																																					
	H39b	Window Replacements & External Redecorations (Holloway)	£3,593,069	£1,657,320	on site																																					
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£9,900	£8,383	no access flats referred to H. Mgmt																																					
H54	Fire Door Replacement Programme (Lot 1 - Holloway & York Way)	£637,988	£519,527	works complete																																						
TOTAL			£4,868,144	£2,766,735																																						

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- 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 SEPTEMBER 2023

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																
							2023/24				2024/25				2025/26								
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
A	M	J	J	A	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	£3,179,003	on site																		
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£11,550	£2,170	no access flats referred to H. Mgmt																		
	H54	Fire Door Replacement Programme (Lot 1 - Holloway & York Way)	£1,060,226	£997,195	works complete																		
TOTAL			£6,767,752	£6,039,165																			

SYDENHAM HILL ESTATE INVESTMENT PROGRAMME - DELIVERY FORECAST SEPTEMBER 2023

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																
							2023/24				2024/25				2025/26								
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
A	M	J	J	A	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																		
	H39d	Window Replacements & Extenal Redecoration (Sydenham Hill)	£1,228,905	£1,194,241	on site																		
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£8,250	£610	no access flats referred to H. Mgmt																		
	H54	Fire Door Replacement Programme (Lot 4 - inc Sydenham)	£192,500	£4,800	procurement																		
TOTAL			£2,513,803	£1,942,623																			

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

WORKS TYPE	REF	PROJECT	ESTIMATED COST	EXPENDITURE TO DATE	CURRENT STATUS	SLIPPAGE SINCE LAST REPORT	TIMELINE																
							2023/24				2024/25				2025/26								
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
A	M	J	J	A	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																		
	H39a	Window Replacements & External Redecoration (Dron)	£1,600,000	£1,440,750	works complete																		
	H39f	Window Replacements & External Redecoration (Windsor)	£1,682,431	£1,573,396	on site																		
	H60	Electrical Testing - Phase V (tenants electrical testing & smoke alarms - multiple estates)	£6,600	£718	no access flats referred to H. Mgmt																		
	H54	Fire Door Replacement Programme (Lot 3 - inc Dron, Lot 4 - inc Windsor, Isleden)	£890,000	£4,800	on site																		
	H53	Play and Ball Games Area Refurbishment (multiple estate programme)	£46,302	£42,880	works complete																		
	H44	COLA & Gresham Refurbishment	£838,669	£643,575	final snagging issues being resolved																		
TOTAL			£7,200,861	£5,257,841																			

TOTAL PLANNED EXPENDITURE (ALL ESTATES)

	TOTAL PLANNED	SPENT TO DATE
Golden Lane Estate	£48,162,978	£16,388,627
Middlesex Street Estate	£9,029,361	£6,177,623
Avondale Square Estate	£14,236,434	£6,656,670
Southwark/William Blake Estates	£13,331,949	£4,065,921
Holloway Estate	£4,868,144	£2,766,735
York Way Estate	£6,767,752	£6,039,165
Sydenham Hill Estate	£2,513,803	£1,942,623
Small Estates	£7,200,861	£5,257,841
TOTAL	£106,111,282	£49,295,205

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AVONDALE SQUARE ESTATE INVESTMENT PROGRAMME - MAJOR WORKS DELIVERY FORECAST (FUTURE PROGRAMME)

WORKS TYPE	REF	PROJECT	SCOPE	ESTIMATED COST	TIMELINE																			
					YEAR 1 (2023/24)				YEAR 2 (2024/25)				YEAR 3 (2025/26)				YEAR 4 (2026/27)				YEAR 5 (2027/28)			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
INVESTMENT PROGRAMME	H54	Fire Door Replacement Programme	Residential front doors, communal fire doors (all blocks excluding Harman & Twelveacres)	£2,843,000																				
	H55	Installation of Sprinklers	Point blocks only (as part of wider programme)	£3,550,000																				
	H59	George Elliston & Eric Wilkins Refurbishment	Inc lift refurb (£420k - GE 2 lifts at £280k, EW 1 lift at £140k, plus fees - est £10k per block)	£3,700,000																				
		Landlords Electrical Remedial Works (Multiple Estate Programme)	Programme of works to emerge from Phase IV testing currently ongoing	TBC																				
		Net Zero Retrofit Pilots		£100,000																				
		Lift Refurbishment (Harman Close)	B&Y est £220k plus fees	£250,000																				
		Boiler Replacement Programme (Multiple Estate Programme)	244 Boilers, 156 Radiator Systems (subject to Net Zero strategy)	£730,000																				
		Avondale Estate Concrete Testing & Remedial Works (Capital Works)	include balconies, soffits & associated balustrades	£600,000																				
		Road Markings & Signage Renewal (Multiple Estate Programme)	subject to survey	£30,000																				
		Flat Roof Renewals & Insulation		£2,000,000																				
		Play Area Replacement (Multiple Estate Programme)	Toddlers Sunken Play Area	£45,000																				
		Avondale paving & communal walkway refurbishment	subject to survey	£100,000																				
		CCTV Programme (Multiple Estate Programme)	Avondale	£150,000																				
		Tenants Electrical Testing	5 year cyclical works	£427,200																				
		Wooden Shed & Outbuildings Door/Gate Replacement	subject to survey	£25,000																				
		Decent Homes (Multiple Estate Programme)	122 Kitchens (54 prior refusals/no access), 74 Bathrooms (38 prior refusals/no access)	£795,000																				
		Communal Flooring (Multiple Estate Programme)		£60,000																				
Avondale Square Estate Total				£15,405,200	£6,393,000				£1,850,000				£4,613,333				£1,848,033				£700,833			

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

WORKS TYPE	REF	PROJECT	SCOPE	ESTIMATED COST	TIMELINE																			
					YEAR 1 (2023/24)				YEAR 2 (2024/25)				YEAR 3 (2025/26)				YEAR 4 (2026/27)				YEAR 5 (2027/28)			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
INVESTMENT PROGRAMME	H59	Window Replacements & External Redecoration	Pakeman, Stophor & Sumner only	£5,900,000																				
	H54	Fire Door Replacement Programme	Residential front doors, communal fire doors	£1,000,000																				
	H55	Southwark Estate Concrete Testing & Repair	To follow window replacements	£1,500,000																				
		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		£100,000																				
		Flat Roof Renewals & Insulation	All blocks (combine with William Blake partial)	£2,000,000																				
		Boiler Replacement Programme (Multiple Estate Programme)	141 Boilers, 153 Radiator Systems (subject to Net Zero strategy)	£425,000																				
		Road Markings & Signage Renewal (Multiple Estate Programme)	subject to survey	£30,000																				
		Internal/External Redecoration (Multiple Estate Programme)	cyclical works - subject to survey	£450,000																				
		Door Entry System Replacement (MSE & partial Southwark)	Bazeley , Markstone, Great Suffolk St inc fob system hardware renewal all blocks	£200,000																				
		Play Area Replacement (Multiple Estate Programme)	Sumner Buildings: Ball Games Area & Play Area	£90,000																				
		CCTV Programme (Multiple Estate Programme)		£200,000																				
	Tenants Electrical Testing	5 year cyclical works	£187,200																					
	Decent Homes (Multiple Estate Programme)	101 Kitchens (44 prior refusals/no access), 76 Bathrooms (25 prior refusals/no access)	£695,000																					
	Communal Flooring (Multiple Estate Programme)		£35,000																					
Southwark Estate Total				£12,812,200	£7,650,000				£750,000				£2,511,667				£1,151,367				£749,167			

SYDENHAM HILL ESTATE INVESTMENT PROGRAMME - MAJOR WORKS DELIVERY FORECAST (FUTURE PROGRAMME)

WORKS TYPE	REF	PROJECT	SCOPE	ESTIMATED COST	TIMELINE																																										
					YEAR 1 (2023/24)				YEAR 2 (2024/25)				YEAR 3 (2025/26)				YEAR 4 (2026/27)				YEAR 5 (2027/28)																										
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																							
					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
INVESTMENT PROGRAMME	H39	Window Replacements & External Redecoration		£1,217,610																																											
	H54	Fire Door Replacement Programme	Residential front doors, communal fire doors	£200,000																																											
		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		£50,000																																											
		Boiler Replacement Programme (Multiple Estate Programme)	26 Boilers, 13 Radiator Systems (subject to Net Zero strategy)	£78,000																																											
		Road Markings & Signage Renewal (Multiple Estate Programme)	subject to survey	£30,000																																											
		Internal/External Redecoration (Multiple Estate Programme)	cyclical works - subject to survey	£250,000																																											
		Play Area Replacement (Multiple Estate Programme)	Ball Games Area	£45,000																																											
		CCTV Programme (Multiple Estate Programme)		£35,000																																											
		Tenants Electrical Testing		£27,200																																											
		Decent Homes (Multiple Estate Programme)	17 Kitchens (4 prior refusals/no access), 11 Bathrooms (4 prior refusals/no access)	£112,500																																											
	Communal Flooring (Multiple Estate Programme)		£10,000																																												
Sydenham Hill Estate Total				£2,055,310	£1,317,610				£100,000				£96,000				£324,450				£217,250																										

SMALL ESTATES (DRON, WINDSOR, ISLEDEN) INVESTMENT PROGRAMME - MAJOR WORKS DELIVERY FORECAST (FUTURE PROGRAMME)

WORKS TYPE	REF	PROJECT	SCOPE	ESTIMATED COST	TIMELINE																																										
					YEAR 1 (2023/24)				YEAR 2 (2024/25)				YEAR 3 (2025/26)				YEAR 4 (2026/27)				YEAR 5 (2027/28)																										
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																							
					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
INVESTMENT PROGRAMME	H39	Window Replacements & External Redecoration	Windsor House	£1,912,500																																											
	H54	Fire Door Replacement Programme	Residential front doors, communal fire doors	£720,000																																											
		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		£50,000																																											
		Boiler Replacement Programme (Multiple Estate Programme)	73 Boilers, 70 Radiator Systems (subject to Net Zero strategy)	£220,000																																											
		Isleden - Domestic heat exchanger & control unit renewal		£150,000																																											
		Road Markings & Signage Renewal (Multiple Estate Programme)	subject to survey	£30,000																																											
		Internal/External Redecoration (Multiple Estate Programme)	cyclical works - subject to survey	£350,000																																											
		Flat Roof Renewal & Insulation (Windsor House)		£400,000																																											
		CCTV Programme (Multiple Estate Programme)	Dron (£27,000), Windsor (£34,000), Isleden (£31,000)	£92,000																																											
		Tenants Electrical Testing		£150,400																																											
	Decent Homes (Multiple Estate Programme)	109 Kitchens (19 prior refusals/no access), 91 Bathrooms (10 prior refusals/no access)	£772,500																																												
	Communal Flooring (Multiple Estate Programme)		£15,000																																												
Small Estates Total				£4,862,400	£2,632,500				£0				£648,333				£931,983				£649,583																										

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

WORKS TYPE	REF	PROJECT	SCOPE	ESTIMATED COST	TIMELINE																															
					YEAR 1 (2023/24)				YEAR 2 (2024/25)				YEAR 3 (2025/26)				YEAR 4 (2026/27)				YEAR 5 (2027/28)															
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4												
					A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
INVESTMENT PROGRAMME	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 (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	£136,000				£0				£18,000				£125,450				£109,250															

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Committee: Housing Management and Almshouses Sub-Committee	Dated: 24 October 2023
Subject: Tenant Satisfaction Survey 2023-24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 4
Does this proposal require extra revenue and/or capital spending?	Y/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 and Liane Coopey, Housing Business Support Manager	

Summary

As part of a new regulatory regime for social housing which came into effect on 1 April 2023, social landlords are now required to submit annual returns against a set of Tenant Satisfaction Measures (TSMs), with the first submission to the Regulator for Social Housing due in April 2024. A report providing details of the TSM regime was submitted to the Community and Children's Services Committee in July 2023.

This report updates Members on the planned survey of the City Corporation's tenants, which is scheduled for October 2023.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The Regulator for Social Housing (RSH) introduced a suite of Tenant Satisfaction Measures (TSMs) as part of the overhaul of social housing regulation arising from the Social Housing White Paper, published in 2020.
2. Following substantial public consultation, a final set of TSMs was created and the first regulatory return is due in April 2024. This applies to all social landlords with 1,000 or more homes under their management.

3. There are 22 TSMs, covering the following areas:
 - Building safety
 - Antisocial behaviour
 - Repairs and Decent Homes Standards
 - Complaints handling
 - Respectful and helpful engagement
4. Ten of the TSMs are measured by landlords directly, from data already held by them. The remaining twelve will be measured through an annual Tenant Perception Survey. For ease of reference, the TSMs are shown at **Appendix One**.
5. The regulatory obligation to complete the survey and statistical return applies to residents living in:
 - ‘Low-Cost Rental Accommodation’: in our case, secure tenants of general needs and sheltered housing accommodation (1,860 households)
 - ‘Low-Cost Home Ownership’: homes which are managed by a social landlord but not fully owned by the tenant, for example shared ownership properties (this is not applicable in the City Corporation’s case)
6. Members may wish to note that there is no requirement to survey long leaseholders and submit leaseholder satisfaction data to the RSH. However, in common with many landlords, we will include leaseholders in the survey to identify areas of concern and inform service improvements.
7. Landlords have the freedom to design and conduct their surveys as they wish, provided they meet the requirements specified by the RSH in their guidance. Landlords may carry out a single annual survey, or monthly/quarterly ‘tracker’ surveys. Indications are that most landlords will conduct an annual survey; a poll by *Inside Housing* indicated that 60% of respondent landlords were intending to carry out a single survey for the first return¹.
8. The wording of the TSM questions is specified by the RSH and the response options are also stipulated. Additional questions may also be asked at the landlord’s discretion but will not form part of the regulatory submission.
9. Detailed guidance has been issued by the RSH on the conduct of the survey. The RSH has made it clear that landlords are expected to obtain sufficient survey returns to provide statistically significant data, to provide high levels of assurance that the results are representative of the tenant population and their satisfaction with their landlord’s services.
10. Landlords must also ensure that their returns are weighted appropriately to give an accurate reflection of tenant satisfaction across different tenures. For instance, it is known that satisfaction among tenants in sheltered housing tends to be much

¹ *Social landlords reveal approach to carrying out surveys for tenant satisfaction measures*, Inside Housing, 2.5.2023.

higher than those living in general needs homes. The RSH expects landlords to be able to demonstrate that their satisfaction figures are weighted appropriately to be representative of the tenures they manage. For example, surveying only sheltered housing residents and presenting the results as representative of the whole tenant population would not be acceptable.

11. Given the need to reach a minimum number of tenants and ensure that people have more of a choice in how they participate, many landlords are planning to carry out online and telephone surveys.
12. To ensure the survey is conducted as impartially as possible, many housing providers intend to use independent market research companies to carry out their surveys. This reduces the possibility of bias or undue influence and encourages respondents to be as open as possible in their answers, in addition to providing assurance around obtaining adequate numbers of responses.

Current Position

13. The Housing Division has appointed Acuity Research and Practice Ltd, a market research company specialising in the housing sector, to carry out the Tenant Perception Survey on its behalf. The provisional timetable for the survey campaign is 25 September to 21 October 2023.
14. While the main purpose of the Tenant Perception Survey is to obtain reliable data on *tenant* satisfaction, long leaseholders will also be surveyed as in previous years, though we are not required to submit this information to the RSH.
15. To meet the requirements of the RSH and ensure that responses are as representative as possible, a target has been set to complete 320 surveys with social tenants.
16. These figures have been calculated by Acuity in accordance with the RSH's guidance on the completion of the survey, to ensure statistical significance and provide the necessary level of confidence that the responses provide a true reflection of satisfaction levels.
17. For the first time, in addition to an online survey, we will use telephone surveys to gather responses. There are several reasons for this:
 - To increase the response rate when compared to online-only or online/paper surveys as employed in previous years
 - To address obstacles to participation, for instance among households with no access to digital media, literacy issues or language barriers
 - Telephone surveys are much more time and cost effective
18. Once the survey is complete, Acuity will provide a full analytical report across the twelve TSMs and this will be shared with Members and residents early in 2024.

19. Further information on Acuity, and how the survey will be delivered, is shown at **Appendix Two**.

Data Protection and Confidentiality

20. Acuity adheres to the Market Research Society's Code of Conduct, meaning that respondents can be assured that the survey will be conducted in a professional and ethical manner. The organisation also meets our data protection and security requirements for commissioned services.

21. This also complies with the requirements of the RSH for the conduct of tenant surveys by external providers.

Corporate & Strategic Implications

Strategic implications

The completion of the annual survey will enable us to satisfy regulatory requirements. The data collected through the survey will be used to inform service improvements as part of the ongoing review of strategic aims for housing management.

Financial implications

The cost of completing the survey has already been accounted for as part of local risk budgets for 2023/4.

Resource implications

The compiling of data and the completion of the regulatory return will be handled by the Housing Division and colleagues within DCCS. The management information required to be submitted has been collected monthly as part of the new housing KPI dashboard, which is jointly maintained by the Housing Division and DCCS performance analysts.

Legal implications

None.

Risk implications

None.

Equalities implications

There are positive equalities implications in that the methodology of the survey will enable wider participation among groups with protected characteristics, due to the use of telephone surveys. This approach will enable a wider and more representative set of responses compared with previous online/paper surveys. The results of the survey are more likely to reflect the priorities and needs of a wider range of residents than in previous years.

Climate implications

None.

Security implications

None.

Conclusion

22. The Housing Division is due to conduct its first Tenant Perception Survey under the new Tenant Satisfaction Measures regime, the results of which will be reported to the Regulator for Social Housing in April 2024.

23. An independent market research organisation, Acuity Research and Practice Ltd, has been appointed to carry out the survey on the City Corporation's behalf. The survey will be conducted online and by telephone in September and October 2023.

Appendices

- Appendix One – Tenant Satisfaction Measures and Questions
- Appendix Two – Further detail on conduct of survey

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Housing Business Support Manager

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Tenant Satisfaction Survey
Question Requirements

Please note: those measures with a “TP” reference number (shaded grey) will form part of the Tenant Satisfaction Survey.

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

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 APPENDIX ONE

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

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

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

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Tenant Satisfaction Measures Survey



What survey?

The City of London Corporation have commissioned Acuity, a market research company who specialise in the social housing sector, to carry out a series of telephone surveys with their residents. The survey is a general satisfaction survey (perception survey) asking residents what they think about their home and the services provided by the Corporation. The questions are based on the new Tenant Satisfaction Measures (TSMs) introduced by the Regulator of Social Housing from April this year and the results for tenants will be reported back to the Regulator.

Who are Acuity?

Acuity Research & Practice (Acuity) provide resident satisfaction surveys and benchmarking services, helping housing providers to improve services and engage with their residents through an understanding of satisfaction, performance and profiling data. They have been providing consultancy services to the social housing sector for over 25 years.

There are two ways residents can take part:

- **Completing an online survey** - In September, Acuity will contact leaseholders and some of our tenants by email or text message inviting them to complete the survey online.
- **Completing a telephone survey (tenants only)** - In October Acuity will telephone tenants inviting them to complete the survey with one of their telephone interviewers.

What number to look out for?

If you received a call Acuity the number displayed will be **01273 093939**, which is a Brighton Area code.





When will they call our residents?

Acuity only make calls between the hours of 9:00am and 20:00pm Monday to Friday and between the hours of 10.00am and 18:00pm on Saturday. Interviewers allow the telephone to ring for a minimum of 25 seconds, or until a voice mail system kicks in, to ensure customers with mobility issues are given sufficient time to get to the phone.

What telephone number is displayed?

If a resident receives a call from Acuity the number displayed is **01273 093939**, which is a Brighton Area code. If the resident sees a missed call from this number and calls back, they will hear a recorded message informing them that someone from Acuity tried to call them to complete a survey for their landlord.

What can I do to help residents and boost response rates?

It is **really important** that front line staff encourage residents to take part at every opportunity and assist residents with queries about the survey and reassure them that the calls are genuine.

Is the survey confidential and anonymous?

The survey is strictly confidential and if a resident requests, the results can be given back to the Corporation anonymously without their name attached.

Is the survey in line with data protection and what about quality standards?

All the calls are recorded for training and quality purposes. Acuity is a company partner member of the Market Research Society and is registered with the Information Commissionaires Office, and in line with the Data Protection Act is not permitted to release any details to any other organisation. Under the Data Protection Act Acuity is not permitted to release any information that would allow an individual to be identified without their prior active consent to do so. Acuity also holds ISO20252:2019, which is the quality standard for market research companies.

Who should I contact at the Corporation or Acuity if I have a query that is not addressed here?

If you have any queries about any of the survey, please contact Liane Coopey at the City of London Corporation (liane.coopey@cityoflondon.gov.uk) or Heather Metivier at Acuity (01273 287114 or acuity@arap.co.uk).

Want to know more about Acuity?

Acuity Research & Practice Limited, www.arap.co.uk UK Tel: +44 (0) 01273 287114 Company Number: 3503391
All research projects are carried out in conformity with ISO20252:2019 and the MRS Code of Conduct.

Agenda Item 8

Committee: Housing Management and Almshouses Sub-Committee	Dated: 24 October 2023
Subject: Guest Rooms Review	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4
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 Decision
Report author: Liam Gillespie, Head of Housing Management, DCCS	

Summary

The Housing Division has eight guest rooms for use by residents wishing to accommodate their visitors for short stays: six on Golden Lane Estate and two on Middlesex Street Estate. These facilities were part of the original design concepts for the two estates and were provided due to the high proportion of smaller flats on each site.

A nightly charge is made for the facilities, which is offset against the cost of providing the facilities. At the January 2023 meeting of this Sub-Committee, Members requested that officers review the current provision and consider the affordability of the current charges.

This report summarises the current position and outlines suggestions for a pricing structure, on which Members are invited to comment.

Recommendation

Members are asked to:

- Note the report
- Approve the proposed pricing structure for the guest room facilities (reductions to current nightly rates of approximately 25%)

Main Report

Background

1. Guest rooms are provided at Golden Lane Estate and Middlesex Street Estate for use by residents, to accommodate their guests for short stays.
2. The rooms are basic and offer beds, en-suite bathroom facilities and 'hotel-room' items such as tea and coffee making facilities. Bedding is provided for use by guests.
3. Officers have been asked to review the current provision due to questions around the cost of booking these facilities and the cost to the Housing Revenue Account of operating them. This report is intended to give an overview of the current provision and provide a revised pricing structure for comment.

Golden Lane Estate

4. Golden Lane Estate's guest rooms are described below. The rooms form part of the original design and intention for the estate, which was built between 1956 and 1962.

Number:	6 guest flats
Type:	3 singles and 3 doubles
Facilities:	Shower/toilet facilities, TV, wardrobe, tea/coffee making facilities
Current cost:	<ul style="list-style-type: none">• £80 per night for a double (Golden Lane residents)• £60 per night for a single (Golden Lane residents)• £90 per night for a double (Barbican residents)• £70 per night for a single (Barbican residents)
Occupancy:	Usage has reduced since the pandemic, however, more enquiries being made, and booking are expected to increase.
Users:	85% of bookings are by Barbican residents or leaseholders on the Golden Lane Estate. In 2019/20, only 5 tenants made a booking.

5. The estate is predominantly made up of smaller properties (studios and one/two-bedroom homes) and these facilities were provided for use by residents who wished to accommodate their visitors in the local area. It is not known what the historic pricing structure was, however, it is reasonable to assume that the guest rooms were meant to provide a more affordable alternative to local hotels, as well as being conveniently situated on the estate.

6. The current pricing structure has been in place for several years. Further details about income and expenditure can be found below.

Middlesex Street Estate

7. Middlesex Street Estate was completed in 1972 and two guest rooms were provided for use by residents. These are located on Petticoat Square, on an upper floor on the Harrow Place side of the estate. The facilities are described below.

Number:	2 guest flats
Type:	1 single and 1 double
Facilities:	Shower/toilet facilities, TV, wardrobe, tea/coffee making facilities
Current Cost:	<ul style="list-style-type: none"> • £55 per night (double) • £45 per night (single)
Occupancy:	Pre-pandemic, 2 to 4 bookings per month, average 3-night stay. No bookings since the pandemic. Currently undergoing refurbishment.
Users:	Middlesex Street residents only

8. The guest rooms at Middlesex Street were taken out of use before the pandemic as they needed significant refurbishment. Improvement work is currently underway and is due to finish by early May 2023. This includes redecorating throughout, installing new flooring and completing repair works to the bathrooms.

Financial Information

9. Financial information for the last five years can be found in Appendix One. Members will note that the rooms have consistently cost more to provide than they produce in income, though in some years have produced a surplus.

	Year	Expenditure	Income	Total
Golden Lane				
	2021-22	11,471.91	657.58	-10,814.33
	2020-21	29,385.76	2,603.81	-26,781.95
	2019-20	39,639.29	24,394.57	-15,244.72
	2018-19	49,896.27	21,890.68	-28,005.59
	2017-18	9,936.89	28,144.12	18,207.23
Middlesex Street				
	2021-22	1,645.15	845.06	-800.09
	2020-21	4,486.68	17.62	-4,469.06
	2019-20	6,978.65	2,055.20	-4,923.45
	2018-19	6,375.02	6,806.28	431.26
	2017-18	10,683.36	22,189.11	11,505.75

Considerations

10. The guest rooms currently run at a cost to the HRA. The fall in bookings since the pandemic, coupled with the costs of cleaning and maintenance, mean that they are unlikely to be profitable, however the income in previous years has been significant and has reduced the impact on the HRA.
11. It is unlikely that the rooms were ever intended to support their own running costs. Instead, they were provided as a convenient facility for use by residents, at a reasonable cost, as part of the facilities paid for by the income to the HRA. Amenities provided for resident use are not normally required to make a profit (another example is community rooms).
12. While it is sensible to try to cover the costs associated with laundry and refreshing consumables, it would not be possible for the income to meet other running costs such as utilities, staffing and repairs/maintenance, even if prices were raised significantly above current levels.
13. Usage data shows that the Golden Lane guest rooms are predominantly hired by leaseholders living on the Barbican and Golden Lane Estates. Anecdotal evidence is that the rooms are considered too expensive by many residents, with hotels in the area being priced at a similar level for superior facilities.
14. Bearing in mind that generating a surplus is not necessary, officers have reviewed the pricing structures to make the facilities more affordable, which may encourage more bookings by residents. That, coupled with the refurbishment works on some rooms, may increase interest, and generate more income.
15. While a profit is unlikely, the rooms, if properly managed and maintained, will be regularly used and the demand placed on the HRA minimised as far as possible by the generation of a healthy income.
16. It is clear from usage data that there is still a demand for these facilities from residents and setting the fees at a more reasonable level will likely encourage wider use of the facilities by residents.
17. The facilities themselves are intended to provide a useful and affordable amenity to residents. It is therefore only fair that they are charged at a level that will allow residents to make use of them.
18. The guest rooms are also a useful facility from a housing management perspective, as they can be used to provide short-term emergency accommodation to residents who are displaced by emergencies, or for respite from major works projects.

Current Policy

19. The current policy on Guest Rooms states that rates will be set with reference to the cost of providing the facilities. However, given the financial data already outlined, this position will have to be reviewed and the policy reconsidered, as this is not achievable for the reasons outlined above.

Recommendations

20. On the basis that the guest rooms are intended as an amenity for the convenience of residents of Golden Lane and Middlesex Street Estates, and are not meant to be profitable, it is recommended that:

- the guest room hire rates are reduced to make them more accessible to a wider group of residents living on Middlesex Street and Golden Lane Estates
- Higher rates can be maintained for non-residents (applicable to Golden Lane only)
- The Guest Rooms Policy is revised to reflect this change to the basis for the charges

21. Officers were delegated authority as long ago as 1997 to set pricing for the guest rooms. The terms of that delegation allowed changes of plus or minus 15% to be implemented by officers.

22. Members are asked to approve the rates as follows:

Resident rates

- Golden Lane double: reduce from £80 to £60
- Golden Lane single: reduce from £60 to £45
- Middlesex Street double: reduce from £55 to £40
- Middlesex Street single: reduce from £45 to £30

Barbican residents (applies to Golden Lane only)

- No change to current rates

23. The revised rates represent a reduction of approximately 25% and therefore require Member endorsement.

24. A further consideration is that a system of concessionary rates could be introduced, for instance for residents in receipt of means-tested benefits. The above rates may still be unaffordable for those on a very low income and reduced rates could help more residents make use of the guest rooms. Members' comments on this point are welcomed.

Implications

25. Reducing nightly rates for the guest rooms will reduce income to the HRA, if bookings remain at the same level. However, the reduction in nightly rates may encourage a wider range of residents to use the facilities, which it is hoped will mitigate the loss of income.
26. The Middlesex Street guest rooms have not been in use for some time but are due to reopen on 25 September 2023 following refurbishment. It is felt that the above rates are more reasonable and will encourage a steady rate of bookings.
27. Officers will monitor the income and expenditure and report back to Committee on progress once the new rates have been in place for a reasonable amount of time, to gauge the impact on booking levels and income.

Conclusion

22. Guest room provision on Golden Lane and Middlesex Street Estates has been reviewed. The facilities currently run at a cost to the Housing Revenue Account, however it is unlikely that they were ever intended to break even or make a profit.
23. Instead, they are intended as convenient and affordable facilities for residents, especially those living in smaller homes who wish to have friends and family stay with them.
24. It is obvious that there is still a healthy demand for these facilities, however the nightly rates are potentially too high and have the effect of restricting access to the facilities.
25. Members are asked to approve the proposed reduced rates, which are intended to make the facilities accessible to a wider range of residents living on Golden Lane and Middlesex Street Estates, while still bringing in some income to offset the cost to the HRA of providing the facilities. Income and expenditure will continue to be reviewed and can be reconsidered once a reasonable time has passed, if necessary.

Appendices

- None

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

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