



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

Date: MONDAY, 13 JANUARY 2025
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Steve Goodman OBE (Chairman)
Helen Fentimen OBE JP (Deputy Chairman)
Joanna Tufuo Abeyie
Deputy Keith Bottomley
Mary Durcan
Deputy John Fletcher
Timothy James McNally
Eamonn Mullally
Henrika Priest
Deputy Ceri Wilkins

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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 28 November 2024.

For Decision
(Pages 5 - 12)

4. **OUTSTANDING ACTIONS**

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

For Information
(Pages 13 - 14)

5. **HOUSING MATTERS UPDATE**

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

For Decision
(Pages 15 - 90)

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

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

For Information
(Pages 91 - 106)

7. **FINANCIAL SUPPORT FOR LEASEHOLDERS (HRA)**

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

For Decision
(Pages 107 - 126)

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

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

10. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-Public Reports

11. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 28 November 2024.

For Decision
(Pages 127 - 128)

12. **MIDDLESEX STREET COMMUNAL HEATING REPLACEMENT PROJECT**

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

For Decision
(Pages 129 - 142)

13. **HRA REPAIRS & MAINTENANCE MOBILISATION AND DE-MOBILISATION**

Head of Repairs and Maintenance to be heard.

For Information
(Verbal Update)

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
Thursday, 28 November 2024

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 Thursday, 28 November 2024 at 2.00 pm

Present

Members:

Steve Goodman OBE (Chairman)
Helen Fentimen OBE JP (Deputy Chairman)
Mary Durcan
Deputy John Fletcher
Eamonn Mullally
Henrika Priest
Deputy Ceri Wilkins

Officers:

Sam Bedford	- Community & Children's Services Department
David Blane	- Community & Children's Services Department
Peta Caine	- Assistant Director, Housing, Community & Children's Services Department
Judith Finlay	- Executive Director, Community and Children's Services
Liam Gillespie	- Community & Children's Services Department
Michael Gwyther-Jones	- Community & Children's Services Department
Blair Stringman	- Town Clerk's Department
Greg Wade	- Community & Children's Services Department

1. APOLOGIES

Apologies were received from Joanna Abeyie and Timothy McNally.

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

There were no declarations.

3. MINUTES

MATTERS ARISING:

- Financial Support for leaseholders – It was noted that this was due to be addressed in November but will now be discussed at the next meeting in January 2025.

- After consultation, it was noted that Members listed below had been put forward for the various allocations. This will be noted and agreed at the next Community & Children’s Services Committee:
 - Southwark: Timothy McNally
 - Islington: Mary Durcan
 - Hackney : Ceri Wilkins
 - Tower Hamlets : John Fletcher
 - Lewisham: Steve Goodman
 - Lambeth: Eamonn Mullally
 - City of London – Golden Lane Estate: Ceri Wilkins, Middx St Estate: John Fletcher .

- Officers also confirmed that a member of the management team would buddy up with each member.

- In relation to the appointment of external Members, following investigation outside of the sub-committee the Town Clerk concluded that the Terms of Reference in the first instance needed to be amended (of this sub-committee) for recruitment to take place. Once agreed this must then be taken to the Community & Children’s Services Committee for approval. The following was therefore to be asked of the sub-committee:
 - That Members agree in principle to change the terms of reference of the HMASC, subject to the community and children’s services committee approval, to allow for up to three external appointments for the following terms:
 - For a term of two years
 - For a term of two years
 - For a term of three years

RESOLVED - That Members,

- a) Agree the public minutes and non-public summary of the meeting held on 9 October 2024 be approved as a correct record.
- b) Agree in principle to change the terms of reference of the HMASC, subject to the Community and Children’s Services committee approval, to allow for up to three external appointments for the following terms:
 - For a term of two years
 - For a term of two years
 - For a term of three years

4. OUTSTANDING ACTIONS

The Sub-Committee received a report of the Town Clerk concerning outstanding actions.

5. HOUSING MAJOR WORKS PROGRAMME – PROGRESS REPORT

The Sub-Committee received a report of the Director of Community & Children's Services concerning an update for Members on the progress that has been made with development of the Housing Major Works Programme following September's HRA briefing session and to advise Members on issues affecting progress on individual schemes.

The following points were noted:

- **Window Replacement Projects:** Officers provided updates on various window replacement projects. Holloway Estate, Sydenham Hill, and Windsor House have achieved practical completion. William Blake was in the design phase, with an updated program expected soon.
- **Middlesex Street Heating:** The project is expected to complete by April 2025, pending the outcome of a tribunal in December.
- **Fire Door Programme:** Progress on the fire door programme was discussed, with specific updates on different lots. Avondale Square is complete, and work is ongoing at Sumner House, William Blake, Dron House, and Petticoat Tower.
- **Golden Lane Estate:** Concerns were raised about the timeline, costs, and scope of works, including the need to address common parts and decanting plans. The Deputy Chairman emphasised the need for a detailed plan and clear communication with residents.
- **General Concerns:** Members expressed concerns about project delays, costs, and the need for better planning and communication with residents. Officers acknowledged these issues and committed to providing more detailed updates and plans in future meetings.

6. HOUSING COMPLAINTS UPDATE

The Sub-Committee considered a report of the Executive Director, Community & Children's Services concerning an update for members of the Housing Management and Almshouses Sub-Committee on some key issues currently being dealt with by the Social Housing Team.

The following points were noted:

- **Policy Approvals:** The sub-committee reviewed several policies, including compensation, fire safety, repairs and maintenance, damp, mould and condensation, and the empty property void policy.
- **Damp and Mould:** Concerns were raised about the response times for addressing damp and mould issues. A Member suggested that the current seven-day response time was too long. Officers agreed to review and potentially tighten the response times.
- **Self-Assessment:** The housing damp and mould self-assessment was discussed, highlighting the importance of addressing these issues promptly. The Deputy Chairman emphasised the need to ensure all recommendations from the self-assessment were included in the policy.
- **Grenfell Inquiry:** The sub-committee discussed the Grenfell Inquiry Phase Two report and the toolkit developed by London Councils and the

Royal Borough of Kensington and Chelsea. Officers suggested using the toolkit for a self-assessment to improve practices.

- **Impact of New Repair Contracts:** A Member expressed concerns about approving the repairs policy while the new repair contract was still being negotiated. They questioned whether the policy would be affected by changes in the contract, such as penalties for non-compliance.

RESOLVED – That, subject to comments and feedback made by Members, approve of the following policies:

- Compensation Policy – Appendix 1
- Fire Safety Policy – Appendix 2
- Repairs and Maintenance Policy – Appendix 3
- Damp, Mould and Condensation Policy – Appendix 4
- The Empty Property (Voids) Policy – Appendix 5
- Observations Received – Appendix 6

7. **HOUSING STRATEGY ONE YEAR ACTION PLAN – 2025-26**

The Sub-Committee considered a report of the Executive Director, Community & Children’s Services concerning the Housing Strategy 2025-29 one year action plan for 2025-26 for Member approval, following the strategy's approval by Members in June 2024.

The following points were noted

- **Current Status:** Officers explained that the action plan was still being developed and is not yet finalised. The plan was intended to address immediate needs and lay the groundwork for a more strategic three-year plan commencing 2026/27.
- **Feedback Request:** The sub-committee was asked to provide comments and feedback on the current draft to help refine the plan. The goal was to incorporate this feedback and present a final draft in January. Members noted the need for further development, and the importance of establishing firm foundations for future strategic planning
- **Focus on Foundations:** The plan aims to establish firm foundations and address key areas that need immediate attention within the housing division. This foundational work is seen as essential for the success of the future three-year strategic plan.
- **Next Steps:** The committee will review the updated action plan in January, which will include more specific and measurable objectives. The final draft will reflect the committee's feedback and aim to provide a clear direction for the upcoming year.

RESOLVED – That Members, agree in principle to the action plan for 2025-26.

8. **DECANTS POLICY AND CRESCENT HOUSE LOCAL DECANTS POLICY**

The Sub-Committee considered a report of the Executive Director, Community & Children’s Services concerning the decants policy and crescent house local decants policy.

The following points were noted:

- **Policy Update:** Officers introduced the updated decants policy, which has been broadened to cover situations where temporary or permanent moves might be necessary for repairs or improvements. The policy now includes specific provisions for the Crescent House project.
- **Support for Residents:** The policy emphasises a supportive approach, ensuring that both tenants and leaseholders receive assistance during the decant process. This includes practical help aimed at addressing individual needs.
- **Notice and Communication:** Members raised concerns about the notice period for residents and the need for effective communication. Officers assured that reasonable notice would be given, and there would be multiple conversations leading up to any move.
- **Temporary Accommodation:** The aim is to house residents on the estate itself, but if not possible, alternative accommodation within a reasonable distance will be sought. The feasibility of renting local accommodation, was also discussed.
- **Resource Allocation:** Concerns were raised about the logistical challenges and the need for adequate resources. Officers mentioned that the contractor would have resident liaison officers, and the corporation would have a senior decant officer to oversee the process.
- **Individual Needs Assessment:** A full assessment of each household's needs will be conducted to ensure appropriate support. This includes practical help and addressing emotional and psychological impacts.
- **Phased Approach:** The decant process will be phased, with an initial plan to open up six properties at a time. It is likely that more properties will be needed to accommodate the overflow.
- **Charter and Standards:** A Member suggested creating a charter to outline minimum standards and maintain trust with residents. This would include clear communication and support throughout the process.

RESOLVED – That Members,

- a) Approve the Decant Policy
- b) Approve the Crescent House Local Decant Policy

9. **FIRE SAFETY UPDATE – HRA PROPERTIES**

The Sub-Committee received a report of the Executive Director, Community & Children's Services updating Members with information on how the City of London Corporation, through its Housing Team, is ensuring that its homes on its twelve social housing estates are managed in a way that to comply with current health and safety legislation, best practice, and regulatory standards relating to fire safety.

The following points were noted:

- The report provided an update on the current status of fire safety measures across HRA properties, highlighting specific estates and ongoing projects.

- **Almshouses** : Officers provided an update on the recent London Fire Brigade (LFB) audit of the almshouses. The LFB identified a number of concerns.
- **Resident Satisfaction**: Members noted the high satisfaction rate (96%) with the replacement fire doors at the York Way and Holloway Estates, commending the work done.

10. **PETS POLICY CONSULTATION**

The Sub-Committee considered a report of the Executive Director, Community & Children's Services concerning the outcome of the recent resident consultation on the Housing Division's Pets Policy, which focused on the question of dog ownership.

The following points were noted:

- **Consultation Process**: Officers discussed the extensive consultation process, which included in-person sessions and a survey managed by an independent organisation. The consultation received over 1200 responses, reflecting strong resident engagement.
- **Survey Results**: The survey results showed a clear preference for maintaining the current policy, which does not permit dogs unless they are assistance dogs or fall under specific exceptions.
- **Exceptional Circumstances**: Questions were raised about how residents could apply for exceptions, especially in cases involving medical or mental health needs. Officers clarified that applications could be made through the resident services officer, and evidence from various professionals would be considered.
- **Cost of Consultation**: A Member inquired about the cost of the consultation. Officers estimated the initial cost at around £8000, with some additional expenses for follow-up letters.
- **Future Considerations**: A Member raised concerns about potential changes in tenancy laws that might affect pet ownership. Officers assured that the policy would be reviewed if new legislation impacts social housing tenancies.

RESOLVED – That Member, approve the attached Pets Policy, which maintains the current position in relation to dog ownership, in line with the majority resident view following consultation.

11. **UPDATES FROM ALLOCATED MEMBERS AND PORTFOLIO HOLDERS**

There were no updates.

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

There was one question raised on an Organogram Request.

- A Member requested an updated organogram to clarify the recent staff changes in the housing department's management team. Officers confirmed that they are in the process of creating one and will include it in the next set of papers.

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

There was no other business.

14. **EXCLUSION OF THE PUBLIC**

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

15. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 9 October 2024 be approved as a correct record.

16. **OUTLINE COSTS FOR FUTURE INVESTMENT AND RESOURCING OF HOUSING MAJOR WORKS AND COMPLIANCE**

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

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

There were no non-public questions.

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

There was one item of other business.

The meeting ended at 3.40pm

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

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Community & Children's Services

Members Update – Action Tracker

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.	Peta Caine	November 2025	Programme to be included as part of the schedule of works required in the business plan / budget process for 25/26 and beyond.
08.07.2022	Automatic door devices.	Report to be provided with further detail on automatic door-opening devices at estates	Greg Wade	February 2025	<p>Following a review carried out by the Head of Major Works the revised timetable is as follows:</p> <p>Formal appt. of consultant – target date 20.1.2025</p> <p>Completion of 2022 Audit Review – Target date 28.2.25</p> <p>Completion of site surveys (12 estates plus almshouses) – target date 31.3.25</p> <p>Recommendation reports with High Level Budget Estimates (estates 1-6) – 30.5.25</p> <p>Recommendation reports with High level Budget Estimates (estates 7-12) – 31.7.25</p> <p>Procurement of a consultant and contractor to allow for the roll out of a cohesive programme – target date TBC.</p>

Community & Children's Services

Members Update – Action Tracker

28.11.2024	Financial Support for Leaseholders	Revised paper to be presented to January 2025 Committee	Liam Gillespie	January 2025	Paper on this agenda
28.11.2024	Terms of reference of HMASC to be changed to allow for up to three external appointments for the following terms: 2 years 2 years 3 years Subject to CCS Committee approval	To be presented to the CCS Committee post elections.	Peta Caine	17 September 2025 (TBC)	
28.11.2024	Updated Organogram request	Organogram that shows the recent senior management team changes was requested	Peta Caine	January 2025	Included in the Housing Matters report on this agenda.

Agenda Item 5

Committee(s): Housing Management and Almshouses Sub Committee	Dated: 13/01/2025
Subject: Housing Matters Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Diverse engaged communities Leading Sustainable environment Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
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: Judith Finlay, Executive Director of Community & Children’s Services	For Decision, Information and Comment
Report author: Peta Caine, Assistant Director – Housing	

Summary

The purpose of this report is to update members of the Housing Management and Almshouses Sub-Committee on some key issues currently being dealt with by the Social Housing Team. Namely:

For Decision

- Approval of the following policies-
Hate Incidents Policy – Appendix 1
Lettings and Transfers Policy – Appendix 2
Observations Received – Appendix 3

For Information and Discussion

- Housing Strategy Action Plan 2025/26 – Appendix 4
- Risk Profile Summary – Appendix 5
- Performance Dashboard (1 April – 30 September 2024) – Appendix 6
- Housing Senior Management Team Organogram – Appendix 7
- Middlesex Street Associated Housing Revenue Account Works (HRA)
- City of London Special Educational Needs and Disability (SEND) Employer Forum
- Member Borough and SMT officer leads

This report will outline the work being done by the team to keep abreast of these and other issues.

Recommendation

Members are asked to approve the extensions of the following policies attached at appendices 1-2:

Hate Incidents Policy
Lettings and Transfers Policy
and note the observations included in appendix 3

Main Report

1. Policy Approval

Members are asked to approve the extensions of the following policies:

- **Hate Incidents Policy for use by the Housing Division**

There is no change proposed to the Hate Incidents policy. It still demonstrates our commitment to fostering an inclusive and respectful environment. The policy provides clear guidelines of how we address incidents. The policy aligns with the Corporate core values and reaffirms the overall commitment to diversity, equality and inclusion signalling that hate and discrimination have no place in our communities.

The policy outlines specific definitions, examples, and response mechanisms, making it easier for individuals to understand their rights and responsibilities. It also offers support to those affected by hate incidents. The policy is attached at appendix 1.

- **Lettings and Transfers Policy for use by the Housing Division**

The Lettings and Transfers policy is essential to ensure consistency, fairness, and clarity in managing lettings and transfers. The policy mostly remains the same with some amendments and clarifications as highlighted in appendix 2.

The policy demonstrates how we comply with legal and regulatory standards, maintaining transparency and credibility. It also outlines our procedures, developed to reduce delays and disputes in lettings and transfers.

Appendices

- Appendix 1 - Hate Incidents Policy
- Appendix 2 - Lettings and Transfers Policy
- Appendix 3 – Policy Observations

2. Housing Strategy Action Plan – 2025/26

Members are asked to note the updated action plan for the year 2025/26:

Although the plan was agreed in principle at the November 2024 meeting it has been further developed to reflect the comments made by members at that meeting. The plan is attached at appendix 4.

As discussed at the meeting in November the plan reflects the work that needs to be done to get the housing service on a firmer footing, better prepared to face the challenges before us.

3. Risk Profile Summary

Members are asked to review the risk summary report

At Appendix 5 please find attached our latest risk register summary sorted by risk score and excluding completed actions. The register details the actions being taken to mitigate our key risks. The Committee is asked to note the further developed Statutory Compliance risk and the steps being taken and planned to mitigate this risk.

4. The Quarter 1 and 2 Performance Dashboard

Members are asked to review and comment on the content and layout of the performance dashboard

At appendix 6 please find attached the dashboard covering the period 1 April – 30 September 2024. Members will recall that when this was previously discussed it was noted that the dashboard is work in progress, we are developing the performance management suite, and more information will become available in future as we improve our reporting systems.

The intention is to present a performance report to committee on a quarterly basis. Please note that the quarter 3 report will include commentary from the managers responsible for each service area.

5. Notice of Deficiency – City of London Almshouses, Lambeth

Members are asked to note that the London Fire Brigade has serves us with a Notice of Deficiency

Members may recall that a fire brigade inspection was mentioned at the meeting in November 2024. We received the notice in December 2024. We have been given until June 2025 to audit and replace self-closers on flat entrance doors, remove some obstructions found in the means of escape including staircases and introduce a maintenance regime for the fire panel / alarm system. Raymond Ozogulu is managing the progress made on rectifying issues identified within the identified timetable.

6. Senior Management Team Organogram

Members are asked to note details of the Housing senior management team

At Appendix 7, please find attached an organogram detailing the senior management team.

7. Middlesex Street Police Works

Members are asked to note the provisional update on the cost of the HRA works associated with the City of London Police contract at Middlesex Street

In September 2024, a project budget of £942,697.53 plus a risked cost provision of £100,000 was approved by the Department of Community and Services Committee for works to repair the concrete and provide CCTV to the resident's areas.

The Contractor's Tender Price was received 12 December 2024 and is undergoing a review by the Cost Consultant. It is expected this review will be completed in January 2024. Due to the committee structure and deadline for papers, 30 December. it is requested that delegated authority for approval to proceed with the works (in the likely event that the contractor's costs exceed the approved sum) be granted to the Department of Community and Services Committee due to take place 16 January 2024 subject to an HRA value for money assessment being carried out.

8. City of London Special Educational Needs and Disability (SEND) Employer Forum

Members are asked to note the Housing Department's involvement in this new initiative

In late November, we attended a meeting to discuss the creation of SEND Employer Forum within the City of London.

Led by Barbara Hamilton, head of adult skills, education, and apprenticeships the forum's primary goal is to support learners aged 16-24 by facilitating 10-week placements across City departments. These placements will complement the learners' tutoring and other educational commitments as part of their internship programs.

During the meeting, we heard from Linda Jordan of the National Development Team for Inclusion (NDTI) and Dr Vivienne Monk from Barts Hospital. They shared inspiring experiences, including instances where individuals secured job opportunities following their work-based placements.

These stories highlighted compelling reasons for the City of London to support learners with SEND. Initiatives like this foster an inclusive workplace while harnessing the potential of these talented individuals.

A follow-up meeting is planned for the New Year, and we will update Members on the progress of the SEND Employer Forum and Housing's involvement at a later date.

9. Allocated Borough Member and Senior Management Team Officer Leads

Members are asked to note the confirmed schedule of Borough Member and Senior Management Team officer leads.

Table 1 below details the Member and Senior Management team Borough Leads:

Table 1- Member and SMT Borough Leads

Borough	Member Lead(s)	Senior Management Team Lead
City of London	John Fletcher (Middx Street) + Ceri Wilkins (Golden Lane Estate)	Liam Gillespie
Hackney	Ceri Wilkins	Liane Coopey
Islington	Mary Durcan	Michael Gwyther – Jones
Lambeth	Eamon Mullally	Greg Wade
Lewisham	Steve Goodman	Bev Andrews
Southwark	Tim McNally	Peta Caine
Tower Hamlets	John Fletcher	Raymond Ozogulu

Key Data

Key data contained in Appendices 1 - 8

Corporate & Strategic Implications

Strategic implications – none

Financial implications – none

Resource implications – none

Legal implications - none

Risk implications – none

Equalities implications – none

Climate implications – none

Security implications – none

Conclusion

Members are asked to approve the policies presented in appendices 1-2, note the previously approved updated Housing Strategy Action Plan. review the risk profile summary, review and comment on the content and layout of the performance dashboard, Note the receipt of a Notice of Deficiency for the Almshouses in Lambeth, note the senior management team organogram and the request likely to be made to the Communities and Children’s Services Committee to approve the updated costs of the HRA works at Middlesex Street subject to an assessment of value for money to the HRA being carried out; Housing’s involvement in the SEND employer forum initiative and the Member and SMT Borough leads.

Appendices

Appendix 1 – Draft Hate Incidents Policy Extension

Appendix 2 – Draft Lettings and Transfers Policy Extension

Appendix 3 – Observations received on the policies

Appendix 4 – Housing Strategy Action Plan – 2025/26

Appendix 5 – Risk Profile Summary

Appendix 6 – Performance Dashboard – 1 April – 30 September 2024

Appendix 7 – Senior Management Team Organogram

Peta Caine

Assistant Director - Housing

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

Hate Incidents Policy

Approved by:	<i>Housing Management & Almshouses Sub-Committee</i>
Original Approval Date:	21/01/2019 (v.1)
Review Date:	21/01/2022
Re-Approval Date:	24/05/2021 (v.2)
Next Review Date:	January 2025
Re-Approval Date:	13 January 2025 (v.3 – this version)
Next Review Date:	January 2028

1. Introduction

The City of London is committed to ensuring that its housing estates are safe and welcoming places for all its residents to live, and for its staff to work, regardless of their personal characteristics. This policy explains our approach to “hate” behaviour and how we will respond when an incident happens.

2. Definitions

Hate incidents and hate crimes occur when someone is harassed, victimised, intimidated or targeted because of who they are, or who someone thinks they are.

Hate incidents occur when the victim, or anyone else, thinks the victim was targeted due to hostility or prejudice based on one of the following personal characteristics:

- disability
- race
- religion
- gender identity
- sexual orientation

A **hate crime** is any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice towards someone based on one of the above personal characteristics.

Hate behaviour can be displayed against individuals or groups. It takes many forms and anti-social or nuisance behaviour can become a hate incident if it is motivated, or aggravated, by hostility against someone’s personal characteristics. People can also be targeted due to their association with someone with one of the above personal characteristics.

Examples of hate behaviour include:

- verbal abuse or ridicule
- physical assault or threats to assault
- intimidating or threatening behaviour
- offensive graffiti
- damaging or interfering with property

3. Aims of this Policy

This policy aims to:

- Raise awareness of hate incidents and how they are defined
- Underline our commitment to supporting residents and staff who become victims of hate incidents

4. Scope

This policy applies to all City of London housing estates managed by the Housing Service. This includes the City of London and Gresham Almshouses, which are managed by the Housing Service on behalf of the respective trusts.

This policy is intended to cover incidents involving our residents, their household members and visitors. It also applies to incidents where our staff, agents and contractors are victims of hate behaviour during their work.

5. Policy Statement

We are committed to reducing or preventing hate behaviour and will take decisive action when it occurs.

We will work in partnership with statutory and voluntary agencies to raise awareness of hate incidents and to safeguard victims. We will also support action against perpetrators or take enforcement action ourselves if we have the power to do so.

We will promote initiatives that raise awareness of hate behaviour and ensure that our staff know how to advise and assist victims to access support.

6. Enforcement Action

Hate behaviour is a serious breach of tenancy or lease and we will take enforcement action in accordance with our *Anti-Social Behaviour Policy* when incidents occur.

Where appropriate, we will consider:

- Enforcing tenancy and lease terms relating to anti-social or nuisance behaviour
- Using tools available under anti-social behaviour legislation (e.g. injunctions)
- Supporting the criminal prosecution of perpetrators where possible

Further information about how we respond to reports of anti-social behaviour can be found in our *Anti-Social Behaviour Policy*.

7. Reporting Hate Incidents

We will accept reports of hate incidents involving our residents or staff from any source. We will accept anonymous reports.

We will treat all reports sensitively. We will encourage the reporter to inform the police of any notifiable incidents, but we will not make this a condition of providing support or assistance to them. Further information on sources of support is included in **Appendix 1** to this policy.

8. Support and Advice for Victims

We will offer appropriate support to victims who report hate incidents to us. This may take the form of a referral to a specialist agency for advice or practical help.

Where victims have housing concerns, we will assist them to seek appropriate advice on their options if we cannot assist them ourselves.

If the victim is a current tenant of the City and they wish to move, their application will be assessed in accordance with the *Housing Allocations Scheme*.

We can also provide or arrange additional security measures for residents who report hate incidents.

For more details on how we will support victims, please see our *Anti-Social Behaviour Policy* (Section 8 – Supporting Complainants and Witnesses).

9. Partnership Working

We will work with the police and other agencies to support victims of hate incidents and to act against perpetrators of such incidents.

We will participate in local initiatives around hate crime monitoring and prevention, for instance any community safety panel meetings. We will also establish links with agencies assisting victims of crime and hate incidents as appropriate, to ensure that clear referral links are established.

10. Monitoring and Performance

We will monitor our use of this policy and the way in which it is implemented, ensuring that any relevant information is reported at appropriate intervals.

11. Training

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

12. Equality and Diversity

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

13. Accessibility

We will ensure that residents' needs are considered when implementing this Policy to ensure that they are treated fairly. We will make appropriate arrangements to ensure that residents with distinct communication needs are not unreasonably and

disproportionately affected. This could involve providing communications in alternative languages or formats, or providing interpretation or transcription as appropriate.

14. Data Protection and Information Exchange

We will comply with our obligations under relevant data protection legislation and regulations. We will process and store personal information securely. There are some circumstances in which we are required by law to disclose information given to us. Where possible, we will explain this duty to the person providing us with the information before disclosing it.

15. Policy Exceptions

In some circumstances, we may make an exception to this policy. The reasoning for any exceptional decision can be provided in writing to the affected parties on request.

16. Policy Review


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

17. Legislation

- Anti-Social Behaviour, Crime & Policing Act 2014
- Crime and Disorder Act 1998
- Criminal Justice Act 2003
- Housing Act 1985
- Protection from Harassment Act 1997
- Public Order Act 1986

18. Related documents

- Anti-Social Behaviour Policy

<p>Department of Community & Children’s Services</p> <p>Housing Service</p>	
<p>Policy Title: Hate Incidents Policy</p>	
<p>Document Owner: Head of Housing Management, DCCS</p>	
<p>Date Approved:</p> <ul style="list-style-type: none"> • 21/01/2019 (original – v.1) • 24/5/2021 (version 2) • 13/01/2025 (version 3) 	
<p>Version: 3</p>	<p>Last amendment: N/A</p>
<p>Effective date: 21/1/2019</p>	<p>Next review date: January 2028</p>
<p>Changes:</p> <ul style="list-style-type: none"> • No changes to policy • Review date extended by 3 years 	

APPENDIX 1 – Sources of help and support

1. Generalist advice, support and information:

Agency	Details of Service	Contact Details
ChildLine	ChildLine deals with any issues which cause distress or concern to children and young people including child abuse, bullying, self-harm, substance misuse, parental separation and pregnancy. The website also provides help, support and advice on a large range of topics which are a concern to children and young people.	0800 1111 http://www.childline.org.uk/
SupportLine	SupportLine provides a confidential telephone helpline offering emotional support to any individual on any issue. The Helpline is primarily a preventative service and aims to support people before they reach the point of crisis. It is particularly aimed at those who are socially isolated, vulnerable, at risk groups and victims of any form of abuse.	Website: www.supportline.org.uk Telephone: 01708 765200 Email: info@supportline.org.uk
True Vision – Report It	Online resource maintained by the National Police Chiefs’ Council. Contains information and advice on hate crime, sources of support for victims and links to other agencies that provide services and support to victims of hate incidents. Has information on specialist agencies. Includes information about online hate crimes and hate material, including how to report this to police.	http://report-it.org.uk/home
Victim Support	A national charity giving free and confidential help to victims of crime, witnesses, their family, friends and anyone else affected. They are not a government agency or part of the police and you don't have to report a crime to the police to get their help. You can call any time after the crime has happened, whether it was yesterday, last week or several years ago.	Website: www.victimsupport.org.uk 0808 16 89 111 - Victim Supportline supportline@victimsupport.org.uk

2. Asylum Seekers and Refugees

The Refugee Council	Charity providing advice and support services to refugees and asylum seekers in the UK	https://www.refugeecouncil.org.uk/
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3. Disability

DIAL UK (Disability Information and Advice Line)	Organisation providing a range of support and advice services to disabled people in the UK. Includes advice on discrimination issues.	https://www.dialuk.info/
Respond	Respond works with children and adults with learning disabilities who have experienced abuse or trauma, as well as those who have abused others, through psychotherapy, advocacy, campaigning and other support	http://www.respond.org.uk/
Scope	National charity offering advice and support for disabled people, their carers or family members and professionals working with disabled people.	https://www.scope.org.uk/ 0808 800 3333

4. Sexual orientation

Stop LGBT Hate Crime	24-hour national helpline offering advice on hate crime affecting lesbian, gay, bisexual and transgender people	0808 801 0661
GALOP	LGBT+ anti-violence charity. Provides advice, support and advocacy services to LGBT+ people affected by hate crimes, violence or discrimination. Has both national and London-specific services.	http://www.galop.org.uk/ 020 7704 2040

5. Transgender

GALOP	<p>LGBT+ anti-violence charity. Provides advice, support and advocacy services to LGBT+ affected by hate crimes, violence or discrimination.</p> <p>Has both national and London-specific services.</p>	<p>http://www.galop.org.uk/</p> <p>020 7704 2040</p>
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6. Religion and Race

True Vision – Report It	<p>Online resource maintained by the National Police Chiefs' Council. Contains information and advice on hate crime, sources of support for victims and links to other agencies that provide services and support to victims of hate incidents. Has information on specialist agencies.</p> <p>Includes information about online hate crimes and hate material, including how to report this to police.</p>	<p>http://report-it.org.uk/home</p>
Tell MAMA	<p>Charity offering advice and support to victims of Islamophobic hate incidents.</p> <p>Contains reporting links.</p>	<p>https://tellmamauk.org/</p>

7. Online hate crimes and abusive material

Stop Hate UK	<p>Website containing information, advice and resources about online hate incidents and hate material.</p> <p>Contains links to support agencies and information on how to report online hate incidents and hateful material.</p>	<p>https://www.stophateuk.org/</p>
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City of London Corporation
Department of Community & Children's Services
Housing Service

Lettings and Transfers Policy

Approved by:	<i>Housing Management & Almshouses Sub-Committee</i>
Original Approval Date:	<i>24/09/2018 (v.1)</i>
Review Date:	<i>24/09/2021</i>
Re-Approval Date	<i>24/05/2021</i>
Next Review Date	<i>September 2024</i>
Re-Approval Date	<i>13/01/2025 (v.3 – this version)</i>
Next Review Date	<i>January 2028</i>

1. Introduction

This policy covers various aspects of:

- the letting of our rented homes
- property viewings by applicants
- tenancy sign-ups
- transfers by existing tenants

This policy refers to what happens once a housing applicant (who may already be a tenant of the City of London) is invited to view a property. This may be following a successful bid on the Choice Based Lettings (CBL) system, or pursuant to a direct offer.

Detailed information about how we allocate our homes and administer the social housing register is contained in the City's Allocations Scheme, which should be read in conjunction with this policy.

2. Aims of this Policy

In this policy, we aim to provide a general overview of how we will manage the letting of our vacant properties, with focus on:

- How we conduct viewings
- The tenancy signing process
- Transfer applications from current residents

3. Scope

This policy applies to general needs and sheltered housing forming part of the Housing Revenue Account (HRA) estates or managed as part of the HRA.

Some special considerations apply to the City of London Almshouses and Gresham Almshouses. Please see section 12 for details.

4. Lettings

i. Letting standards

We are committed to letting homes which are in a safe, secure and clean condition. We do not redecorate general needs properties in between tenancies as standard. Some properties may be eligible for help towards their decorations and this will be confirmed at the point of viewing.

Sheltered housing properties are normally redecorated between changes in occupation. The help towards decoration does not apply to sheltered housing.

We have a Moving In Standard document to give clear information on the standard of accommodation that residents can expect when moving into one of our properties.

ii. Furnishing and appliances

Our homes are let on an unfurnished basis. It is the tenant's responsibility to furnish the property and provide carpets, curtains and items such as white goods.

Some applicants may be eligible for assistance if they are allocated a home as part of a special scheme (for example, care leavers). We will discuss available support with these applicants at the point of offer.

We will also provide information on potential sources of support and advice for tenants on low incomes.

iii. Repairs

Any essential repairs (such as those required for health and safety reasons) will be carried out while the property is empty, along with other major repairs.

In the interests of letting our properties as quickly as possible, some minor repairs may be deferred until after the property has been re-let. We will inform the new tenant of any outstanding repairs at the viewing.

If a property is due to have 'Decent Homes' works, it may still be let, and the works carried out with the tenant in occupation.

5. Viewings

Empty properties will be made available for viewing by successful applicants who have placed bids via Choice Based Lettings, or those to be made a direct offer of accommodation outside this scheme.

Most viewings will be conducted one applicant at a time. If the property is managed by another landlord, the viewing arrangements will be decided by them and may be different (for example group viewings).

At the viewing, the applicant will be asked to indicate whether they wish to accept the property. Their decision will be recorded in writing and, if they wish to refuse the property, brief reasons will be taken from them.

If the offer is accepted, a formal offer letter will be issued to the applicant giving full details of the property and the intended tenancy start date, which will normally be within two weeks of the viewing.

6. Signing the Tenancy

The new tenancy will begin on a Monday. A sign-up appointment will be arranged, and this will normally take place on the Friday before the tenancy is due to start.

If the housing application was made in joint names, a joint tenancy will be granted and both applicants must attend the sign-up appointment.

At the appointment, we will explain or provide the following, among other things:

- Tenants' Agreement & Handbook
- Introductory tenancy regime (if applicable)
- Our Pets Policy
- Help toward decorations (if applicable)
- Rent payment terms

Once the tenancy or licence is signed, arrangements will be made for the keys to be collected, which will normally be on the first day of the tenancy (a Monday).

Rent is payable from the first day of the tenancy regardless of when occupation is assumed. We expect the tenant to start living in the property within 6 weeks of signing their tenancy and collecting the keys.

We require rent to be paid in advance. Please see section 9 for more details.

7. Documents Required at Tenancy Sign-Up

We are committed to ensuring that only those people who meet the eligibility criteria set out in our Allocations Scheme are provided with accommodation. We have a robust system of checks in place to identify fraudulent applications.

All applicants are therefore required to provide proof of eligibility for housing at the point of signing the tenancy, regardless of any proof they have provided to us previously. Failure to provide the relevant documentation may result in the offer being withdrawn, or the tenancy signing being delayed.

Applicants are required to provide the following prior to the tenancy being signed:

- Passport or birth certificate for each applicant
- Birth certificates for each child on the application
- Photographs of each adult applicant
- Where applicable, settled or pre-settled status document

For new applicants claiming a local connection to the City via work, we will require a letter from the applicant's employer confirming that this connection still exists at the point of offer. This is not required for existing tenants.

At the point of sign-up, applicants will also be required to sign a declaration relating to ownership of residential property. Refusal to do so will result in the offer being withdrawn.

8. Internal Transfers

The Allocations Scheme gives details about how we handle applications from current tenants for transfer to another City of London property (“internal transfer”).

Applicants for internal transfer are required to follow the same viewing, offer and tenancy sign-up process as any other applicant, with some minor exceptions.

We will visit the tenant’s current home prior to transfer to ensure there are no existing breaches of tenancy. Failure to allow access, or rectify any identified breaches, may result in the offer of an alternative property being withdrawn.

Following the transfer, an inspection will be carried out at the vacated property as part of the re-letting process. The cost of any rechargeable repairs, or tasks such as rubbish clearance, will be passed on to the outgoing tenant.

9. Management Moves

In exceptional and unusual circumstances, a resident or applicant may be offered a property outside of the normal allocation process. Examples of where this may apply include where the resident is a victim of a serious crime in their property, or the police advise that for the safety and welfare of the resident they should be moved immediately. In all cases the move must be authorised by the Head of Housing Management

10. Advance Rent Payments

Rent is payable in advance. For new tenants, we normally require four weeks’ rent in advance at the point of tenancy sign-up. Those on income-contingent benefits such as Universal Credit may pay two weeks’ rent in advance instead. We will take account of extreme financial hardship and may consider making an exception in accordance with paragraph 11.

Current tenants who are transferring to another City of London property do not need to pay rent in advance for the new property, as their current rent account will be maintained, though their rent account must be free of arrears. This also includes arrears relating to parking and shed facilities.

11. Applications from City Employees

Applications from current or former City of London employees, including transfer applications from employees who are Secure tenants of the City, or living in tied accommodation, will be assessed in accordance with our Allocations Scheme. No special consideration will be given to these applicants outside the Allocations Scheme. In all cases, this will be authorised by the Assistant Director – Housing on the recommendation of the Head of Housing Management.

12. Policy Exceptions

In exceptional circumstances, we may consider a variation to this policy. This will depend on the individual circumstances of the case and be authorised by the Head of Housing Management. The decision and its reasoning can be provided in writing to the relevant parties.

13. Almshouses

The City's Housing & Neighbourhoods Service manages the City of London Almshouses and Gresham Almshouses on behalf of the respective trusts. The nomination processes for these schemes are distinct from the City's Allocations Scheme. Some other considerations also apply, such as nominees requiring approval by the trustees. Occupants of these properties receive a licence, not a tenancy. For the purposes of this policy, the City of London and Gresham Almshouses are treated as sheltered housing. Viewings and sign-ups for these properties will be managed in accordance with this policy.

14. Monitoring and Performance

We will monitor our use of this policy and the way in which it is implemented, ensuring that any relevant information is reported at appropriate intervals.

15. Training

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

16. Equality and Diversity

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

17. Accessibility

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

18. Data Protection and Information Exchange

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

19. Policy Review


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

20. Legislation

- Data Protection Act 2018
- Housing Act 1985
- Housing Act 1996
- Equalities Act 2010

21. Related documents

- City of London Housing Allocations Scheme
- Tenancy Policy
- Empty Properties (Void) Policy
- Moving In Letting Standard
- Allocations & Lettings Standard

<p>Department of Community & Children’s Services</p> <p>Housing Service</p>	
<p>Policy Title: Lettings and Transfers Policy</p>	
<p>Document Owner: Head of Housing Management, DCCS</p>	
<p>Date Approved:</p> <ul style="list-style-type: none"> • 24/09/2018 (original) • 24/05/2021 (version 2) • 13/01/2024 (version 3) 	
<p>Version: 3</p>	<p>Last amendment: January 2025</p>
<p>Effective date: 24/9/2018</p>	<p>Next review date: January 2028</p>
<p>Changes:</p> <ul style="list-style-type: none"> • Minor changes to policy, including references to the Housing Service Standards • 	

Appendix 3

Policy Name	Consultation	Feedback	Action
Hate Incidents Policy	Hub Consultation group	<ul style="list-style-type: none"> • The Policies are clear and understandable • The policies are fair • Clear 	
Lettings and Transfers Policy	Hub Consultation group	<ul style="list-style-type: none"> • The Policies are clear and understandable • The policies are fair • Clear 	

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Housing Strategy Action Plan – 2025-26

1. Improve quality of housing services

Action	Milestones	Timescales	Lead	Outcomes	KPIs
1.1 Undertake a mock inspection and develop and implement improvement plan	<ul style="list-style-type: none"> Specification for inspection developed 	Q2 2025	Head of Housing Management	Clear independent assessment of our position in relation to inspection SMART improvement plan for delivery produced and implementation of the plan.	Mock inspection completed and improvement plan developed and agreed.
	<ul style="list-style-type: none"> Organisation commissioned to undertake mock inspection 	Q2 2025	Head of Housing Management		
	<ul style="list-style-type: none"> Mock inspection takes place 	Q2 2025	Head of Housing Management		
	<ul style="list-style-type: none"> Detailed report following the mock inspection delivered 	Q2 2025	Head of Housing Management		
	<ul style="list-style-type: none"> Improvement plan developed with SMART actions and reported to Housing Management and Almshouses Sub-Committee 	Q3 2025	Head of Housing Management		
1.2 Provide an effective, compliant and resident focused repairs and maintenance service	<ul style="list-style-type: none"> Delivery of the repairs and maintenance one year action plan 	Q1 2025 – new repairs contract implemented.	Head of Repairs & Maintenance	Service improvement and therefore improved tenant satisfaction Provider held to account for performance	Improved resident satisfaction with repairs reported in TSM. Improved satisfaction of speed of latest repair report in TSM.
	<ul style="list-style-type: none"> Extend or plan the procurement of repairs, maintenance and compliance contracts due to expire in 2025. 	Q1 2025 - Incumbent contract demobilised -	Head of Operations		

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<ul style="list-style-type: none"> Establish robust contract management practice for the repairs service. Repairs and maintenance budget reviewed and made more transparent. Post mobilisation of new contract to ensure smoothness of transition. Awarding and signing of new repairs contract Mobilisation of a new repairs contract 		Head of Repairs & Maintenance	<p>Smooth transition between existing repairs & maintenance contract and the new contract., with minimal disruption to service.</p> <p>Compliance with procurement regulations.</p> <p>Providing value for money to the HRA.</p>	
1.3 Delivery of accurate reporting of statutory compliance	<ul style="list-style-type: none"> Recruitment of a Compliance Manager with further recruitment to take place 	Q4 2024-25	Head of Repairs and Maintenance	Quality and Safety with compliance	Compliance Manager recruited and in post.
	<ul style="list-style-type: none"> Develop a gap analysis in regard to statutory compliance and implement the findings Confirm document and processes for Big 6 (lifts, legionella, gas, fire, electrics, asbestos). Creation of a dashboard to display information regarding compliance 	<p>31 January 2025</p> <p>Q1 2025</p> <p>Q2 2025</p>	<p>Head of Repairs and Maintenance</p> <p>Housing Business Support Manager</p> <p>Housing Business Support Manager</p>	<p>Quality and Safety with compliance</p>	<p>Gap analysis and action plan completed.</p> <p>Compliance KPIs including as part of regular reporting suite.</p> <p>Compliance matters specified for inclusion in Civica Keystone development.</p>

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<ul style="list-style-type: none"> Define system requirements for Civica compliance management system and implementation 				
1.4 Complete the transformation of the complaints management process	<ul style="list-style-type: none"> Demonstrate lessons learnt from the complaints process – Annual report from Complaints Panel. Develop a complaints dashboard. Complaints reporting to DLT and HMSC on a 6-monthly basis. Regular staff complaints training being held by Business Support Evidence collected of complaint outcomes influencing service delivery 	<p>Q1 2025</p> <p>Q4 2024-25</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q4 2025-26</p>	Housing Business Support Manager	<p>Improved accountability and transparency of complaints.</p> <p>Compliance with the Housing Ombudsman Code of Conduct.</p>	<p>100% of complaints acknowledged within 5 working days</p> <p>100% of complaints responded to within the required timescales, including committed extensions.</p> <p>Increased score in TSM measure - handling of complaints</p>
1.5 Develop and deliver performance management framework	<ul style="list-style-type: none"> Performance reported to Housing Management and Almshouses Sub-Committee quarterly 	From Q1 2025	Housing Business Support Manager	Strengthened performance management and monitoring which informs service development. management and accountability	Achievement of Housing KPIs
	<ul style="list-style-type: none"> Agree performance management framework 	Q4 2024-25	AD - Housing		
1.6 Co-ordinate a robust, housing	<ul style="list-style-type: none"> Co-ordinate a data cleansing process to 	Q4 2024-25	Housing Business	System readiness for implementation	Data cleansing exercise completed.

Action	Milestones	Timescales	Lead	Outcomes	KPIs
wide data cleansing process	<p>make sure that new modules are fit for purpose</p> <ul style="list-style-type: none"> Data cleansing completed to ensure that new modules are optimised 		Support Manager	of new Civica modules.	
1.6 Complete Phase 2 of Civica implementation	<ul style="list-style-type: none"> Co-ordinate the Implementation of the next 4 Civica modules - CRM, generic cases, forms, enhanced voids. Complete any training for staff as required on new modules 	<p>Q1 2025</p> <p>Q2 2025</p>	Housing Business Support Manager	<p>Full scope and benefit of system used and impacts on service delivery, tenant satisfaction and performance management</p>	<p>Civica modules implemented by end of Q1 2025.</p> <p>Training of all housing staff on new Civica modules by Q2 2025.</p>
1.7 Complete Phase 3 of Civica Implementation	<ul style="list-style-type: none"> Co-ordinate the migration from keystone to Civica Asset Management System. Testing of the system to ensure compatibility and effectiveness. Carry out any training for staff as required 	Q 3 2025	Housing Business Support Manager	Greater accessibility of asset management data and improved data management and monitoring on assets.	Training of all housing staff on Civica Asset Management System by end of Q3 2025.
1.8 Conduct a review of our commercial portfolio	<ul style="list-style-type: none"> Produce a report setting out the options for our commercial portfolio, the pros and cons of each option and the impact on the HRA. 	<p>Q4 2024-25</p> <p>Q3 2025</p>	AD - Housing & City Surveyors	<p>Opportunity for increased income generation for the HRA.</p> <p>Assurance on the future direction of</p>	Setting out options for our commercial portfolio reported to CCS Committee in Quarter 4 2024-25.

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<ul style="list-style-type: none"> Develop a strategy for the operating model of the HRA's commercial portfolio. 			the HRA's commercial portfolio.	Delivery and implementation of actions approved by CCS Committee.
1.9 Develop an effective training and development plan for housing staff.	<ul style="list-style-type: none"> Develop plan in response to key areas from staff survey and results of TSMs. Improve how we record training information across teams to improve consistency Develop an overall plan for training Role specific training introduced across Housing. 	Q2 2025	Housing Business Support Manager	<p>Improved customer service</p> <p>Further professionalisation of the housing service</p> <p>Increased staff morale and satisfaction</p>	<p>Increased score in staff survey (job satisfaction)</p> <p>Enhanced customer standard</p> <p>Improved training offer within Housing.</p> <p>100% of staff up to date in mandatory training</p> <p>Contribution to increase in overall TSM rating</p>
1.10 Continuous improvement in customer service standards	<ul style="list-style-type: none"> Refresh and embed customer service training as set out in the Customer Service training plan. Refresh the Mary Gober training for all staff. 	<p>Q2 2025</p> <p>Q3 2025</p>	Housing Business Support Manager	<p>Improved customer service offer</p> <p>Improved staff training</p> <p>Further professionalisation of the housing service</p>	<p>Increase in tenant satisfaction</p> <p>70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them</p> <p>70% TSM target – satisfaction that the landlord treats residents fairly and with respect</p>
1.11 Review our estate office service	<ul style="list-style-type: none"> Review completed 	<p>Q2 2025</p> <p>Q4 2025-26</p>	<p>Head of Housing Management</p>	Further professionalisation	70% TSM target - proportion of respondents who report that they are satisfied with

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<ul style="list-style-type: none"> Action plan produced and implemented 			<p>of the housing service</p> <p>Higher customer satisfaction</p>	<p>the overall service from their landlord</p> <p>70% TSM target – satisfaction that the landlord treats residents fairly and with respect</p>
1.11 Refresh the HRA business plan and budget	<ul style="list-style-type: none"> Work with finance colleagues to review and stress test the HRA business plan. 	Q4 2024-25 – Q2 2025	AD - Housing	A business plan in place to support the work of the Housing Department.	Increased ownership of budget holders and tighter management of our finances.
1.12 Review, streamline and bring our data and data management into the twenty first century	<ul style="list-style-type: none"> All relevant staff involved Work with the recruited system support and Implementation Manager to establish a business information and data integrity regime across housing 	Q4 2024-25 to ongoing	Housing Business Support Manager	<p>Improved data management</p> <p>Increases staff efficiency</p> <p>Improved customer service</p>	<p>Establish a strong working relationship with the recruited System Support and Implementation Manager.</p> <p>Plan in place and being implemented by the end of Q4 2025-26.</p> <p>Increased score in staff survey (job satisfaction)</p> <p>Enhanced customer standard.</p>

2. Engage and listen to residents

Action	Milestones	Timescales	Lead	Outcomes	KPIs
2.1 Develop a resident engagement and influencing framework	<ul style="list-style-type: none"> Co-produce the framework with residents 	Q4 2024-25	Head of Housing Management	<p>Strengthened resident engagement and influence</p> <p>Increase in number of active resident associations</p> <p>Increased resident involvement in service development</p> <p>Improved emergency resilience</p>	<p>70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them</p> <p>75% TSM target – satisfaction that the landlord keeps tenants informed about things that matter to them</p> <p>70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them</p>
	<ul style="list-style-type: none"> Consult on framework 	Q4 2024-25			
	<ul style="list-style-type: none"> Framework agreed and implemented 	Q1 2025			
	<ul style="list-style-type: none"> Development of Mail Chimp for residents in emergency situations (texting service) 	Q4 2024-25			
2.2 Strengthen resident profile information	<ul style="list-style-type: none"> Specification for inspection developed Finalise audit form and the project plan 	Q4 2024 – Q1-2025	Head of Housing Management	Updated profile leads to improved service and policy process development	100% resident profile completed
	<ul style="list-style-type: none"> Recruit a project team to carry out data gathering exercise 	Q4 2024 – Q1 2025	Head of Housing Management		

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<ul style="list-style-type: none"> Record the new data on Civica 	Q4 2025	Head of Housing Management	Robust data on each household.	
	<ul style="list-style-type: none"> Use the improved data on residents who live on our estates to inform improvements to resident communication and improve customer access to housing services. 	Q4 2025	Head of Housing Management		
2.3 Improve how we communicate with housing staff	<ul style="list-style-type: none"> Improved staff satisfaction within housing as reported in the staff survey Establish a team briefing regime Develop a Staff Communication Strategy Introduce of quarterly staff awards associated with the achievements of the TSMs. 	Q1 2025-ongoing	Housing Business Support Manager	Improved staff retention and satisfaction with job	<p>Increased number of staff engaging with the staff survey</p> <p>Increased job satisfaction score within the staff survey</p> <p>Increased staff survey score for 'senior leaders in my department/team are visible and make the effort to listen to staff'</p>

3. Increase the supply of housing

Action	Milestones	Timescales	Lead	Outcomes	KPIs
3.1 Deliver high quality affordable homes	<ul style="list-style-type: none"> • 270 new affordable homes over 2 years and development of local lettings plan for each scheme. These schemes are: • Black raven Court (COLPAI) 66 new homes • Sydenham Hill – 110 new homes • York Way Development – 91 new homes 	Q4 2025-6	Head of New Developments and Special Projects	<p>Meeting housing need</p> <p>Reducing the housing waiting list.</p> <p>Increase in the quality of homes</p> <p>Reduction in carbon emissions.</p> <p>Increase in revenue for the Housing Revenue Account.</p> <p>Achieve resident satisfaction with new homes.</p>	<p>Net increase in available homes.</p> <p>90% Satisfaction of new residents surveyed about satisfaction with their new home</p>
	<ul style="list-style-type: none"> • Identify opportunities for further delivery of housing through partnership with GLA and other external providers. 	Ongoing	Head of New Developments and Special Projects	<p>Meeting housing need</p> <p>Identifying areas for increased level of home delivery</p> <p>Explore potential for more grants and funding.</p>	Increase in options of future housing delivery.

4. Improve housing quality

Action	Milestones	Timescales	Lead	Outcomes	KPIs
4.1 Undertake Stock condition survey	<ul style="list-style-type: none"> Specification for stock condition survey developed 	Q4 2024	Head of Operations	Clear picture of stock condition	Findings approved and implemented
	<ul style="list-style-type: none"> Organisation commissioned to stock condition survey 	Q4 2024	Head of Operations	Better data about our stock condition	
	<ul style="list-style-type: none"> Stock condition survey undertaken 	Q1 2025	Head of Operations		
	<ul style="list-style-type: none"> Detailed report delivered and findings recorded on Keystone 	Q3 2025	Head of Operations		
4.2 Develop an Investment Strategy	<ul style="list-style-type: none"> Investment Strategy drafted Comments provided on draft Governance process Implementation of strategy 	Q4 2025	AD - Housing	<p>Clear strategy to manage our assets</p> <p>Better data about our building assets</p>	Strategy approved and implemented
4.3 Achieve Net Zero on our estates by 2027	<ul style="list-style-type: none"> Look into renewable alternatives to gas boilers within homes where appropriate. 	Ongoing	Head of Major Works and Head of Repairs and Maintenance	Reduced carbon emissions on our estates.	Energy Performance Certificates for homes minimum of a Band C.

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<ul style="list-style-type: none"> Maximise the use of government grants and funding for carbon reduction schemes. Review existing policies and procedures in regard to sustainable equipment introduced into homes. 			<p>Reduced cost in use for residents</p> <p>Help achieve the 2027 target as set out in the City Corporation's Climate Action Strategy.</p>	
4.4 Deliver successful Major Works on our estates	<ul style="list-style-type: none"> Develop our Major Works plan for 2026-2036 schemes of work, which includes fire safety. 	Q4 2025-26	Head of Major Works	<p>A clear programme for major works up to 2036 which is efficient and improves tenant satisfaction and minimises the disruption.</p> <p>Resident input on design and implementation of major work programmes</p>	Major works plan 2026-36 approved.

5. Improve building safety

Action	Milestones	Timescales	Lead	Outcomes	KPIs
5.1 Strengthen health and safety	<ul style="list-style-type: none"> Review the Health and Safety structure 	Q4 2024-25	AD - Housing	Compliance with health and safety regulations	Achievement of relevant KPIs

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<ul style="list-style-type: none"> Identify the new structure and responsibilities to remain statutorily compliant 			Improved health and safety work practices on our estates and the expectations as set out in the Quadriga report.	Recruitment of team.
	<ul style="list-style-type: none"> Co-ordinate implementation from Safe365 review 	Ongoing	Housing Business Support Manager	Improved health and safety work practices on our estates Compliance with health and safety regulations	Approved and implemented.
	<ul style="list-style-type: none"> Roll out a Resident Engagement Strategy for building safety 	Ongoing	AD - Housing	Improved communication with residents	Approved and implemented.
5.2 Deliver the fire safety works programme for 2025-26	<ul style="list-style-type: none"> Rolling fire door replacement programme 	Q3 2025	Head of Major Works	Improved fire safety of our buildings	75% TSM target – satisfaction that the home is safe
	<ul style="list-style-type: none"> Sprinkler replacement programme 	Q3 2025	Head of New Developments and Special Projects	Compliance with building regulations	
		Q4 2025-26	Head of Major Works and Head of New Developments and Special Projects		
5.3 Compliance with Fire Risk Assessments	<ul style="list-style-type: none"> Compliant fire risk assessments available for 	Ongoing	Housing Business Support Manager	Improved fire safety of our buildings	100% compliance TSM measure –

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	all our social housing blocks. <ul style="list-style-type: none"> • Co-ordination and reporting of fire risk assessment actions. 			Compliance with building regulations	proportion of homes for which all required fire risk assessments have been carried out

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DCCS Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Liane Coopey
Generated on: 17 December 2024



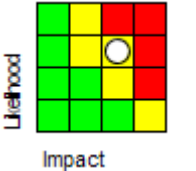
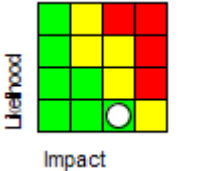
Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
Peta Caine DCCS HS 003 Lone Working 14-Jan-2016 Peta Caine	<p>Cause: Failure to conduct proper risk assessments, allocate lone working devices, provide necessary training, and ensure effective management supervision to support lone workers</p> <p>Event: Fail to enforce corporate policy and guidance followed by legislation. Lone working staff not taking adequate control measures if an event was to occur.</p> <p>Effect: Lone working staff at risk of physical or mental harm, which could result in investigation and legal action, damaging the reputation of the City of London.</p>	<p>Likelihood</p> <p>Impact</p>	12	Audit of users has been undertaken & front line teams have been supplied with new devices on request. Staff have also been given the opportunity to access the mobile app instead of the device. Monitoring is continuing on a monthly basis - reports will be sent to team managers to support them to monitor use of the devices by their teams. 13 Dec 2024	<p>Likelihood</p> <p>Impact</p>	8	31-Dec-2025	
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 003d	Monthly monitoring of Skyguard usage	<ul style="list-style-type: none"> Monitoring continues on a monthly basis with information reported to relevant Assistant 	Liane Coopey	17-Dec-2024	31-Dec-2025

		<p>Directors</p> <ul style="list-style-type: none"> • Lower risk lone workers (eg Project Managers) have been offered use of mobile app as an alternative to usage of the device (with line manager approval) • Monthly stats of usage are being sent to ADs Housing & People for them to discuss with their management teams • Usage reports will be sent to relevant Team Managers to identify staff that are not using their devices in order that they can address non usage of devices with staff • Team managers to be asked to have lone working as a set agenda items for team meetings (where appropriate) • Team managers are asked to discuss lone working in regular one to one meetings to ensure staff wellbeing and address any concerns they might have 			
DCCS HS 003e	DCCS Lone working risk assessments to be reviewed	<p>New H&S Lead will be tasked with working with team managers to review lone working risk assessments to identify potential hazards specific to job roles. This will include evaluating the work environment, tasks, and any potential threats from clients or the public</p> <p>New interim H&S Lead to start in post 6 January 2025</p>	Liane Coopey	17-Dec-2024	30-Jun-2025
DCCS HS 003f	Team Managers will be asked to invite H&S Lead to attend team meetings on an ad hoc basis to discuss lone working and provide guidance for lone workers on safety procedures, emergency protocols, and how to handle aggressive behaviour. Peoplesafe have been asked to provide refresher training for managers	Previous H&S Advisor attended staff forum in November 24 to provide advice and guidance on using lone working devices	Liane Coopey	02-Dec-2024	30-Jun-2025

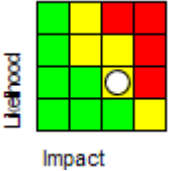
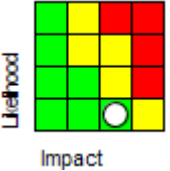

DCCS HS 008C	Procurement of a new repairs and maintenance contract Contractor Selection - Failure to achieve the procurement timetable.	The procurement of the new R&M contract remains on target, and we expect to commence mobilisation of the new contract from 6 January 2025.	Bev Andrews	13-Dec-2024	31-Mar-2025
DCCS HS 008D	Failure to obtain competitive tenders from credible R&M contractors.	Tenders were submitted by 6 contractors and evaluated by a group of COL staff and residents. Tenders were also commercially reviewed by COLs Procurement Team and an independent consultant.	Bev Andrews	13-Dec-2024	31-Mar-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 009 Statutory Compliance Requirements 12-Nov-2024 Peta Caine	Cause: Failure to undertake and provide evidence of periodic statutory inspections of buildings, and mechanical and electrical equipment within buildings. Event: Lack of designated, competent resources to effectively manage compliance delivery within statutory timescales and provide assurance across all areas. Missing, inaccurate or inaccessible compliance data, stored in multiple third-party systems. Effect: Potential for serious harm to residents, visitors and contractors. Potential for legal enforcement action and reputational damage along with significant unforeseen costs to remedy		12	COL Housing stock equipment has been reconciled against the COL Building Compliance Standards, to ensure that statutory inspection requirements are defined for all current equipment types. 17 Dec 2024		4	31-Mar-2026	Constant

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 009 b	Identify resources required to maintain statutory compliance as business as usual.	Specific resource requirements to support the delivery of compliance work and the management of compliance contracts is currently under review.	Bev Andrews	17-Dec-2024	31-Jan-2025
DCCS HS 009 c	Undertake compliance gap analysis to identify the current volume of buildings and equipment requiring statutory inspections, and current performance based on available data.	The compliance gap analysis is still in progress and expected to be completed by 31/01/25	Bev Andrews	17-Dec-2024	31-Jan-2025
DCCS HS 009 d	Confirm and document compliance processes and required metrics and identify gaps in process and resource	The current and future process for the service, maintenance and inspection of lifting equipment and fire equipment is still being reviewed. Compliance certification is being collated and reconciled against inspection programmes to identify any gaps in compliance evidence	Bev Andrews	17-Dec-2024	31-Jan-2025
DCCS HS 009 e	Create compliance 'dashboard' to provide single view of current compliance performance and to assist in managing compliance actions.	An additional licence for Keystone has been provided however Keystone may not have sufficient capability to display dashboards to manage compliance programmes and remedial works.	Bev Andrews	17-Dec-2024	31-Dec-2025

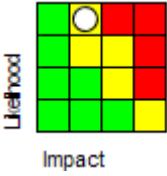
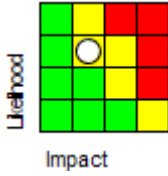
		Until a suitable solution is identified we continue to access compliance information via third party systems			
DCCS HS 009 f	Define user IT requirements for compliance delivery & determine Civica capability	<p>A demonstration of the Civica Asset Management and Compliance module took place in November 2024; however, implementation is not expected until 2026.</p> <p>The Concerto FM system used for corporate compliance management is being reviewed as a short to medium term management solution.</p>	Bev Andrews	17-Dec-2024	30-Apr-2025
DCCS HS 009 g	Identify compliance skills and knowledge gaps within the team and provide training	Further training requirements for the Compliance Manager and supporting team have been identified and a training plan is being developed	Bev Andrews	17-Dec-2024	31-Jan-2025
DCCS HS 009 h	Reprocure or extend compliance contracts due for expiry in 2025, ensuring current and future delivery requirements are clearly specified	<p>The fire equipment contract has been formally tendered and returned submissions are under evaluation in December 2024. Any additional fire equipment identified will be added to the new contract.</p> <p>The TSG contract for Gas servicing will be extended until September 2026. The contract extension process with procurement will commence in January 2025.</p> <p>Periodic domestic and Landlords electrical testing is within the scope of the new repairs and maintenance contract commencing in April 2025. A programme of delivery will be reviewed during contract mobilisation.</p> <p>Contracts for Lift service and maintenance, water safety and asbestos management are tabled for re- procurement in Q4 24/25.</p>	Bev Andrews	17-Dec-2024	01-May-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 002 Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units 14-Jan-2016 Peta Caine	Cause Fire Risk Assessments for managed properties not carried out effectively Event Fires do occur from time to time. Effective Assessments reduce the risk and identify if any changes to procedures or maintenance regimes that need to be reviewed or introduced Effect Fires can lead to significant property damage and potential loss of life		8	A programme of Fire Risk Assessments has now been completed by Turner & Townsend. All HRA inspections have been completed and reports received. Action plans have been completed with monthly monitoring meetings taking place and reported to the Housing Fire Task Group. Works have been identified and are being planned. These works include the retrofitting of sprinkler systems in 5 high rise blocks, works to improve compartmentation and the replacement of flat entrance doors to meet current fire safety standards 13 Dec 2024		4	31-Dec-2025	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 002c	Community and Children's Services Committee has approved the retrofitting of sprinklers in the 5 high rise tower blocks within the City's social housing portfolio.	<p>Petticoat Tower -18 flats completed out of 88 properties. This includes fitting of sprinkler heads, LD1 fire alarm devices and evacuation system modules within households. Installation of central alarm panel, communal risers and control valve across 23 floors within the tower completed. Water reserve tank has been built ready for commissioning.</p> <p>Access into occupied flats continues to be a challenge and is anticipated to remain difficult for the foreseeable future following contact from the local resident's association</p> <p>The project team remain optimistic that further engagement sessions will compel more residents to accept the installation works, there is also ability for legal escalation with tenants who continue to refuse access for proposed fire safety works.</p>	Michael Gwyther-Jones	17-Dec-2024	30-Jun-2025

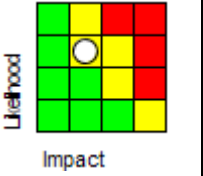
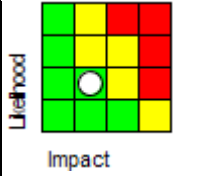
		<p>As agreed within the last report, it is intended to deliver the boxing encasement for all pipework recently installed (retrofit sprinklers and communal heating). Variations have been encountered increasing the scope of work in the contract.</p> <p>Avondale point blocks - In-flat installations complete. Previously anticipated date of completion was November 2023 but delay has been incurred to support in answering outstanding queries raised by Building Control linked to firestopping. Building control sign-off cannot be achieved until these points are confirmed. United Living remains on site</p> <p>Great Arthur House programme suspended until further notice. Development of fire strategy document being explored to support ongoing proposals for compartmentation and sprinkler projects.</p> <p>Next report: GW5 Issues Report for Avondale and Petticoat Tower programmes due 16th January 2025 (CCS), 4th February 2025 (P&P sub)</p>			
DCCS HS 002d	Community and Children's Services Committee has approved a programme to replace all flat entrance and communal doors in the City's social housing blocks of flats. The new fire doors will provide a minimum of 30 minutes and up to 60 minutes of fire resistance.	<ul style="list-style-type: none"> • Lot 1 (Holloway and York Way Estate) - completed • Lot 2 (Avondale Square Estate) - completed • Lot 3 (Sumner Buildings, William Blake, Dron House, Petticoat Tower communal doors) - all but completed, apart from Petticoat Tower • Lot 4 (Southwark Estate, Windsor House, Isleden House, Sydenham Hill, Spitalfields) - currently in design • Lot 5 (Golden Lane Estate) - currently at Feasibility stage 	Greg Wade	13-Dec-2024	31-Dec-2026

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 005a	Review of major works programme alongside other works including fire safety improvements and planned maintenance	Future Major Works programme has an estimated shortfall of £60m, although £40m has been committed to live projects which are either in stages of active delivery or in design development. An initial roundtable discussion was held with the Policy Chairman, Town Clerk and Senior Financial Officers on 5 December 2024 and work will commence in the New Year to actively lobby for the additional required funds. The delivery programme for 2025/26 will be finalised by the end of January 2025, which will include a review of priority pipeline projects.	Greg Wade	13-Dec-2024	30-Jun-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 006 Failure to deliver new homes programme 07-Jan-2020 Michael Gwyther-Jones	Cause: Funding and planning constraints, market volatility and development cost inflation Event: Failure on commitment to deliver 700 new homes by 2025 Effect: Delivery of a reduced number of new homes resulting in diminished HRA income and reputational damage		8	Priority is being given to progress the new developments for COLPAI, Sydenham Hill, and York Way Estate. These schemes will deliver 267 new homes for social rent by 2026. COLPAI project - ISG is now in Administration and consideration is being given to outstanding works and the provision of a building warranty. Earliest occupation is anticipated to be June/July 2025. and will provide 66 new social housing units and 3 commercial units. Sydenham Hill: This project will provide 110 new homes for social rent is now on site and will complete by February 2026. The York Way Development will deliver 91 new homes for social rent, new community centre, and a new housing estates office. The contract with Higgins Partnership at York Way will complete by February 2026.		6	31-Mar-2025	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 006a	Review of remaining projects for new development programme to finalise costs and dates	A report will be submitted in June/July 2025 to formulate a policy on Joint Ventures and Development Agreements. This will also consider where there are opportunities for new developments on our estates	Peta Caine	17-Dec-2024	30-Jun-2025

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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 001 Health and Safety procedures 13-Nov-2014 Peta Caine	Cause: Failure to meet Health and Safety regulations and City of London procedures within the department and on the properties and estates managed by the Housing Division Event: Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident or visitor Effect: Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation.		6	A new DCCS H&S Business Plan is being co-ordinated for introduction across the department that will ensure a co-ordinated approach to H&S across all business areas. DLT have been consulted. Risk elements need to be updated to finalise the plan 25 Oct 2024		4	31-Dec-2024	Constant
							Reduce	

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 001h	Failure to recruit new health & safety lead - either on a temporary or permanent basis.	Review of Housing H&S provision has been commissioned by Executive Director of DCCS. Outcome of review will influence recruitment and job evaluation. Head of Profession (Health & Safety) has asked that consideration is given to the recommendation of the Quadriga Audits on resourcing safety roles. Typically, safety manager roles at a level of competency mandated by IOSH will sit at the Grades E-G (job evaluation will dictate final outcome). AD of Housing to review requirements for H&S and fire safety within department to develop new structure	Peta Caine	02-Dec-2024	30-Jun-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 004 Housing Finance Changes Page 68 15-Aug-2016 Peta Caine	Cause Changes to housing financing Event Possible shortfall in Housing Revenue Account funding Effect – Inability to fund the estimated 30 year expenditure plans regarding the City of London’s Social Housing	 Likelihood Impact	6	A further review and remodel the Housing Revenue Account 30 year Business Plan is being undertaken. This is a complex task looking at assets and finances across this period. Significant pressures still remain in terms of escalating construction costs and uncertainty in the market. It is still intended that a further independent review of the HRA and the 30-year Business Plan is required to help manage this risk. The update of the HRA will be presented to members for discussion and debate at a meeting due to take place in September 24. It is planned to have an independent review carried out of the financial model and its assumptions in due course. 29 Aug 2024	 Likelihood Impact	4	30-Jun-2025	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 004d	A further review and remodelling of the 30 year Business Plan with finance colleagues is to be undertaken.	A further review of the Housing Revenue Account (HRA) and the Housing Major Works Programme has recently been undertaken by Chamberlains. This is part of the Corporations' Capital Review 2022. This has resulted in a detailed report being submitted to the Resource & Allocations Sub-Committee at its meeting on 20th October 2022. The report was agreed, with the Resource & Allocations Sub-Committee and Chamberlain committing to the Major Works Programme., This will go part way to mitigating the potential risks to the HRA and allow some more critical projects to proceed, significant pressures still remain in terms of seriously escalating construction costs and uncertainty in the market. It is likely that a further reviews of	Peta Caine	09-Dec-2024	31-Mar-2025

		the HRA and the 30-year Business Plan is required to help manage this risk.			
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Housing Performance Stats:

Q1 & Q2 Combined 2024-25

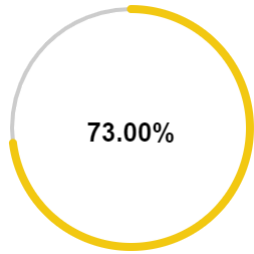


Year

Month

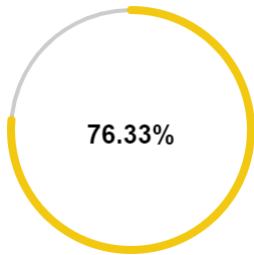
Housing Complaints:

Complaints Acknowledged in 5 Working Days (Target 100%)

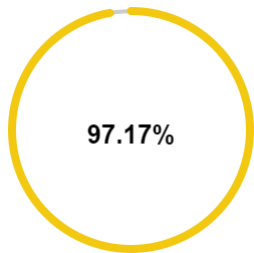


Stage One Complaints Responded to in 10 Working Days (Target 100%)

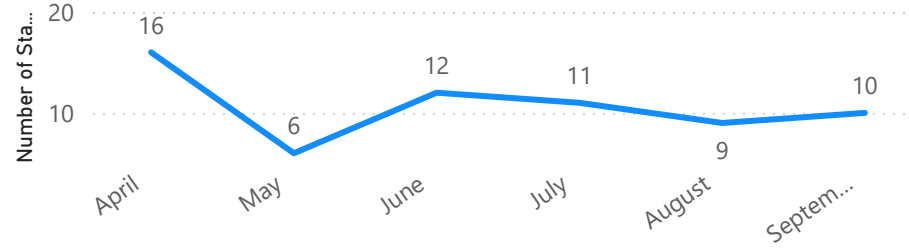
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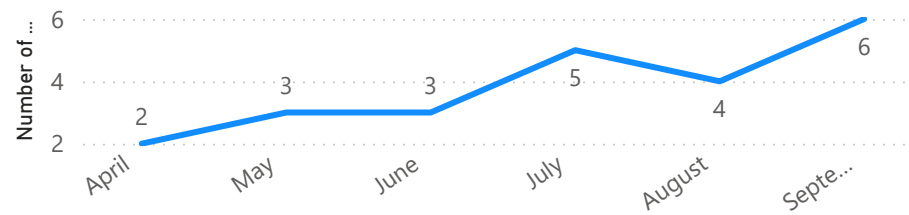
Stage Two Complaints Responded to in 20 Working Days (Target 100%)



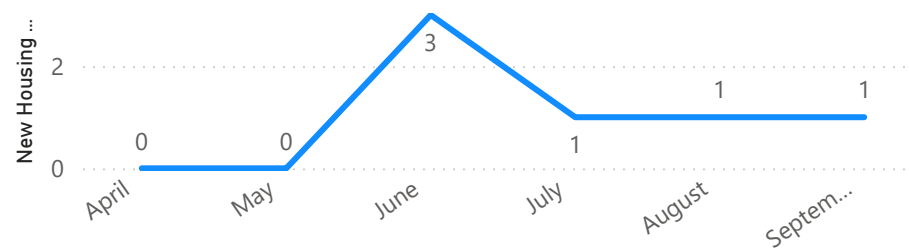
Number of Stage One Complaints Received by Month



Number of Stage Two Complaints Received by Month by Month



New Housing Ombudsman Complaints Received by Month



93%

Average of Complaints upheld or partially upheld (Stage One)

£3.65K

Total Compensation Paid Following Complaint Outcome

92%

Average of Complaints upheld or partially upheld (Stage Two)

£500.00

Compensation Paid following Ombudsman Finding

1

Complaints Upheld by Ombudsman

20

Total Number of Compliments Received

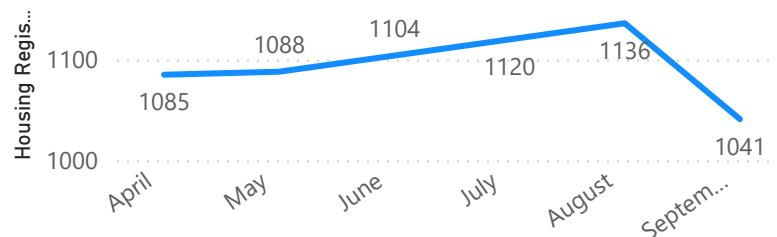


Year

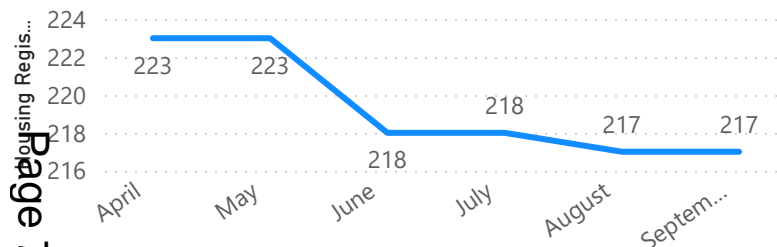
Month

Housing Allocations:

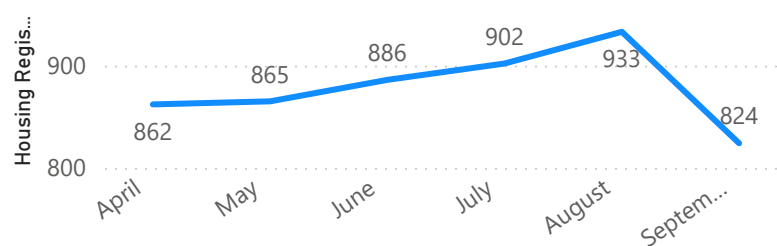
Housing Register Total



Housing Register Transfers



Housing Register Non-tenant



175

New applications received

22

Number of properties let (CBL)

5

Mutual Exchange Submitted

152

New applications accepted

8

Number of properties let (management transfer/direct offer)

2

Mutual Exchange Completed

112

Applications cancelled (non-let reasons)

0

Sum of Properties refused due to quality or condition

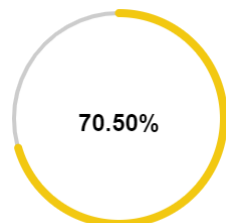
2

Mutual Exchange Declined

Properties offered within 5 days of bid end (Target 90%)



Average of Properties let after one offer (Target 90%)



Applications processed within 30 working days (Target 95%)



Properties offered within 10 days of handover (Target 90%)



Mutual Exchanges Decided within 42 days (Target 100%)





Year

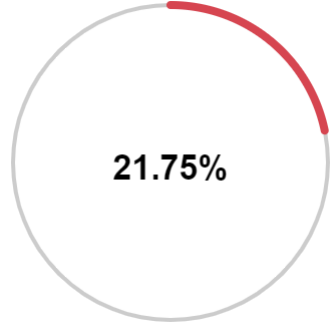
Month

Estate Services:

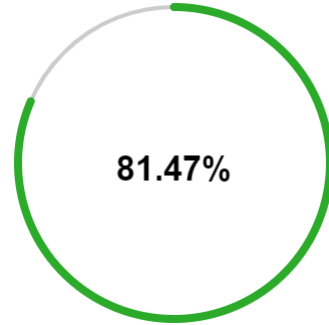
Monthly playground inspections completed (Target 100%)



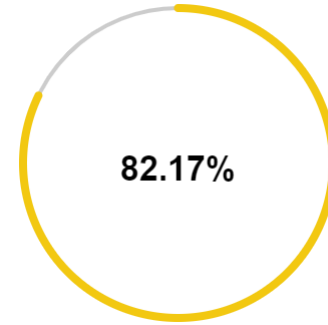
Quarterly fire door checks completed (Target 100%)



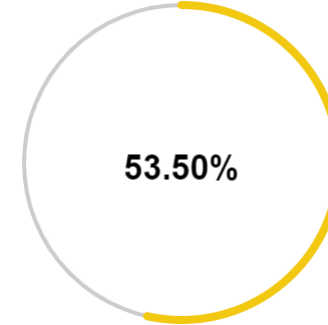
Average Internal Inspections Score (Target 75%)



Internal inspections meeting minimum standard (Target 100%)

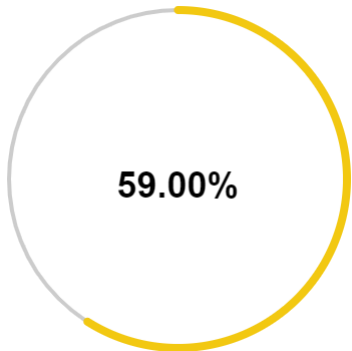


Monthly Fire Box Checks Completed (Target 100%)

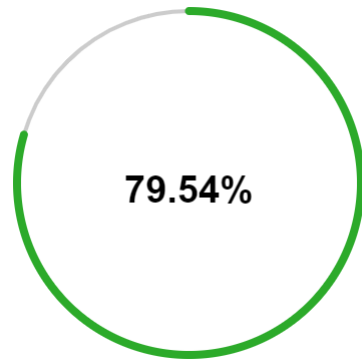


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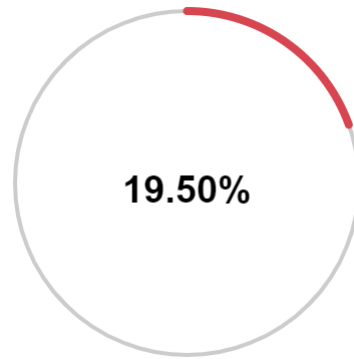
Monthly Internal Inspections completed each period (Target 100%)



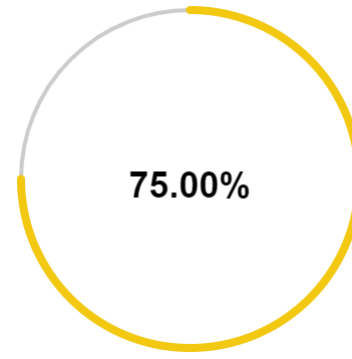
Average Grounds Inspection Score (Target 75%)



Quarterly Estate Grounds Inspections completed each period (Target 100%)



Estate Grounds Inspections meeting Minimum Standard (Target 100%)



53

Hazards identified

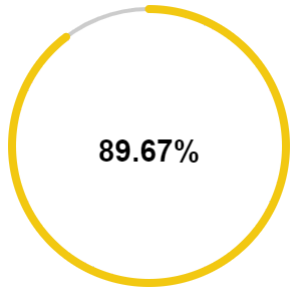


Year

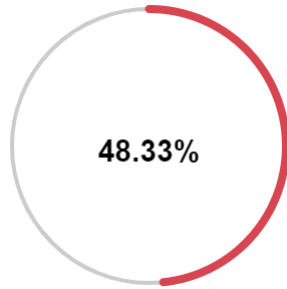
Month

Tenancy Management:

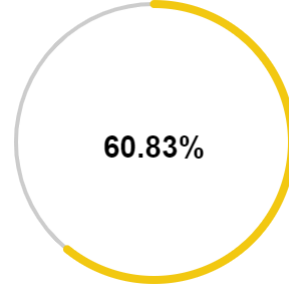
Introductory tenancy visits completed (6 weeks) (Target 100%)



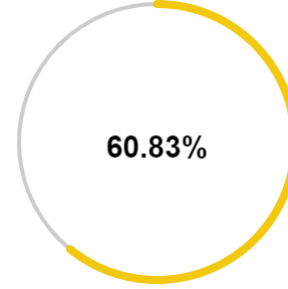
Six month visits completed (Target 100%)



Nine month visits completed (Target 100%)

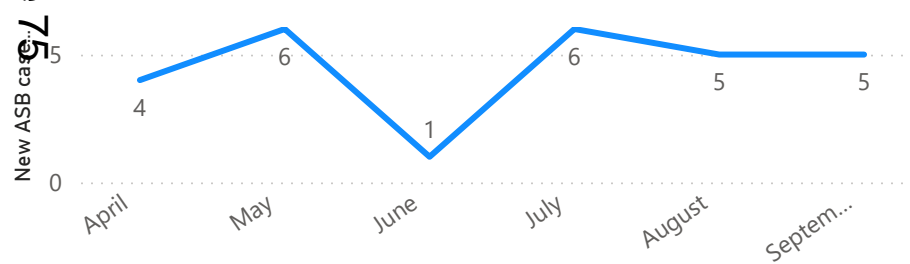


Nine month reviews completed (Target 100%)

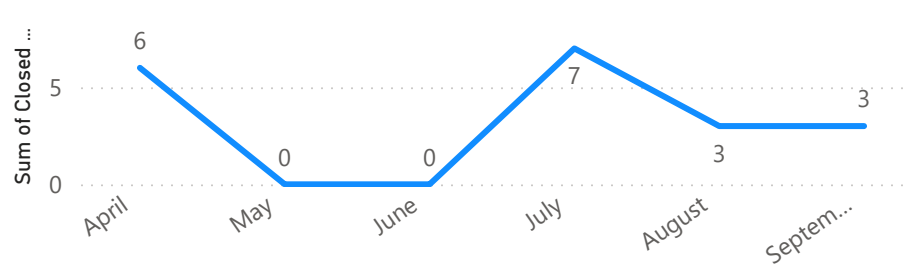


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New ASB cases



Closed ASB cases



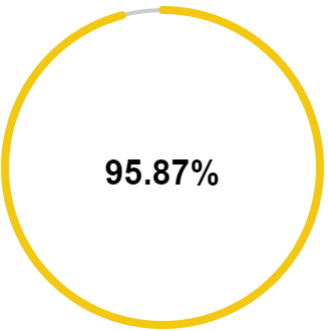


Year

Month

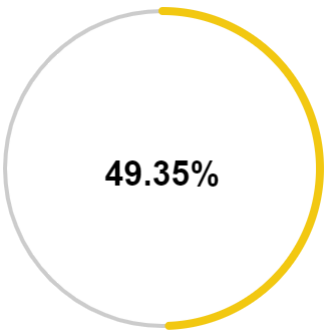
Income:

Rent Collected (Target 100%)



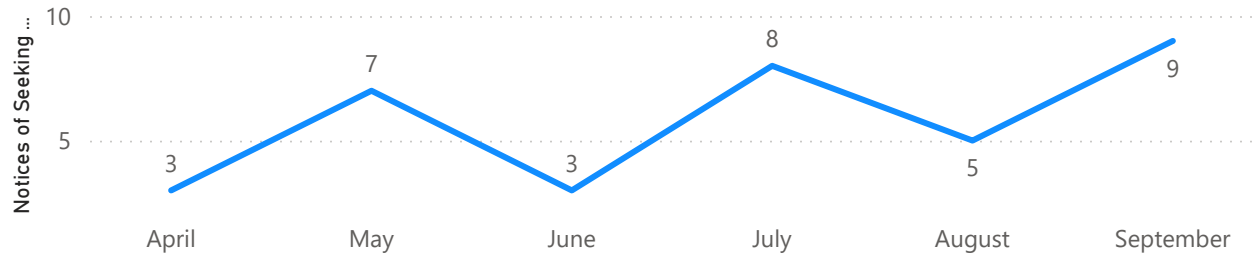
Page 76

Secure Tenants Paying Rent Direct Debit (Target 60%)



Rent Arrears	Former Tenant Arrears - Target = < £85,000
£478.83K	£199.78K
Parking Arrears = < £5,000	Shed Arrears = < £4,000
£16.06K	14.61K

Notices of Seeking Possession Per Month by Month



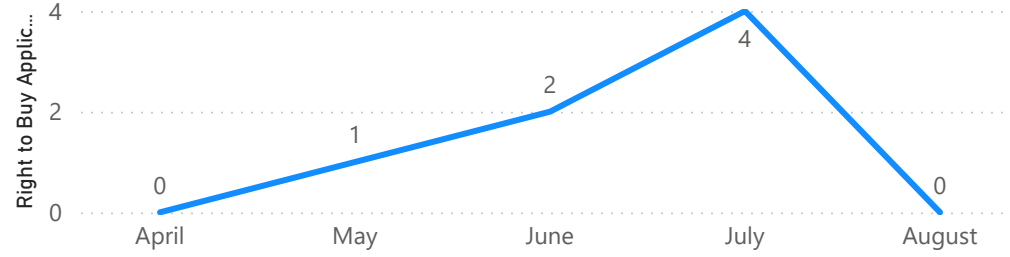


Year

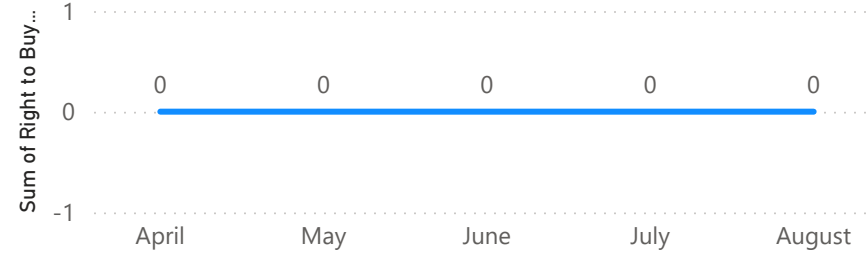
Month

Home Ownership:

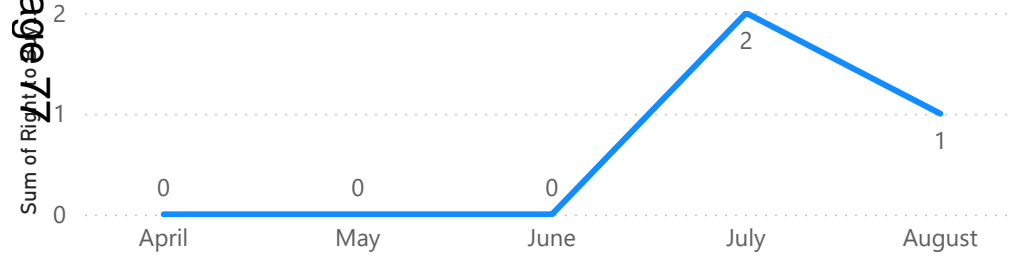
Right to Buy Applications Received



Right to Buy Applications Completed



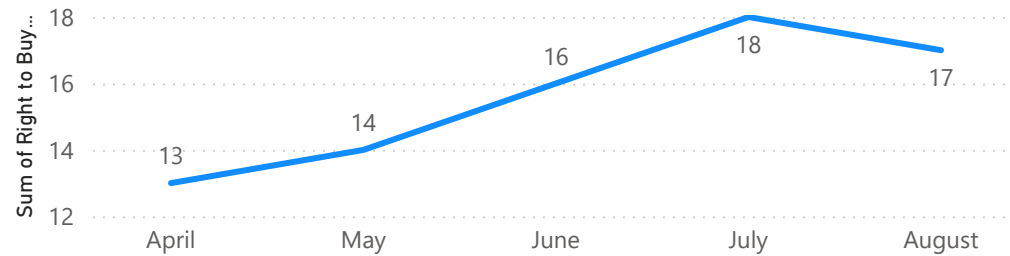
Right to Buy Applications Withdrawn



0

Right to Buy Applications Exceeding Timescales
(Target 0)

Right to Buy Pending Applications



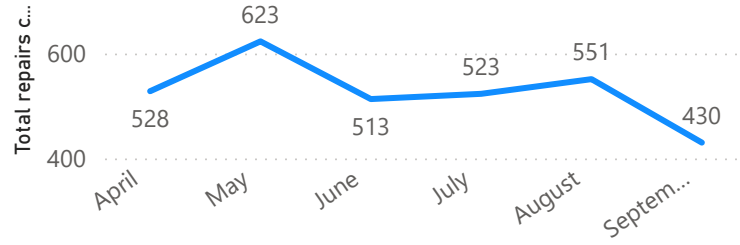


Year

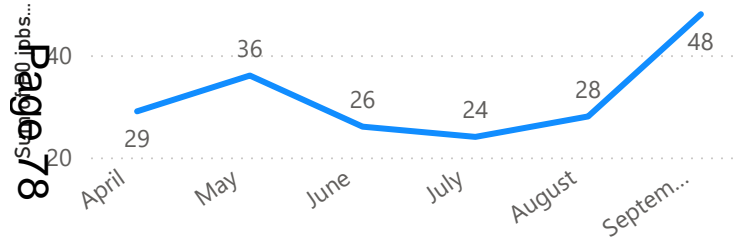
Month

Repairs:

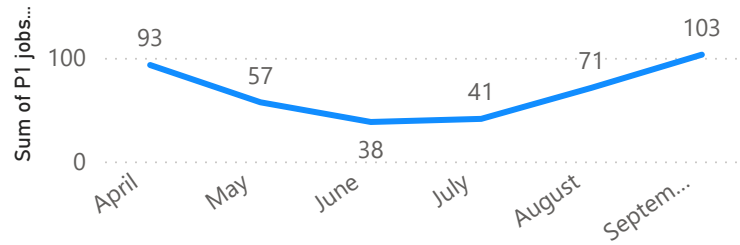
Total repairs completed (all priorities)



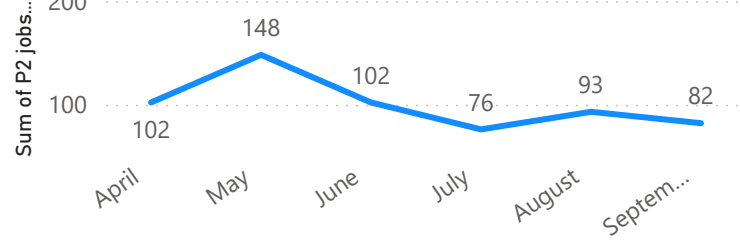
P0 Jobs Raised



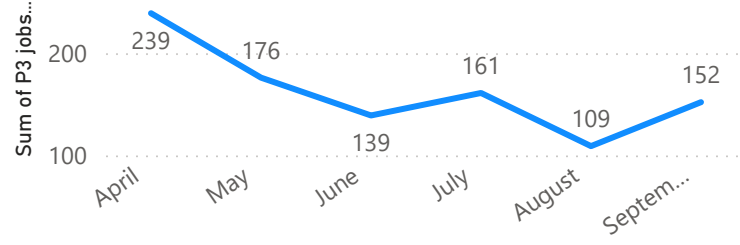
P1 Jobs Raised



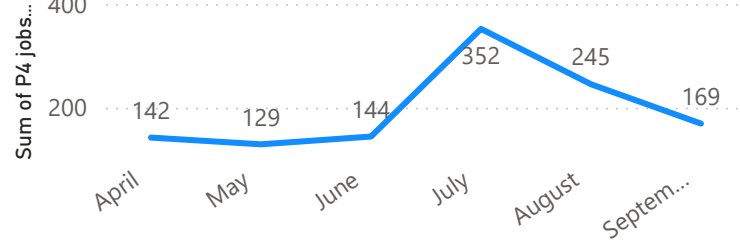
P2 Jobs Raised



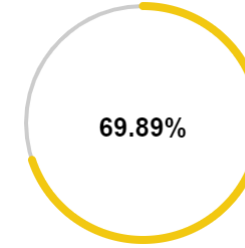
P3 Jobs Raised



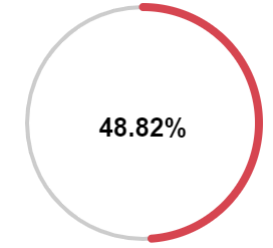
P4 Jobs Raised



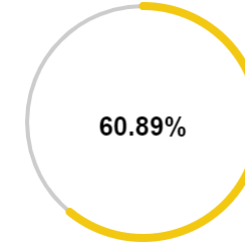
Total repairs completed within timescale (all priorities) (Target 97%)



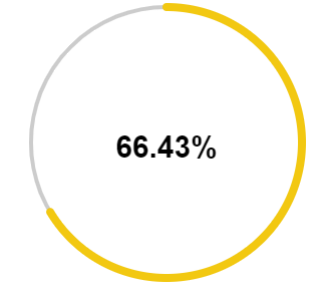
P0 Jobs Completed Within 4 Hours (Target 95%)



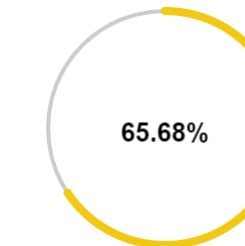
P1 Jobs Completed within 24 Hours (Target 95%)



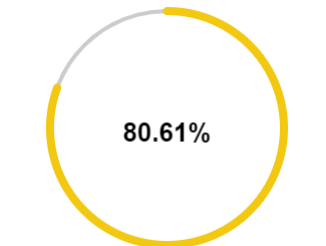
P2 Jobs Completed within 3 Working Days (Target 95%)



P3 Jobs Completed Within 5 Working Days (Target 95%)



P4 Jobs Completed Within 20 Working Days (Target 95%)



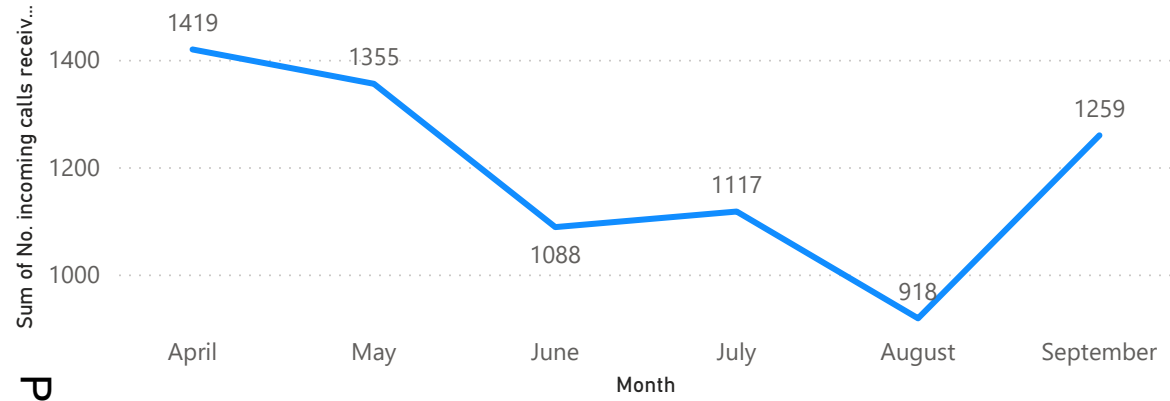


Year

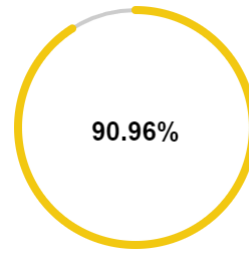
Month

Repairs Service Desk:

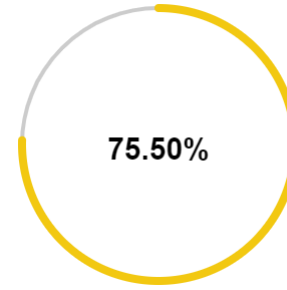
Number of Incoming Calls Received



Average of % incoming calls answered Target 100%



% calls answered in 30 seconds





Year

Month

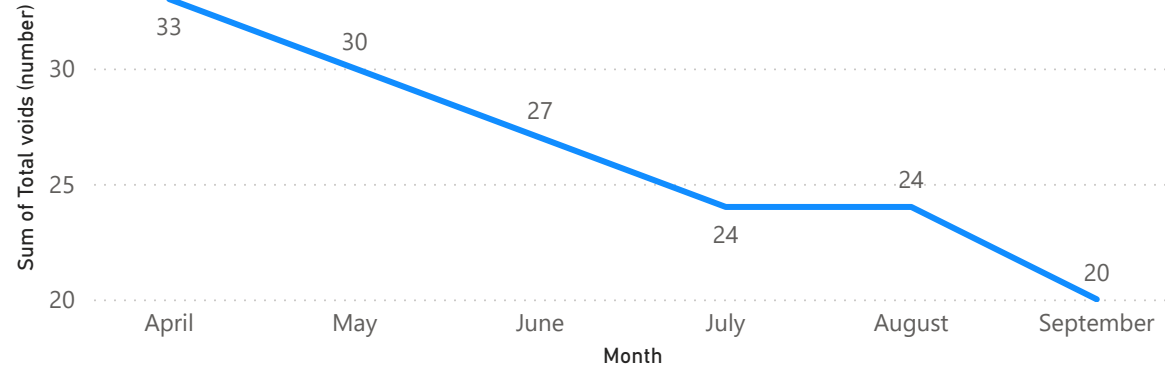
Empty Properties:

16
Average void time (routine voids)(days)
(Target 10 Days)

0
Average of Average void time (complex voids)(days) (Target 28 Days)

16
Average void turnaround time
(contractor only)(days) (target 25 Days)

Total Voids





Year

Month

Gas Safety:

1702

No. of homes requiring annual CP12

3

Number of Properties without a valid CP12

7

Number of Blocks with Communal Boilers

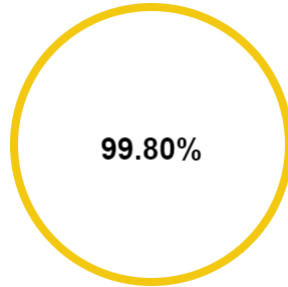
7

No. of communal boilers with valid safety certificates

Proportion of communal boilers which are compliant (Target 100%)



Proportion of Homes with Valid CP12 (Target 100%)



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Year

Month

Asbestos Checks:

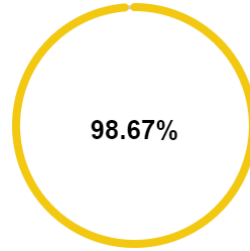
Proportion of blocks with valid asbestos survey/inspection (Target 100%)

58

Blocks requiring asbestos surveys/re-inspection

57

No. of blocks with valid asbestos survey/re-inspection





Year

Month

Water Safety:

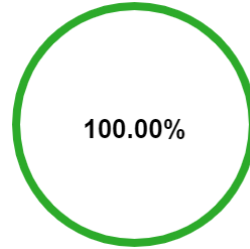
Proportion of properties with Legionella Risk Assessment (Target 100%)

253

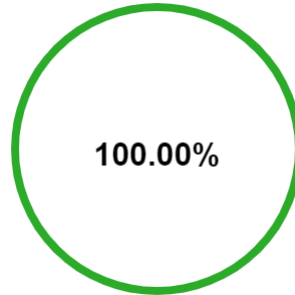
Cold Water Storage Tanks

253

Cold Water Storage Tanks with valid Legionella Risk Assessment



Proportion of Cold Water Storage Tanks which are compliant (Target 100%)





Year

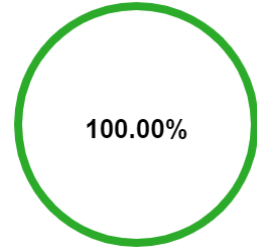
Month

Fire Safety:

1874

Average of No. of homes within blocks requiring a Fire Risk Asse...

Proportion of homes for which FRAs have been carried out (Target 100%)



Page 84

1874

No. of homes within blocks with a current Fire Risk Assessment

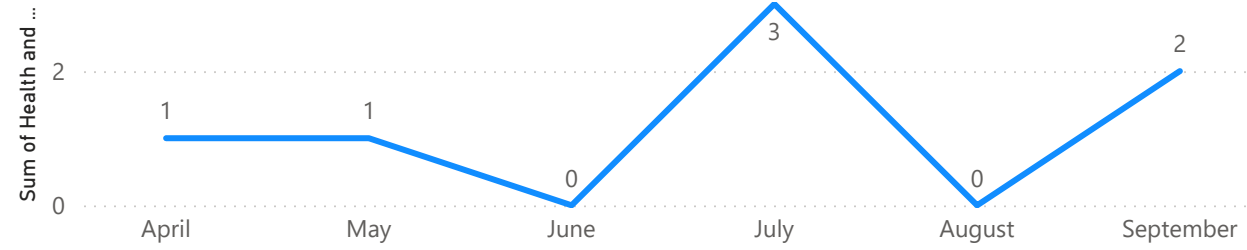


Year

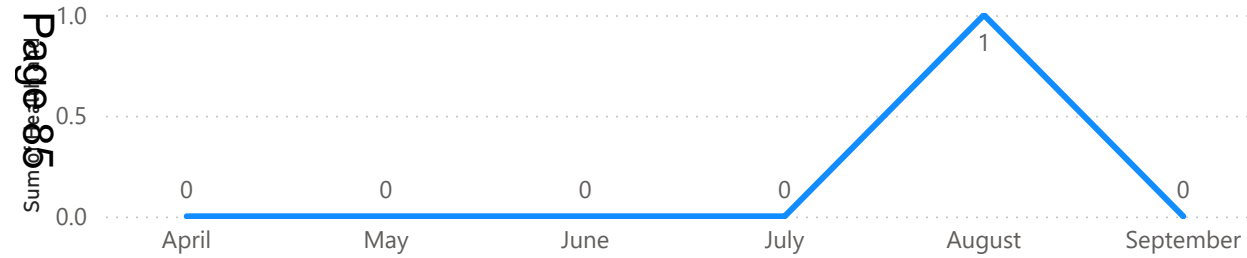
Month

Health and Safety:

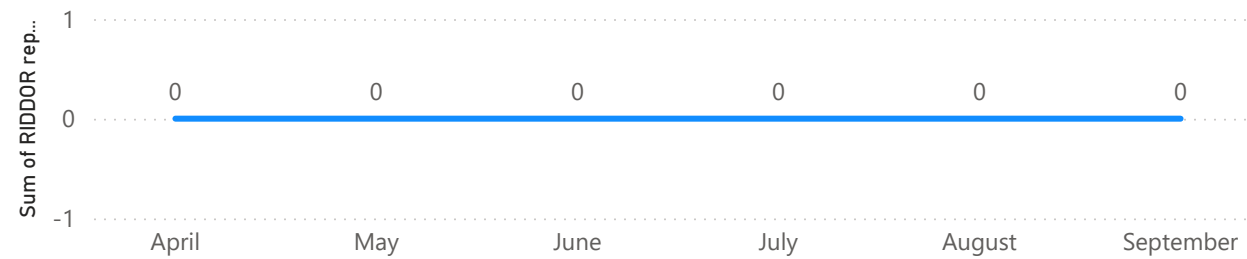
Health and Safety Incidents



Health and Safety Near Misses



RIDDOR Reportable Incidents





Year

Month

Decent Homes:

1934

Target Decent Homes

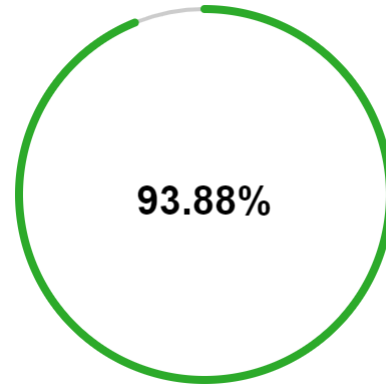
72

Tenant Refusals (Not Included in Final Figures)

1862

Number of Homes Measured (Not inclusive of tenant refusals)

% Decent (not inclusive of tenant refusals)



Page 86

1748

Number of Decent Homes (not inclusive of tenant refusals)

113

Number of Non-Decent Homes (not inclusive of tenant refusals)



Year

Month

Resident Involvement:

Golden Lane Community Centre:

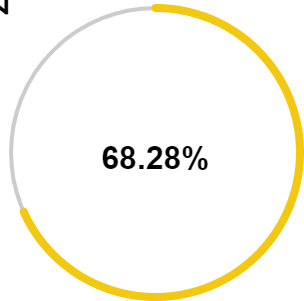
£8,715

Average Golden Lane Community Centre Income

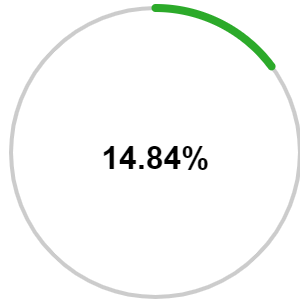
566

Golden Lane Community Centre - Hours of Use (Average)

PS99-87
% of available time booked - Golden Lane Community Centre



Golden Lane Community Centre - % of free community use vs overall use



Portsocken Community Centre:

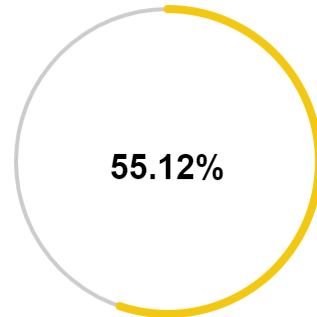
£4,789

Average of Portsocken Community Centre Income

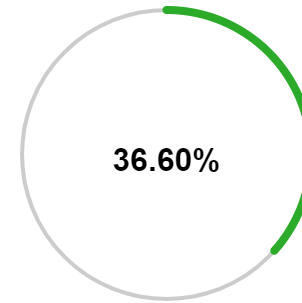
548

Portsocken Community Centre - Hours of Use (Average)

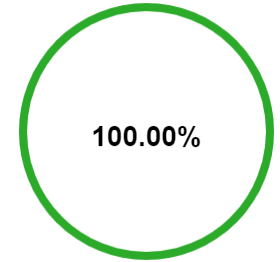
% of available time booked - Portsocken Community Centre



Portsocken Community Centre - % of free community use vs overall use



Resident Communications Sent (Target 100%)



Other Community Centres:

45

Other Community Centres - Hours of Use (Average)

£1,245

Average Other Community Spaces Income

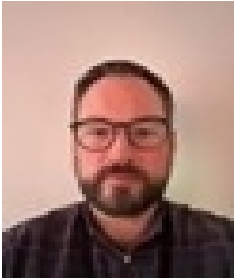
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Housing Senior Management Team

Peta Caine
Assistant Director Housing



Liam Gillespie
Head of Housing Management



Raymond Ozogolu
Head of Service – Operations (&transformations)



Beverley Andrews
Head of Repairs & Maintenance



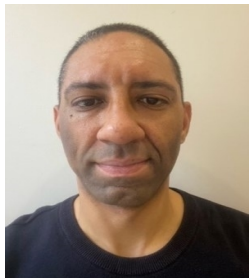
Mike Gwyther-Jones
Head of Developments & Special Projects



Liane Coopey
Housing Business Support Manager



Gregory Wade
Head of Major Works/Projects



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Committee(s): Housing Management and Almshouses Sub (Community and Children's Services) Committee	Dated: 13 January 2025
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: Greg Wade Head of Major Works Housing, DCCS Property Services	

Summary

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

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The purpose of this report is to present progress and highlight slippage within the portfolio of projects which make up the Housing Major Works Programme to Members of the Housing Management and Almshouses Sub Committee.
2. The City of London Corporation (City Corporation) has committed to investing circa £110million on a Major Works Programme for the maintenance, refurbishment, and improvement of its social housing portfolio. The works, in the main comprise:

- Window repairs / replacements.
 - Re-roofing (including repair / replacement of rainwater goods);
 - Decent Homes (new kitchens and bathrooms);
 - Electrical rewiring and upgrades (communal landlord supply and domestic);
 - Heating replacements and upgrades (communal and domestic);
 - Concrete and external fabric repairs.
 - Fire safety improvement works (fire door replacement, compartmentation works, fire-stopping, fire alarm upgrades, sprinkler installation);
 - Energy efficiency works (co-funded through Climate Action Strategy funding);
 - Estate Improvement works (minor landscaping / security / fencing / waste storage / external drainage).
3. The funding for these 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 social housing. The HRA is made up of:
- Income from rents;
 - Income from service charges.
4. The Housing Major Works Programme was originally intended to be a 5-year programme. However, the size and complexity of certain high-profile projects (such as the Golden Lane Estate programme), along with persistent staff resourcing issues and the addition of extensive unprogrammed works, has meant that it is now more likely to take a maximum of 10 years to complete.
5. The Housing Major Works Programme is monitored and managed at several levels both corporately and within the department. This includes:
- Gateway Process;
 - Community & Children's Services Committee (C&CS);
 - Projects and Procurement Sub Committee;
 - Housing Management & Almshouses Sub Committee;
 - Housing Programme Board.
6. The Housing Programme Board (HPB) is a cross-departmental group which meets every two months to oversee the Major Works Programme. It is chaired by the Director of Community & Children's Services and comprising senior officers from:
- Housing Management;
 - Major Works Team (HRA);
 - City Surveyors;
 - Planning;
 - Finance;
 - Town Clerks;
 - City Procurement.

7. Attached at Appendix 1 to this report, for Members' consideration, are progress reports for the Major Works Improvement Programme (HRA). The reporting has been redesigned following requests from Members at previous Committee meetings. Ongoing feedback on the revised format is very much welcome.
8. Further to the 2014/15 commitment of £110 million towards delivery of the Housing Major Works Programme, the current position is that £70 million has been expended on the successful delivery of projects and the remaining £40 million has been committed to projects either in active stages of delivery or design development.
9. it was originally estimated that there were circa £30 million of new projects that are currently '**unfunded**'. Further to review, this figure is now expected to be closer to £55 million (considering compliance-related works), with a further £5 million required to adequately resource delivery of the current programme to March 2031. Furthermore, it is anticipated that a further circa £40 million funding will be required to deliver the future 5-year Major Works Programme 2031-36, giving a total of £100 million additional investment required (as detailed below):

Funding Requirement	£'M	£'M	£'M
Phase 1 (Original Commitment in 2014/15)			110
Expenditure from 2014/15 to 2024/25	70		
Existing commitments to active projects	40		
Phase 1a – 2026 - 2031			
Shortfall in current funding requirement for Phase 1 (para 34)		40	
Additional Compliance-related works (para 37 & 38)		15	
Transformation of Housing Services		5	
Sub-total			60
Phase 2 – Future 5-Year Programme 2031 - 36			
Future Anticipated Stock Condition works 2031 – 36 (para 40)		40	
Sub-total			40
Additional Funding Requirement – Phases 1a & 2		100	
Total Funding Requirement – Phases 1, 1a & 2			210

10. These 'unfunded' works have been provisionally programmed to commence in a phased approach from 2026/27, subject to sufficient capacity within the HRA/HRA borrowing or the identification of an alternative source of funding.
11. A presentation was made to the Policy Chairman in early December to provide an overview of the current position and to initiate discussion on potential sources of future funding. This Committee will be updated further in due course.

Progress of note on key projects

Window Replacements and External Redecorations

Works to Holloway Estate, Sydenham Hill Estate and Windsor House have all reached Practical Completion.

Southwark Estate – Pakeman House, Stopher House & Sumner Buildings

An Issues Report was submitted and approved by Community & Children's Services Committee in July 2024 to cover additional costs incurred by the need to renew planning permission, changes to ventilation to comply with changes in legislation and for inclusion of balcony doors at Sumner Buildings which had been omitted from the original scope of works. Window replacements at Sumner Buildings and Pakeman House are now all but complete with snagging ongoing and scaffold to be removed. Completion at Stopher House has been slightly delayed following the late delivery of units; this will be at the contractor's expense. Redecoration works will be finalised once scaffolds are removed. Expected date of practical completion is now end of January 2025.

William Blake Estate

The design team brief is now close to being finalised and the project team is in continuing to engage with the procurement team, to ensure that the project aligns with City's climate action and responsible procurement strategies. The tender for the design team services is expected to go live by late January 2025 and once the tender evaluations are complete, the Home Ownership Team will be undertaking the statutory post tender section 20 consultations with Leaseholders (in conjunction with the Major Works Team).

Once appointed, the design team will be working alongside the project team, seeking pre-planning advice ahead of submitting a new planning application. While the planning applications are underway, the design team will also be working alongside the project team, drawing up specifications for re-tender of the works, which will also be subject to the statutory pre and post tender section 20 consultations with leaseholders. Subject to further committee approvals, successful statutory consultations, tenders and planning consents, the works are expected to start mid-2025.

Golden Lane Investment Programme

Phase 1 - Crescent House

- A two-stage tender process was initially considered the most appropriate route to market for a project of this complexity. Stage 1 ended on 13 August and was followed by a thoroughly in-depth evaluation process. Of the 7 tenderers which expressed initial interest, 5 were provisionally selected to proceed to the second stage.
- Some concerns regarding the proposed bespoke form of contract resulted in a Legal review and a change from Measured Term to a Standard Building Contract with Approximate Quantities.

- Crescent House has now been included as part of a Higher Risk building (HRB) registration, covering Hatfield House and Cullum Welch.
- Further to a review of the scope and meetings with residents, there is now active consideration of additional works, including fire safety, electrical compliance, communal decorations and external fabric repairs. Subject to detailed surveys and design development, an updated cost plan should be available by early August 2025.
- Consequently, the two-stage tender has been withdrawn and will be replaced with a single-stage tender, once the revised scope has been fully incorporated and the statutory approvals process has been completed. The 7 original tenderers have all been notified of the decision to withdraw the tender and will be provided with a further update in April 2025.
- Estimated project cost is £13m: decant costs have not been factored into this figure and the expansion of the scope is expected to result in an Issues Report, which will request approval for additional funding.
- Legal advice on leaseholder recovery has been sought and remains pending. This information is critical for the Stage 2 S20 consultation.

Phase 2 – Wider Golden Lane Estate

- Of the remaining blocks on the estate, Bowater, Bayer, Stanley Cohen and Basterfield are all similarly affected in terms of HRB status and are currently being registered with the Building Safety Regulator (BSR).
- Design work and testing is continuing for the blocks of the Wider Estate; planning applications will be ready for submission in January 2025 as intended, but will now be staggered in line with plans for a revised scope (mirroring Crescent House) and once the programme for the entire estate has been fully developed.
- Estimated cost of phase 2 is £17m but this will need to be reviewed in due course.
- Window repair works (frames only) have been completed in three vacant flats (which served as temporary pilot properties) and these have now been returned to allocations. Exploratory work is continuing in one of the Bayer House maisonettes, which will be used as a two-bedroom temporary accommodation flat whilst the contract works are being undertaken in Crescent House.

Middlesex Street Estate Communal Heating

The ongoing programme of heating system replacements is still underway in Petticoat Square, but approaching completion by April 2025. As previously reported, there are five refusals in Petticoat Tower and the occupants of two flats in Petticoat Square are currently awaiting the outcome of the tribunal that is being dealt with by the City's legal department (the hearing is provisionally scheduled for early 2025, currently awaiting decision outcome). Furthermore, there are a number of persistent access issues, relating to various Petticoat Square properties, but the Major Works Team continues to work proactively with colleagues in the Estate Office to successfully resolve these matters.

Given the length of time, it could take to fully resolve the ongoing legal issues, it is expected that the principal contractor will have vacated the site. Consequently, the

additional costs of return visits to complete works to any outstanding properties and decommission the old/existing system will have to be taken into consideration, given that some form of limited site setup and welfare facilities will be required to support any further upgrade works.

A further Issues Report has been prepared, submitted and agreed at Corporate Projects Board in December, which seeks additional funding of £245,000. This relates to the discovery of previously unidentified asbestos, which will need to be removed in order to complete the remaining installations.

Fire Door Replacement Programme (Multiple Estates)

Lot 2 (Avondale Square Estate)

Works to the low-rise general needs' blocks are complete. Replacement of communal corridor doors within the Point Blocks remains on hold (pending resolution of an issue relating to the sprinkler installation), but this is expected to re-start in January 2025. Replacements within Harman Close are also on hold, pending renewal of the fire alarm and warden call systems, for which consultancy services are currently being procured. Consultant appointment will be confirmed by late January 2025.

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

Works at Dron House and William Blake Estate are complete. One flat resident in Sumner Buildings continues to deny access; this is still with City Solicitors to resolve. Works to the communal doors in Petticoat Tower can now recommence in early 2025, given that the sprinkler installation contractor has now vacated site and thereby can grant access.

Lot 4 (Southwark Estate, Windsor House, Isleden House, Sydenham Hill, Spitalfields)

Reform Architects have been appointed to lead the design work for Lot 4. There will be an initial focus on Sydenham Hill, due to the extra complications of the Listing and previous experience of lengthy timescales when dealing with Lewisham Planning Authority. The intention is for Isleden House and Spitalfields to be incorporated within separate stand-alone packages for delivery in 2024/25 and 2025/26, encompassing related fire-safety works.

Appendices

Appendix 1: Housing Major Works Project Update Reports (December 2024)

Greg Wade

Head of Major Works, Housing

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Project Summary

Project Name	Golden Lane Estate Investment Programme	Reporting Date & Number	23/12/2024	Project Number	29100102/73/74	PM	NICK CONDON/BUNMI ALI
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Key Milestones	Planned Start	Actual Start	Completion	Status
Court Approval			07/12/17	Complete
Gateway 4c			13/03/23	Complete
Planning Permission - Phase 1				Complete
Procurement - Phase 1		05/07/24		Ongoing
Gateway 5 - Phase 1	TBC			Pending
Building works - Phase 1	TBC			Pending
Planning Permission - Phase 2	TBC			Pending
Procurement - Phase 2				Pending
Gateway 5 - Phase 2				Pending
Building works - Phase 2				Pending

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0

Change Request	Raised	Appr	Outstanding
	0	0	0
Cost (£)	0	0	0

Status			
Budget	Programme	Risks	Quality
RED	RED	AMBER	GREEN

Summary

Phase 1 - Proposed works to Grade II* Listed Crescent House include windows repairs and refurbishment; installation of new vacuum glazing; new roof covering and insulation; soffit insulation; mechanical ventilation system; some heating systems changed from gas to electric; tile repairs to columns. Planning permission obtained late 2023. A two-stage tender process was initially considered the most appropriate route to market for a project of this complexity. Stage 1 ended on 13 August and was followed by a thoroughly in-depth evaluation process. Of the 7 tenderers which expressed initial interest, 5 were provisionally selected to proceed to the second stage.

Some concerns regarding the proposed bespoke form of contract resulted in a Legal review and a change from Measured Term to a Standard Building Contract with Approximate Quantities.

Crescent House has now been included as part of a Higher Risk building (HRB) registration, covering Hatfield House and Cullum Welch.

Further to a review of the scope, there is now active consideration of additional works, including fire safety, electrical compliance, communal decorations and external fabric repairs. Subject to detailed surveys and design development, an updated cost plan should be available by early August 2025.

Consequently, the two-stage tender has been withdrawn and will be replaced with a single-stage tender, once the revised scope has been fully incorporated and the statutory approvals process has been completed.

The 7 original tenderers have all been notified of the decision to withdraw the tender and will be provided with further update in April 2025.

Estimated project cost is £13m: decant costs have not been factored into this figure and the expansion of the scope is expected to result in an Issues Report, which will request approval for additional funding.

Legal advice on leaseholder recovery has been sought and remains pending. This information is critical for the Stage 2 S20 consultation.

Phase 2 - Of the remaining blocks on the estate, Bowater, Bayer, Stanley Cohen and Basterfield are all similarly affected in terms of HRB status and are currently being registered with the Building Safety Regulator (BSR). Design work and testing is continuing for the blocks of the Wider Estate; planning applications will be ready for submission in January 2025 as intended, but will now be staggered in line with the revised scope (mirroring Crescent House) and once the programme for the entire estate has been fully developed. Estimated cost of phase 2 is £17m but this will need to be reviewed in due course.

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£194,371	£0	£143,142	TBC
Fees	£1,517,623	£363,363	£1,280,311	TBC
Works	£1,216,867	£568,876	£429,655	£30,000,000
SUB TOTAL	£2,734,490	£932,239	£1,709,966	£30,000,000
Risk Register	£0	£0	£0	£0
GRAND TOTAL	£2,734,490	£932,239	£1,709,966	£30,000,000

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 4	13/03/23	£473,118	£0
Gateway 5			£0
Gateway 6			£0

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 recovery on grounds of the works being improvements or due to disrepair. Advice from legal sought but overdue
Resourcing	A fully resourced Major works team needs to be in place to effectively manage the works.
Increase in pricing during works.	A clear contract and robust contract management will be carried out throughout the project to keep a focus on cost and delivery to budget.
Electrical Supply	The electrical supply into Crescent House may not have sufficient capacity for all flats to be converted to electric heating. Tests underway
Procurement failure	Unsuitable contractors tendering for project. Robust evaluation procedures in place
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that the full extent of works may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Project Summary

Project Name	Holloway Estate Windows Replacement	Reporting Date & Number	17/12/2024 (3)	Project Number	29100103	PM	Rafael Cardenas
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Status			
Budget	Programme	Risks	Quality
GREEN	GREEN	GREEN	GREEN
Budget Update	EOT No2	N/A	Snagging

Summary

This project addresses the need for the window replacements and redecoration at Holloway estate and Whitby Court, as well as provide a basis for establishing a platform for programming the future cyclical redecorations for the internal and external common parts across the Estate.

The project suffered lengthy delays during it's early stages. The works were procured during the restrictions and lockdowns of the COVID-19 public health crisis which made it extremely challenging for prospective contractors to undertake the required site surveys. After every lockdown, officers needed to engage with the contractors to confirm their prices and review the tender documents amid constantly changing circumstances. The contractor Mulalley & Co Ltd were appointed to complete the works in January 2023.

Issues Reports were submitted and approved in November 2023 and April 2024. The original planning consent contained a condition explicitly ruling out the inclusion of trickle vents within the window frames. A change in the Approved Document F of the Building Regulations, after the design works were long completed, required the new windows to be fitted with trickle vents in order to avoid a lack of background ventilation that could lead to condensation and mould growth. The consent therefore required amendment to facilitate the installation of trickle vents. Additional funding was required to facilitate this and the extensions of time required to carry out the additional works.

All works at Holloway Estate and Whitby Court are now complete with Practical Completion achieved on 24th January 2024. The health & safety file and final accounts are being reviewed and a Gateway 6 report is being prepared.

Contractor response time are not in line with what they mentioned during the tender stage. O&M Manuals still not completed. after a review, it was noticed some of the CP12 and minor electrical works certificates were missing. We are contacting residents to allow access and carry out these inspections by the Contractors:

- CP12 Certificates: 7 properties
- Minor works certificate for fans: 7 properties

Defect Log has been submitted to the Contractors. Items should be resolved before 24th January 2025 when the Retentions should be released (if all de-sang items are confirmed).

Next milestone to be achieved: Gateway 6.

Financial Summary	Approved Budget TD	Commitment	Spend TD	EWN/CRP	Projected Outturn Costs
Staff Costs	£87,095.00	£0.00	£69,438.25	£0.00	£87,095.00
Fees					
Design Team	£161,103.00	£3,681.00	£87,071.21	£0.00	£87,071.21
Legal Fees	£981.00		£981.00		£981.00
Works	£4,498,939.00	£164,494.77	£4,334,443.11	£0.00	£4,498,939.00
SUB TOTAL	£4,748,118.00	£168,175.77	£4,491,933.57	£0.00	£4,674,086.21
Risk Register				£0.00	
GRAND TOTAL	£4,748,118.00	£168,175.77	£4,491,933.57	£0.00	£4,674,086.21

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 5	25/04/22	£3,559,919	N/A
Issue Report 1	26/05/22	£4,681,409	N/A
Issue Report 2	08/05/24	£4,835,281	N/A
Gateway 6			

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery on grounds of the works being improvements or due to disrepair.
Weather delays.	The weather impact on this project would be high as the majority of works are taking place outdoors.
Increase in pricing during works.	A clear contract and robust contract management will be carried out
Challenge to tender awarding process.	A robust tendering process and cost evaluation has been undertaken.
Delay to works completion leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that deterioration of the unmaintained assets may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 3/4			17/11/17	Complete
COO Approval			07/12/17	Complete
Planning Application (1)			28/02/20	Complete
Main Tender			01/11/21	Complete
Gateway 5			25/04/22	Complete
Planning Application (2)			06/07/23	Complete
Building Contract		04/01/23	24/01/24	Complete
Completion			24/01/24	Complete

HEALTH & SAFETY	
Accidents: 0	No accidents reported during the last month.
Near Misses: 0	
Issues: 0	
Latest H&S Score:	
Site tidy and well laid out	No complaints reported during the last month.
Hot Work Permits	N/A

Change Request	Raised	Appr	Outstanding
Time / Slippage:	1	1	0
SoW:	16	16	0
Cost (£)	9	9	0

Project Summary

Project Name	Sydenham Hill Windows Replacement	Reporting Date & Number	17/12/2024 (3)	Project Number	29100106	PM	Rafael Cardenas
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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 3/4			17/11/17	Complete
Court Approval			07/12/17	Complete
Planning Application			28/04/21	Complete
Main Tender			14/04/21	Complete
Gateway 5			17/02/22	Complete
Building Contract	05/09/22	05/09/22	29/03/23	Complete
Completion			14/03/24	Complete

HEALTH & SAFETY	
Accidents: 0	No accidents reported during the last month.
Near Misses: 0	
Issues: 0	
Latest H&S Score:	
Site tidy and well laid out	No complaints reported during the last month.
Hot Work Permits	N/A

Change Request	Raised	Appr	Outstanding
Time / Slippage:	2	2	0
SoW:	6	6	0
Cost (£)	6	6	0

Status			
Budget	Programme	Risks	Quality
GREEN	GREEN	GREEN	GREEN
Budget Update	EOT No2	N/A	Snagging

Summary

This project addresses the need for the window replacements and external redecoration at Lammass Green and Otto Close, as well as provide a basis for establishing a platform for programming the future cyclical redecoration for the internal and external common parts across the Estate.

The project suffered lengthy delays during its early stages. The works were procured during the restrictions and lockdowns of the COVID-19 public health crisis which made it extremely challenging for prospective contractors to undertake the required site surveys. After every lockdown, officers needed to engage with the contractors to confirm their prices and review the tender documents amid constantly changing circumstances. The contractor ETEC was finally appointed and works began onsite in September 2022.

Issues Reports were submitted and approved (Nov 23 & July 24) due to additional costs incurred following resident objections to the original location of the site compound in the green area, so, at the request of Members, it was relocated to the underground garages at Otto Close (which was planned to be demolished as part of the new Sydenham Hill development). The compound then had to be moved again to accommodate demolition and delivery of the development project sharing the same site. Further additional costs were incurred due to required changes to ventilation to comply with changes in legislation that occurred after the original planning consent was obtained and cost inflation on materials whilst planning amendments were made.

All works at Sydenham Hill are now complete with Practical Completion achieved on 14th March 2024.

The health & safety file and final accounts are being reviewed and a Gateway 6 report is being prepared.

O&M Manuals still not completed. Contractors are not providing the TOR Paint Certificate for the redecorated communal areas after several months of chasing them.

Next milestone to be achieved: Gateway 6.

Financial Summary	Approved Budget TD	Commitment	Spend TD	EWN/ CRP	Projected Outturn Costs
Staff Costs	£61,580.00	£0.00	£61,557.54	£0.00	£61,580.00
Fees					
Design Team	£93,620.00	£0.00	£39,170.82	£0.00	£39,170.82
Legal Fees	£656.00	£0.00	£656.00	£0.00	£656.00
Works	£1,113,466.00	£0.00	£1,113,466.00	£0.00	£1,113,466.00
Issue Report 1	£310,033.00	£0.00	£310,033.00	£0.00	£310,033.00
Issue Report 2	£139,654.57	£63,175.81	£76,478.76	£0.00	£139,654.57
SUB TOTAL	£1,719,009.57	£63,175.81	£1,601,362.12	£0.00	£1,664,560.39
Risk Register				£0.00	
GRAND TOTAL	£1,719,009.57	£63,175.81	£1,601,362.12	£0.00	£1,664,560.39

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 5	17/02/22	£1,217,610	N/A
Issue Report 1	01/11/23	£1,664,370	N/A
Issue Report 2	04/07/24	£1,719,010	N/A
Gateway 6			

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery on grounds of the works being improvements or due to disrepair.
Weather delays.	The weather impact on this project would be high as the majority of works are taking place outdoors.
Increase in pricing during works.	A clear contract and robust contract management will be carried out
Challenge to tender awarding process.	A robust tendering process and cost evaluation has been undertaken.
Delay to works completion leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that deterioration of the unmaintained assets may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Project Summary

Project Name Windsor House Windows Replacement Reporting Date & Number 17/12/2024 (3) Project Number 29100108 PM Rafael Cardenas



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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 3/4			17/11/17	Complete
Court Approval			07/12/17	Complete
Planning Application			06/12/19	Complete
Main Tender			01/06/22	Complete
Gateway 5			27/07/22	Complete
Building Contract	31/10/22	31/10/22	23/05/23	Complete
Completion			06/06/24	Complete

HEALTH & SAFETY	
Accidents: 0	No accidents reported during the last month.
Near Misses: 0	
Issues: 0	
Latest H&S Score:	
Site tidy and well laid out	No complaints reported during the last month.
Hot Work Permits	N/A

Change Request	Raised	Appr	Outstanding
Time / Slippage:	5	5	0
SoW:	15	15	0
Cost (£)	2	2	0

Status			
Budget	Programme	Risks	Quality
GREEN	AMBER	AMBER	GREEN
Budget Update	EOT No5	N/A	Snagging

Summary

This project addresses the need for the window replacements and external redecoration at Windsor House, as well as provide a basis for establishing a platform for programming the future cyclical redecorations for the internal and external common parts across the Estate.

The project suffered lengthy delays during it's early stages. The works were procured during the restrictions and lockdowns of the COVID-19 public health crisis which made it extremely challenging for prospective contractors to undertake the required site surveys. After every lockdown, officers needed to engage with the contractors to confirm their prices and review the tender documents amid constantly changing circumstances. The contractor ETEC was finally appointed and works began onsite in November 2022.

Issues Reports were submitted and approved (Nov 23 & July 24) due to the discovery of lead paint, asbestos, the need for additional works to the dormer windows, and additional costs incurred due to required changes to ventilation to comply with changes in legislation that occurred after the original planning consent was obtained.

All works at Windsor House are now complete with Practical Completion achieved on 6th June 2024.

The health & safety file and final accounts are being reviewed and a Gateway 6 report is being prepared.

O&M Manuals still not completed. Contractors are not providing the following information after several months now of chasing them. Liquidated damages are being proposed to follow.

- EPCs (12 Windsor House EPC outstanding – appointment booked on 3rd January 2025)
- As-Built Drawings. (In-Process to be received)

Next milestone to be achieved: Gateway 6.

Financial Summary	Approved Budget TD	Commitment	Spend TD	EWN/ CRP	Projected Outturn Costs
Staff Costs	£43,437.00	£0.00	£43,410.00	£0.00	£43,437.00
Fees					
Design Team	£59,332.00	£0.00	£11,016.01	£0.00	£11,016.01
Legal Fees	£675.00	£0.00	£675.00	£0.00	£675.00
Works	£1,595,186.83	£0.00	£1,595,186.83	£0.00	£1,595,186.83
Issue Report 1	£562,307.97	£0.00	£308,262.82	£0.00	£562,307.97
Issue Report 2	£653,520.55	£254,035.15	£653,520.55	£0.00	£653,520.55
SUB TOTAL	£2,914,459.35	£254,035.15	£2,612,071.21	£0.00	£2,866,143.36
Risk Register				£0.00	
GRAND TOTAL	£2,914,459.35	£254,035.15	£2,612,071.21	£0.00	£2,866,143.36

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 5	08/07/22	£1,670,431	N/A
Issue Report 1	01/11/23	£2,260,939	N/A
Issue Report 2	04/07/24	£2,914,459	N/A
Gateway 6			

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery on grounds of the works being improvements or due to disrepair.
Weather delays.	The weather impact on this project would be high as the majority of works are taking place outdoors.
Increase in pricing during works.	A clear contract and robust contract management will be carried out throughout the project to keep a focus on cost and delivery to budget.
Challenge to tender awarding process.	A robust tendering process and cost evaluation has been undertaken.
Delay to works completion leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that deterioration of the unmaintained assets may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Project Summary

Project Name	Southwark Estate Windows Replacement	Reporting Date & Number	17/12/2024 (3)	Project Number	29100104	PM	Rafael Cardenas
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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 3/4			17/11/17	Complete
Court Approval			07/12/17	Complete
Planning Application 1			29/11/19	Complete
Main Tender			10/05/22	Complete
Gateway 5			08/06/22	Complete
Building Contract	31/10/22	31/10/22		Ongoing
Planning Application 2			04/10/23	Complete
Completion	31/10/24			Ongoing

HEALTH & SAFETY	
Accidents: 0	No accidents reported during the last month.
Near Misses: 0	TBC
Issues: 0	TBC
Latest H&S Score:	TBC
Site tidy and well laid out	No complaints reported during the last month.
Hot Work Permits	N/A

Change Request	Raised	Appr	Outstanding
Time / Slippage:	3	2	1
SoW:	16	5	11
Cost (£)	1	1	0

Status			
Budget	Programme	Risks	Quality
GREEN	AMBER	AMBER	GREEN
Budget Update	EOT No3	N/A	Snagging

Summary

This project will address the need for the window replacements and external redecoration at Pakeman House, Stopher House and Sumner Buildings, as well as provide a basis for establishing a platform for programming the future cyclical redecoration for the internal and external common parts across the Estate.

The project suffered lengthy delays during its early stages. The works were procured during the restrictions and lockdowns of the COVID-19 public health crisis which made it extremely challenging for prospective contractors to undertake the required site surveys. After every lockdown, officers needed to engage with the contractors to confirm their prices and review the tender documents amid constantly changing circumstances. The contractor ETEC was finally appointed and works began onsite in November 2022. Consequently, the tender stage was delayed to the point that, on appointment of the successful contractor, there was little time (one week) to implement the previously obtained planning permission before that approval expired. Prior to commencing works the Contractor was required to carry out testing of existing paint to all previously painted surfaces to identify if lead content was present. The survey revealed that lead paint was prevalent in windows and across communal areas. Work necessarily could not commence and consequently planning permission expired. Renewed planning permission was obtained in October 2023. An Issues Report was submitted and approved in July 2024 to cover additional costs incurred by the new to renew planing permission, changes to ventilation to comply with changes in legislation and for inclusion of balcony doors at Sumner Buildings which had been omitted from the original scope of works.

Programme Status:

* Pakeman House:
Scaffold strike planned in the coming weeks.
Internal snagging: In Progress.
* Stopher House:
Internal snagging: In Progress.
* Sumner Buildings:
Delays to complete the works due to access issues with residents and mismanagement from Site Team to organise the manpower and trades on the dates the residents are available.
Internal snagging: In Progress.

Practical Completion:

Practical Completion extended until 31st December 2024. EOT requested by the Contractors to complete the works (due to the Contractors mismanagement of the construction programme and access issues with residents). Liquidated damages are being proposed to follow.

Financial Summary	Approved Budget TD	Commitment	Spend TD	EWN/ CRP	Projected Outturn Costs
Staff Costs	£104,650.00	£0.00	£87,296.86	£0.00	£104,650.00
Fees					
Design Team	£61,288.00	£0.00	£42,318.82	£0.00	£61,288.00
Legal Fees	£896.00	£0.00	£896.00	£0.00	£896.00
Works	£4,127,731.00	£0.00	£4,127,731.00	£0.00	£4,127,731.00
Issue Report 1	£2,037,084.03	£1,237,531.49	£800,202.36	£0.00	£2,037,084.03
SUB TOTAL	£6,331,649.03	£1,237,531.49	£5,058,445.04	£0.00	£6,331,649.03
Risk Register				£0.00	
GRAND TOTAL	£6,331,649.03	£1,237,531.49	£5,058,445.04	£0.00	£6,331,649.03

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 5	08/06/22	£4,294,564	N/A
Issue Report	04/07/24	£6,331,649	N/A
Gateway 6			

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery on grounds of the works being improvements or due to disrepair.
Weather delays.	The weather impact on this project would be high as the majority of works are taking place outdoors.
Increase in pricing during works.	A clear contract and robust contract management will be carried out
Challenge to tender awarding process.	A robust tendering process and cost evaluation has been undertaken.
Delay to works completion leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that deterioration of the unmaintained assets may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Project Summary

Project Name William Blake Windows & Redecorations Reporting Date & Number 17/12/2024 (3) Project Number 29100107 APM/PM Jason Crawford / Rafael Cardenas



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Status			
Budget	Programme	Risks	Quality
Green	Green	Green	Green

Summary

This project will address the need for the Window Replacements and external redecoration at William Blake Estate as well as a basis for establishing a platform for programming the future cyclical redecoration for the internal and external common parts across the Estate.

This project has suffered significant delays during its development period, firstly as with the other HRA Window Replacement Projects through the enforced delays of the Covid-19 public health crisis, and then secondly, after completing procurement for the works, the City's Capital Programme Review. During this second enforced hiatus, both the tender returns submitted and the planning permission obtained expired. Approaches were made to the Local Planning Authority seeking an extension of time to allow us to undertake the tender pricing submissions again, but this was rejected. As such, we will have to undertake full planning approvals again and re-tender for the works. Due to changes in legislation the previously submitted designs will need to be respecified. Procurement for a new design team is expected to go live January 2025.

Financial Summary	Approved Budget TD	Commitment	Spend TD	EWN/ CRP	Projected Outturn Costs
Staff Costs	£ 48,324.00	£ -	£ 13,318.00	£ -	£ 70,000.00
Works	£ -	£ -	£ -	£ -	£ -
Fees					
Comms Consultant	£ -	£ -	£ -	£ -	£ -
Design Review Panel	£ -	£ -	£ -	£ -	£ -
Multidis Design Team	£ 276,105.00	£ -	£ 43,823.00	£ -	£ 319,928.00
Planning Consultant	£ -	£ -	£ -	£ -	£ -
Planning Fees	£ -	£ -	£ -	£ -	£ -
Quantity Surveyor	£ -	£ -	£ -	£ -	£ -
Other (please specify)	£ -	£ -	£ -	£ -	£ -
Surveys					
Structural	£ -	£ -	£ -	£ -	£ -
M&E	£ -	£ -	£ -	£ -	£ -
SUB TOTAL	£ 324,429.00	£ -	£ 57,141.00	£ -	£ 389,928.00
Risk Register	£ -	£ -	£ -	£ -	£ -
GRAND TOTAL	£324,429.00	£ -	£57,141.00	£ -	£389,928.00
Actuals and Committed					

Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 3/4	18/09/2023	18/09/2023	18/09/2023	Complete
Planning Application				
Main Tender				
Gateway 5				
Building Contract				
Completion				

Change Request	Raised	Appr	Outstanding
	0	0	0
Cost (£)	£ -	£ -	£ -

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 3	15 January 2023	£ 276,105.00	£ -
Gateway 4 c			
Gateway 5			
Gateway 6			

Risks and Issues

Risks
1 Section 20 Challenges.
2 Weather delays.
3 Continued deterioration of windows
4 Delay to works completion leads to project overrunning
5 Significant Change in sustainability sector
6 Recommendations not approved
7 Increase in pricing during works
8 Challenge to tender awarding process.
9 Contractor Financial Viability
10 Works more extensive than planned for
11 Residents refuse access.
12 Fire risk assessments (FRA's)
13 Capital Programme Review
Issues
13 Last capital review caused delays which led to planning approvals expiring. Gateway 3/4 process began again. Project cost estimates increased £743,278 .

Project Summary

Project Name Middlesex Street Estate Heating Replacement Reporting Date & Number 20/12/24 (3) Project Number 29100130 PM Neil Clutterbuck



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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 1&2			23/02/15	Complete
Gateway 3/4			19/07/18	Complete
Main Tender	01/08/18	01/12/18	31/05/19	Complete
Gateway 5	01/06/19	13/09/19	20/09/19	Complete
Building Contract		05/11/19		Ongoing

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0

Change Request	Raised	Appr	Outstanding
Cost (£)	0	0	0

Status			
Budget	Programme	Risks	Quality
AMBER	RED	AMBER	GREEN

Summary

The scope of this project is to replace the communal heating and hot water system, including boilers, distribution pipe work, heating controls and emitters with a more modern, efficient system. TSG were appointed to complete the works in Oct/Nov 2019.

Progress with the contract was significantly delayed due to the Covid 19 public health crisis, and was subject to further length delays due to planning objections relating to the location and appearance of external pipework. An Issues Report was submitted and approved in November 2023 to cover additional costs following material and labour cost inflation and the extensive delays experienced during he pandemic.

Installations of replacement heating systems remain ongoing across Petticoat Square. There are still five refusals in Petticoat Tower, and two in Petticoat Square now awaiting the outcome of the tribunal that is being dealt with by the City's legal department (to be heard December 2024). We are also having more standard access issues with some residents around Petticoat Square and are working with our colleagues in the estate office to try and overcome these.

Once the legal issues have been resolved, if as seems likely, the contractor will have vacated the site then there will be additional costs for them to return to complete any properties outstanding and fully decommission the old system as their site setup and welfare facilities would need to be reestablished.

A further Issues Report is in preparation to seek additional funding following the discovery of unanticipated asbestos which is required to be removed to complete the remaining installations. A contract uplift circa £245k is anticipated to be requested A further issues report will be presented to January 2025 committees seeking an uplift of £15k in addition to the above figure to cover out of hours trouble shooting visits to residents as requested by Peta Caine, following consultation with the Middlesex Street Estate Residents Association.

Financial Summary	Approved Budget TD	Commitment	Spend TD	EWN/ CRP	Projected Outturn Costs
Staff Costs	£325,564.00	0.00	198,732.86	£0.00	£325,564.00
Fees	£73,800.00	£5,500.00	£58,775.00	£0.00	£73,800.00
Works	£3,950,025.00	130,501.46	3,819,523.54	£0.00	£4,210,025.00
SUB TOTAL	£4,349,389.00	£136,001.46	£4,077,031.40	£0.00	£4,609,389.00
Risk Register	£0.00	£0.00	£0.00	£0.00	£0.00
GRAND TOTAL	£4,349,389.00	£136,001.46	£4,077,031.40	£0.00	£4,609,389.00

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 2	23/02/2015	£35,000	£0
Gateway 3/4	19/07/2018	£58,000	£0
Gateway 5	13/09/2019	£3,125,639	£0
Gateway 5 Issues	01/11/2023	£4,349,339	£0
Gateway 6			

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery on grounds of the works being improvements or due to disrepair.
Increase in pricing during works.	A clear contract and robust contract management will be carried out throughout the project to keep a focus on cost and delivery to budget.
Delay to works completion leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that deterioration of the unmaintained assets may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Project Summary

Project Name	Fire Door Replacement - Lot 2 Avondale	Reporting Date & Number	17/12/2024 (3)	Project Number	29100167	PM	NEIL CLUTTERBUCK
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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 1-4			16/12/19	Complete
Main tender	23/09/22		23/02/23	Complete
Gateway 5	04/11/22		09/11/22	Complete
Building works	15/03/23			Ongoing

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0
Site tidy and well laid out: No complaints reported

Change Request	Raised	Appr	Outstanding
Cost (£)	0	0	0

Status			
Budget	Programme	Risks	Quality
GREEN	AMBER	GREEN	GREEN

Summary
<p>This project forms part a programme of works to replace all identified fire doors (residential front doors, communal corridor doors and service cupboard doors), including any associated panel surrounds and fanlight windows, within City of London Housing managed residential blocks. At Gateway 4, approval was granted to proceed to procurement on an estate-by-estate basis (divided into Lots) with each procured contract to be authorised by a separate Gateway 5 report on the regular approval track. This report concerns Lot 2 of the programme encompassing Avondale Square Estate.</p> <p>Gerda were awarded this project through the Hyde Framework (Pretium). There was an initial delay to the project due to the COL budget reviews that were taking place at the time.</p> <p>All low level general needs blocks are now complete.</p> <p>The residential front doors in the three Point Blocks are almost complete, however, we are experiencing some access issues with some residents that we are working on with our colleagues in the estate office to overcome. The communal doors in the Point Blocks are on hold until ongoing issues are resolved with the Sprinkler system project. Harman Close communal doors are also on hold as there are cables for the door entry system, the fire alarm system and the warden call lines that have been installed by penetrating through the existing doorsets, This prevents these doors from be removed for replacement until such essential services are renewed and relocated. A new project to do this is being developed.</p>

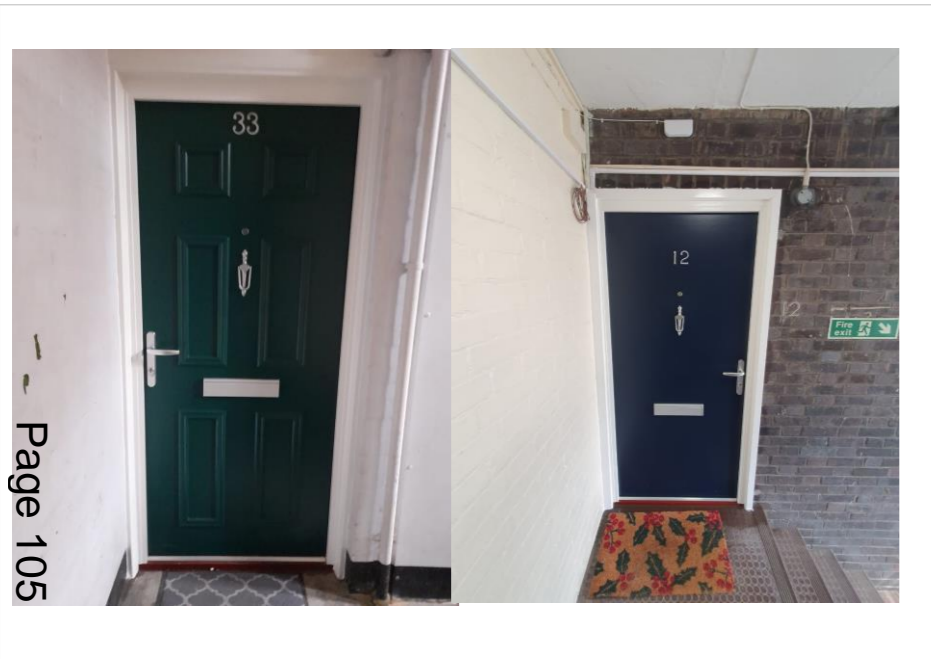
Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£100,000	£0	£44,964	£60,000
Fees	£100,000	£0	£7,570	£20,000
Works	£2,843,751	£1,142,561	£1,701,190	£2,843,751
SUB TOTAL	£3,043,751	£1,142,561	£1,753,723	£2,923,751
Risk Register	£0	£0	£0	
GRAND TOTAL	£3,043,751	£1,142,561	£1,753,723	£2,923,751

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 1-4	13/12/19	£150,000	£0
Gateway 5	04/11/22	£3,043,751	£0
Gateway 6			£0

Risks and Issues	
Increase in pricing during works.	A clear contract and robust contract management will be
Existing doorsets cannot be removed due to penetrations of essential services	Services to be renewed in forthcoming projects, fire door replacements reprogrammed to follow.
Delay to other works completion (Sprinkler install) leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that deterioration of the unmaintained assets may not become apparent until opening up works have been
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the

Project Summary

Project Name Fire Door Replacement - Lot 3 Various Estates Reporting Date & Number 17/12/2024 (3) Project Number 2910069/70/71/72 PM NEIL CLUTTERBUCK



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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 1-4			16/12/19	Complete
Main Tender			01/02/23	Complete
Gateway 5			20/02/23	Complete
Building Works				Ongoing

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0
Site tidy and well laid out: No complaints reported

Change Request	Raised	Appr	Outstanding
	0	0	0
Cost (£)	0	0	0

Status			
Budget	Programme	Risks	Quality
GREEN	AMBER	GREEN	GREEN

Summary

This project forms part a programme of works to replace all identified fire doors (residential front doors, communal corridor doors and service cupboard doors), including any associated panel surrounds and fanlight windows, within City of London Housing managed residential blocks. At Gateway 4, approval was granted to proceed to procurement on an estate-by-estate basis (divided into Lots) with each procured contract to be authorised by a separate Gateway 5 report on the regular approval track. This report concerns Lot 3 of the programme encompassing William Blake Estate, Sumner Buildings, Dron House & Petticoat Tower.

Gerda were awarded this project through the Hyde Framework.

William Blake Estate - all works are complete.

Sumner Buildings - there is one outstanding residential door to be replaced. Following a long legal process, the door is now being fabricated and will be replaced early in the new year.

Dron House- all works are complete

Petticoat Tower- we have been unable to replace the communal doors in Petticoat Tower to date due to the sprinkler system project and possible damage to the new doors while that work is ongoing. We are expecting the sprinkler contractor to vacate site shortly which will allow Gerda access to the communal areas. Although space to accommodate a further contractor on Middlesex Street Estate will be of a premium due to the Eastern Base police project, following a productive on-site meeting with Neilcott, the contractors undertaking these works, an amicable agreement has been made for the location of the site set-up required for the tower communal doors to take place. A further delay is being experienced as, following a change in regulations, an application now has to be made to the Building Safety Regulator to approve the works.

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs				
William Blake House	£7,500	£0	£7,173	£7,500
Sumner Buildings	£7,500	£0	£7,247	£7,500
Dron House	£7,500	£0	£6,179	£7,500
Petticoat Tower	£7,500	£0	£1,133	£7,500
Fees	£30,000	£3,257	£4,885	£10,000
Works				
William Blake House	£439,550	£95,138	£371,253	£439,550
Sumner Buildings	£356,467	£55,955	£301,296	£356,467
Dron House	£291,005	£63,435	£230,098	£291,005
Petticoat Tower	£224,724	£223,708	£1,016	£224,724
SUB TOTAL	£1,311,746	£438,236	£903,663	£1,311,746
Risk Register	£0	£0	£0	£0
GRAND TOTAL	£1,371,746	£441,493	£930,281	£1,351,746
Actuals and Committed				

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 1 to 4	16/12/19	£150,000	£0
Gateway 5	44,977	£1,371,747	£0
Gateway 6			

Risks and Issues	
Increase in pricing during works.	A clear contract and robust contract management will be carried out
Delay to other works completion (Sprinkler install) leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that deterioration of the unmaintained assets may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

Project Summary

Project Name	George Elliston and Eric Wilkins Refurbishment	Reporting Date & Number	17/12/2024 (3)	Project Number	29800156	PM	Lochlan MacDonald
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Status			
Budget	Programme	Risks	Quality
GREEN	RED	AMBER	GREEN

Summary

This project follows on from the aborted scheme to carry out repairs at the same time as new flats were constructed on the roofs of George Elliston and Eric Wilkins Houses on the Avondale Square Estate. Since cancellation of the development scheme, progress with the refurbishment only project was delayed as part of the City's Capital Programme Review whereby this project was selected for short-term deferral until HRA budgets could accommodate. The appointment of a consultant was delayed whilst options for the brief were considered and possible funding avenues were considered outside of the HRA.

The project scope covers: replace roof and windows, refurbish lift, brickwork repairs, communal redecoration, and drainage works as necessary.

Studio Partington have been appointed to carry out a full condition survey, design work, options appraisal and to assist with the tender process and the project management. Survey and design work is ongoing. The options appraisal has been completed but costings have been delayed. These have now been provided and need to be analysed before being submitted to committee for approval to proceed.

Financial Summary	Approved Budget TD	Commitment	Spend TD	EWN/ CRP	Projected Outturn Costs
Staff Costs	£50,000.00		£3,887.00	£0.00	£50,000.00
Fees	£150,000.00				
Design Architect	£110,000.00	£72,770.00	£20,100.00	£0.00	£92,870.00
Guardian Consultancy	£20,000.00		£17,130.00	£0.00	£17,130.00
Planning Consultant					
Planning Fees					
Quantity Surveyor					
Works	£0.00	£0.00	£0.00	£0.00	£3,540,000.00
SUB TOTAL	£200,000.00	£0.00	£3,887.00	£0.00	£3,700,000.00
Risk Register	£0.00	£0.00	£0.00	£0.00	TBC
GRAND TOTAL	£200,000.00	£0.00	£3,887.00	£0.00	£3,700,000.00

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 1 & 2	11/12/2020	£200,000	£0
Gateway 3 & 4			
Gateway 5			
Gateway 6			

Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 1 & 2			11/12/20	Complete
Appt Consultant	01/01/21	01/01/22	01/11/23	Complete
Options Appraisal	01/04/21	01/04/24	30/08/24	Complete
Costs Appraisal	06/01/25		31/01/25	Pending
Gateway 3/4 Option Appraisal	01/04/21	01/01/25	31/01/25	Pending
Section 20 Pre tender		01/02/25	31/03/25	Pending
Main Tender	15/04/25		15/06/25	Pending
Planning Application				Pending
Section 20 Post Tender				Pending
Gateway 5				Pending
Building Contract				Pending
Completion				Pending

HEALTH & SAFETY
Accidents: 0
Near Misses: 0
Issues: 0

Change Request	Raised	Appr	Outstanding
	0	0	0
Cost (£)	0	0	0

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery on grounds of the works being improvements or due to disrepair.
Insufficient funding capacity in HRA	Other funding streams being explored; works have already been subject to deferral.
Works more extensive than planned for.	It's possible that deterioration of the unmaintained assets may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.

City of London Corporation Committee Report

Committee: Housing Management and Almshouses Sub-Committee	Dated: 13/01/2025
Subject: Financial Support for Leaseholders (HRA)	Public report: For Decision
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Judith Finlay, Executive Director of Community and Children's Services
Report author:	Liam Gillespie, Head of Housing Management, Department of Community and Children's Services

Summary

At the 9 October meeting of this Sub-Committee, Members received a report regarding the discretionary loan arrangements available to assist leaseholders with major works costs. The report recommended that the current 10-year maximum loan term should be extended to 15 years, with the maximum loan amount of £72,500 increasing to £100,000.

After discussion on these recommendations, Members requested that officers consider a further range of options for different loan amounts and terms, including loan terms beyond 15 years.

Further discussion has taken place between officers in the Housing Division and the Chamberlain's Department, and a tiered approach is now recommended, depending on the loan amount. This approach aims to balance the City Corporation's duties towards the Housing Revenue Account (HRA) and the need to safeguard cashflow,

with providing reasonable support to homeowners facing significant bills for contributions towards major works costs.

At the request of Members, additional information has also been included on the operation of property charges (or equity loans) for resident leaseholders in financial hardship, the scheme having been approved by Community and Children's Services Committee in July 2010.

Recommendations

Members are asked to:

- Endorse the discretionary loan arrangements contained in section eight
- Note that officers will codify financial assistance arrangements in a single policy document for consideration by this Sub-Committee on 30 April 2025
- Note the information on the arrangements for assisting those in financial hardship through buy-backs and equity loans
- Retain the use of equity loans/property charges only in cases of severe financial hardship

Main Report

Background

1. The Housing Division's major works programme contains projects where the cost of works can be recharged to leaseholders under the terms of their leases. Some of these projects will result in significant bills for individual leaseholders, and a range of financial assistance measures are available to help homeowners with paying these service charge demands, including a discretionary loan scheme to assist owner occupiers. The discretionary scheme has been modified over the years since its introduction, and was last amended in 2017/18, when the maximum loan amount was set at £72,500, with a repayment period of up to 10 years.
2. Further detail on the options offered by the City Corporation can be found in Appendix One and the Background Papers.
3. In summary, the current financial assistance offer includes:
 - a mandatory loan scheme under the Housing (Service Charge Loan) Regulations, 1992
 - A contractual loan scheme contained within the standard lease
 - A discretionary loan scheme
4. This paper concerns the discretionary loan scheme, which is available only to owner occupiers. The loan is secured on the property and is subject to the leaseholder being in good standing (i.e. not in breach of lease in any respect), their ability to make repayments, and there being sufficient equity in the property to secure the loan.

5. At the 9 October 2024 meeting of this Sub-Committee, Members considered a proposal to extend the maximum discretionary loan to £100,000 for up to 15 years. Following discussion at that meeting, Members asked officers to consider whether a wider range of options might be offered on maximum loan amounts and repayment periods, including a maximum loan amount up to the cost of the major works project and a loan term up to 25 years.
6. Further consideration has been given to potential loan terms and it is proposed that a tiered approach is taken, with longer repayment periods available for larger loans.

Statutory and Fiduciary Duties – Housing Revenue Account

7. The City Corporation has statutory and fiduciary duties to recover the cost of major works projects from long leaseholders as part of its duty to manage the HRA effectively. Failure to collect service charges due from leaseholders could compromise the HRA and mean that tenants were, in effect, subsidising private homeowners. Members will note that any advantage offered to leaseholders means a corresponding disadvantage to the HRA. While secured discretionary loans will eventually be recovered, they result in a reduction in cashflow to the HRA and impact the funds available for service delivery.

Proposals

8. It is proposed that the following tiered approach is adopted for the discretionary loan scheme:

Loan amount	Maximum Loan Term
<£50,000	10 years
£50,000 - £75,000	15 years
£>75,000 - £100,000	20 years

9. The suggested approach seeks to balance the duty to protect the interests of the HRA, and safeguard cashflow to that fund, with helping leaseholders facing significant service charge bills relating to a property occupied as their sole or principal home.
10. The proposed arrangements will extend the maximum loan term up to 20 years for the largest loans, with a maximum loan amount of £100,000. The retention of a maximum amount is recommended, to support certainty in the management of the HRA and limit the risk to which it is exposed from the reduced cashflow involved in providing discretionary loans. It is suggested that this figure balances the need to assist those facing the highest service charge demands, with the need to safeguard HRA finances for the benefit of social tenants.
11. Offering a discretionary loan of up to £100,000 for a term of up to 20 years compares favourably to the schemes offered by other London local authorities, with 10 years being a common maximum loan term.

12. The City Corporation currently offers an interest-free period of up to three years on its discretionary loans, depending on the amount borrowed. Following that, interest is payable at the Standard National Variable Rate (currently 5.25%). The full three-year interest-free period is available only on amounts over £10,000. The interest-free period is permitted under the Housing (Service Charge Loans) (Amendment) (England) Regulations 2009 and is designed to reduce the burden on leaseholders receiving significant service charge bills.
13. It is recommended that the current interest-free periods are retained as part of the offer to leaseholders. It is common for local authorities to offer such a benefit to homeowners, with several councils in London offering longer interest-free periods of up to 5 years.

Buy-Backs, Equity Loans and Charges

14. Members requested more information on the possibility of placing charges on properties to satisfy outstanding sums due to the City Corporation from individual leaseholders. Members will note from the background papers, and the explanatory leaflet for leaseholders on financial help with major works costs, that such a scheme does exist, however it is limited to cases of severe financial hardship and is therefore not a 'voluntary charging' scheme.
15. Officers have managed to establish that a discretionary buy-back scheme was first approved by the Court of Common Council in 1996, with an equity loan or charging scheme added in 2010. These options were designed to help resident leaseholders experiencing severe financial hardship and applied only to the original Right to Buy purchaser. The criteria are set out at Appendix Two.
16. A report to Community and Children's Services Committee on 9 July 2010, in which Members were requested to approve updates to the loan schemes offered to City Corporation leaseholders, clarified that the 1996 buy-back scheme had not been used since 1999. The scheme was financed from the HRA capital budget, however, given the current pressures on the HRA, it is unlikely that the City Corporation would be able to exercise its discretion to buy back homes from leaseholders without external assistance at the current time.
17. It is understood that the 1996 buy-back scheme has not been used for many years; while there have been a limited number of buy-backs of leasehold properties since then, these have largely been enabled by separate schemes such as the Mayor of London's 'Right to Buy-Back' initiative, which offered part-funding to local authorities wishing to return leasehold homes back to use as social housing.
18. The July 2010 report also recommended that an equity loan (a charge on the property) might be offered to resident leaseholders in financial hardship, with the qualifying criteria being the same as those for the 1996 buy-back scheme. The charge is realised once the property is sold, with no interim payments (though interest is chargeable). This came into effect from September 2010.
19. Members will note that the qualification criteria refer to a means-testing exercise in conjunction with the Town Clerk's and Chamberlain's Departments. While no detail

is provided on what the means test involves, the scheme does mention assessing the applicant's full financial circumstances, to determine if they could afford to finance the cost of major works in some other way. No mention is made of any possibility of appeal against any decision, though it would be open to the applicant to use the complaints process should they be dissatisfied with the outcome or handling of the application.

20. In summary:

- A discretionary buy-back scheme was approved in 1996, but it is understood that it has not been used for many years, and the HRA is currently not able to finance buy-backs without external contributions
- Since 2010, an equity loan/charging scheme has been available on the same terms as the 1996 buy-back scheme (i.e. for those in severe hardship), however this also does not appear to have been used for several years

21. It is suggested that the current position in relation to the use of equity loans/charging is maintained, i.e. that it is restricted to cases of severe financial hardship. This is recommended to safeguard cashflow to the HRA and because a range of alternative loan options are available to leaseholders, with equity loans without regular repayments being a last resort.

22. Officers will provide further detail on the process for managing such applications and ensure that this option is included in communications to leaseholders.

Recommendations

23. It is recommended that:

- i. the approach outlined in section eight is adopted in relation to discretionary loan amounts and repayment terms
- ii. the arrangements for interest-free periods of up to three years are retained unchanged
- iii. the use of discretionary charging/equity loans is reserved for those in severe financial hardship in line with the Committee decision of July 2010

Corporate & Strategic Implications

Strategic implications

The effective management of leasehold properties and the Housing Revenue Account is integral to the Corporate Plan 2024-29 outcome of 'Providing Excellent Services'. Careful management of the HRA is essential to enabling the delivery of housing operations and improvements to housing stock.

Financial implications

There are no financial implications resulting directly from this report, however any agreed extension to the discretionary loan scheme could result in an increase in secured debt to the HRA, over a longer period. However, given that any loans are secured, and interest is payable upon borrowed amounts (with the exception of the three-year interest-free period on the discretionary loan), this is considered to be tolerable in the interests of completing necessary major works projects, while assisting leaseholders to manage the cost of paying service charge bills.

Resource implications

None.

Legal implications

There are no direct legal implications arising out of this paper, however Members' attention is drawn to the legal and fiduciary duties in the respect of the HRA, as outlined in the background paper.

Risk implications

None.

Equalities implications

None.

Climate implications

None.

Security implications

None.

Conclusion

24. As part of a review of current financial support arrangements for leaseholders in relation to major works service charge bills, discussion has taken place about the terms of the discretionary loan scheme currently in place.

25. It is proposed that a tiered approach is taken, in which longer loan repayment periods are offered depending on the amount borrowed. This approach aims to safeguard cashflow to the HRA, while recognising the hardship faced by leaseholders facing significant bills for major works projects.

26. Members are asked to approve the suggested approach and note that officers will present a single policy document to the April 2025 meeting of this Sub-Committee, which will set out the full range of financial support arrangements in one place, to enhance transparency and clarity.

27. Members are also asked to note the arrangements currently in place for assessing severe financial hardship in relation applications for equity loans.

Appendices

- Appendix One - Current Financial Support Arrangements
- Appendix Two – Buy-back and Equity Loan/Charging Criteria (2010)

Background Papers

- Housing Management and Almshouses Sub-Committee, 9 October 2024, Financial Support for Leaseholders (Agenda Item 8)

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Appendix One

Summary of Current Financial Support Options for Long Leaseholders

Table 1: Summary of current loan schemes

Scheme Type	Basis	Eligibility	Summary
Mandatory Scheme	Housing (Service Charge Loans) Regulations, 1992	Leaseholders (and successors in title) of properties purchased under Right to Buy in the last 10 years	<ul style="list-style-type: none"> • Loan amount between £1,044 to £41,740 • Loan period up to 10 years • Must apply within six weeks of service charge demand and accept any offer within four weeks • Interest is payable at standard national variable rate (currently 5.25%) • Loan is secured by way of a mortgage on the property • Administrative charge of £100.00 (set by the Regulations) is chargeable, plus legal costs
Contractual	Lease provisions	All leaseholders	<ul style="list-style-type: none"> • Allows lessee to spread cost of major items over 10 years • Major items defined in lease as works costing 2.5%+ of the value of the property at the time of purchase (e.g., for a property worth £500,000, the invoice would need to be at least £12,500 to qualify) • Interest payable at standard national variable rate (currently 5.25%) • Charge placed on property (fee applies)
Discretionary	Decisions of Community & Children's Services Committee (2010, 2017 and 2018)	Leaseholders occupying property as main home	<ul style="list-style-type: none"> • For major works costing over £5,000, maximum loan £72,500 • 10-year maximum loan duration • Leaseholder covers first £5,000 – remainder eligible for a loan

Housing Management and Almshouses Sub-Committee 13/01/2025
Financial Support for Leaseholders

			<ul style="list-style-type: none">• Interest free period from 1-3 years• Must not be in service charge arrears or in breach of lease• Charge secured on the property to guarantee loan• Legal fees capped at £500
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Appendix Two

Buy Back Scheme Criteria

- a) the option to repurchase must be a last resort to prevent severe financial hardship perhaps leading to homelessness.
- b) it must be for individual lessees to apply for the Corporation to buy back.
- c) the application must include full financial details of the lessee's circumstances which will be assessed in conjunction with the Town Clerk & Chamberlain (i.e. a means test) and failure to co-operate in this respect will automatically cause the application to be rejected.
- d) the scheme should apply only to original Right to Buy purchasers and only if they are still resident in the property.
- e) to ensure independence, an external valuer (such as those used by DCCS for Right to Buy valuations) should be used.
- f) properties would be repurchased at the original discounted Right to Buy price or the current market value whichever is the lower. Should the current market value exceed the original discounted price, it is not considered appropriate that the Corporation should repurchase at the higher value as the lessee has the option of realising the value on the open market.
- g) each party will pay its own legal and administrative costs.
- h) any outstanding service charges and any other monies owed to the Corporation will be deducted from the purchase price.
- i) the external valuation will be effective from the date the letter requesting repurchase is received in the Department.
- j) all outstanding charges on the property must be discharged by the lessee prior to, or at the time of, repurchase.
- k) The future tenure of the former lessee would be as a secure tenant provided they choose to remain in occupation.

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Committees: Housing Management and Almshouses Sub-Committee	Dated: 09/10/2024
Subject: Financial Support for Leaseholders	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Providing Excellent Services
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?	N/A
Report of: Judith Finlay, Executive Director of Community and Children's Services	For Information
Report author: Liam Gillespie, Head of Housing Management, Department of Community and Children's Services	

Summary

At the March 2024 meeting of Community and Children's Services Committee, a report was presented to Members which outlined the current financial support arrangements for long leaseholders with major works service charges.

While noting the various schemes available, Members asked officers to consider various modifications or additional options, including an increased maximum loan term, uplifting the current cap on the discretionary loan, and the use of voluntary charges to secure loans.

This paper considers the implications of each of these options for the Housing Revenue Account (HRA).

Recommendation

Members are asked to:

- Note the report.
- Comment on the proposals in respect of each option.
- Indicate whether the officer suggestion of a policy document outlining the financial support package should be drafted for Member consideration at a later Committee.

Main Report

Background

1. At the 11 March 2024 meeting of the Community and Children's Services Committee, Members considered a paper outlining current financial support arrangements for long leaseholders on HRA estates, to assist them with paying for service charge bills relating to major works.
2. Members noted that the current support offer includes:
 - A contractual loan scheme contained in all leases, with a 10-year term and interest payable, available to all long leaseholders
 - A discretionary loan scheme, available only to owner-occupiers, with a 10-year term, up to three-year interest-free period and a maximum loan amount of £72,500.00
 - A scheme through which those in severe financial hardship, with no other means to pay, can apply for a charge to be placed on their property, with interest payable (subject to means testing)
 - A mandatory loans scheme contained in the Housing (Service Charge Loans) Regulations 1992, for those who purchased their home through Right to Buy within the last 10 years
3. Members asked officers to examine potential changes to the current offer, and suggested:
 - An increase to the maximum loan term of 10 years, it being noted that while this was a common maximum among local authority landlords, there were examples within London of loan terms up to 25 years
 - Increasing the maximum loan amount on the discretionary scheme
 - The use of voluntary charges on properties, through which the loan amount is secured on the property and realised upon sale or transfer, with no interim repayments

Current Position

4. The Housing Division's major works programme, amounting to approximately £110 million, is delivering multiple projects designed to improve the standard of the homes managed by the City Corporation across its social housing estates.
5. The cost of these projects is borne by the Housing Revenue Account (HRA), with an element charged back to long leaseholders through their service charges, in accordance with lease provisions. The scale and complexity of some of the projects means that the cost to individual leaseholders can be significant and may, in some cases, result in financial hardship. In recognition of this, several options are available to leaseholders to help them spread the cost of paying for major works, including a discretionary loan scheme first approved by Members in 2010.
6. The City Corporation has legal and fiduciary duties to recover the cost of major works projects from long leaseholders as part of its duty to manage the HRA effectively. Failure to collect service charges due from leaseholders could

compromise the HRA and mean that tenants were, in effect, subsidising private homeowners.

7. This would also compromise our ability to deliver the current major works programme. However, we must also have regard to the hardship faced by some long leaseholders when faced with substantial service charge demands for major works.
8. Members will be aware that the HRA is subject to serious pressure due to the major works programme and the development of new homes in several locations. Currently, in addition to the £110 million for planned projects, there is an estimated £30 million worth of projects that are currently without allocated funding, arising out of the 2018 stock condition survey and further tests and surveys conducted as part of ongoing major works projects.
9. It is suggested that any extension of the current offer to long leaseholders must be relatively cautious given the above duties to the HRA and the need to have adequate cashflow to finance the ongoing major works programme.

Options

10. The three potential modifications to the current financial support offer, which were suggested by Members, are considered below.

Increase in Maximum Loan Term

11. Members asked officers to consider the possibility of increasing the maximum loan period for loans from the current 10 years. Information obtained by officers on practice at a selection of other local authorities (available in the background papers) showed that 10 years was a common maximum, though some authorities had higher maximums, with a minority offering loans of up to 25 years.
12. Allowing leaseholders to spread costs over a longer period has cashflow implications for the HRA. While loans are secured and the interest is recoverable, the spreading of instalments across a longer loan term increases the debt due to the HRA. Although the number of loans currently outstanding is relatively few (only seven at the current time), this is likely to increase with the delivery of several upcoming projects with service charge implications for long leaseholders.
13. A significant increase in loan uptake would increase the burden on the HRA at a time when it is under pressure, not least due to the delivery of the current major works programme, and an uncosted additional works not currently included in the delivery plan.
14. The maximum term of the contractual loan (enshrined in the lease) is 10 years, and it is not suggested that this should change; in any case, this would likely require amendments to leases, which is a costly and complex process.
15. The discretionary scheme, available only to owner-occupiers, also has a ten-year maximum, and if Members are minded to consider an increase on the current 10

year maximum, officers recommend that this is confined to the discretionary scheme and therefore benefits owner-occupiers.

16. Given the current pressure on the HRA, while bearing in mind the likely cost burden of planned major projects on individual leaseholders, it is suggested that a reasonable solution is to increase the maximum term of the discretionary loan to 15 years and Members are asked to comment on this proposal.

Increasing £72,500 Cap on Discretionary Loans

17. The City Corporation's discretionary loan scheme, which includes up to three years interest free, is available to owner-occupiers and currently has a cap of £72,500. This upper amount was agreed in 2018 in response to the projected costs of the Great Arthur House curtain wall project to individual leaseholders.
18. Members suggested that officers consider the implications of increasing this maximum loan amount, given that planned major works projects may conceivably result in bills to individuals exceeding this cap.
19. To effectively manage the debt burden on the HRA, it is proposed that a cap is maintained, however, to reflect the potential for individual bills to exceed the current cap, an increase could be implemented to the maximum discretionary loan.
20. It is suggested that increasing the current cap on the discretionary loan to £100,000 would balance the need to properly predict and manage the debt burden on the HRA, while supporting those leaseholders facing the most significant service charge bills for major works projects, and Members are asked to comment on this proposal.
21. It is further suggested that the minimum loan amount (£5,000) and interest-free period (3 years) remain unchanged.
22. As both the lease-based loan and the discretionary loan are secured against the property, there must be sufficient equity available to enable a charge to be placed. The maximum loan amount would therefore be subject to this consideration, so in some cases it may not be possible for the leaseholder to borrow the full amount through these loan schemes.

Voluntary Charges

23. A charge is a mortgage secured against the property, and interest remains payable on the loaned amount at the standard national variable rate (3.13% currently). The City Corporation offers this option to owner occupiers who are in severe hardship and cannot raise funds through other means (e.g. High Street bank loan or mortgage). It is subject to means testing and ensuring that there is sufficient equity in the property to satisfy the loan amount upon sale or transfer.
24. The prime implication of offering voluntary charges is that they reduce cashflow to the HRA, and it is therefore suggested that eligibility remains limited. Although the loan, and interest, will eventually be recovered, this may be some years away, and

no monthly instalments are due in the meantime. However, given the very low numbers of people likely to be eligible for this assistance, this is currently tolerable.

25. Voluntary charges also depend on the property having sufficient equity to be adequately secured and are unlikely to be a viable option for those with other substantial mortgages or loans secured on their homes. The charge might also create issues for the leaseholder in future, for example if they remortgage.
26. The charge would become payable upon sale or transfer of the property. In cases where a leaseholder died, the charge would have to be settled out of the proceeds of the estate. Should family members inherit the property, the charge would be payable, and the executor would be required to settle the debt from the estate or by raising their own funds.
27. Given that both the lease-based loan scheme and discretionary loan scheme take effect as charges placed on the property, the main benefit to the resident of a voluntary charge is that there is no requirement for ongoing repayments.
28. In the interests of safeguarding cashflow to the HRA, while assisting those in most serious hardship, it is recommended that the current position on voluntary charges is maintained, i.e. that this option is restricted to owner-occupiers with no other viable means to pay their service charge bill.
29. However, officers could consider the extent of the discretion exercisable in considering voluntary charges, to balance the need to protect cashflow to the HRA while ensuring that 'asset rich, cash poor' long leaseholders (for instance, retired people on fixed incomes) have a means to satisfy a potentially very large service charge demand.
30. The City Corporation's approach mirrors that taken by other local authority landlords currently offering voluntary charges, in that they are restricted to owner-occupiers who are unable to raise funds through another route. While there are examples of other councils limited their availability to those above a certain age, the City Corporation does not currently take this approach.

Proposals

31. The current financial support offer for long leaseholders is not codified in a single document, and it is therefore proposed that officers draft a formal document setting out current loan options, plus potential modifications, for final discussion and approval by Members.
32. Creating this document will enable the support package to be more easily reviewed in future and will support officers in advising and communicating with leaseholders on the help available to them.
33. Officers propose that they submit this document to a subsequent meeting of the Community and Children's Services Committee for approval.
34. Members are also asked to comment on the proposals to:

- Increasing the maximum discretionary loan term to 15 years
- Increasing the maximum discretionary loan amount to £100,000
- Maintaining restricted eligibility criteria for voluntary charges

35. Subject to Member comments, officers can draft a document on this basis for further consideration.

Key Data

36. Members may wish to note that the uptake of loans, whether contractual or discretionary, has been relatively low, with only seven currently in place across HRA estates.

37. However, this is likely to change due to the delivery of the Crescent House windows project, the settlement in relation to Great Arthur House and other significant major works projects due to be delivered (e.g. Golden Lane Estate window replacements). While it is difficult to predict uptake of loan arrangements, the magnitude of these projects and the predicted costs to individual leaseholders means that there is a strong chance that more arrangements will be agreed.

38. With reference to the Crescent House project, while the costs to leaseholders are not yet clear, it is sensible to assume that a substantial number of the 68 long leaseholders in that building will agree a loan arrangement with the City Corporation.

Corporate & Strategic Implications

Strategic implications

The effective management of leasehold properties and the Housing Revenue Account is integral to the Corporate Plan 2024-29 outcome of 'Providing Excellent Services'. Careful management of the HRA is essential to enabling the delivery of housing operations and improvements to housing stock.

Financial implications

There are no financial implications resulting directly from this report, however any agreed extension to the discretionary loan scheme could result in an increase in secured debt to the HRA, over a longer period. However, given that any loans are secured, and interest is payable upon borrowed amounts (with the exception of the three-year interest-free period on the discretionary loan), this is considered to be tolerable in the interests of completing necessary major works projects, while assisting leaseholders to manage the cost of paying service charge bills.

Resource implications

None.

Legal implications

There are no direct legal implications arising out of this paper, however Members' attention is drawn to the legal and fiduciary duties in the respect of the HRA, as outlined in the background paper.

Risk implications

None.

Equalities implications

None.

Climate implications

None.

Security implications

None.

Conclusion

39. The City Corporation has a range of financial support options for leaseholders to assist them in paying service charges for major works projects, which can be substantial. The need to reconsider the extent of the current offer has arisen due to the planned delivery of several major projects, which are likely to result in significant costs being billed to individual leaseholders.

40. Officers have considered the implications of three suggestions from Members made at Committee on 11 March 2024, and have proposed some alterations to the current package of support, in respect of the discretionary loan scheme. Members are asked to comment on the suggestion that the maximum loan term is increased to 15 years, and the loan amount uplifted from £72,500 to £100,000.

41. It is further suggested that financial support arrangements are codified in a single document, for consideration and approval by Members.

Appendices

- None

Background Papers

- Community and Children's Services Committee, 11 March 2024: Financial Support with Major Works (Long Leaseholders)

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