



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

Date: MONDAY, 30 JUNE 2025

Time: 2.00 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Steve Goodman OBE (Chairman)	Sarah Gillinson
Deputy Helen Fentimen OBE JP	Sandra Jenner
Deputy John Fletcher	Charles Edward Lord, OBE JP
Deputy Ceri Wilkins	Deputy James Thomson CBE
Leyla Boulton	Mark Wheatley
Deputy Anne Corbett	Philip Woodhouse

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

*Items marked * are for informational purposes*

Part 1 - Public Reports

1. **APOLOGIES**

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

3. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order 26 (6).

For Decision

4. **MINUTES**

To approve the public minutes and non-public summary of the meeting on 13th January 2025.

For Decision
(Pages 5 - 10)

5. **OUTSTANDING ACTION TRACKER**

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

For Discussion
(Pages 11 - 12)

6. **APPOINTMENT OF MEMBERS TO VARIOUS HOUSING ESTATES**

Report of the Town Clerk.

For Decision
(Pages 13 - 16)

7. **BALTIC STREET WEST - DEVELOPMENT PROPOSAL**

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

For Decision
(Pages 17 - 22)

8. **HOUSING MATTERS UPDATE**
Report of the Executive Director, Community & Children's Services.

For Decision
(Pages 23 - 136)
9. ***TENANT SATISFACTION MEASURES 2024-25**
Report of the Executive Director, Community & Children's Services.

For Information
(Pages 137 - 144)
10. ***TENANT HANDBOOK REVISION**
Report of the Executive Director, Community & Children's Services.

For Information
(Pages 145 - 248)
11. ***GOLDEN LANE ESTATE UPDATE BRIEFING**
Report of the Executive Director, Community & Children's Services.

For Information
(Pages 249 - 254)
12. ***ESTATE SERVICES UPDATE**
Report of the Executive Director, Community & Children's Services.

For Information
(Pages 255 - 338)
13. ***HOUSING MAJOR WORKS PROGRAMME - PROGRESS REPORT**
Report of the Executive Director, Community & Children's Services.

For Information
(Pages 339 - 346)
14. ***INCOME RECOVERY UPDATE**
Report of the Executive Director, Community & Children's Services.

For Information
(Pages 347 - 356)

15. ***HOUSING COMPLAINTS UPDATE**

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

For Information
(Pages 357 - 434)

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

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

18. **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

19. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 13th January 2025.

For Decision
(Pages 435 - 436)

20. ***CITY OF LONDON (AND GRESHAM) ALMSHOUSES FIRE DETECTION SYSTEM REPLACEMENT**

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

For Information
(Pages 437 - 448)

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

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

HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE
Monday, 13 January 2025

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 13 January 2025 at 1.45 pm

Present

Members:

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

In attendance

Anne Holmes

Officers:

Peta Caine	- Community & Children's Services Department
Liam Gillespie	- Community & Children's Services Department
Michael Gwyther-Jones	- Community & Children's Services Department
Lochlan MacDonald	- Community & Children's Services Department
Blair Stringman	- Town Clerk's Department
Greg Wade	- Community & Children's Services Department

1. APOLOGIES

Apologies were received from Timothy McNally, Henrika Priest and Deputy Keith Bottomley.

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

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 28 November 2024 be approved as a correct record.

4. OUTSTANDING ACTIONS

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

Members were informed that many of the outstanding actions were covered in the reports included in the agenda.

5. HOUSING MATTERS UPDATE

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

Officers introduced the report noting that it aimed to consolidate various issues into one document.

Several issues were raised by Members, one question concerned the Lettings and Transfers Policy, specifically about the cleaning standards and repairs when a property is let. Concerns were also raised about properties not being in a suitable condition for new tenants. It was clarified that electrical and gas safety checks should be completed before a new tenant moves in. However, some work might be done after the tenant has moved in, provided they are informed.

Questions were also raised about the clarity and targets of the action plan. It was noted that the plan had been tidied up and discussed with the senior management team. There was a suggestion to make the report in future more concise for the sub-committee.

Members also asked for specific areas that might be going in the wrong direction in the Risk Profile Summary. Key areas highlighted included loan working, statutory compliance, and health and safety procedures. The Sub-Committee discussed the need for more resources in the health and safety team.

RESOLVED – That Members,

- a) Approve the Hate Incidents Policy – Appendix 1
- b) Approve the Lettings and Transfers Policy – Appendix 2
- c) Endorse the Housing Strategy Action Plan – Appendix 4

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

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

Officers noted an overview of the financial shortfall identified for the major works programme. It was estimated that there is a £60 million shortfall to deliver works up to 2031 and a further £40 million shortfall for the programme from 2031 to 2036. This shortfall is due to previously unidentified unfunded projects, construction cost inflation, and other economic factors.

The following points were noted:

- **Window Refurbishment Projects:** There was a question about the completion timeline for the Southwark Estates window refurbishment project. It was clarified that the project is expected to finish by the end of January 2025.

- **Golden Lane Estate:** Questions were raised about the delays in the Crescent House and wider estate projects. It was explained that the delays were due to the buildings being classified as higher risk, which required additional safety assessments and registration.
- **Middlesex Street Estate:** Concerns were raised about the cost increases for the concrete repairs and CCTV installation. It was noted that the costs have increased due to tender prices and additional work required for asbestos removal.
- **Heating System Issues:** There was a discussion about the heating system not working properly for many residents. It was mentioned that some residents opted for less than the optimum fit-out, which affected the system's performance. A consultant has been asked to assess the system and provide a report.

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

The Sub-Committee considered a report of the Executive Director, Community & Children's Services concerning recommendations for extending the discretionary loan arrangements available to leaseholders facing major works costs.

It was noted that at the September meeting, a paper was brought forward asking for some works, which would normally be done through the HRA, to be brought forward and funded in conjunction with the police contract. This was because it was thought to be more cost-effective and less disruptive to do the works at the same time.

The following points were noted:

- **CCTV Installation:** There was confusion about the funding and scope of the CCTV installation. It was clarified that the capital cost of installing and updating the CCTV was part of the police project, but the ongoing maintenance would be covered by the HRA and leaseholders.
- **Concrete Repairs:** Concerns were raised about the cost increases for the concrete repairs. It was noted that the costs have increased due to tender prices and additional work required for asbestos removal.
- **Communication with Residents:** There was a discussion about the need for better communication with residents regarding the scope and costs of the works. It was suggested that the steering group should be involved in these discussions to ensure transparency and clarity.

RESOLVED – That Members,

- a) Endorse the discretionary loan arrangements contained in section eight.
- b) Agree to retain the use of equity loans/property charges only in cases of severe financial hardship

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

There was one question raised by a Member in advance of the meeting.

A Member asked what systems are currently in place to assess the quality and standard of cleaning on the GLE in blocks and communal/ outside areas? At present, there seems to be a 75% rating, however, following a walkabout with the Deputy Director and Head of Housing the standards clearly fall much lower than this. How are residents kept informed about standards? Can I also please confirm how many cleaners/porters we have at present and their roles eg: how many hours spent cleaning weekly and where as often nobody is seen cleaning on the Estate, do we need more staff?

In response, officers noted that a full written answer would be provided to the Member. Members were informed that the City of London Corporation has an estate inspections regime managed by the estate services team, and a new system for these inspections was being introduced. The inspections cover cleaning standards, grounds, maintenance, and other aspects. The new system will calculate a percentage score, with a minimum acceptable score of 75%. Inspections are snapshots in time, and maintaining standards between inspections is crucial. Some blocks, like those in Golden Lane, usually score highly, while others have historically scored less well. Residents are concerned about costs and want a clean and pleasant environment. A fuller written answer can be provided if needed.

It was suggested that a paper could be brought back to the Sub-Committee with further information.

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

There was one item of other business.

An allocated Members report on Middlesex Street was provided to Members.

The following points were noted:

- **Lack of Progress:** Since September, no issues have moved from Amber to Green, indicating no items have been completed. This lack of progress is concerning despite the ongoing efforts.
- **Canopy Issue:** There is frustration over the absence of a canopy leading into the tower, even after more than ten years. This has been a long-standing issue that remains unresolved.
- **Heating System Problems:** The heating system is not working effectively for many residents. The main issue identified is that the system requires an optimum fit in each flat to operate correctly. However, many residents chose to have fewer or smaller radiators, or radiators in different locations, which has affected the system's performance. There is a concern that residents were not adequately informed about the impact of these choices on the system's efficiency.
- **Consultant Involvement:** There is a request for community leaders and residents to have input into the consultant's review of the heating system. This involvement is seen as crucial for learning lessons and ensuring the consultant's work addresses the residents' concerns.
- **Resident Engagement:** Efforts are being made to engage residents by inviting them to have their heating systems assessed by an engineer and

a team member. This initiative aims to address the heating issues more effectively.

- **Need for Resolution:** There is a call for finding ways to resolve these issues outside of the sub-committee meetings to avoid repetitive discussions and ensure progress is made.

10. **EXCLUSION OF THE PUBLIC**

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

11. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 28 November 2024 be approved as a correct record.

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

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

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

The head of Repairs and Maintenance was heard.

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

There were no non-public questions.

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

There was no other business.

The meeting ended at 3.12 pm

Chairman

Contact Officer: Blair Stringman
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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	May 2025	Multidisciplinary consultant Pick Everard formally appointed March 2025 for Phase 1. This involves desktop review of 2022 Accessibility Audits and site surveys of all 12 estates - plus Almshouses – which were completed mid-April 2025. Summary Reports, complete with High Level Budget Estimates (Estates 1-6) – issued on 30/05/25 and currently under review. Reports for Estates 7-12 to be issued by 31/07/25. Subject to review of the reports and the estimated budget costs, the next stage will be to consider how best to deliver the programme of identified works. This is likely to be split into geographical packages, for which further consultant support will have to be procured in respect of design, specification, tendering and

Community & Children's Services

Members Update – Action Tracker

					contract administration of the works packages.
28.11.2024	Financial Support for Leaseholders	Revised paper to be presented to January 2025 Committee	Liam Gillespie	January 2025	Verbal update to be given at June 2025 Committee.
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	Complete.

City of London Corporation Committee Report

Committee(s): Housing Management & Almshouses Sub-Committee – For Decision Community & Children’s Services Committee – For Decision	Dated: 30 th June 2025 17 th September 2025
Subject: Allocated Members To The City Corporation's Various Housing Estates	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • provides statutory duties • provides business enabling functions 	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	Town Clerk
Report author:	Blair Stringman, Governance Officer

Summary

An Allocated Members Scheme has been in place since 2000, which aims to ensure that Members are aware of the issues on each estate and nominations are required. At the meeting of the Community & Children’s Services Committee in April, Members agreed to refer the appointment of Member allocations to the various housing estates in the first instance to the Housing Management & Almshouses Sub-Committee.

Recommendation(s)

Members of the Housing Management & Almshouses Sub-Committee are asked to:

Appoint Members to the various housing estates:

- Southwark
- Islington

- Hackney
- Tower Hamlets
- Lewisham
- Lambeth
- City of London – Golden Lane Estate
- Middx St Estate

Members of the Community & Children’s Services Committee are asked to:

- Endorse the appointments made by the Housing Management & Almshouses Sub-Committee

Main Report

Background

1. The Allocated Members Scheme, which has been in operation since 2000, matches Members of the Community and Children’s Services Committee with one or more of the housing estates portfolios. The scheme is particularly valuable for estates outside the City of London, given that they do not have direct elected Member representation within the City Corporation in the same way as Golden Lane and Middlesex Street Estates.
2. The scheme is intended to:
 - give residents and staff a named Member to ‘champion’ their estate
 - allow Members to take an interest in the estate, its residents, and staff
 - develop a group of Members with housing knowledge and experience to contribute to the Community and Children’s Services Committee.
3. At the meeting of the Community & Children’s Services Committee in April, it was noted that specific Member allocations to various housing estates should be made, and this be referred to the Housing Management & Almshouses Sub-Committee in the first instance.

Current Position

4. Following the appointment of Members to the Sub-Committee at the Community & Children’s Services Committee in April, new Members are now in place. This therefore requires the allocation of Members to the various Housing Estates to be filled.

Options

5. Option 1 (Recommended) – That Members be appointed to the allocation of the various housing estates.
6. Option 2 – That Members are not appointed and the matter back to the Community & Children’s Services Committee.

Proposals

7. It is recommended that Members be appointed to the various housing estates.

Corporate & Strategic Implications –

Strategic implications – the recommendation aligns with the City Corporation's strategic goals of improving governance, enhancing community engagement, and ensuring effective resource allocation.

Financial implications – N/A

Resource implications – N/A

Legal implications – N/A

Risk implications – N/A

Equalities implications – N/A

Climate implications – N/A

Security implications – N/A

Conclusion

8. This strategic approach aims to enhance representation, improve coordination, streamline decision-making, and foster stronger community engagement. The allocations included in this report are now presented for final approval.

Appendices

- None.

Blair Stringman

Governance Officer, Town Clerk's Department

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Committee:	Dated:
Housing Management and Almshouses Sub Committee	30/06/2025
Subject: Baltic Street West – Development Proposal	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	Y/N
Report of: Judith Finlay, Executive Director of Community and Children’s Services	For Decision and Comment
Report author: Michael Kettle Senior Housing and Commercial Development Manager	

Summary

An application has been made to develop an area on Baltic Street West into a two-bedroom flat. The area which is subject to this application is illustrated in Appendix 1 of the report.

This area forms part of the Golden Lane Estate and is within the listing status of the estate.

The applicant has made several applications and representations to Members of the City of London Corporation over the last ten years. He has also been formally registered by the planning department under the Self Build & Custom Housebuilding Act 2015 regulations..

The first step in assessing an application is if the area in question is required for housing purposes to allow it to be disposed of. At the time of the original application the COLPAI new school and flats were in the early process of delivery, and it was not known if any declaration would have an adverse effect on that development.

The City of London Corporation must also ensure that best value is obtained for this Housing Revenue Account asset. Therefore, if the City of London Corporation was minded to declare this land surplus, a marketing exercise must be undertaken.

Following recent City of London Corporation elections, the applicant has again requested that consideration is given to his submission to develop this site.

I do not consider that this land is surplus to housing requirements because the area provides a vital amenity buffer to the residents of Hatfield House, and it is adjacent to the entrance to the car park. It would also require the removal of two trees which is contrary to our Local Plan in relation to the protection of trees and open space.

Recommendations

Members are requested to:

- Recommend that the Community and Children's Services Committee formally reject the application to declare this parcel of land surplus for housing purposes.

Main Report

1. The applicant has made several attempts over the past ten years to develop this site. He formally registered under the Self build and Custom Housebuilding register of the City of London Corporation in 2016. He also expressed interest in developing accommodation on the roof of Great Arthur House and within the Community Centre which have been declined.
2. I do not consider that this site is surplus for housing purposes as it is close to Hatfield House and adjacent to the ramp leading to the car park. The removal of two trees would also be a concern and contrary to our local plan. The residents of Hatfield House have not been consulted to date on this proposal, but I doubt they would support the loss of the buffer the current space provides.
3. The requirement to obtain best value for money for any HRA disposal is a legal requirement General Housing Consent 2013 (para A3.1.1). The City of London Corporation cannot simply resolve to dispose of a parcel of land without confirmation it represents market value. A marketing exercise would have to be carried out.

Corporate & Strategic Implications

There are no strategic implications directly related to this report.

- Financial implications – N/A
- Resource implications – N/A
- Legal implications – N/A
- Risk implications – N/A
- Equalities implications – N/A
- Climate implications – N/A
- Security implications – N/A

Conclusion

4. The area of land is unsuitable for development as indicated above and the applicant has been informed several times that this is the case but persists in contacting members with his proposals. I think that it would be appropriate for this Committee to recommend to the Community and Children's Services Committee that the City of London Corporation will not declare this site surplus for housing requirements and the applicant is informed accordingly.

Michael Kettle

Senior Housing and Commercial Development Manager

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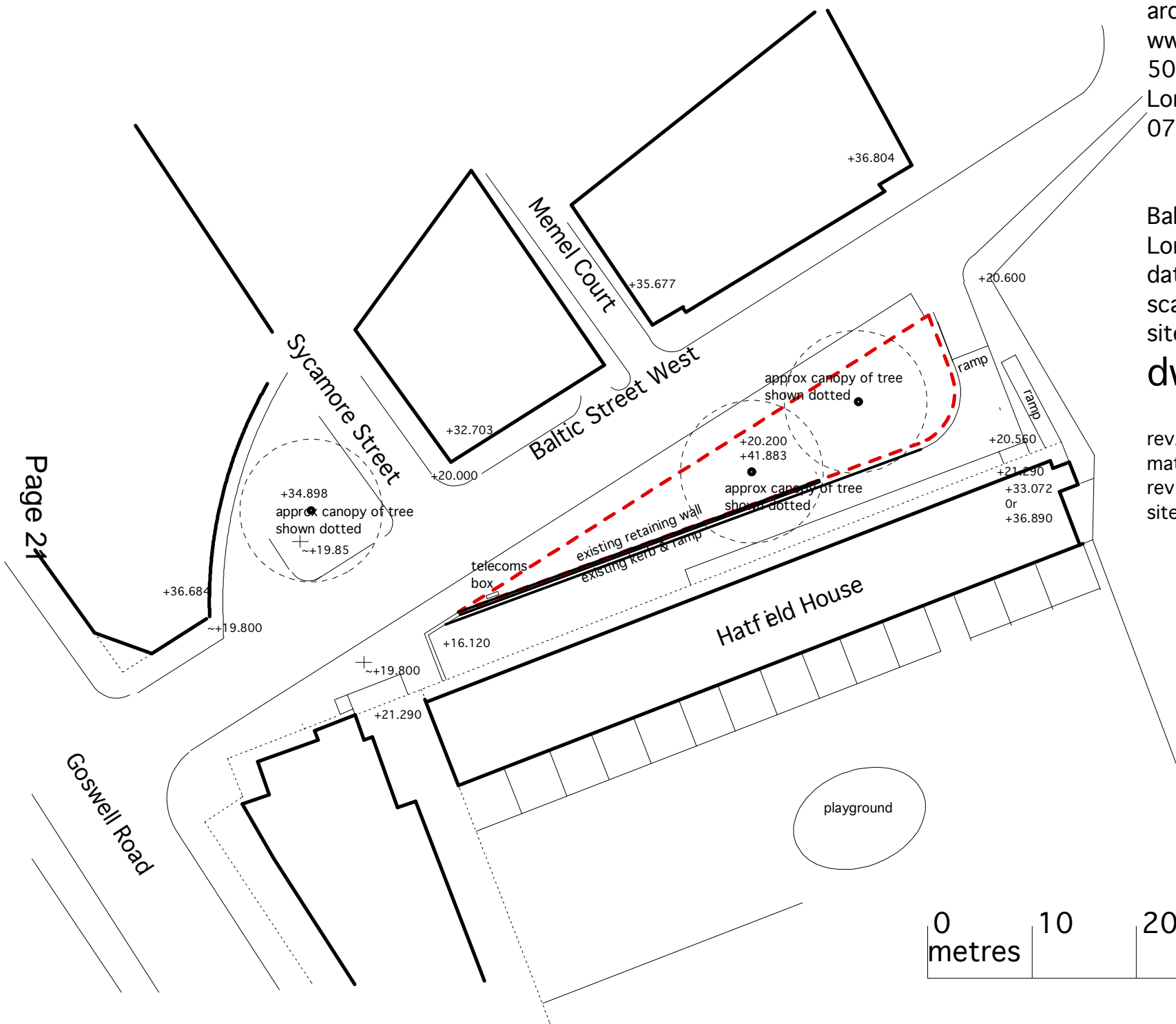
Appendix 1 Site Plan Baltic Street West

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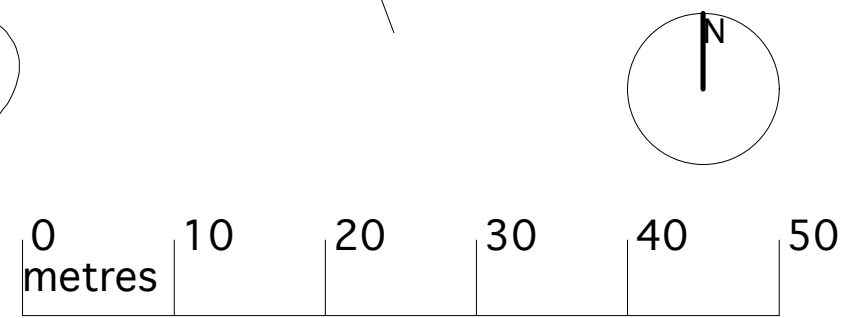
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50 Hatfield House
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07960 173 903

Baltic Street West House
London EC1Y 0ST
date 09.07.2015
scale 1:500
site plan
dwg 100B

revA 22.12.2015 corrected to
match OS map
revB 22.12.2015 corrected to match
site survey



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Agenda Item 8

Committee: Housing Management and Almshouses Sub Committee	Dated: 30/06/25
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, Director of 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 Housing Team. Namely:

For Decision

Housing Policy Approvals of New Policies and of Revisions to existing Policies and Practices – Appendices 1-9

- Draft Aids and Adaptations Policy
- Draft Tenancy Management Policy
- Draft Vulnerability Policy
- Revised Parking Sheds and Garages Policy
- Revised Repairs and Maintenance Policy
- Revised Compensation Policy
- Policy Observations – background information
- Decoration Allowance Survey Results – background information
- Brewers Revitalise Leaflet – background information

For Information and Discussion

- Performance Dashboard – 2024/25
- City of London Almshouses – Lambeth: London Fire Brigade Notice of Deficiency Update
- Mobilisation and Demobilisation of the Repairs and Maintenance Contracts Update
- Local Authority Lead Members – Recruitment
- SMT Update
- DCCS Corporate and Departmental Risks – June 2025

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 new policies and revisions to existing policies extensions of the policies attached at appendices with observations covered in appendices 1-7: revisions to the decorations process with background information included in appendices 8-9 and note the performance dashboard in appendix 10.

Main Report

1. Policy Approval

Members are asked to approve the following policies:

Members are asked to approve the:

- **Draft Aids and Adaptations Policy for use by the Housing Service**

The primary purpose of this policy is to provide aids and adaptations in our housing, enabling residents and their families to live independently in their homes. It takes a personalised approach, avoiding a 'one-size-fits-all' model, particularly as there are key differences in contacts and procedures for our estates in host boroughs.

Requests for aids and adaptations can be made to Occupational Therapists (OTs). We have liaised with colleagues in Social Services within the City and host boroughs to ensure our policy ensures that those in need can access the necessary support efficiently.

The policy aligns with key legal and regulatory frameworks including The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 and The Disabled Facilities Grants (Maximum Amounts and Additional Purposes) (England) Order 2008.

By approving this policy, Members will be endorsing a framework that not only meets legal and regulatory requirements but also prioritises the wellbeing and independence of our residents, ensuring they receive the necessary support to live comfortably and independently in their homes.

- **Draft Tenancy Management Policy for use by the Housing Service**

The policy outlines a clear and accessible approach to managing tenancies on our housing estates. It aims to support tenants in sustaining their tenancies and minimising tenancy breaches, which is crucial for reducing homelessness and maintaining the availability of housing for those in need.

The policy ensures compliance with the Regulator for Social Housing's Tenancy Standard. This includes providing a clear policy on tenancy management, addressing matters such as discretionary succession rights, and managing tenancies fairly with due regard to equalities principles and the Public Sector Equality Duty.

The policy emphasises managing tenancies in a supportive way, taking a proportionate and fair approach to enforcement. This ensures that the needs of tenants are balanced with those of the community, promoting a harmonious living environment.

The simultaneous review of the tenant handbook and tenancy agreement ensures that all related documents are aligned and up-to-date. This integrated approach provides tenants with consistent and comprehensive information about their rights and responsibilities, enhancing their understanding and compliance.

- **Draft Vulnerability Policy for use by the Housing Service**

The policy outlines Housing's commitment to delivering fair and equitable outcomes for all residents, particularly those who are vulnerable. This ensures that vulnerable residents can access services and receive the support they need to sustain their tenancy. This approach is crucial for providing tailored support to vulnerable individuals, ensuring their needs are met effectively.

The policy aligns with the legal duties under the Equality Act 2010, which requires advancing equality of opportunity between persons who share a relevant protected characteristic and those who do not. It also complies with the Regulator of Social Housing's standards, which mandate treating tenants with fairness and respect and understanding their diverse needs.

This policy supplements the department's equality and diversity and safeguarding policies and procedures, providing a comprehensive framework for supporting vulnerable customers

Members are asked to approve the revision and extension of:

- **Estate Parking & Storage Sheds Policy for use by the Housing Service**

The revised policy includes updated safety measures to ensure that all estate facilities are used in a safe manner. This is crucial for preventing accidents and ensuring the well-being of residents.

By liaising with the health and safety team, the policy ensures compliance with relevant regulations and standards. This collaboration has helped identify and mitigate potential risks associated with the use of these facilities, ensuring that they meet the required safety standards particularly around the increasing use of e-bikes, e-scooters and similar vehicles.

The policy now includes provisions for periodic audits of shed and parking facilities to ensure compliance with the terms and conditions of use. This helps maintain the safety and integrity of the facilities.

- **Repairs & Maintenance Policy for use by the Housing Service**

The revised policy introduces new response priorities to ensure that repairs are addressed more efficiently and effectively. The categories are as follows:

- **Priority 1 – Emergency Repairs:** To be completed within 24 hours. These are repairs that pose an immediate risk to health, safety, or security, or could cause significant damage to the property.
- **Priority 2 – Non-Emergency Repairs:** To be completed within 20 working days. This applies to repairs that do not fall into Priority 1.

The revised policy and the new Chigwell contract focus on enhancing the resident experience by ensuring the delivery of timely and effective repairs.

- **Compensation Policy for use by the Housing Service**

The revised policy directly responds to feedback from residents regarding lift failures. By including specific provisions for compensation related to lift outages, the policy demonstrates a commitment to addressing the concerns and needs of residents, thereby improving overall satisfaction. By outlining specific scenarios, such as lift failures, the policy holds the Housing Service and its contractors accountable for service delivery.

The policy covers a wide range of issues beyond lift failures, ensuring that residents are protected in various scenarios where the Housing Service or its contractors fail to deliver satisfactory services. This comprehensive approach ensures that all potential service failures are addressed

All policies have been reviewed and refined based on feedback from various stakeholders including the Housing User Board (HUB Group), ensuring that they are clear, fair, and effective in meeting the needs of our residents.

Appendices

- Appendix 1 – Draft Aids and Adaptations Policy
- Appendix 2 – Draft Tenancy Management Policy
- Appendix 3 – Draft Vulnerability Policy
- Appendix 4 – Revised Estate Parking and Sheds
- Appendix 5 – Revised Repairs and Maintenance Policy
- Appendix 6 – Revised Compensation Policy
- Appendix 7 – Policy Observations



Appendix 1
City of London Corporation
Department of Community & Children's Services
Housing Service

Draft Aids and Adaptation Policy

Approved by:	<i>Housing Management & Almshouses Sub-Committee</i>
Original Approval Date:	
Review Date:	
Re-Approval Date	-
Next Review Date	<i>**3 years from re-approval**</i>

1. Purpose

This policy outlines our approach to the management of requests for aids and adaptations recommended by an Occupational Therapist (OT) for tenants or members of their household to restore or enable independent living for tenants and their families who may reside within a disabling environment.

This policy also aims to ensure we meet our statutory and legislative obligations.

Most of this policy clarifies legislative requirements however it does include local agreements developed to meet the needs of vulnerable people living on our Housing Estates and provide a more responsive service.

2. Scope

This policy applies to:

- Tenants living in properties owned or managed as part of the Housing Revenue Account (HRA)
- Licensees living in properties managed by the Housing Service on behalf of the City of London Almshouses Trust and the Gresham Almshouses Trust
- Communal facilities such as car parks, commercial premises, and community rooms

Leaseholders requiring adaptations to their homes can check funding eligibility, find out more information, seek support and advice online by checking with the relevant Local Authority or online at <https://www-foundations.uk.com/how-we-help/adapt-my-home/>

An overview of the Disabled Facilities Grant (DFG) can be found in Section 4.8.

3. Legislation

- Equality Act 2010
- Housing Grants, Construction and Regeneration Act 1996
- The Housing Renewal Grants Regulations 1996
- The Housing Renewal Grants (Services and Charges) Order 1996
- The Disabled Facilities Grants and Home Repair Assistance (Maximum Amounts) (Amendment No. 2) (England) Order 2001
- The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002
- The Disabled Facilities Grants (Maximum Amounts and Additional Purposes) (England) Order 2008
- The Housing Renewal Grants (Prescribed Form and Particulars) (Revocation) (England) Regulations 2010

4. Policy Statement

4.1 Requesting Aids and Adaptations

The purpose of providing aids or adapting council housing stock is to restore or enable independent living for tenants and their families who may reside within a disabling environment. A 'one-size fits all approach' is not adopted in delivering adaptations and where proportionate works are tailored to meet individual needs and requirements.

A request for aids and adaptations can be made to Occupational Therapists (OT). A request for an adaptation may originate with the disabled person themselves or their carer/s or may arise as part of treatment or care during involvement with other social, health or housing services. OT services are provided by the local authority and can be found in Appendix 1.

4.2 Assessments

Assessments usually take place in the person's own home. The process involves not only questions and answers but can also include observation of the performance of daily living tasks. This is so that the Occupational Therapist can complete a full functional assessment.

This is necessary to understand the impact the difficulties have on the person's life and determine the level of risk to the person or their carer. An assessment may involve several visits to the person's home, in less complex situations an assessment may be completed in one visit.

There can be a variety of outcomes from an assessment. Options to address the need include:

- Wait for existing suitable alternative accommodation to become available
- Wait for alternative accommodation that can be more practically adapted
- Adapt tenant's current dwelling/communal area

This policy focuses on where the outcome requires adaptation to an individual's home.

4.3 Criteria

All requests for adaptation works must be assessed by an Occupational Therapist (OT) who will provide recommendations and specifications as necessary, including highlighting any high priority cases.

During this assessment the OT may request assistance from Property Services, Housing Management or the Planning Department to assess the suitability of the property for adaptation.

Within this policy, adaptations are categorised as either minor or major adaptations.

Minor Adaptations

Minor adaptations include alteration to a property that involves secure or permanent attachment to, or alteration of, the fabric of the property usually up to the value of £1,000. Some typical examples of works that would fit within the scope of a minor adaptation are:

- Grab rail
- Alterations to position of light switches/sockets
- Widening doors for wheelchair access

As long as the minor adaptation is necessary and practical to undertake, there is no cost to the tenant.

Major Adaptations

Major adaptations are usually a significant and permanent alteration to the property. As a guideline this covers adaptations over £1,000. Some typical examples of works that would fit within the scope of a major adaptation are:

- Level access shower
- Stair-lift
- Ramp

Major adaptations costing may be subject to a test of resources, to determine if the work will be fully funded or whether the tenant has to contribute. Housing Management will liaise with the tenant to establish an agreed payment profile for their contribution.

The test of resources only considers the resources (income and savings) of the disabled occupant and / or their spouse or partner where applicable and where practicable. It does not consider outgoings.

If the work is for a child or to a communal area or the tenant is in receipt of Universal Credit or other applicable benefits, then no means test is required.

Most tenants will want the council to organise the major adaptation works and take ownership. Property Services will organise the works using the appropriate contractors, keeping the resident updated of timescales to complete the work as appropriate.

The panel varies depending on where the estate is based. Often the panel includes the Assistant Director of Housing and appropriate Heads of Service from the Housing Service with appropriate representation from the Occupational Therapy service and Housing Needs. The panel will be informed and meet as required when there is the potential:

- Adaptations are likely to exceed £30,000.
- Adaptations include a proposed extension to a property.
- The housing register does not meet the needs of occupants requiring adaptations.
- Complex or high priority cases, where support or advice or additional resources or better use of the stock is identified where collective agreement is needed.

The panel must make fair, realistic financially sound documented decisions regarding adaptations to properties in the Housing Revenue Account (HRA) that it has been informed about to decide if any adaptations should proceed or not.

If works are agreed to proceed the panel will sign off the design, drawings and specification before works proceed.

The panel will hear any appeal by a resident regarding a decision to adapt a property or not, make decisions regarding any operational disagreement between Occupational Therapists, Housing Management and Building Surveyors or other interested parties regarding adaptation of a property.

4.5 Eligibility

An individual is eligible for an adaptation if it is deemed 'necessary and appropriate' as well as 'practicable and reasonable'.

A person is considered disabled if:

- Their sight, hearing, or speech is substantially impaired
- They have a mental disorder or impairment of any kind
- They are physically and substantially disabled by illness or impairment present at birth or otherwise
- For those aged 18 or over, disability is recognised if:
 - They are registered under section 29(1) of the National Assistance Act 1948
 - Arrangements have been made or might be made for their welfare under that section

For those under 18, disability is recognised if:

- They are registered in a register of disabled children under the Children Act 1989
- Social Services considers them a disabled child under Part III of the Children Act 1989

The Council supports only essential adaptations due to the applicant's disability. Adaptations for social problems or overcrowding will not be considered.

Necessary & Appropriate

To determine if proposed works are necessary and appropriate, the Housing Service will collaborate with Occupational Therapists from the City for properties in the Square Mile, and other local authorities where an estate is based in another borough. The Occupational Therapist will visit and assess the individual's needs. We will accept the work recommended in the Occupational Therapy referral if it is deemed necessary and appropriate to meet the individual's needs

Reasonable and Practicable

We must ensure as per government guidance that it is reasonable and practicable to approve an adaptation having regard to the age, condition or suitability of properties, for example:

- Where the moving of any existing services would be prohibitively expensive
- Where the property is a listed building and the proposed adaptation would be prohibitively expensive or inappropriate
- Where the adaptation work would have a detrimental effect on other residents

4.6 Ordering of Works & Timescales

The government sets out guidelines for timescales for delivering a home adaptation. This is broken down into 5 key stages:

Stage 0: first contact with services

Stage 1: first contact to assessment and identification of the relevant works;

Stage 2: identification of the relevant works to submission of the formal grant application

Stage 3: grant application to grant approval

Stage 4: approval of grant to completion of works.

The timescales for moving through these stages will depend upon the urgency and complexity of the adaptations required. More urgent cases should be prioritised for action, but larger and more complex schemes will take longer to complete. The following table sets out best practice targets, which should be met in 95% of cases.

Target timescales (working days)

Type	Stage 1	Stage 2	Stage 3	Stage 4	Total
Urgent & Simple	5	25	5	20	55
Non-urgent & Simple	20	50	20	40	130
Urgent & Complex	20	45	5	60	130
Non-urgent & Complex	35	55	20	80	180

4.7 Taking ownership

The tenant can organise the works themselves and maintain ownership on completion. Where a tenant wishes to organise the works themselves, the Alterations procedure will apply.

4.8 Funding Adaptations & DFG Explained

The Disabled Facilities Grant (DFG) framework and mandatory aspect of the grant applies across all tenures, but the DFG cannot be used for funding adaptations to tenanted properties.

Adaptations for tenants will be paid from the Housing Revenue Account. The cost of multiple and expensive adaptations should be considered carefully to ensure budgets are used to achieve maximum benefit and ensure value for money is achieved.

The provision of this assistance is mandated by the government. The maximum amount available for an adaptation is £30,000. The grant is subject to a means test which will consider the income and capital of the disabled person and their spouse or partner. The applicant's assessed financial contribution (if any) will be deducted from the approved grant.

To qualify for assistance an applicant should be the:

- Property owner-occupier, registered provider social landlord, tenant, private landlord on behalf of tenant;
- A disabled member of the household who needs the home to be adapted to meet their needs is living in the property and the works will enable them to continue living there.
- Anyone of any age, who has a disability, (registered or not), and who lives in private housing.

Where the application is for a disabled child or young person under the age of 19 a means test is not required.

The law sets out the purposes for which a grant must be approved and covers works to remove or help overcome any obstacles which prevent the disabled person from moving freely into or around their home or enjoying the use of the property and the facilities or amenities within it. Eligible works include:

- widening doors and installing ramps, providing or improving access to rooms and facilities; for example, by installing a stairlift or providing a downstairs bathroom,
- improving or providing a heating system suitable to the needs of the disabled person, adapting heating or lighting controls to make them easier to use
- improving access to and movement around the home, to enable the disabled person to care for another person who lives in the property, such as a spouse, child, or other person for whom the disabled person cares and improving access to and from the garden where feasible.
- facilitating the preparation and cooking of food by the disabled person,
- Dementia-related aids and adaptation equipment and alterations like improving lighting, providing soundproofing, changing the flooring, and tonal contrasting tiling and sensors.

Social services will be asked to consider what is necessary and appropriate to meet the disabled person's needs. This will usually take the form of a recommendation from an Occupational Therapist.

The proposed works must be necessary and appropriate to meet the disabled person's needs and be reasonable and practicable depending on the age and condition of the property. The Council needs to be satisfied with each of these matters. A DFG may be refused if the council believes that the proposed works are not reasonable and practicable.

receives by way of DFG and the full cost of the works.

Clients have the option of managing the works themselves or choose to use the council's Home Improvement Agency (HIA).

Where the client wishes to have the Council's HIA manage the works on their behalf, there may be additional fees applied. Please check with the relevant Council's website.

4.9 Re-housing

We work in partnership with other housing providers to make the most effective use of properties across London. Re-housing could be considered more appropriate than carrying out major adaptations in a person's current property in the following circumstances:

Current home has design features that do not make adaptation a feasible option and it is therefore considered not 'reasonable and practicable'.

Current home requires extensive adaptations that are not reasonable or practicable
Appropriate accommodation can be provided that would remove the need for extensive adaptations

Major adaptations would not meet the long-term assessed needs of the person and their carer / family

Consideration will be given to the individual's needs, including those of their carer, family and local support network. Appropriate support for vulnerable tenants will be provided in cases where re-housing is the preferred option.

When re-housing is recommended, tenants will be automatically assigned a named advisor who will work with them to complete an application form, award the relevant priority under the terms of the Housing Allocations Scheme and find suitable accommodation.

We will follow the Housing Allocations Scheme to ensure tenants are awarded the relevant priority and identify suitable alternative accommodation.

4.10 The Right to Reviews, Appeals & Complaints

There is no automatic right of appeal or review associated with decisions made under the terms of this policy. This does not remove a tenant's right to make independent legal challenge if they feel legislation has been breached or complain if they feel we have not followed the terms of this policy in making the decision.

If a complaint is upheld, then the application must be reconsidered by panel and a fresh decision given. This reassessment may not result in a changed decision but ensures that the policy has been applied fully.

If a complaint is not upheld and at any point during the process, the tenant has the right to refer their concerns to the Housing Ombudsman.

We will only assess a re-submission of an application for the same adaptation and applicant
if a significant change in circumstances can be proven.

5. Training

To ensure the effective implementation of the Aids and Adaptations Policy, all relevant staff members will receive comprehensive training covering areas such as equality, safeguarding, understanding vulnerabilities and communication.

6. Monitoring and Review

We will regularly monitor the implementation of the policy to ensure that it is being applied consistently and effectively across all relevant services.

Key performance indicators (KPIs) will be established to measure the success of the policy, including the number of adaptations completed, the time taken to process applications, and resident satisfaction levels.

7. Related documents

- Safeguarding Policy
- Equalities and Diversity Policy
- Complaints Policy
- Reasonable Adjustments Policy
- Allocations & Lettings Policy
- Repairs & Maintenance Policy
- Customer Service Standards

8. Equalities

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.

9. Data Protection


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

It is policy that all employees are responsible for managing information in accordance with the Data Protection Policy and implement appropriate practices, measures, controls and training to ensure compliance.

10. Exceptions

We may make an exception to the approach outlined in this policy if the circumstances require it and it is reasonable to do so. Our reasoning can be provided to the affected parties on request.

11. Document Management

Department of Community & Children's Services		
Housing Service		
Policy Title: Aids and Adaptation Policy		
Document Owner: Head of Housing Management		
Date Approved: <ul style="list-style-type: none">• (original)• [DATE] (this version)		
Version:	Last amendment:	
Effective date:	Next review date:	
Changes: <ul style="list-style-type: none">•		

Appendix 1 - OT Services

City of London Corporation - <https://www.cityoflondon.gov.uk/services/social-care-for-adults/support-with-living-at-home-occupational-therapy>

Golden Lane Estate
Middlesex Street Estate
Spitalfields

Hackney - <https://hackney.gov.uk/occupational-therapy>

Windsor House

Islington -

https://findyour.islington.gov.uk/kb5/islington/directory/service.page?id=mBZLqI_CvbWY

Holloway Estate
Isleden House
York Way Estate

Lambeth - <https://www.lambeth.gov.uk/adult-social-care-and-health/adults-and-older-people/living-home/equipment-technology>

City of London Almshouses and Gresham
William Blake Estate

Southwark - <https://www.southwark.gov.uk/adult-social-care/living-independently/equipment-adaptations-and-assistive-technology/get>

Avondale Square Estate
Horace Jones House
Southwark Estates

Lewisham - <https://lewisham.gov.uk/organizations/occupational-therapy-service>

Sydenham Hill

Tower Hamlets -

https://www.towerhamlets.gov.uk/lqnl/health_social_care/Health-and-adult-social-care/ASC/Occupational-Therapy/Occupational-therapy-assessment.aspx

Dron House



Appendix 2

City of London Corporation

Department of Community & Children's Services

Housing Service

Tenancy Management Policy

(Including Tenure Policy)

Approved by:	<i>Housing Management & Almshouses Sub-Committee</i>
Original Approval Date:	
Review Date:	
Version:	<i>1</i>
Re-Approval Date	
Next Review Date	<i>**3 years from re-approval**</i>

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Four		Managing Tenancy Conditions

Five			Tenancy Changes
Six			Ending a Tenancy
Seven			Legislation and Regulation
Eight			Policy Management

SECTION ONE: INTRODUCTION, AIMS AND SCOPE

1.1 Introduction

This policy outlines our approach to managing tenancies on City Corporation housing estates, and the support we can provide to tenants to help sustain tenancies and minimise tenancy failure.

This policy should be read in conjunction with the Tenancy Agreement and other relevant policies, which are listed in section 1.4.

1.2 Aims of this Policy

We aim to:

- Comply with the Regulator for Social Housing's Tenancy Standard by providing a clear and accessible policy on tenancy management, including matters such as discretionary succession rights
- Manage tenancies fairly, with due regard to equalities principles and our Public Sector Equality Duty
- Minimise tenancy failure by managing tenancies in a supportive way, to minimise homelessness
- Take a proportionate and fair approach to the enforcement of tenancies, to consider the needs of the tenant along with those living in the same community
- Effectively manage our housing stock by ensuring that the legislation on tenancies is adhered to, and social housing is reserved for those who meet the relevant criteria

1.3 Scope

This policy applies to tenants on our Housing Revenue Account (HRA) estates and includes:

- Secure Tenants
- Introductory Tenants

Aspects of this policy may also apply to other types of occupier, for instance occupiers who formerly held a Secure or Introductory tenancy and remain in occupation pending possession proceedings.

1.4. Related Policies

The policies below are also relevant to the interpretation of this policy:

- Antisocial Behaviour Policy
- Decants Policy
- Domestic Abuse Policy
- Equality, Diversity and Inclusion Policy
- Estate Management Policy
- Housing Allocations Scheme

- Income Recovery Policy
- Introductory Tenancy Policy
- Mutual Exchange Policy
- Reasonable Adjustments Policy
- Safeguarding Policy
- Unreasonable Behaviour Policy
- Vulnerability Policy

1.5 Equalities

As a public body, we will:

- have due regard to the Public Sector Equality Duty (s.149, Equality Act 2010) in managing our tenancies
- comply with our wider legal duties under the Equality Act 2010 and other relevant legislation
- comply with human rights and public law principles in making relevant decisions under this policy, e.g. proportionality

This policy has been subjected to a full Equalities Impact Assessment.

1.6 Service Standards

The following Service Standards are associated with this policy:

- Customer Service Standard
- Tenancy Management and Support
- Allocations and Lettings
- The Moving-In Standard

These Service Standards explain the level of service we will provide in each of these areas, including timescales for responding to service requests and enquiries.

SECTION TWO: TENANCY SUSTAINMENT AND SUPPORT

2.1 Our commitment

We are committed to sustaining tenancies and reducing homelessness. We will:

- Discuss any support needs with new tenants and any involved agencies before sign-up
- Offer access to independent advice and support to tenants during their occupation
- Work with host boroughs and partner agencies to support tenants who require help, with the aim of enabling them to manage their tenancy and home
- Treat tenants fairly and be sensitive to any vulnerabilities or support needs they may have when applying this policy, and whenever we are in contact with them

2.2 Providing support to tenants

We operate a tenancy support service, and we will refer tenants for assistance if they request this, or we identify that they have vulnerabilities or needs which affect their welfare or their ability to manage their affairs.

We may refer tenants to external support agencies depending on the circumstances, with their consent.

2.3 Safeguarding

The City Corporation's overall approach is set out in our corporate safeguarding policy and overseen by the City and Hackney Safeguarding Children Partnership and the City and Hackney Safeguarding Adults Board.

We will work with partner agencies and professionals to address any identified safeguarding concerns, including abuse, self-neglect and hoarding.

2.4 Domestic Abuse

We will work with other agencies to provide support to residents who report domestic abuse to us, to help manage risks and ensure that the victim/survivor is aware of their housing options. Our approach is outlined in our Domestic Abuse Policy.

SECTION THREE: GRANTING TENANCIES

3.1 Allocations Scheme

Our housing is let in accordance with our [Allocations Scheme](#).

3.2 Policy on types of Tenancy Granted

(i) New tenants

It is our policy to grant Introductory Tenancies to all new tenants. This is a form of probationary Secure tenancy under the Housing Act 1996. This becomes a full Secure tenancy once the probationary period has ended, unless we take steps to terminate the tenancy or if the introductory tenancy is extended for a fixed period. Please refer to the [Introductory Tenancies Policy](#) for more details.

Our Secure tenancies are granted on a lifetime basis. We do not grant Flexible Secure Tenancies.

(ii) Existing Tenants

Existing City Corporation tenants, or those who already hold a Secure tenancy and transfer to one of our homes, will be granted a Secure tenancy (Housing Act 1985).

(iii) City of London and Gresham Almshouses

Occupants of these properties are granted a Licence to Occupy, not a tenancy, in accordance with the objects of the respective charitable settlements.

3.3 Sole Tenancies

A sole tenancy is where one member of the household signs the tenancy and is responsible for ensuring the household fulfils the responsibilities set out within the tenancy agreement.

3.4 Joint Tenancies

A joint tenancy is held by two people and all joint tenants have all the rights, and must comply with all the obligations, of the tenancy agreement (this is known as being "jointly

and severally liable"). The tenancy agreement is the same for joint tenants as it is for sole tenants and each tenant must sign the agreement.

For example:

- both joint tenants owe all of the rent, not 50% each, and are responsible for meeting that rent for as long as they remain a joint tenant, even if they have vacated the property
- a breach of tenancy by one is the responsibility of all the tenants.
- The joint tenants have equal rights of occupation and can only be excluded or evicted by Court Order

Legally, a joint tenant can usually serve a notice to end a joint tenancy even without the knowledge or consent the other joint tenant. The tenancy will come to an end and both tenants will have to move out.

3.5 Joint Applications for Housing

Where a joint application for housing is made, we will grant a joint tenancy. Joint tenancies will only be granted to:

- married couples
- civil partners
- cohabiting partners

Inter-generational joint tenancies (e.g., parent and child) and joint tenancies between siblings will not be granted. This approach is adopted as conflict may arise in future when lifestyles and needs change.

SECTION FOUR: MANAGING TENANCY CONDITIONS

4.1 Access

Access should be allowed for the City Corporation's employees or contractors acting on behalf of the City Corporation at reasonable times and subject to reasonable notice to inspect the condition of your home or to carry out repairs, improvements or other works to your home or adjoining property. We will normally give at least 24 hours' notice, but more immediate access may be required in an emergency, for example, fire, flooding, gas leak, infestation, safeguarding issues or serious risks to residents. These examples are not exhaustive. We reserve the right to recover from you the costs of any abortive appointment for access.

4.2 Monitoring Tenancies and the Condition of Our Properties

Effective tenancy management is necessary to ensure our tenants can live comfortably in their homes. We expect that tenants will always maintain their homes in a reasonable condition in accordance with their tenancy agreement.

We will carry out periodic tenancy visits to assess the condition of the property, ensure it is being occupied lawfully and the tenant is complying with the terms of the tenancy agreement. Visits to verify occupation, sometimes called 'tenancy audits', may be unannounced.

We will monitor compliance with our tenancy agreements and take appropriate action to resolve any breaches effectively.

Particular attention will be paid to:

- How many people appear to be living in the property, and where relevant, whether we have been given prior notice or consent
- Whether the property and any garden or outdoor space is in repair, and in a clean and tidy condition
- Any safety issues such as damp and mould, or fire risks
- Whether there have been any alterations, improvements or changes without consent
- Whether any other tenancy condition appears to have been breached

4.3 Absence from Home

We recognise that tenants may be away from their homes for an extended period for several reasons. A tenant must live in their property as their only or main home and must notify us if they are going to be away from their property for more than three months, including the dates of their absence and the name and contact details of a nominated key holder (in case of emergencies). The tenant must ask our permission to appoint a caretaker - permission will not be unreasonably withheld.

4.4 Subletting

Subletting is the act of allowing someone else to live in the property in return for rent. The sub-tenant has exclusive use of part of the property.

Subletting the whole or part of your home is not permitted under the terms of our standard Tenancy Agreement. You must not advertise or let your home, or any portion of your home on short-term rental platforms (e.g., Airbnb or similar services) or engage in any short-term subletting arrangements.

It is a criminal offence to sub-let or part with possession of the whole of a property to someone else and a tenant can be prosecuted for this. In addition, any security of tenure will be lost and cannot be regained.

4.6 Lodgers

With our written permission tenants may allow lodgers to live with them while they remain in occupation. They must not allow the property to become overcrowded or part with possession of the whole or part of the property. The tenant is responsible for the lodger's behaviour while they live in the property.

Introductory tenants may not take in a lodger.

Taking in lodgers is not permitted in Sheltered accommodation.

4.7 Overcrowding

Tenants must not allow their homes to become overcrowded, for example by taking in paying or non-paying guests. The maximum number of occupants permitted is shown on the Tenancy Agreement.

We will provide housing advice under our Allocations Scheme to tenants whose properties become overcrowded due to family growth.

4.8 Running a Business from Home

Tenants must not run a business from their home without obtaining prior written permission from us. Permission is discretionary and may be conditional. Permission can be revoked at any time and for any reason, but reasons for refusing permission or revoking permission can include:

- The business not being suitable for a residential area
- Where the business activity is likely to amount to, or lead to, a breach of other terms of the tenancy
- Where the business causes or is likely to cause a nuisance or annoyance to anyone living, working or visiting the neighbourhood of the property
- Where the business causes or is likely to cause excess wear and tear or damage to the property or its fixtures and fittings
- Issues with tenancy conduct

SECTION FIVE: TENANCY CHANGES

5.1 Changes to Household

The tenant is responsible for telling us when there are changes to their household. This includes:

- persons moving in or out
- changes to the number of children in the household
- changes to the tenant's contact details
- household support needs or vulnerabilities

5.2 Name Changes

Tenants who change their name will need to provide evidence of the change before their tenancy agreement and housing records can be updated. We will accept the following documents as evidence:

- Government issued documents such as Passport or Driving licence
- Certificate of marriage, civil partnership or divorce/dissolution
- Confirmation from the High Court if the change is via Deed Poll

5.3 Changing a Sole Tenancy to a Joint Tenancy

It is not legally possible to "add" a joint tenant onto an existing sole tenancy. The creation of a joint tenancy takes effect as the surrender of the sole tenancy and the immediate re-granting of a joint tenancy. This is a new tenancy, and a new rent charge may be payable, which may be higher.

Where a request is received to create a joint tenancy, we will consider the request carefully. Both parties to the proposed joint tenancy will be interviewed separately to ensure they are equally willing to enter into the joint tenancy.

We are not required to consent to a surrender and re-grant from sole to joint tenancy. Reasons for refusal include (but are not limited to) if:

- There has been a previous succession to the tenancy or an assignment to a potential successor
- There are outstanding rent arrears or other debts owed to us
- There is legal action being taken against the property including, but not limited to, a notice seeking possession has been served, an injunction is in force, a possession claim has been issued, or a suspended possession order is in force
- The property would become overcrowded or under occupied
- The proposed joint tenant would not qualify for an allocation of social housing

The sole tenant should fully investigate all the advantages and disadvantages and is advised to seek independent legal advice before deciding to make a request for another person to be added to a tenancy.

Some things to bear in mind include:

- each joint tenant is equal, and it makes no difference that one of them was a sole tenant of the property before the joint tenancy was created.
- creating a joint tenancy can affect any (if any) succession rights.
- either joint tenant can end the whole of the joint tenancy by giving a Notice to Quit to the landlord, they do not need the consent or agreement of the other joint tenant to do this and this can mean that the joint tenant not ending the tenancy could lose their home.
- while it is easy to create a joint tenancy, this cannot simply be “converted” back into a sole tenancy without a Court Order, for example upon relationship breakdown

5.4 Succession

Succession allows the tenancy to be passed on to certain qualifying people when the tenant dies. The successor is granted a continuation of an existing tenancy, not a new tenancy.

The law allows only one statutory succession to each tenancy. On the death of the tenant there can be no further right of succession where the deceased tenant was a successor. The deceased tenant is classed as a successor where they:

- became the tenant by succession or survivorship
- became the tenant by court order and the previous tenant was a successor
- were assigned the tenancy as a potential successor

Where there is more than one person qualified to succeed, the tenant’s spouse or civil partner is to have priority. If there are two or more family members entitled to succeed, then they must agree between them which one is to be the successor because only one person can succeed. The law does not allow joint succession.

The law dictates who can succeed a tenancy and the rules differ depending on when the tenancy was granted.

Tenancies Commencing Before 1st April 2012

The tenant’s spouse or civil partner succeeds if they live in the property as their main home when the tenant dies.

Where there is no spouse or civil partner, a cohabitee or another family member can succeed if they were living with the tenant as their main home when the tenant dies and for 12 months before that.

Where there is more than one family member who is entitled to succeed, only one can succeed to the tenancy. If the family members cannot agree, the landlord decides which family member succeeds.

Family members are defined as parents, grandparents, children, grandchildren, siblings, uncles, aunts, nieces, nephews and partner.

Tenancies Commencing on or After 1st April 2012

The law allows one statutory succession to a spouse, civil partner or cohabitee of the deceased tenant, who was living in the property as their main home at the time of the tenant's death.

Where there is no spouse, civil partner or cohabitee, succession to another family member can only occur if there is a clause in the tenancy agreement which allows for this.

For all tenancies granted on or after 1 April 2012 the law allows one statutory succession to a spouse or civil partner of the deceased tenant, who was living in the property as their main home at the time of the tenant's death. Cohabiting partners who were living together as if they were married or civil partners will be treated as a spouse. The statutory right of succession of a member of the family has been removed.

Government regulations are currently being drafted which are expected to require all successions to be treated as per 'Tenancies that Started on or After 1st April 2012'. This policy will be updated should the situation change.

5.5 Survivorship (Death of a Joint Tenant)

When a joint tenant dies, the remaining joint tenant succeeds the tenancy. This is called 'survivorship' and takes effect automatically. This counts as a succession for the purposes of the Housing Act 1985 and no further succession is possible beyond this.

If the surviving joint tenant is not in occupation, they still succeed the tenancy. In these circumstances, we will serve a notice on the absent joint tenant to end the tenancy due to them not occupying the property as their sole or principal home.

5.6 Discretionary Succession

Upon the death of a tenant, where there is no remaining right of succession, we will seek to recover the property from any remaining occupiers. In exceptional circumstances, we may grant a discretionary succession, provided the following criteria are met:

- The person applying to succeed would have been entitled to do so but for a succession having already taken place
- The applicant qualifies and is eligible for social housing under the relevant Regulations and our Allocations Scheme (including limits on savings and household income)
- The applicant meets the criteria for a reasonable preference under the Housing Act 1996, in accordance with our Allocations Scheme

In these situations, we will request information from the applicant about their circumstances before making a decision.

5.7 Assignment

Assignment by Tenant

Sometimes, tenancies can be transferred to another person. We will only permit assignments to:

- Someone who is entitled under statute to succeed to the tenancy
- Where it has been ordered by the court in family or matrimonial proceedings
- Where there is a mutual exchange (for secure tenancies only)
- Where the tenancy agreement allows assignments
- Where the property has been their main or principal home for at least one year and is legally entitled to succeed to the tenancy.

Assignment is not possible under any other circumstances. It should be noted that:

- It is not legally possible for one joint tenant to assign their tenancy to the remaining joint tenant (to create a sole tenancy).
- Assignment counts as a succession and only one succession is permitted (please see above).
- The person assigning the tenancy must not remain in the property after the assignment and must not be transferring to another City of London property.
- A sole tenancy cannot be assigned to two people as a joint tenancy

Assignment by Court Order

A tenancy can be assigned by Court Order in several circumstances, most commonly in family law proceedings.

Where a Court Order is received, the assignment decreed by the court must be accepted by the City of London, no assessment of the suitability of the property may be carried out. The signing of a Deed of Assignment is not required as the Court Order itself implements the assignment. The date of assignment is effective from the date specified by the court.

SECTION SIX: ENDING A TENANCY

6.1 Tenancy Termination

Tenancies can be terminated in several ways:

- by the landlord, normally through the courts granting and enforcing a possession order
- by the tenant
- or by agreement between the landlord and tenant

6.2 Termination by the Landlord

Secure tenancies

Housing Act 1985 Secure tenancies have security of tenure, which means that we cannot repossess the property unless:

- we rely on one or more of the grounds for possession listed in the Housing Act 1985
- we serve a valid notice on the tenant, or the court agrees to dispense with service
- we obtain a Possession Order and Warrant for Possession

We will seek possession when a tenant has breached the terms of their tenancy, there is evidence to prove this, and it is both reasonable and proportionate to do so in the circumstances.

Introductory Tenancies

Introductory Tenancies under the Housing Act 1996 do not have security of tenure, however tenants benefit from the same protections from unlawful eviction as any other residential occupiers.

We will manage Introductory Tenancies in accordance with our policy on Introductory Tenancies.

If we intend to terminate a tenancy during the Introductory period, we will serve the required notice, advise the tenant of their rights and follow the statutory appeals process. If the tenancy is terminated and the tenant remains in occupation, we will seek possession through the County Court.

6.3 Loss of security of tenure

Where an occupier does not have security of tenure, for example if they have ceased to occupy the property as their sole or principal home, or by subletting or parting with possession of the property, we may legally serve a 'notice to quit' to end the tenancy. Notices to quit normally give the occupier 28 days to give up possession. If anyone remains in occupation, we will issue possession proceedings.

6.4 Termination by the Tenant

A tenant can surrender their tenancy back to us. Normally we will require written notice to be completed giving us four weeks' notice and the return of the keys.

If a tenant has been offered a transfer to an alternative City of London property through our Allocations Scheme, a minimum of one week's notice would be accepted. If this alternative property is with an external provider we would expect 28 days' notice

A joint tenant can usually serve a notice to end a joint tenancy even without the knowledge or consent the other joint tenant. Once served, a tenant's notice cannot be revoked and the tenancy will come to an end.

If the tenant does not vacate or give the property back with vacant possession, we will issue possession proceedings in the court to take back possession.

6.5 Death of the Tenant

Where a tenant dies and there is no-one who can succeed to the tenancy, the tenancy does not end automatically, however it ceases to have security of tenure. We will end the periodic non-secure tenancy by serving a notice to quit on the personal

representatives/executors of the deceased (if any) and/or the Public Trustee, unless the personal representatives/executors serve us with a notice to terminate and clear the property, surrendering or giving up the tenancy.

Rent remains payable by the estate of the deceased during the notice period, and thereafter use and occupation charges equivalent to the rent are payable by the estate until the property is cleared and given back to us, or a court possession order is enforced (whichever is the latter).

Further information around charges during the notice period is available in the Rents Policy.

Where persons are left in occupation of the property and they do not have a right to succeed, once the notice to quit served on the deceased's estate has expired, we will issue possession proceedings to regain possession and evict the occupiers (pending the outcome of any discretionary succession application if one is made).

Use and occupation charges will be payable, equivalent to rent from the date of the expiry of the notice to quit until possession is given up.

6.6 Abandonment

We occasionally become aware of properties which have potentially been abandoned by the tenant without notice being served to terminate their tenancy. In this situation, we will carry out reasonable enquiries to establish the circumstances and will attempt to trace the tenant to discuss their intentions.

If a tenant has not served a notice to terminate, but has abandoned the property, they will lose security of tenure which means that we can serve a notice to quit, which will end the non-secure tenancy.

If we are satisfied that the tenant is not going to return, we will take steps to take back possession of the property. The tenant remains liable for rent until possession is regained or otherwise surrendered.

Any possessions left in the property when we take the property back will be handled in accordance with our Disposal of Personal Property Policy.

6.7 Ending a Joint Tenancy

Either joint tenant can (acting on their own) end the whole of the joint tenancy by giving a valid notice to quit to the landlord. If this happens all parties will probably have to move out of the home.

Unless a joint tenant dies it is only possible for a joint tenant to be removed from a joint tenancy by a Court Order. **The Corporation cannot obtain such a Court Order; it is up to the party wanting to be removed (or wanting another to be removed) to seek their own legal advice.**

This means that even if a joint tenant moves out, they are still liable for the rent and other tenancy matters in just the same manner as if they had continued to live there. They will still be classed as having a tenancy of social housing, so may not be able to obtain another social housing tenancy elsewhere, and would also have the legal right to move back in.

In cases of domestic abuse or other criminal behaviour being caused by one joint tenant against the other, and the victim wishes for the other joint tenant to leave the home, we will refer them to advice agencies who can assist them to obtain the necessary legal help and take the necessary action to obtain a Court Order. Please refer to the Domestic Abuse Policy for more details.

SECTION SEVEN: LEGISLATION AND REGULATION

7.1 Legislation

The following legislation is relevant to the operation of this policy (not an exhaustive list):

- Antisocial Behaviour, Crime and Policing Act 2014
- Civil Partnership Act 2004
- Equality Act 2010
- Housing Act 1985
- Housing Act 1996
- Human Rights Act 1998
- Landlord and Tenant Act 1985
- Localism Act 2011
- Matrimonial Causes Act 1973
- Matrimonial and Family Proceedings Act 1984
- Protection from Eviction Act 1977

7.2 Regulation

The following regulatory standards are relevant to this policy:

- Home Standard
- Neighbourhood and Community Standard
- Tenancy Standard

SECTION EIGHT: POLICY MANAGEMENT

8.1 Policy Exceptions

In exceptional circumstances, we may consider making a variation to this policy in an individual case. We will explain our reasons for making an exception and our reasoning can be provided to the affected parties on request.

8.2 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.

8.3 Training

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

8.4 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.

8.5 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, e.g., in safeguarding matters. We will discuss this with the person involved wherever possible.

8.6 Policy Review

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

8.7 Related documents

- Tenants' Agreement and Handbook

<p>Department of Community & Children’s Services</p> <p>Housing Service</p>	
<p>Policy Title: Tenancy Management</p>	
<p>Document Owner: Head of Housing Management</p>	
<p>Date Approved:</p> <ul style="list-style-type: none"> • 15/05/2025 (v1 - this version) 	
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<p>Changes:</p> <ul style="list-style-type: none"> • New Policy 	



Appendix 3
City of London Corporation
Department of Community & Children's Services
Housing Service

VULNERABILITY POLICY

Approved by:	<i>Housing Management & Almshouses Sub-Committee</i>
Original Approval Date:	
Review Date:	
Re-Approval Date	-
Next Review Date	<i>**3 years from re-approval**</i>

12. Purpose

As a social housing provider, we will take action to deliver fair and equitable outcomes for our residents. This policy sets out the Housing Service's commitment to assist vulnerable residents, ensuring that they can access our services and where applicable receive the support they need to sustain their tenancy.

We will focus on achieving a high standard of customer care and adopting a person-centric approach to service delivery for all, regardless of any vulnerabilities.

This policy supplements our equality and diversity and safeguarding policies and procedures.

13. Scope

The policy is tenure neutral and applies to all residents, prospective residents and their household members on our Housing Revenue Account (HRA) estates and in our City of London and Greham Almshouses.

This policy focuses on residents who are vulnerable but have capacity to make their own decisions. Where a resident has been assessed as lacking, or believed to lack, capacity to make decisions we will work with their appointed representative as set out in Section 6.4.

14. Legislation

We have a legal duty under the Equality Act 2010 to “advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it”. However, we recognise that resident vulnerability can arise for reasons other than the characteristics protected under legislation.

The Regulator of Social Housing’s Transparency, Influence and Accountability Standard Consumer Standard requires housing providers to “treat tenants and prospective tenants with fairness and respect” and “understand the diverse needs of tenants, including those arising from protected characteristics, language barriers and additional support needs”, with a specific expectation that providers will “demonstrate how they respond to tenants’ needs in the way they provide services and communicate with tenants” The importance of accessible and appropriate information and communication is also emphasised.

The Housing Ombudsman Complaints Handling Code 2024 states that landlords must be flexible and agile and able to adapt core services to better meet the needs of residents, without stigma or marginalisation. Effective communication is seen as critical in maintaining positive relationships, and landlords should move to a ‘human centric’ model of service provision.

15. Aims

As a responsible social landlord, a key objective is to ensure that all residents can access our services including any support required to sustain their tenancy. This policy outlines how we will:

- Use available information and contact points to help identify vulnerabilities and establish the best course of action to meet their needs
- Record details of vulnerabilities where it is appropriate to do so and highlight actions required on our housing management systems to ensure consistency of services
- Record any known representatives who have authority to act on a resident’s behalf including where power of attorney is in place
- Adopt a personalised approach to ensure residents can access services in a way that works for them and their individual circumstances
- Refer residents to other services and use onward referrals and signposting where appropriate
- Make safeguarding referrals in line with our safeguarding policy
- Work with our tenants and leaseholders to identify service improvements to enable us to better meet the diverse needs of our residents

16. Defining Vulnerability

Vulnerability can be defined as a dynamic state which can arise from a combination of individual circumstances, characteristics and external factors.

Vulnerability can be permanent or temporary and can often be multidimensional. No group of people is inherently vulnerable, it can occur at different points in a person’s life, for instance for a temporary period following a bereavement. Or it may be a

permanent health condition which requires us to personalise our services in a specific way.

Vulnerabilities may put someone at risk of harm, being unable to comply with the terms of their tenancy agreement or access our housing services.

Everyone experiences vulnerability differently; therefore, this policy outlines our person-centred approach to meeting the individual needs of our residents. This definition does not replace statutory definitions, for example in homelessness legislation.

The factors used to define vulnerabilities are outlined in Appendix 1.

17. Policy Statement

6.1 Our approach

The Housing Ombudsman has stated that landlords should consider the '3R's' of recognise, respond and record in their vulnerability policies. Using these '3R's' has help us shape the approach we will adopt:

- Recognise – identifying and understanding resident vulnerabilities
- Record – keeping accurate data of known resident vulnerabilities
- Respond - adopting a person-centred approach to meeting our residents' needs

6.2 Recognising vulnerabilities

Staff will receive training to recognise potential signs of vulnerability such as:

- Being the perpetrator of antisocial behaviour due to mental health issues
- Being the victim of antisocial behaviour, harassment, domestic abuse or crime
- Hoarding, self-neglect or other behaviour which results in a person's home or garden becoming neglected or damaged
- Failing to maintain the conditions of tenancy such as regular rent payments
- Not allowing access for essential and routine maintenance, e.g. gas and electric safety checks.

Employees also receive additional training relevant to their role including:

- Equality and diversity training
- Safeguarding training
- Conflict management training
- Customer care
- Mental health
- Neurodiversity

We will use different contact points to identify vulnerabilities including:

- Residents telling us they are vulnerable when they apply for a home or at any time by making a self-referral.
- Any colleague carrying out housing management activities and has contact with a resident in-person, on the phone or through any other channel of communication.
- Contractors working on behalf of the Housing Service
- From relatives, care givers and advocates
- Via a referral from an external agency or organisation e.g. support agency or police

6.3 Recording vulnerabilities

We will record resident details on the records within our housing management system to enable us to meet individual needs. This includes any support, communication or access needs, and where anyone other than the tenant is authorised to speak to us on the tenant's behalf.

We will share relevant information across appropriate services to support consistency of service. This is to ensure that when any contact with a resident is made, there is a record of the actions required to enable the member of staff to act accordingly to meet individual needs. We will work collaboratively with residents to ensure that the actions we take result in a positive outcome.

Safeguarding concerns will be raised in line with our Safeguarding policy and procedure which set out how we ensure that the relevant partner agencies such as social care are notified when we have a concern.

6.4 Responding to vulnerabilities Communication

When new tenants sign up for a tenancy, they will be asked about communication preferences and to provide a secondary contact in case of emergency. There will be opportunities throughout the tenancy to update communication preferences through contact with housing staff and home tenancy visits. Residents can get in touch with us through a variety of methods to let us know about their communication preferences at any time.

We aim to provide accessible services and information to meet the diverse needs of our residents. We regularly review the information we provide and how we provide it, and work with tenants to improve the accessibility of our services and information. We have developed a set of service standards for communication to be used across the service to inform how we communicate and share information with our residents. The standards include the importance of avoiding jargon and abbreviations, providing information in the correct format, and considering preferences and needs. Documents can be made available in other languages, Braille, large print and audio tape and all staff will provide assistance to complete forms where required.

Representatives and advocates

Residents can choose to appoint a relative, friend or other representative such as an advocate or local ward member to be able to speak to us and act on their behalf in relation to services including:

- Their rent account including any rent arrears
- Council tax
- Another part of the housing service such as tenancy support
- A housing application
- Reporting a complaint on their behalf

Residents can also choose to have their correspondence sent to their appointed person, subject to meeting data protection requirements.

Capacity

If we are notified that a resident lacks capacity, in line with the Mental Capacity Act 2005, we will liaise with those who have legal authority to act on their behalf. That might be a representative who has /or is:

- Lasting power of attorney
- Deputyship Order from the Court of Protection
- Litigation friend appointed in court proceedings.
- Appointee appointed by the Department of Work and pensions (DWP) to manage a person's benefits.
- Independent Mental Capacity Advocate

Adjustments to services

Reasonable adjustment means a change to service provision which seeks to, as far as possible, remove any disadvantage faced by those with a protected characteristic or a vulnerability. Each of our service areas will consider any variation or adjustment that might be required and is appropriate in the circumstance to meet individual needs. This will vary by service, but some examples are:

- Allowing longer for a resident to answer the door
- Arranging a joint visit with a support worker/representative
- Having male/female only staff present when visiting or working in the home
- Visit in person to provide information or explain the content of a letter by telephone call
- Providing information in different formats
- Providing interpreting services
- Providing an assisted bidding service for Choice Based Lettings

6.5 Additional Support

Priority Home Tenancy Visits

Where a concern related to vulnerability is reported, a home tenancy visit will be prioritised where appropriate. Home tenancy visits provide an opportunity for our Resident Services Officers to visit tenants at home to discuss any issues. During the visit staff will:

- Check tenant and household details
- Check that the home is safe and identify any repairs
- Provide advice and support to help tenants to manage their tenancy
- Make onward referrals to other agencies and services if needed
- Make safeguarding referrals if needed

Staff work to understand residents' individual needs to provide person centred support to help tenants manage their tenancy and live in a safe home environment.

Tenancy Support

Where someone is struggling to maintain their tenancy, they may be referred (with permission) to our Tenancy Support Officers. This specialist team works with tenants with more complex needs. This includes those who have:

- Physical and mental health needs
- Learning difficulties and disabilities
- Difficulty in maintaining their tenancy (e.g. first tenancy or rent arrears)
- Had to move away urgently because of an abusive situation
- The team can provide support with:
 - Claiming the correct benefits and accessing grants
 - Money and debt management
 - Accessing and signposting to other specialist agencies
 - Aids and adaptations
 - Improving health and wellbeing

The nature of the assistance provided will be personalised based on the individual needs of the tenant or household.

Housing Benefit and the Council Tax Reduction Scheme

Universal Credit has replaced Housing Benefit for most working age people who need help paying their rent. You can make a claim for Council Tax Reduction if you are liable to pay council tax to the City Corporation. If you pay rent to the City Corporation but

live outside the Square Mile, your claim for the council tax reduction scheme must be made to the council for the area in which you live.

Resident Services Officers will liaise with the Tenancy Support and Income team to help support tenants to access benefits that they are entitled to throughout their tenancy. Tenants can also contact this service directly to request advice and support.

Adaptations

An adaptation is an alteration or addition to any aspect of a home to make it easier or safer for use by a disabled person. A disabled person, as defined by the Equality Act 2010, is a person: “that has a physical or mental impairment that has a “substantial” and “long term” negative effect on your ability to do normal daily activities.

Our Aid and Adaptations Policy sets out how we provide adaptations to help residents continue to live independently in their home.

Referrals and signposting

Our housing teams will make referrals to external agencies and signpost on to other services. Where required we will work with partner organisations to meet resident needs. We fully recognise the need to work with specialist services and we actively aim to build and maintain links with these partners. We will always aim to seek consent before referring a resident or their household member to a partner agency. Where consent has not been given, each case will be assessed on its own merits, but we may still consider that a referral is necessary in certain circumstances.

We will ensure that we proactively attend and participate in key multi-agency meetings to ensure we have strong and relevant local connections. We regularly attend multi-agency forums such as MARAC, housing partnership meetings. Where we have a particular concern relating to vulnerabilities, we may coordinate a multi-agency case conference, to ensure a coordinated community approach.

18. Safeguarding children and vulnerable adults

City of London has a duty to protect children and vulnerable adults. Where it is brought to the attention of staff or contractors working with the Housing Service that a child or adult may be at risk, staff will refer to the Safeguarding Policy – protecting children and adults at risk. When and if appropriate, we will signpost or refer cases to the relevant local authority or other agencies.

19. Training

All colleagues working with residents will be made aware of this policy so they are able to recognise potential signs of vulnerability. The training will equip colleagues with the skills needed to meet the requirements of this policy and to make informed referrals

20. Monitoring and Review

Our delivery of the Vulnerability Policy will be monitored on an ongoing basis through line management of relevant staff. This will allow us to review the services we provide and help us identify whether there are any wider steps that we can take to improve our services.

The effectiveness and outcomes of this policy will also be reviewed through feedback from satisfaction surveys completed, complaints and any other sources where resident vulnerability information has been captured. Feedback will be used to shape and steer the next review of the policy

21. Related documents

- Safeguarding Policy
- Equalities and Diversity Policy
- Complaints Policy
- Data Protection Policy
- Reasonable Adjustments Policy
- Domestic Abuse Policy
- Aids and Adaptations Policy
- Allocations & Lettings Policy
- Anti-social Behaviour Policy
- Repairs & Maintenance Policy
- Customer Service Standards

22. Equalities

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.

23. Data Protection

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


Information relating to vulnerabilities is regarded as sensitive personal data. Our Data Protection Policy outlines how we protect the personal data we hold, and meet the requirements of the UK General Data Protection Regulation and the Data Protection Act 2018.

It is policy that all employees are responsible for managing information in accordance with the Data Protection Policy and implement appropriate practices, measures, controls and training to ensure compliance.

24. Exceptions

We may make an exception to the approach outlined in this policy if the circumstances require it and it is reasonable to do so. Our reasoning can be provided to the affected parties on request.

25. Document Management

<p>Department of Community & Children’s Services</p> <p>Housing Service</p>	
<p>Policy Title: Vulnerability</p>	
<p>Document Owner: Head of Housing Management</p>	
<p>Date Approved:</p> <ul style="list-style-type: none"> • 150/05/2025 – v1 (this version) 	
<p>Version:</p>	<p>Last amendment:</p>
<p>Effective date:</p>	<p>Next review date:</p>
<p>Changes:</p> <ul style="list-style-type: none"> • n/a – new policy • 	

APPENDIX 1

FACTORS IN DEFINING VULNERABILITY

The categories below do not list every possible factor as the whole spectrum of who could be regarded as vulnerable at any point in time is wide, but these are the more common factors to take into consideration when considering a resident's state of vulnerability.

Factor 1 Underlying characteristic (people in these groups may not always require additional support just because of this characteristic)

- Older people (particularly those 75 years or older)
- 16 – 21-year-olds
- Very young children and babies (particularly those 2 years old or under)
- Disabled people
- Care leavers
- Lone parents under 21 years old
- Refugees or asylum seekers
- Carers
- Families with disabled children
- Ex service personnel
- Those living with a terminal illness

Factor 2 Ability to act, engage and cope – (people may lack ability because of having one or more of these factors)

- Learning disability
- Mental illness
- Autism Spectrum Disorder
- Permanently impaired mobility or frailness
- Chronic, debilitating health conditions
- Addiction/serious substance or alcohol abuse
- Low level of literacy
- Low or no English language skills
- Age related conditions that impact on independent living

Factor 3 Exceptional life event (people may not have factors 1 and 2 but may have recently experienced an exceptional or traumatic event and so may be vulnerable at this point in time)

- Recent history of street homelessness
- Recently moved from supported accommodation to independent living
- Bereavement following the death of a partner, child, or other close relationship
- Having recently left care as a young person
- Sexual or racist abuse or serious harassment or other hate crime
- Recent experience of domestic violence
- Living in or recently left a refuge or homeless persons' hostel
- Recently discharged from hospital or other institutional care
- Periods of sustained physical or mental illness at home
- Multiple debts and unable to meet basic needs e.g. fuel or food poverty
- Pregnant women
- Recently given birth, still born or miscarried
- Recently released from prison after a custodial sentence
- Families with children excluded from school
- Ex-service personnel returning from area of conflict



Appendix 4

City of London Corporation

Department of Community & Children's Services

Housing Service

Estate Parking & Storage Sheds 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>
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Review Date	<i>June 2027</i>
Re-Approval Date:	<i>15/05/2025 (v.4 – this version)</i>
Review Date	<i>May 2028</i>

1. Introduction

The City of London's housing estates have parking spaces, garages, storage sheds and bike lockers for use by residents and members of the public. This policy outlines how we will allocate and manage these facilities.

2. Aims of this Policy

This policy aims to:

- Explain the type of facilities we have and their uses
- Describe how they will be allocated
- Give a general outline of some important conditions of use
- Explain how we will manage these facilities, with an emphasis on safety

3. Scope

This policy applies to facilities on the City's Housing Revenue Account ("HRA") estates, or those managed as part of the HRA.

It applies to:

- Car parking spaces (both open and enclosed)
- Motorcycle parking bays
- Storage sheds
- Garages
- Bike stores and lockers

Please note that not all facilities are found on every estate.

4. Facilities Available

Parking spaces and motorcycle bays

Parking spaces for motor vehicles are available on many estates, as are designated spaces for motorcycles. Some spaces are assigned for use by disabled people only. Parking spaces may be in the open air, or enclosed behind security gates or barriers, for instance where they are situated beneath a residential building.

Garages

Lock-up garages are available on some estates. These garages are intended to be used for securely parking motor vehicles. They are not intended for use as domestic or commercial storage e.g. storing furniture.

Sheds

Storage sheds of various sizes are available on most estates. These are intended for the storage of domestic items only. Conditions are imposed to restrict the storage of certain items that may pose a hazard e.g. e-scooters and e-bikes.

Bike Lockers

Some estates have individual bike lockers for the storage of pedal cycles, for which a charge is payable. These are distinct from communal bike storage facilities, which are free of charge.

5. Licence Agreements

The use of all these facilities is governed by a Licence Agreement. This is essentially written permission from the City for the named user to have sole use of the facility in return for the weekly charge. Anyone wishing to use a facility will be required to sign a standard Licence Agreement. Refusal to sign this Agreement, or provide any supporting documents we request, will mean that we cannot offer them use of the facility.

The Licence Agreement contains various terms and conditions relating to the safe use of the facility, payment terms and termination.

The Licence Agreement is separate to any other agreement we have with the user (such as a tenancy or lease). The Licence Agreement (and use of a facility) cannot be transferred to anyone else.

These Agreements are bare licences only and are not intended to grant any rights over the facility or any other area owned or managed by us. The facilities do not form part of the right to buy.

6. General Conditions of Use

We will carry out periodic audits of shed and parking facilities. The standard Licence Agreements will contain detailed terms and conditions governing the use and management of these facilities. The License Agreement is non-transferable and strictly prohibits use of the facility by a third party. This section outlines some important conditions and explains how we will manage certain common situations.

i. Parking Spaces and Motorcycle Bays

Parking is only allowed in designated areas on our estates. Parking spaces and motorcycle bays are intended as parking for motor vehicles/motorcycles only. Caravans, trailers, boats and similar items are not permitted. Vehicles parked outside designated parking areas will be treated as being parked without authorisation and are liable to enforcement action.

Vehicles must be:

- in a generally roadworthy condition (i.e. fit for use on the road and capable of being driven away safely under their own power)
- insured
- subject to a MOT certificate (unless an exception applies)
- taxed (unless an exception applies)

Some exceptions to road tax and MOT certificates apply to “historic vehicles” and vehicles under three years old. More information can be found at <https://www.gov.uk/browse/driving/vehicle-tax-mot-insurance>

For the purposes of this policy and subject to the exceptions mentioned above, a vehicle will be deemed unroadworthy if it is untaxed, uninsured or is not subject to a valid MOT.

For safety reasons, we do not allow long-term parking of vehicles which are subject to a Statutory Off-Road Notice (SORN). Once we become aware that a vehicle is declared off-road, we will require the keeper to get the vehicle back on the road or dispose of the vehicle. If, after reasonable notice has been given, the vehicle is still declared off-road, we will terminate the Licence Agreement.

ii. Garages

Garages are intended as secure parking spaces for motor vehicles only. The same conditions apply as for parking spaces/motorcycle bays above. For the avoidance of doubt, garages are not intended as general domestic or commercial storage facilities. If used in this way, the Licence Agreement is liable to termination.

Apart from a motor vehicle, only items relating to the use of the motor vehicle may be stored in the garage. Some exceptions apply, which are contained in the Licence Agreement.

iii. Sheds

Sheds are for use as domestic storage only. Hazardous, volatile or flammable items must not be stored in these sheds. This includes spare paint or varnish and white spirits and similar substances. E-bikes, e-scooters and motor vehicles (such as motor scooters or motorbikes) cannot be stored in these facilities.

iv. Bike lockers

These facilities are intended for the storage of pedal cycles only.

v. E-bikes, E-scooters & Similar Devices

E-Bikes / E-Scooters are powered by Lithium-Ion batteries which may be a potential fire risk if they are over-charged, over-heated, damaged or poorly manufactured. These devices are not to be charged or stored in any communal areas of buildings, sheds and garages.

You must follow the manufacturer's instructions for charging, storing and maintaining your device.

7. Who Can Apply?

Garages, parking spaces, motorcycle bays and bike lockers are available to residents and non-residents. Storage sheds are for City of London tenants and leaseholders (and sub-tenants of leaseholders) and their households only.

8. Visitor Parking

On some estates, parking bays are available for use by visitors to residential and commercial premises. Parking in these bays still requires a valid permit, which residents or commercial tenants can obtain from the relevant estate office. Proof of residence or trading on the estate will be required before a permit will be issued. Only Visitor Permits are valid in these bays.

9. Loading and Unloading

Loading and unloading of vehicles on our estates is permitted in designated areas only. We allow 15 minutes' free parking for loading and unloading, beyond which a permit must be purchased from the estate office.

Area Managers have the discretion to make local exceptions to this general policy as circumstances demand.

10. Applications for Use

Applications for parking, motorcycle bays and garages can be made online or by application form available from the relevant estate office.

Applications for sheds must be made via the relevant estate office.

11. Allocations

Available facilities will be allocated on a first-come, first-served basis. Where demand for a specific type of facility exceeds the number of facilities available, applicants will be placed on a waiting list. These applicants will then be allocated facilities as they become available. See section 12 for more information.

Applicants will not be allocated a facility if they are in arrears on another facility, or their rent or service charge account at the time of allocation, though they will be given the opportunity to clear any arrears before the facility is offered to the next applicant on the list. See section 14 for more details.

We reserve the right to re-allocate facilities, or require users to change facilities, for operational reasons. We will attempt to give as much notice as possible but in urgent or exceptional situations, changes may be instituted with little or no notice.

Current users may apply to transfer to a different facility of the same type. If no suitable facility is available, they will be placed on a waiting list.

12. Waiting Lists

When no facility is available on a specific estate, or a current user wishes to transfer to another facility but nothing suitable is available, a waiting list will be started. These waiting lists are specific to the type of facility applied for; priority on one list does not give priority on another.

Applicants will be entered onto the waiting list as of the date of their initial application for the facility. The resident's tenure and length of residence are irrelevant for the purposes of this policy and will not affect priority on the waiting list.

An applicant who is in arrears on another facility, or their rent or service charge account, will not be placed on the list until the arrears are cleared or a suitable arrangement is agreed for repayment.

Applicants who already have a facility of the same type applied for will not be entered onto the waiting list, out of fairness to other applicants.

City of London tenants and leaseholders (or sub-tenants of leaseholders) will have priority on the waiting list over non-resident applicants.

In exceptional cases, Estate Managers may allocate a facility to someone not on the waiting list or give someone increased priority if there is a justifiable reason for doing so (for example to make reasonable adjustments for a disabled user).

13. Charges and Payment

A charge is payable for the use of all our estate facilities. This fee varies according to several factors, including location and market forces. It is set in accordance with our Rents and Charges Policy and the income goes to the Housing Revenue Account.

Payment must be made in accordance with the terms and conditions of the Licence Agreement. The preferred method of payment is Direct Debit, but we can accept payment by other methods including standing order and card payments over telephone or online.

We will send account statements on a quarterly basis by post to the correspondence address we have on file for the user. We reserve the right to change the frequency of these statements.

14. Arrears and Debt

Licence Agreements will be terminated if the account falls into arrears. We will write to the user to warn them of this prior to the account being terminated, giving them the chance to clear the account.

If an applicant is in arrears on another facility, or their rent or service charge account, they will not be allocated a facility, or entered onto the waiting list, until the arrears are paid, or an agreement is made for repayment with the relevant team.

Applicants who have other debts with the City at the time of application may also be refused a facility until the debt is repaid or a repayment arrangement is made.

15. Changes to Relevant Information

It is the user's responsibility to inform us as promptly as possible of any changes to relevant information such as:

- contact information or correspondence address
- a change of vehicle

16. Insurance

Users are responsible for insuring their belongings against loss or damage while they are kept in or on any facility on our estates. Any claims for loss or damage caused by any act or omission of the City's employees, agents or contractors must be made in accordance with our insurance claims procedure.

17. Repairs

The City is responsible for the maintenance of parking and storage facilities. Users are responsible for taking reasonable care of the facility while they are using it and they should report any repairs promptly, either via the repairs line or to the relevant estate office.

18. Documentation

Applicants for parking spaces and garages are required to provide the following information at the point of application and when changing their vehicle:

- Proof you keep the vehicle: (vehicle logbook ("V5C"), new keeper slip, hire/lease agreement or letter from employer if a company vehicle)
- Certificate of Insurance
- Proof of vehicle tax
- MOT certificate (if applicable)
- Photographic identification
- Proof of address (driving licence and vehicle logbook are both acceptable)

We may satisfy checks relating to the vehicle's MOT and vehicle tax status by using the service provided by the DVLA at www.vehicleenquiry.service.gov.uk.

Applicants for disabled parking spaces must also provide proof of eligibility, normally a Blue Badge or Red Badge.

We may request to see documents outside this process should we suspect that a breach of the Licence Agreement has occurred, such as a vehicle being uninsured or unroadworthy.

19. Parking Enforcement

We operate a system of parking enforcement on our estates, which is intended to prevent unauthorised or improper use of the facilities and the inconvenience this can cause to residents. Users are responsible for ensuring that a valid permit is displayed clearly in their vehicle and that they park in the correct space. Damaged or lost permits must be reported to the estate office without delay. We are not responsible for any enforcement action taken because of the user failing to display a valid, legible permit. Users parking anywhere other than their allocated space risk having enforcement action taken against them. Misuse of parking facilities may also mean the licence agreement is terminated.

Parking enforcement on our estates is currently contracted out to a third party. We are unable to intervene in disputes between the contractor and car park users regarding whether a penalty notice was properly issued, unless this appears to have been due to an error on the City's part. Complaints about the contractor's conduct can be raised under the housing complaints procedure, or directly with the contractor.

20. Termination of Licence Agreements

Licence Agreements for any facility can be terminated by either party in accordance with the terms and conditions described in the Agreement itself. One week's notice must be given in writing.

We will always attempt to serve written notice of termination. This may be by letter or e-mail. This will be sent to the last known correspondence address or e-mail address that we hold for the user.

21. Disposal of Property

Any personal property removed from the facility when it is repossessed or removed from any facility or communal area as part of our estate management duties, will be dealt with in accordance with our Disposal of Personal Property Policy.

22. Disabled Parking

We have designated disabled parking spaces on some of our estates. In situations where a disabled resident requires a parking space and there is no suitable space available to allocate, we will consider creating a new space for them if this is possible. This may be achieved by re-designating a standard parking space and changing the layout to meet the required specifications for disabled parking spaces or creating one in an area not currently used for parking if this is reasonable.

We offer a discount on parking facilities to drivers with a Blue or Red Badge.

23. Management of Empty Facilities Page 69

All facilities form part of the City's estate. Empty facilities may be used for estate management purposes, until they are needed by a resident.

We will not reserve a facility for our own use if a resident applies to use it.

24. Suspensions and Withdrawal from Use

From time to time, we may suspend the use of facilities for operational reasons, for instance suspending parking to allow maintenance works or due to building work happening nearby.

We may also withdraw facilities from use completely if this is deemed to be necessary for estate management purposes, or if they are not considered to be fit for use.

We will give reasonable notice to affected residents when suspending or withdrawing facilities but in some emergency situations no notice may be given.

25. Complaints

Any complaints about the allocation and management of estate facilities will be dealt with under the housing complaints procedure.

26. Health and Safety Matters

We reserve the right to actively manage estate facilities to ensure that they are used in a safe manner. We have an inherent right to manage our estates and the Licence Agreements contain terms and conditions regarding safe use of these facilities. Breach of these terms and conditions will be treated seriously and may result in the Agreement being terminated by us.

We reserve the right to act to mitigate any risks that come to our attention, including by repossessing or accessing facilities without notice if we suspect that they are being used in an unsafe manner, for example to store hazardous substances.

In accordance with this policy, the Licence Agreement, our Estate Management Policy and the Fire Safety Protocol, we may remove items from any facility without notice if they are believed to present a hazard.

27. Policy Exceptions

In exceptional circumstances, we may consider making a variation to this policy. This will depend on the individual circumstances of the case. We will provide our reasoning in writing, if requested.

28. 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.

29. Training

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

30. 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.

31. 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 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.

32. 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.


33. Policy Review

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

34. Related Documents

- Disposal of Personal Property Policy
- Estate Management Policy
- Fire Safety Policy

35. Document Management

<p>Department of Community & Children’s Services</p> <p>Housing Service</p>	
<p>Policy Title: Estate Parking and Storage Sheds Policy</p>	
<p>Document Owner: Head of Housing Management, DCCS</p>	

Date Approved:

- **24/9/2018 (original)**
- **24/05/2021 (version 2)**
- **03/06/2024 (version 3)**
- **15/05//2025 (version 4 – this version)**

Version: 4

Last amendment: May 2025

Effective date: 24/09/2018

Next review date: May 2028

Changes:

- **Clarification of responsibilities for both landlord and facility user.**
- **Policy updated with guidance on E-bikes, E-scooters & Similar Devices**



Appendix 5

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

REPAIRS & MAINTENANCE POLICY

Approved by:	<i>Housing Management & Almshouses Sub-Committee</i>
Original Approval Date:	<i>28 November 2024 (v.1)</i>
Review Date:	<i>28 November 2027</i>
Re-Approval Date	<i>15 May 2025 (v.2 – this version)</i>
Next Review Date	<i>May 2028</i>

1. Purpose and scope

- 1.1 This policy sets out the Housing Service's approach to property repairs to ensure that the service offered is an efficient, responsive and consistent service representing value for money.
- 1.2 The policy applies only to housing stock for which the Housing Service has repairing obligations as a landlord. It applies only to properties managed as part of the Housing Revenue Account, plus the City of London and Gresham Almshouses, which are managed by us on behalf of the respective trusts.

2. Aims and objectives

- 2.1 The aim of this policy is to ensure our estates and housing tenancies meet a compliant repair standard and that residents' homes are safe and well maintained.
- 2.2 We will provide an efficient and responsive repairs service for our residents that aims to ensure repairs are carried out reliably and to a professional standard.
- 2.3 We will ensure that we meet our responsibilities to leaseholders by keeping them informed of necessary works and where required statutory consultation.

2.4 We will ensure that there are effective systems in place to monitor and maintain contractor performance and financial monitoring of the repairs service.

3. Service standards

3.1 We will provide a responsive repairs service according to the categories identified below:

Priority 1	Emergency	Within 24 hours
Priority 2	Non-Emergency	Within 20 working days

See Appendix 1 for additional details of repairs included in each category. You can also refer to our **Repairs & Maintenance Service Standard** on our website.

3.2 Outside normal office hours (8:00am to 5:00pm) we will provide an out of hours service so that residents can report emergency repairs.

3.3 Where there are emergency repairs, that occur out of normal office hours, we will direct these calls to the appropriate repairs contractor who will attend to the repairs in the specified times. These will be categorised as Priority X. Non-emergency repairs will be processed during normal office hours.

4. Legislation and regulation

4.1 This policy will help us to comply with the following legal and regulatory requirements:

- Landlord and Tenant Act 1985
- Decent Homes Standard
- All statutory regulation concerning Health and Safety and compliance including:
 - Health and Safety at Work etc. Act 1974
 - Control of Asbestos Regulations 2012
 - Gas Safety (Installation and Use) (Amendment) Regulations 2018
 - Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020
 - Lifting Operations and Lifting Equipment Regulations 1998 (LOLER)
- Environmental Protection Act 1990
- Commonhold and Leasehold Reform Act, 2002
- Regulator for Social Housing – Regulatory Standards - Safety and Quality Standard (Quality of Accommodation and Repairs and Maintenance)

4.2 Where repairs are required to support our compliance responsibilities such as gas servicing, managing asbestos and fire prevention, this policy will initially defer to the requirements of those policies in the first place. Where responsive repairs are not specifically impacted upon by the requirement of those policies then the responsive repair will be undertaken in line with this policy.

4.3 We will ensure that we meet all our legal responsibilities under the relevant health and safety and compliance legislation including, but not limited to, the following issues:

- Control of Asbestos
- Gas Safety
- Legionella Safety
- Electrical Safety
- Fire Safety
- Lifting Operations and Lifting Equipment Regulations (LOLER)

5. The policy approach

Our obligations

5.1 We will ensure that there are suitable arrangements in place to deliver an effective repairs service to meet our residents' needs and look after the long-term maintenance and improvement of our properties.

5.2 We will undertake all responsive repairs in order to meet our legal and statutory obligations to safeguard the health, safety and security of our residents, staff, other occupants and visitors and to safeguard the buildings and environment we own and manage. A list of repairs that we will undertake is in Appendix Two of this document.

5.3 We will provide information on the repairs for which we are responsible and those that our residents are responsible for in the standard Tenants' Agreement and Handbook and Leaseholders' Handbook and ensure that we review the advice to residents on a regular basis. Handbooks are provided to the incoming resident and copies can be provided upon request.

5.4 We will process responsive repairs accurately and promptly through all stages of the repair from the initial report through to delivery and completion by referring to the relevant procedure.

5.5 We will set target completion times for responsive repairs which will vary by urgency category.

5.6 We will offer appointments to residents reporting repairs under the Priority 2 category and provide them with a unique work order number, details of the repair and the next steps.

5.7 We will aim to resolve as many repairs in the first visit as possible.

5.8 We will operate a fair and consistent recharge process to cover any repairs that are the resident's responsibility. This is based on clauses in our tenancies and leases that permit such charges to be made in certain circumstances. Please refer to our Recharge Policy for further details.

5.9 We will resolve repair service failures promptly as possible, keep residents informed of progress, and follow the Complaints Policy if the matter is escalated.

Tenants' obligations

5.10 We ask our tenants (and licensees) to take reasonable care of their homes and maintain the items for which they are responsible, as detailed in their tenancy or licence. Further information can be found in the Tenants' Handbook.

5.11 In summary, tenants are obliged to:

- Repair and maintain any fixings or alterations made by them.
- Keep the drains clear from any household waste.
- Report any repairs or damage promptly. Where the resident (or a household member or visitor) causes damage to any property for which we are responsible, we will recharge the cost of repairing the property back to the resident.
- Keep appointments for repairs and, where they cannot keep an appointment, to let us know in advance so the appointment can be rearranged. We may recharge the cost of missed appointments.
- Request permission before making any alterations and improvements in advance of undertaking them.

Leaseholders' obligations

5.12 The City Corporation's standard lease requires leaseholders to maintain their property in such a way as not to endanger or damage the structure of the building, or other residents, or alter or damage any landlords' fixtures or any part of the common areas.

5.13 In summary, leaseholders are obliged to:

- Be responsible for everything inside their home, including service pipes and stop cocks and cables that serve only their flat.
- Keep the interior in good decorative order and repair.
- Pay service charges on account based on our estimates to cover your proportion of the repairs and maintenance to the common areas and structure of the building.

5.14 Leaseholders **do not** pay for any work that is carried out to the inside of other flats, or to sheds or garages.

Alterations and Improvements

5.15 We will not repair or maintain any fitting or improvement residents have added or made to their home. The Housing Service will assess and intervene and make arrangement for repair works to be carried out if there is a Health and Safety risk. The cost to correct this will be recharged to the tenant or leaseholder.

Appointments

5.16 In order to deliver a high-quality repairs service, we offer an appointment system for tenants when reporting a repair.

	Morning	Afternoon
Responsive Repairs	8am – 1pm	1pm- 5pm
Reactive Gas Repairs	8am – 1pm	1pm- 5pm

Access

5.17 In accordance with the terms of their tenancy, tenants are obliged to allow access for repairs. This may include repairs to neighbouring property where access is only possible through a particular occupied property.

5.18 We will be as flexible as we reasonably can be when it comes to setting appointments for access. We expect residents to cooperate with us and our contractor(s) when they are seeking to arrange access and to take steps to rearrange appointments if they are not convenient.

5.19 Where access cannot be gained for a standard appointment, the repair will be rescheduled/cancelled.

Where the repair is an emergency or a health and safety matter then we will continue to make contact prior to the repair being cancelled. If the repair poses a serious safety risk for other residents or the building, we will take appropriate steps to gain access.

5.20 When not gaining access for a pre-agreed appointment the Housing Service experiences considerable cost and inconvenience, we reserve the right to recharge the resident for the cost of the failed visit.

Right to Repair

5.21 Section 96 of the Housing Act 1985 (as amended) gives tenants the “Right to Repair”. Tenants have the right to have certain urgent minor repairs carried out where the repair may affect health, safety or security. If we do not undertake the repair within the target time, nor complete the repair after a second request, tenants may be entitled to compensation. It should be noted that the “Right to Repair” does not give tenants the right to carry out a repair and then seek compensation.

Out of Hours Emergency Repairs

5.22 An out of hours emergency repairs service is provided outside of normal working hours. Where an emergency repair requires attendance, our contractor will attend your home as a matter of urgency in line with our published timescales.

5.23 The “Out of Hour Service” operates from:

- Monday to Friday - between 5.00PM and 8.00AM
- Weekends - between 5.00PM Friday and 8.00AM Monday
- The out of hours service will also operate on public holidays

Vulnerable tenants

5.24 We recognise that some vulnerable residents may require extra support to comply with the terms of their tenancy. We will provide appropriate support and adjustments, while balancing this with our obligation to deliver the repairs service.

5.25 We will ensure that data relating to vulnerabilities is stored securely. We will record this information to help us prioritise responses to emergency or urgent repair requests.

6. Planned Maintenance

6.1 The Planned Maintenance programme is administered separately from the responsive repair service. Planned works are designed to improve properties and bring them up to or above the Government's "Decent Homes Standard".

6.2 Planned maintenance programmes include items such as replacement bathrooms and kitchens. We will ensure that tenants are consulted and kept informed when any planned works in their homes or neighbourhoods are scheduled to take place.

7. Quality Assurance

7.1 Some jobs will require a pre-inspection before the repair appointment can be arranged. The pre-inspection will be used to establish the extent of the works. A pre-inspection will be carried out by a Property Services Officer or a nominated contractor representative. Following the visit to the property the tenant will be advised if a repair is required and the priority of the repair.

7.2 To monitor the quality of the repairs service we post inspect a proportion of completed works. Alongside this we contact some tenants by phone to gain feedback on the repairs service. This information is used to continually review and improve the repairs service.

8. Reporting

8.1 We will collect performance and management data and provide internal reports for the purpose of managing our contracts on a monthly basis and provide a repairs and maintenance performance report to residents on an annual basis.

9. Responsibilities, Monitoring and Performance

9.1 Overall responsibility for this policy and its implementation rests with the Head of Repairs and Maintenance. The Head of Repairs and Maintenance will ensure that staff receive the appropriate training and support to achieve the aims of this policy. Where needed we may establish appropriate operational procedures.

9.2 Monitoring of the implementation of this policy and our performance in responsive repairs will be the responsibility of the Housing Management and Almshouses Sub-Committee.

10. Responding to complaints and learning lessons

10.1 Monitoring of the implementation of this policy and our performance in responsive repairs will be the responsibility of the Housing Management and Almshouses Sub-Committee.

10.2 Residents may make a formal complaint about repairs matters at any stage, which will be resolved through our housing complaints procedure.

10.3 We aim to resolve complaints as quickly as possible without residents needing to resort to disrepair claims and legal action. Where legal action is taken, we will follow the Pre-Action Protocol for Housing Condition Claims, which aims to resolve claims at an early stage.

10.4 We will learn lessons from cases, update our technical approach and how we communicate with residents, in order to improve future responses.

11. Associated policies or strategies


Strategies

- Housing Strategy
- Asset Management Strategy

Policies

- Complaints Policy
- Equality, Diversity and Inclusion Policy
- Gas Safety Policy
- Electrical Safety Policy
- Lift Safety Policy
- Insurance Cover and Claims Policy
- Reasonable Adjustments Policy
- Recharge Policy

12. Document Management

Department of Community & Children’s Services Housing Service	
Policy Title: Repairs & Maintenance	
Document Owner: Head of Repairs and Maintenance	
Date Approved: <ul style="list-style-type: none">• 28/11/2024 (v1 - original)• 15/05/2025 (v2 – this version)	
Version: 2	Last amendment: 15 May
Effective date: 28/11/2024	Next review date: May 2028
Changes: Repair priorities updated to reflect current contract	

13. Appendix 1

<p>Priority One (and Priority X for out of hours)</p> <p>(Emergency - completed within 24 hours)</p>	<p>We will aim to arrive within four hours and complete any temporary repairs within 24 hours.</p> <p>Emergency Repairs include:</p> <ul style="list-style-type: none"> • An uncontrollable water leak • A blockage where raw sewage is overflowing into a home • Dangerous structures which could collapse • A front door or window that needs to be made safe after a break-in • Electrical faults where there is a danger of fire or injury • Blocked toilet pans • No electricity supply • No mains water supply • A toilet which cannot be used (if there is only one toilet in the property) • Repairing a faulty door entry system if it affects multiple homes • No hot water • A heating system that has broken down in winter, or if there is a vulnerable person or baby in the house (Winter Period is 1st October to 31st March) • A severe leak through the roof
<p>Priority Two</p> <p>(Non-emergency - completed within 20 working days)</p>	<p>This applies to repairs that do not fall into Priority 1 and includes:</p> <ul style="list-style-type: none"> • Repairing minor water leaks • Repairing a toilet that is not flushing (if there is more than one toilet in the property) • Unblocking a kitchen sink, bath or hand basin • Repairing the overflow from the toilet cistern • Repairing garage doors and locks • Repairing a faulty cooker panel, if cooking by electric • Repairing a heating system (outside winter months) • Replacing washers

	<ul style="list-style-type: none"> • Replacing glass that has been made safe • Replacing toilet seat (for elderly or disabled tenants) • Repairing banister rails (if there is no immediate danger) • Repairing an individual faulty door entry system or monitor • Replacing baths, wash basin, kitchen sinks, toilet pans and cisterns • Plastering • Replacing wall and floor tiles • Repairs to inside doors, locks and handles • Repairing fences and gates • Repairing tiled surrounds on fireplaces • Preventing draughts around doors and windows
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Appendix 2

We are responsible for carrying out certain repairs in your home and you are responsible for others.

Our responsibilities

We have a legal responsibility to carry out certain repairs. We must keep the following in good condition:

- The structure and exterior of the building
- The services and equipment that supply water, electricity and gas
- Sewerage pipes, gutters and drains
- Communal areas including staircases, landings and footpaths
- Fire alarm systems, lighting and security equipment

Repairs we will carry out include:

The structure and outside of the building

- the roof, foundations, outside walls and outside doors
- the drains, gutters and outside pipes
- windowsills, frames and glass
- fences, pathways, steps and other entrances to the building
- chimneys and chimney stacks
- playgrounds and play equipment

Inside your home (landlord's fixtures and fittings)

These include:

- the plumbing system, including pipework, tanks, stopcocks, taps, baths, sinks, basins, cisterns and toilet fittings
- inside doors and their frames, skirting boards and kitchen cupboards
- heating and hot water systems including boilers, radiators, thermostats and controls
- electrical wiring, plug sockets, light fittings and switches, and door entry phones.

Shared parts of blocks of flats or houses

These include:

- corridors, stairways and entrances
- shared facilities such as television aerials, entry phones, rubbish chutes, lifts and stairway lighting
- fire alarms, smoke detectors, fire doors and other fire and security equipment



Appendix 6
City of London Corporation
Department of Community & Children's Services
Housing Service

COMPENSATION POLICY

Approved by:	<i>Housing Management & Almshouses Sub-Committee</i>
Original Approval Date:	<i>September 2016</i>
Review Date:	<i>April 2020</i>
Re-Approval Date	<i>30/09/2020 v2.</i>
Review Date:	<i>September 2023</i>
Re-Approval Date	<i>28/11/2024 (v.3 – this version)</i>
Next Review Date	<i>November 2027</i>

1. Purpose

The City of London's Housing Service is committed to providing an excellent service however we recognise that sometimes things may go wrong. This policy outlines our approach in which customers may be entitled to a goodwill gesture or financial compensation should the Housing Service (or a contractor acting on our behalf) fail to deliver a satisfactory service.

Any form of compensation is an exceptional course of action and will only be considered if other outcomes are not deemed appropriate. In most cases it is reasonable to resolve complaints by:

- Apologising for the failure
- Providing the service asked for
- Changing the service provision or procedures for future use where a complaint has highlighted that a change is required
- Reconsidering a decision which may have been unreasonable or unfair

In exceptional circumstances, where the situation cannot be rectified by apology or practical action, compensation may be appropriate. The types of service failures that may trigger compensation, whether caused by staff, or contractors or agents acting on our behalf, are as follows:

- Failing to deliver /provide a specified benefit, service or other entitlement
- Loss of amenities
- Loss of, or damage to, personal property
- Where a customer has incurred an expense as a result of our failure to provide a service

A table summarising how much we award as a payment of goodwill is set out at Appendix 1.

2. Aims of this Policy

The aims of this policy are to:

- Make it clear the circumstances where compensation will be paid.
- Ensure fairness and consistency when calculating compensation.
- Provide guidance on how and when compensation can be claimed.

3. Scope

The policy applies to residents living on City of London Housing Service estates which are managed as part of the Housing Revenue Account (HRA), namely:

- tenants
- leaseholders
- freeholders
- residents of City of London and Gresham Almshouses properties

In exceptional circumstances, this policy may apply to non-residents, subject to the Assistant Directors of Housing and Property Services' discretion.

4. Policy Statement

4.1 Compensation as part of complaint resolution

Compensation may be considered at any stage in our complaints process. Our complaints policy encourages the quickest possible resolution of the issue. As part of our approach to resolving complaints, we may offer compensation if:

- After looking into the complaint, it's discovered that a service has consistently or seriously failed.
- A customer who has voiced a complaint about a service provided by the City of London's Housing Service and has not received adequate communication from a staff member, nor has the communication occurred in a timely manner.
- Damage to or loss of personal property has been caused by the City Corporation or its nominated contractors
- Other approaches to resolve the complaint, such as an apology and/or explanation are deemed insufficient, or our previous responses have been inadequate.
- We have taken an unreasonable amount of time to address the concerns raised.

Each case will be considered on its own merits. Such discretionary payments may be in conjunction with or separate to any other compensation payable for loss, however not for the same issue.

The event for the consideration of compensation should have occurred within the last twelve months. Compensation in respect of an event that happened more than twelve months previously will only be considered in exceptional circumstances. An exception may be made if there have been continuous delays in bringing the matter to a conclusion) by those working for the City.

We would require supporting information/evidence to consider each claim. For example, claims for damage to belongings would need to be supported with the appropriate receipts and pictures/documents evidencing the damage.

4.2 Circumstances in which compensation will be issued

There are three types of compensation payment that will be considered under this policy:

Mandatory payments – this applies to disturbance or loss of home, where payments will be made to compensate where you lose the right to rent/reside at your home, or to compensate you for reasonable expenses incurred in being re-housed, either on a temporary or permanent basis

Quantifiable loss payments – where you can demonstrate actual loss as a result of our actions or omissions, or those of a third party working on our behalf

Discretionary payments – goodwill payments may be made when there has been a failure of service which has caused delay, distress or inconvenience.

Mandatory Payments

These are made to compensate for any reasonable out of pocket expenses you incur where you have been asked to move out of your property through no fault of your own. These payments are variable.

The following expenses will generally be covered and where possible we will arrange and carry out works directly or through our approved contractors. If you wish to arrange your own works, we will only reimburse you for reasonable costs of works and on production of a works schedule, valid receipts and/or paid invoices.

Depending on the circumstances of your case, we may provide the following services;

- Assistance with removals - we may arrange removals for you and we may arrange a packing service, if this is required depending on the circumstances.
- Disconnection and reconnection of domestic appliances such as cooker, washing machine, telephone, broadband, television aerial/satellite dish.
- Redirection of post for up to 3 months
- Assist with the cost of altering existing or purchasing new carpets and curtains (and refitting of rails/blinds). We will not pay disturbance costs for carpets or curtains if they are in good condition or if the carpets and curtains in the old property can be adapted and fitted in the new property.
- Refitting security alarms or other security equipment.
- Repair adaptations in a property to a good standard.

Quantifiable Loss Payments

If a complaint investigation finds that you have incurred costs as a direct result of our actions or omissions, then we will consider compensation to offset your reasonable costs. This may include (but is not limited to);

- Paying reasonable costs for increased heating costs as a result of repair works.
- Paying reasonable costs for alternative accommodation or takeaway food.
- Paying reasonable costs for cleaning.
- Paying reasonable costs for carrying out your own repairs where it is proven that we have failed to carry out our obligations.
- Paying reasonable costs for replacing lost or damaged possessions.

We will not cover costs if you have:

- not notified us of the issue.
- given us reasonable time to rectify the issue.
- refused us access to the property.
- refused our offer to rectify the issue.

Discretionary Compensation

Missed Appointments

If an employee, or a contractor working on our behalf, fails to attend a re-booked appointment unreasonably, a payment may be made depending on the circumstances. This cannot be claimed if you are given reasonable notice in advance that the appointment is cancelled.

To qualify for a missed appointment payment, you must have been available to allow access during the appointment time and have agreed the appointment in advance.

Loss of heating and hot water

Between 1st October and 31st March (colder weather), if you have made a complaint and you continue to be without heating for a period of longer than 3 full days, we may provide compensation. This includes the cost of using any temporary heating that we provide.

Between 1st October and 31st March, if you have made a complaint and you continue to be without hot water for a period of longer than 5 full days, we may also provide compensation at a lower rate.

The provision of temporary heating will be reviewed on a case-by-case basis and will be influenced by the makeup of the household (for example, households with elderly, disabled, or children under the age of 12).

Payment for Services

If we have failed to deliver a significant service paid for through fixed service charges, we will consider the charge for the service, the disruption caused and how long the service was unavailable. The charge may be adjusted the following year. In exceptional circumstances material errors in fixed charges may be addressed during the year. For variable service charges, service failures will be credited and carried forward in the accounts or reimbursed to you after reconciliation of the accounts.

The Secure Tenants of Local Housing Authorities (Right to Repair) Regulations 1994

The Right to Repair Regulations cover specific repairs, known as 'Qualifying Repairs' which cost less than £250 and should be done within a set time limit for Secure Tenants. If these are not carried out within that time, and without justified reasons for its delay, you may be entitled to compensation.

All other discretionary compensation payments

Each case will be considered for compensation on an individual basis and consider all known circumstances and supporting evidence. We will work on evidence and facts and will not make any compensation awards based on the belief of what might have happened. All reports of loss or inconvenience will be investigated once evidence is provided. Factors that will be considered when the level of compensation is considered include:

- Whether you have contributed to the failure in service. This could be when there have been problems gaining access due to your availability, or delays in reporting the problem.
- The level of stress or distress caused as a result of action or inaction by the Housing Service or its contractors. This will include the severity of the distress, the length of time involved, and the number of people affected.
- The amount of inconvenience (time and trouble) you have experienced and how much effort was required by you to resolve the problem.

Compensation payments for delay and distress will be made based on the level of the Housing Davison's responsibility for the loss or inconvenience and the impact on you. These payments may be in addition to another loss payment.

4.3 Circumstances in which compensation will not be considered

We will not consider a claim of compensation where:

- The loss or damage was caused by you, another household member or visitor to your property. This includes failure to report a repair promptly or to keep an appointment.
- The fault was unforeseeable and could not have been prevented by the Housing Service.
- The fault was caused by a third party and the Housing Service had not made the issue worse such as water leaking from a neighbouring property (unless we had already been alerted to this and had not resolved it promptly).
- Personal possessions are lost, stolen or damaged through no fault of the Housing Service or its contractors.
- Service failure or damage that is the result of extreme or unforeseen conditions, such as the weather
- Loss of supply of gas, electricity or water that is outside of the Housing Service's control, such as a failure by the utility provider.
- The loss or damage is covered under a policy of insurance (e.g. the City Corporation's building insurance, your contents or personal possessions insurance policy)
- Personal injury has occurred. You or the claimant should seek legal advice to ensure such claims are properly presented and we are required to refer them to the City Corporation's legal and insurance advisors.
- Legal proceedings have been issued. This is to avoid both parties prejudicing their legal rights and remedies

4.4 Buildings and Contents Insurance

The City Corporation is responsible for insuring the buildings and permanent fixtures and fittings in the residential estates. This insurance covers the cost of repair replacement or reinstatement of the building following an insured loss. All claims relating to damage to the building must be reported and considered by the City

Corporation's insurers in the first instance, before we will consider a claim under this Compensation Policy.

Contents insurance covers the cost of replacing or repairing your own household possessions if they are damaged, destroyed or stolen. You should make sure you have sufficient home contents insurance to cover damage to your belongings.

Please see the Insurance Cover and Claims Policy for more information.

4.5 Public Liability Insurance

The City Corporation has public liability insurance that covers compensation payable to third parties for injury, loss or property damage arising out of the City Corporation's negligent acts or omissions.

Depending on the nature of the claim, the Housing Service may refer the matter to our insurers or legal advisors.

4.6 Paying compensation

Offers of compensation will be made in writing.

Compensation can be applied to your account if you owe us rent, service charges, council tax or other debts. If your account is up to date, we will pay this directly to you. If we are reimbursing you for loss or damage to goods or other costs incurred unnecessarily by you, we will pay this directly to you regardless of whether your account is up to date. In order for these payments to be made, proof of purchase must be provided in the form of receipts or paid invoices.

Forms of compensation may include:

- Adjustment to your rent account, council tax account or service charges, if you're in arrears
- Flowers or gift cards
- Vouchers
- Monetary compensation in the form of direct bank transfer

All payments made are subject to our financial processes and approvals.

5. Policy Variations

In exceptional circumstances, we may consider making a variation to this policy on discretion. Our reasoning can be provided to the affected parties on request.

6. 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.

7. Training

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

8. 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.

9. 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 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.

10. 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.

11. Policy Review

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

12. Related documents

- Complaints Policy
- Insurance Cover and Claims Policy
- Disposal of Personal Property Policy

- Tenants' Agreement and Handbook

13. Document Management

<p>Department of Community & Children’s Services</p> <p>Housing Service</p>	
<p>Policy Title: Compensation Policy</p>	
<p>Document Owner: Head of Housing Management</p>	
<p>Date Approved:</p> <ul style="list-style-type: none"> • September 2016 (original) • 30/09/2020 (version 2) • 28/11/2024 (version 3) • 15/05/2025 version 4 – this version) 	
<p>Version: 4</p>	<p>Last amendment: May 2025</p>
<p>Effective date: 01/09/2016</p>	<p>Next review date: May 2028</p>
<p>Changes in this version:</p> <ul style="list-style-type: none"> • Updated procedures • Schedule of compensation amended to include lift outages, clarified colder seasons as 1st October-31st March 	

Appendix 1: Schedule of Compensation Amounts

All service failures and requests for compensation are different and will be considered on their own merits in accordance with our policies, including the Compensation Policy.

The information provided below is to help officers to assess how much compensation may be due in different types of circumstance, and to provide a benchmark to ensure compensation for similar types of service failure is considered fairly.

This list is not exclusive and there may be other factors we consider when making the decision.

The City is under no obligation to pay the compensation amounts outlined in this policy.

Schedule of Compensation

Description	Compensation
The contractor fails to attend a pre-arranged appointment (with no reasonable attempt to inform)	£25 per missed appointment (Chigwell)
Loss of Communal Heating (more than 72 hours) during 1 st October and 31 st March	Relevant daily charge uplifted by 50%. (In colder months) offer electric fan heater and pay £10 per week.
Loss of Communal Hot Water (more than 72 hours)	Relevant daily charge uplifted by 50%
Loss of individual heating or hot water during 1 st October and 31 st March	Offer of electric fan heater and payment of £10 per week.
Lift Failure (When there is no access to another lift in the same block, and the lift has been out of service for more than seven consecutive days)	£1 per day for each day after the first seven consecutive calendar days failure (inclusive of the initial seven days i.e., eight consecutive days of failure would result in a payment of £8) or

	<p>£2 per day for each day for residents deemed vulnerable due to mobility issues after the first three consecutive calendar days failure (inclusive of the initial three days).</p> <p>Compensation will not be paid to residents living on the ground floor of a building unless there is lift access to sub-ground areas, such as an underground car park accessible by a lift.</p>
Loss of Living Space / Room except for situations involving modernisation/ planned works programmes or situations beyond our control.	Offer of 20% of net daily rent per room.
Damage or loss of belongings caused by the Housing Service	Repair, replace or offer compensation for current value of item
Damage or loss of belongings caused by a contractor	Oversee process with contractor to repair, replace or offer compensation for current value of item as per the terms of the contract with City of London's Housing Service
Minor service failure e.g. a communication failure or where there has been a consistent failure in delivering our service standards	£50
General inconvenience, delays and distress	Case by case*

*We will consider payments in the regions detailed below.

Offers of £50 to £100 – Considered in instances of service failure resulting in some impact on you or members of your household. The impact may be of short duration and may not have significantly affected the overall outcome.

Offers of £100 to £250 – Considered if we have found a considerable service failure, but there may be no permanent impact on you or members of your household.

Offers of £250 and above – Offers of this amount will be used in recognition when there has been a severe long-term impact on you or members of your household, this includes physical or emotional impacts, or both.

Further Information

There are examples of case studies, the findings made by the Ombudsman and the levels of compensation paid on the Housing Ombudsman website:

<http://www.housing-ombudsman.org.uk/useful-tools/case-studies>

Appendix 7– Policy Observations

Policy Name	Consultation	Feedback	Action
<ul style="list-style-type: none"> • Adaptation, • Tenancy • Vulnerability • Repairs and Maintenance • Compensation • Estate Parking and Storage Sheds 	<p>Hub Consultation group</p>	<ul style="list-style-type: none"> • I believe most of it is very clear and concise - and the choice of wording very clever. • What does the Corporation deem as reasonable notice' for someone to cancel an appointment? I believe this should be clarified to avoid confusion. • perhaps it should read 'advance' - not 'advanced'. • I have read the three new policies; I agree with Liam Gillespie to use resident instead of customer. Otherwise I found the three policies easy to read and understand. • I've read through everything and it is very comprehensive, covering all the subjects mentioned. • With regards to repairs...I had to wait six months for the repairs to severe damp and mould in my flat. 	<ul style="list-style-type: none"> • Noted • Noted, responded to resident in feedback • Amended • Reviewed policy wording and used “resident” • Noted • Followed up with resident to ensure damp issue is resolved. New procedure to post-inspect damp and mould cases should ensure all reported

		<ul style="list-style-type: none">• With regards to anti-social neighbours, I feel the City of London need to take a more hard-line approach.	<p>issues are resolved.</p> <ul style="list-style-type: none">• Noted and escalated to Area Managers
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Members are asked to note:

Move from a decoration allowance to a decorations pack

The upcoming change from a decoration allowance to decoration packs introduces several key updates aimed at enhancing the tenant experience and improving operational efficiency.

This change was driven by feedback from both staff and residents, who expressed dissatisfaction with the existing decoration allowance procedure, a view supported by resident survey results. Surveys conducted in November 2024 focused on tenants who had moved into City properties within the last 18 months and the HUB consultation group. The findings highlighted challenges with the allowance process, including dissatisfaction with both the amount provided and the quality of decorating outcomes. A summary of survey results can be found in Appendix 8 attached.

Housing has partnered with Brewers Decorator Centres to supply the new decoration packs. Although alternative suppliers, including major chains, were considered, Brewers was selected for its personalised service, additional tenant discounts, and commitment to community projects as detailed in Appendix 9. The decoration packs provide a standardised and convenient solution by including all necessary materials and tools, ensuring a higher-quality finish and removing the need for tenants to source supplies independently.

Resident surveys highlighted dissatisfaction with the previous decoration allowance process, particularly regarding the amount provided and the outcomes achieved. The introduction of decoration packs addresses these concerns by offering a comprehensive, higher-quality, and more convenient solution, leading to improved tenant satisfaction.

In addition to enhancing the tenant experience, the move to decoration packs offers significant cost savings. For example, in 2023, a tenant moving into a studio property was provided a £274 decoration allowance. By comparison, a decoration pack for the same property size—offering 20 litres of paint and accessories—costs £109.68 (excluding VAT), representing a 60.7% saving. These savings allow for more effective redistribution of resources across the service.

The process for requesting and distributing decoration packs has been streamlined. After inspecting the void property, the Property Services Officer (PSO) notifies the Resident Services Officer (RSO), who raises the purchase order, logs the request through the Brewers portal, and arranges for the pack to be delivered or collected. This new approach eliminates the need for additional processes involving other teams, such as Rents and Housing Finance. Usage of decoration packs is monitored during the six-month introductory tenancy visit to ensure appropriate use.

Training sessions and communication materials have been developed to familiarise staff and residents with the new system. Overall, the transition to decoration packs not only simplifies the decorating process but also improves the quality, efficiency, and cost-effectiveness of home decorations, contributing to a more positive and satisfying tenant experience.

Appendix 8 – Decorations Allowance Survey Results Summary

Number of respondents to survey	22
Number of respondents aware of the decoration allowance	16
Number of respondents that used the decoration allowance	14
Number of respondents that had a neutral to dissatisfied experience using the decoration allowance	10
Number of respondents unable to cover all your decoration needs with the given allowance	12
Number of respondents that felt neutral to dissatisfied with the results of their decorating after using the allowance?	13
Respondents most challenging aspects in using the decoration allowance	<ul style="list-style-type: none"> • Limited selection of materials or services • Navigating the paperwork • Insufficient allowance amount • Insufficient allowance amount • This was over 10 years ago and I don't remember that clearly, but subsequent issues we tried to sort out through CoL repairs were dealt with very poorly. I think a larger allowance may have made it possible to sort things out better when we first moved in, and saved CoL money in the long run • Insufficient allowance amount • Finding the correct paint to match • Insufficient allowance amount • Finding contractors or suppliers • Insufficient allowance amount • Insufficient allowance amount • Insufficient allowance amount
Respondents suggestions to improve the decoration allowance process	<ul style="list-style-type: none"> • Too complicated • Either increase the amount or leave the flat ready to live in. I for example had an almost raw floor in the bedroom and living room. • Pay the money out quicker • Laborious • I think the allowance should give people the freedom to decide what is most important. In the first CoL tenancy I had (c.14 years ago) I

	<p>put carpet on bare floorboards, which to me was clearly the most pressing issue, only to be told this wasn't permitted and that I should have spent the money on paint. They kindly allowed me to claim the allowance in the end, but the rules seemed a bit nonsensical to me.</p> <ul style="list-style-type: none"> • Better maintain properties to let before tenants move in • More allowance needed • Decoration allowances should cover flooring • I'm disabled so I'd rather the council decorate in a neutral shade and put floor down. Rather than me have cash. I know this idea won't happen • Doesn't cover decorating • More money for allowance
<p>Number of respondents that are neutral to strongly support moving to a decoration pack</p>	<p>15</p>
<p>Respondents concerns about moving to a decoration pack.</p>	<ul style="list-style-type: none"> • Concern over quality of the decor; Cost or value concerns; • Concern over quality of the decor; Not being able to choose my own style; • Cost or value concerns; Concern over quality of the decor; • Not being able to choose my own style; • Limited personalisation options; Concern over quality of the decor; Not being able to choose my own style; • Not being able to choose my own style; • Limited personalisation options; • Limited personalisation options; Concern over quality of the decor; Not being able to choose my own style; Cost or value concerns; I may be being too cynical, but this sounds like a cost-cutting exercise and I wonder what quality of materials would be provided. When I moved into my current address with my daughter (less than one year old at the time) I was very concerned about using the least toxic paint. Would a decorating pack account for this expense?; • I need more information about what the decoration pack entails.; • Not being able to choose my own style; • Not being able to choose my own style; Witless concept • Limited personalisation options; Concern over quality of the décor

	<ul style="list-style-type: none">• Concern over quality of the decor; Concern over quality of the decor;• Cost or value concerns;• Cost or value concerns; Concern over quality of the decor;• Not being able to choose my own style;• Limited personalisation options; Concern over quality of the decor; Not being able to choose my own style;
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2. The 2024/25 Performance Dashboard



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

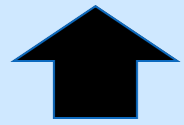
At appendix 10 please find attached the dashboard covering the period 1 April 2024 – 31 March 2025. Members will recall that when this was previously discussed it was noted that the dashboard is work in progress, this is still the case. We are developing the performance management suite, and more information will become available in future as we improve our reporting systems this will be reflected in the reporting for the year 1 April 2025 – 31 March 2026.

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

There are a number of issues with compliance in a number of areas. We will be able to update you verbally at the meeting with the latest position and the action being taken to address these issues. Please be assured that we take this very seriously.

Introduction: Housing Performance Dashboard 2024/25

Month 
All 



Information:

- All visuals presented as a percentage represent an average figure of the months selected from the dropdown 'slicer' found in the top right-hand corner of each page.
- Financial figures represent a total of the months selected from the dropdown 'slicer'.
- The Information, Performance and Quality Assurance Manager requests that data is typically provided 1.5 months after the month end. For example, managers would be expected to provide data for March 2025 by mid-May 2025.

Manager Responsible:

- Housing Complaints - Anna Donoghue
- Housing Allocations - Martin Goodwin
- Estate Services - Greg Nott
- Tenancy Management - Sonia Marquis and Marie Rene
- Income - Wendy Giaccaglia
- Home Ownership - Nazia Noman
- Repairs - Bev Andrews
- Repairs Service Desk - Pamela Attere
- Empty Properties - Beverley Andrews / Martin Goodwin
- Gas Safety, Asbestos Checks, Water Safety, Electrical Safety, Lift Safety - Fleur McNeil
- Fire Safety & Health and Safety - Liane Coopey
- Decent Homes - Peta Caine
- Resident Involvement - Sam Bedford

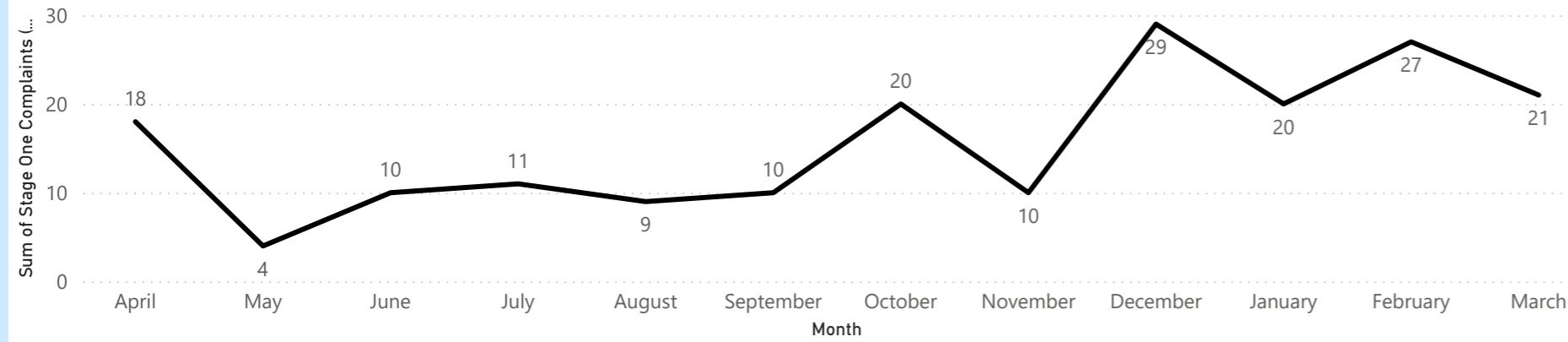
This dashboard is a work in progress - please provide feedback or raise queries with Anna Donoghue.

Slicers are synced across the dashboard, so any selection you make on one page will apply across the rest of the dashboard.

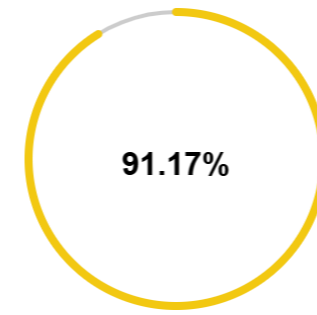
All available data has been uploaded to the Performance and TSM Scorecard from April 2024 - November 2024.

- Introduction
- Housing Complaints
- Housing Allocations
- Estate Services
- Tenancy Management
- Income
- Home Ownership
- Repairs
- Repairs Service Desk
- Empty Properties
- Gas Safety
- Asbestos Checks
- Water Safety
- Electrical Safety
- Lift Safety
- Fire Safety
- Health and Safety
- Decent Homes
- Resident Involvement

Number of Stage One Complaints Received

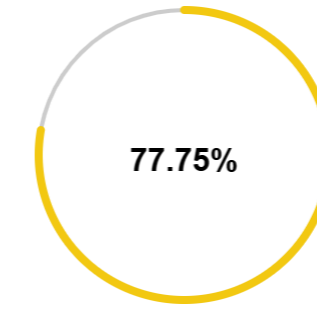


Complaints Acknowledged Within 5 Working Days



Statutory Requirement: 100%

Stage One Responded to in 10 Working Days



Target: 100%

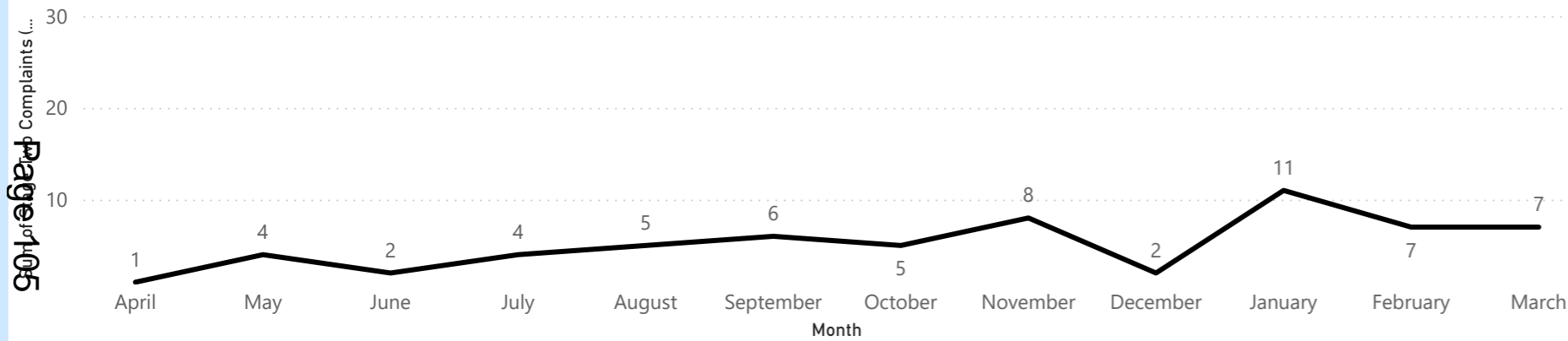
182

Complaints About Repairs

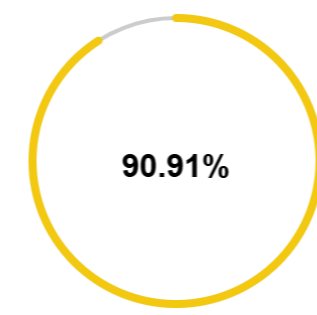
42

Complaints About Housing Management

Number of Stage Two Complaints Received



Stage Two Responded to in 20 Working Days



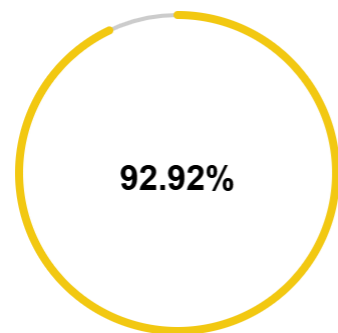
Target: 100%

37

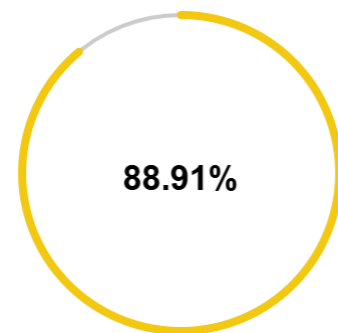
Number of Compliments Received

Outcomes:

Complaints Upheld or Partially Upheld (Stage One)



Complaints Upheld or Partially Upheld (Stage Two)



£7,030

Compensation Paid Following Complaint Investigation

Ombudsman Findings:

11

Complaints Referred to Ombudsman

3

Complaints Upheld by Ombudsman

£3,075

Compensation Paid Following Ombudsman Finding

Context:

Response Times:

- The Housing Ombudsman's Complaints Handling Code sets a regulation that Stage One Complaints must be responded to within 10 working days, and Stage Two Complaints must be responded to within 20 Working Days.
- However, the Code allows for an extension period, as long as the resident has been notified of this extension. The extension period at Stage One is an additional 10 working days, and at Stage Two is an additional 20 working days.
- In 2024/25, we have responded to **all but one** complaint within the extended timescales allowed by the Housing Ombudsman. The resident was kept informed of the additional time needed due to the complexity of the case.

Acknowledgements:

- Since August 2024, 100% of complaints were acknowledged within 5 working days, with the exception of one complaint in January 2025, in which a complaint was handed over to the Housing Complaints Team late from the central Complaints team.

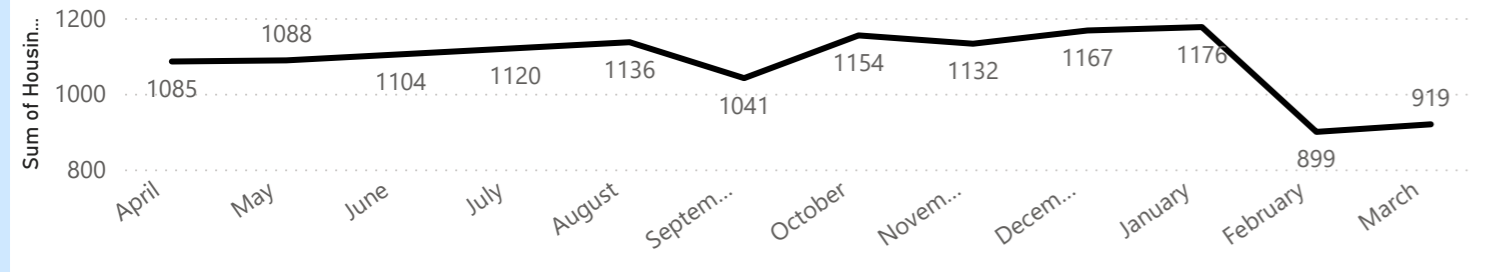
Compensation Paid:

- This number is subject to change, as the team only records compensation once they have received proof of payment, so will often backdate and update numbers.

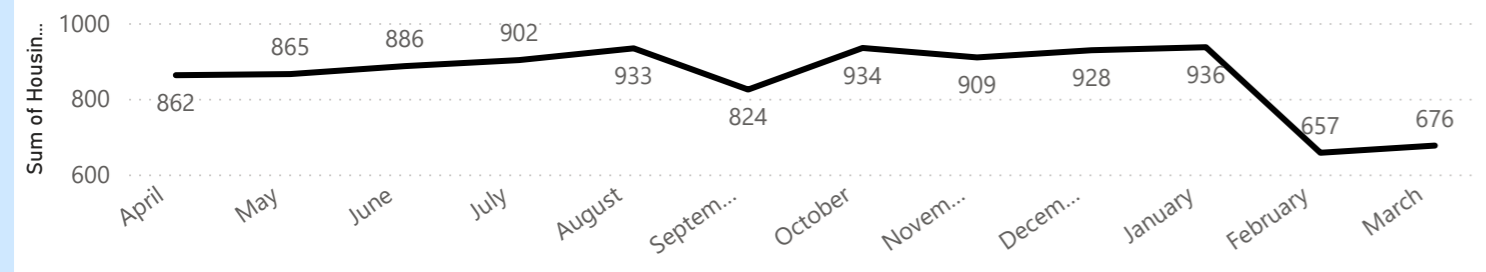
Housing Allocations

Month ▼
All ▼

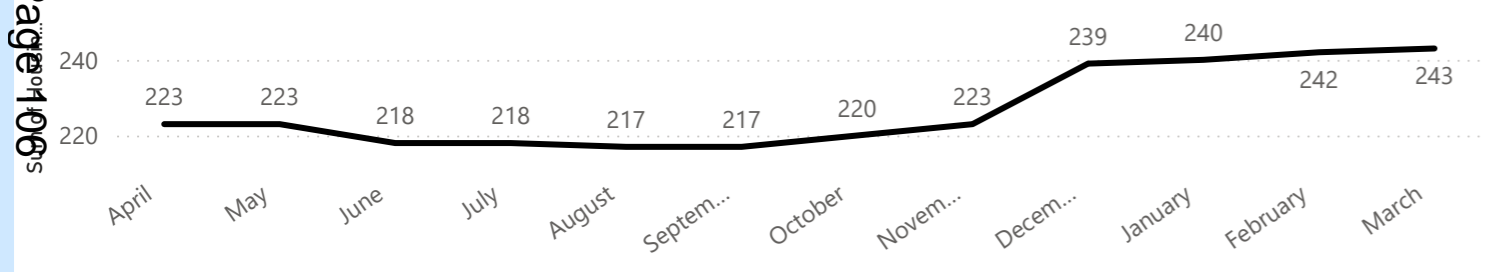
Housing Register Total



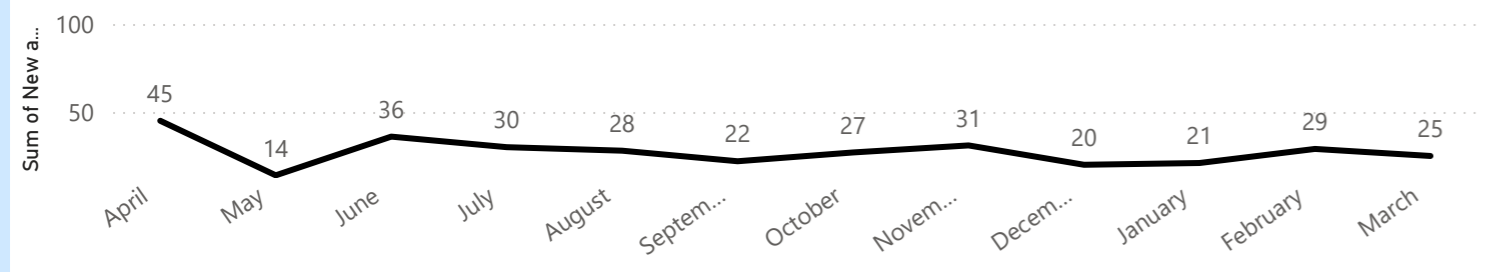
Housing Register Non-Tenants



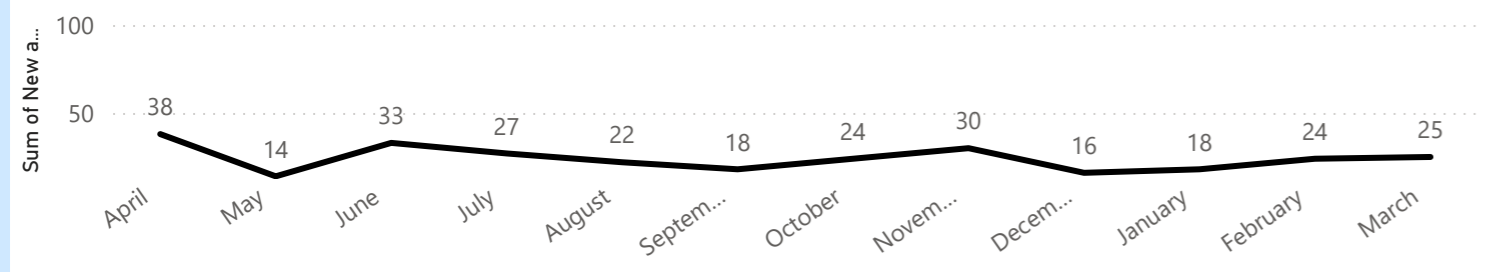
Housing Register Transfers



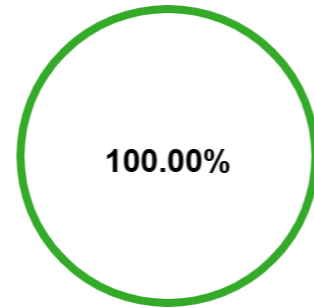
New Applications Received



New Applications Accepted

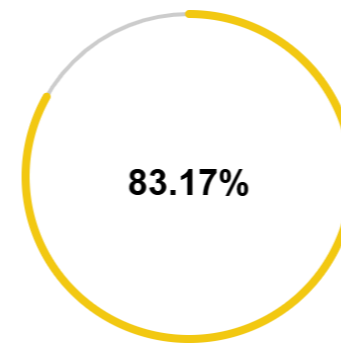


Properties Offered within 5 days of bid end



Target: 90%

Properties Let After One Offer



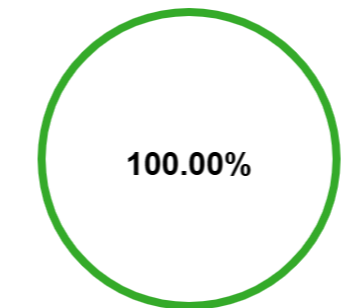
Target: 90%

Applications Processed within 30 Working Days



Target: 95%

Properties Offered within 10 days of Handover



Target: 90%

32
Number of properties let (CBL)

14
Number of properties let (management transfer/direct offer)

0
Properties refused due to quality or condition

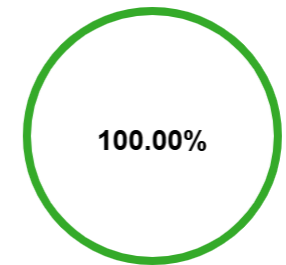
Mutual Exchanges

9
Mutual Exchanges Submitted

5
Mutual Exchanges Declined

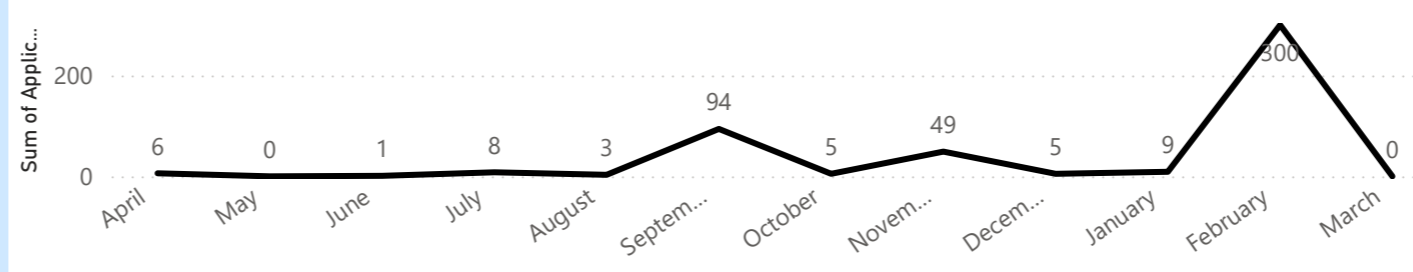
5
Mutual Exchanges Completed

Mutual Exchanges Decided Within 42 Days



Target: 100%

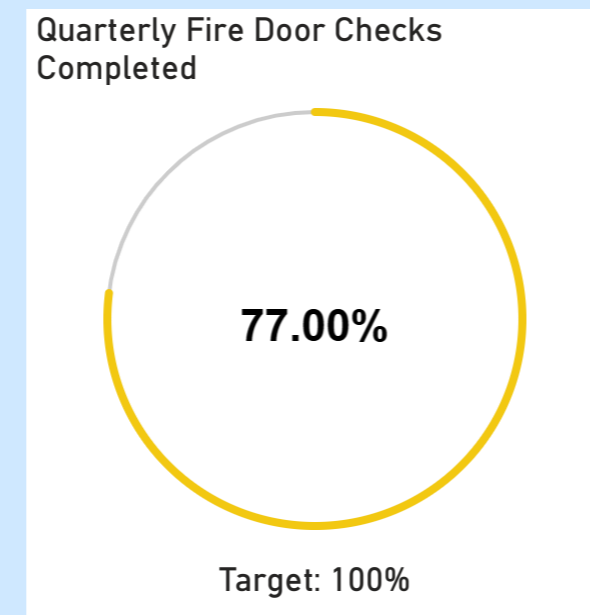
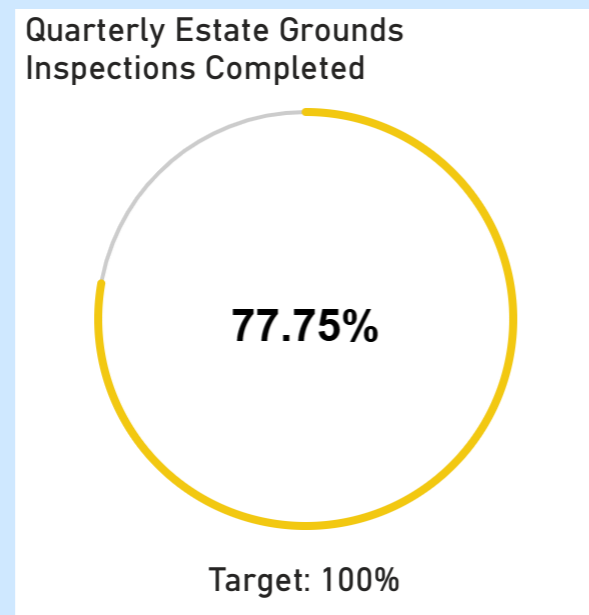
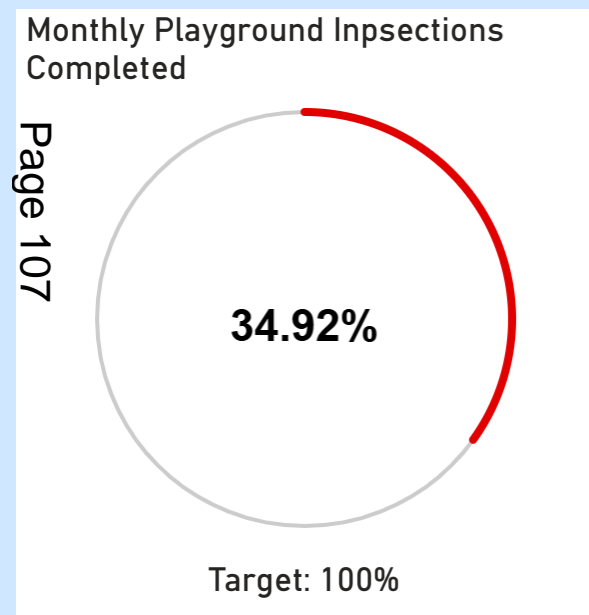
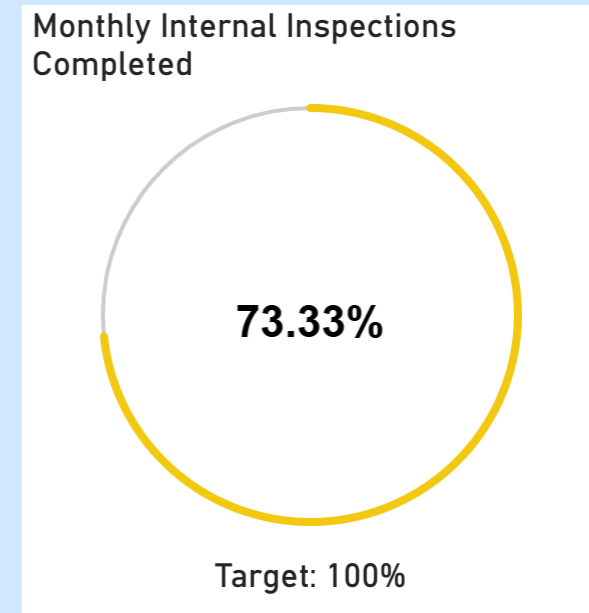
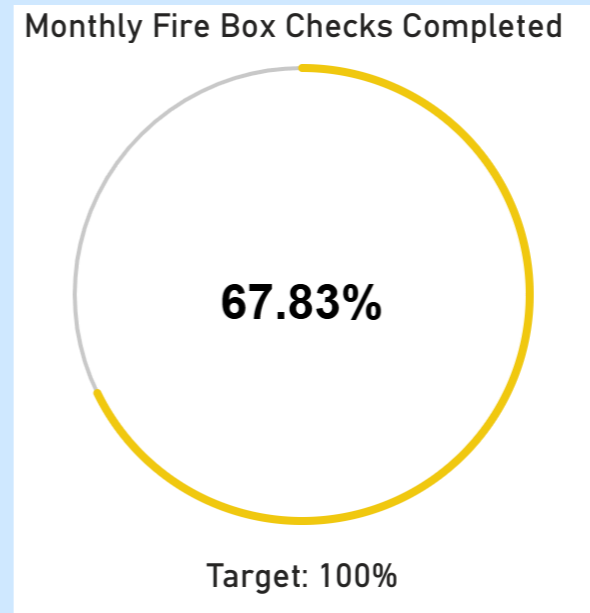
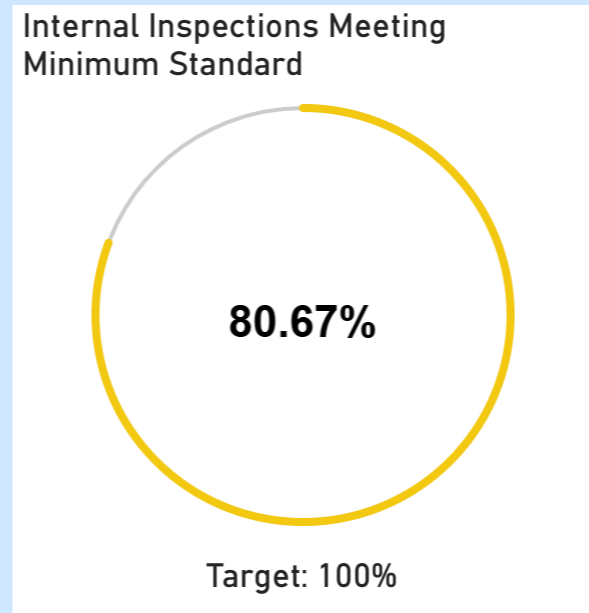
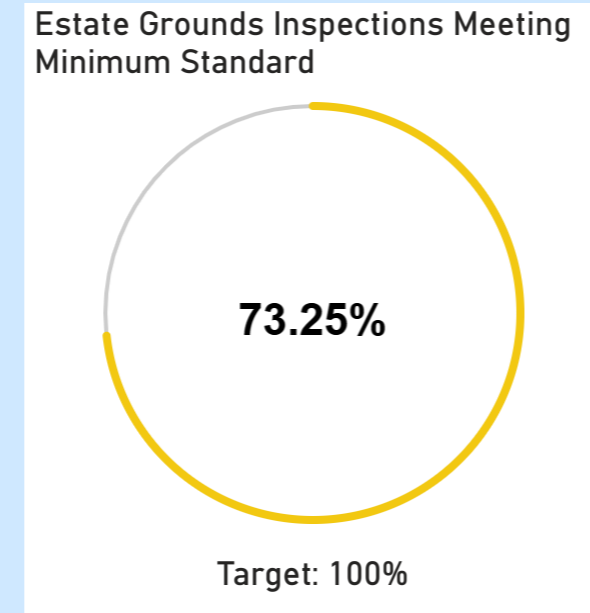
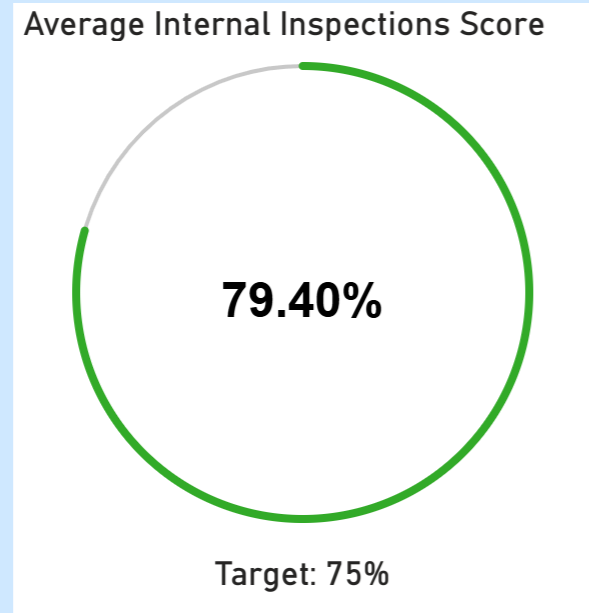
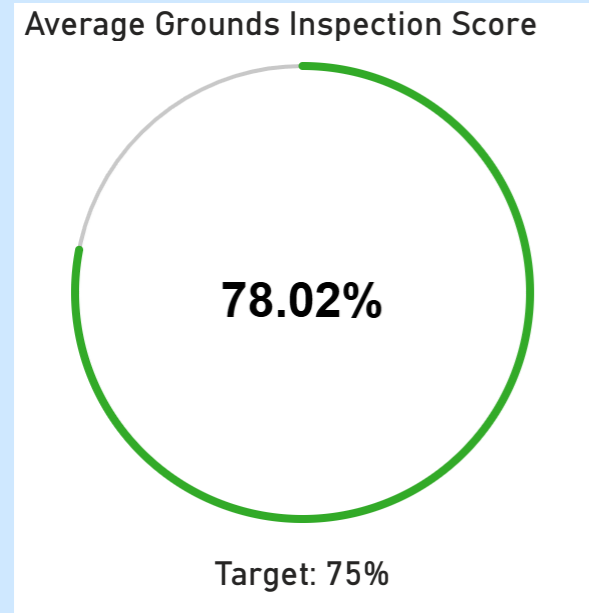
Applications Cancelled (Non-Let Reasons)



Context:

- In terms of properties let after one offer, meeting the target of 90% can be difficult, because it is down to the resident to decide whether they want the property. There is little the Housing Allocations Team can do, other than advising the applicant that another property may not become available for some time.
- Applicants have three chances when they win a bid, meaning that they can turn down two offers within reason.
- The target for 'Properties let after one offer' will be removed for 2025/26, and this data will only be included for information.

Estate Services



Page 107

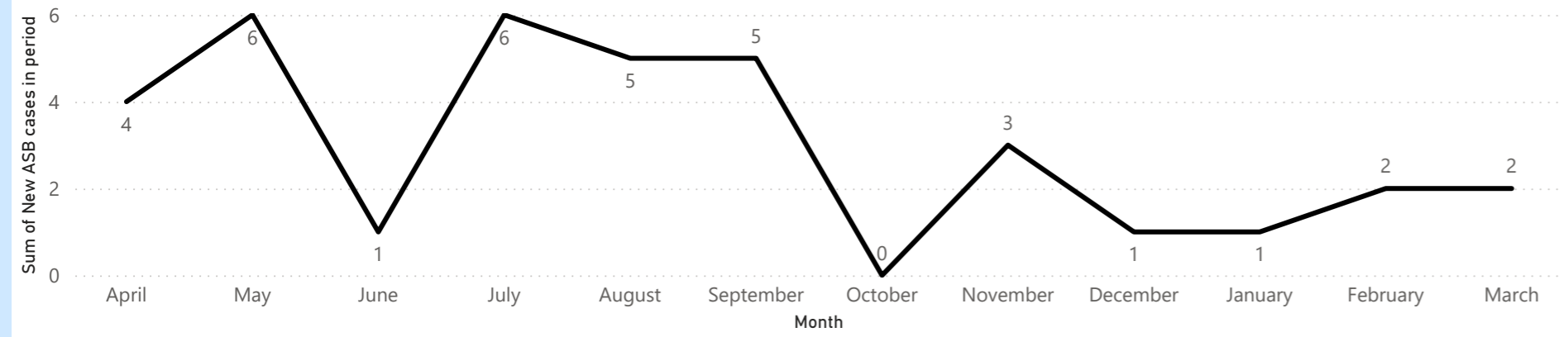
Context:

- A new building safety template was introduced to pick up on everything safety related from the end of January 2025.
- Fire doors are a priority element in the building safety template so we should see an improvement moving forward.
- In Q4, 100% of Fire Door Checks were completed.
- The building safety template will also include the Fire Box checks.
- Fire Boxes are Property Information Boxes - they are the red boxes that sit at the entrances to most blocks and hold information that is useful to the London Fire Brigade. A workshop on fire boxes was carried out with the introduction of the new inspection template.
- In terms of playgrounds, there will be a greater focus on grounds inspections, meaning playground inspection scores should increase, 100% of playground inspections were completed in February 2025.
- We note that scores appear to have increased significantly from the previous draft version of the dashboard that was presented earlier in the year. This was in part due to an error in the data entry. The data has since been updated to reflect quarterly figures appropriately.
- Quarterly fire door checks were not reported in December 2024 due to the system changeover.
- From 2025/26, fire door checks will be completed and recorded on a monthly basis.

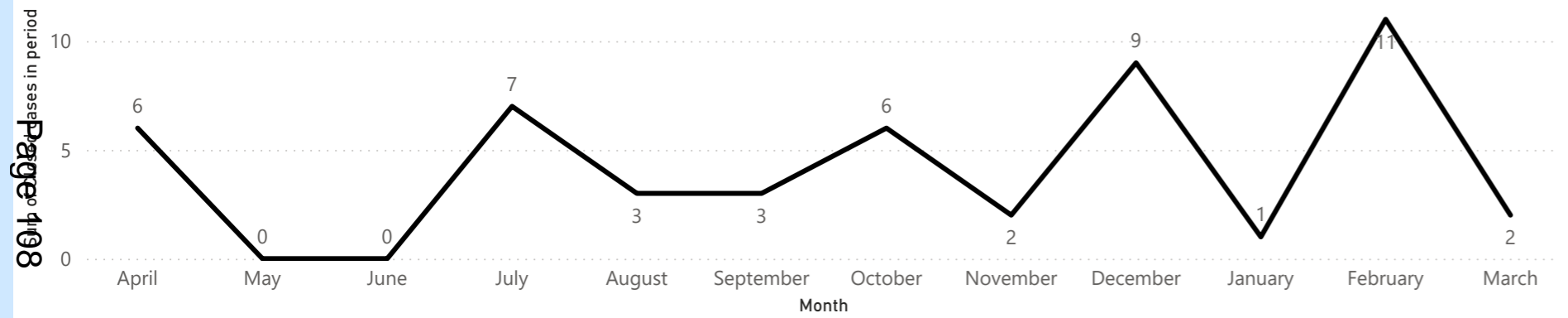
Manager Responsible: Greg Nott (Estate Services Manager) greg.nott@cityoflondon.gov.uk

Tenancy Management

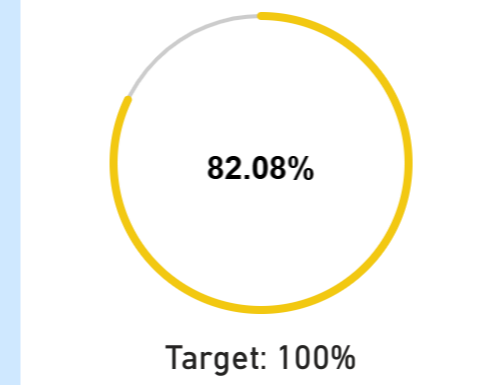
New ASB Cases



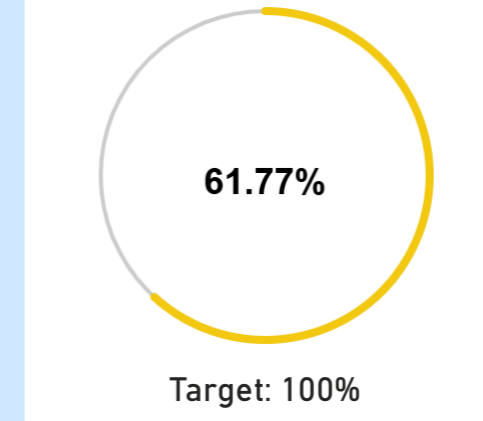
Closed ASB Cases



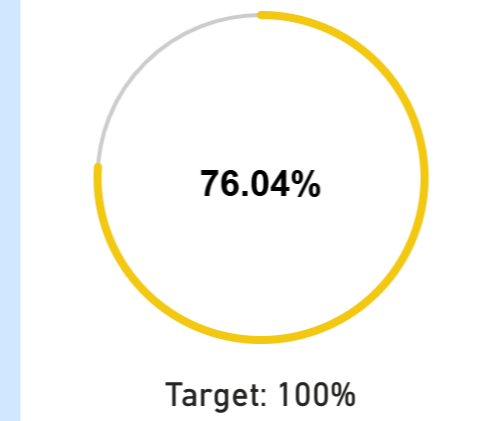
Introductory Tenancy Visits Completed (6 Weeks)



Six Month Visits Completed



Nine Month Visits Completed



Context:

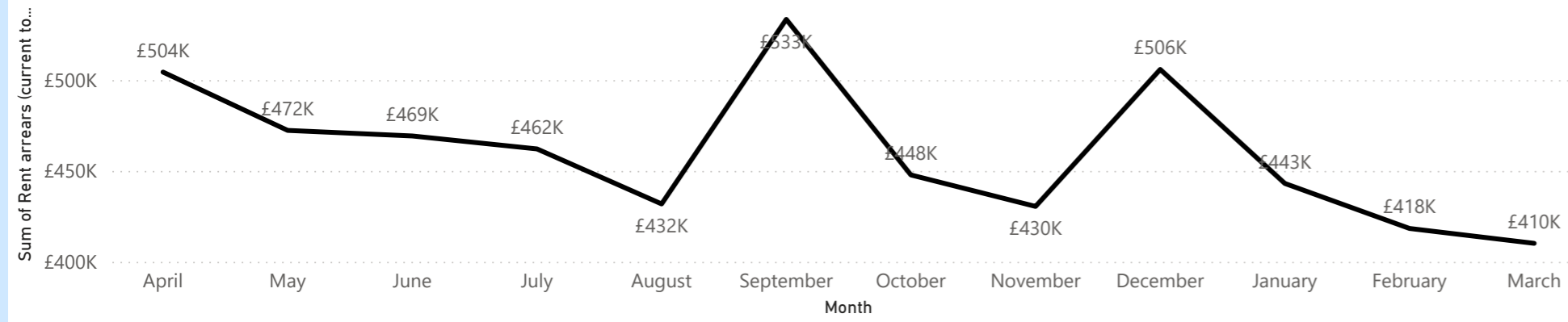
- Delays in Introductory Tenancy Visits can occur when a resident does not engage with the process.
- Further measures relating to Tenancy Management are being introduced for 2025/26, including separated statistics on introductory tenancy visits by North, South and Sheltered Housing Estates.
- Area Managers are working with Resident Services Officers to improve the amount of introductory tenancy visits carried out for 2025/26.
- If there are issues with the tenancy, the Resident Services Officer will extend the introductory tenancy process.
- These statistics show the number of visits carried out. Next year's dashboard will provide data

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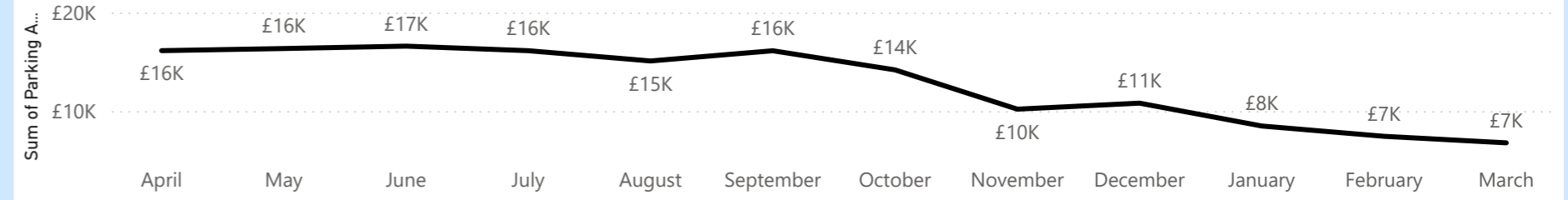
Income

Month
All

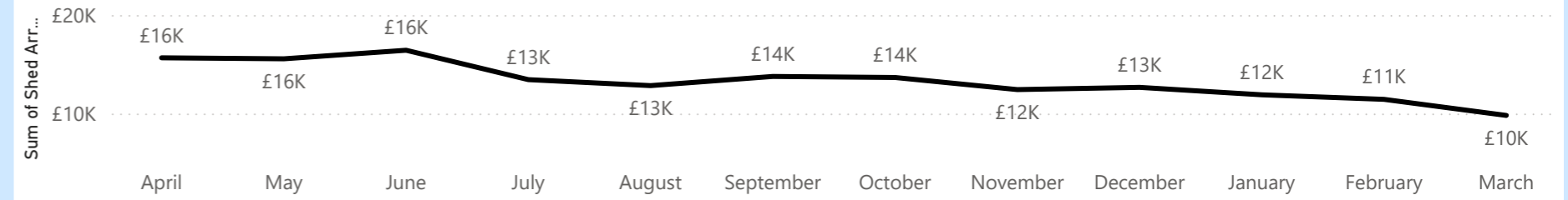
Rent Arrears



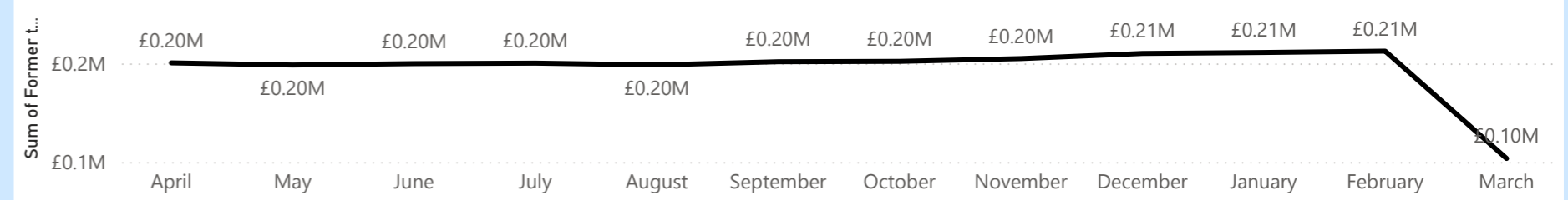
Parking Arrears



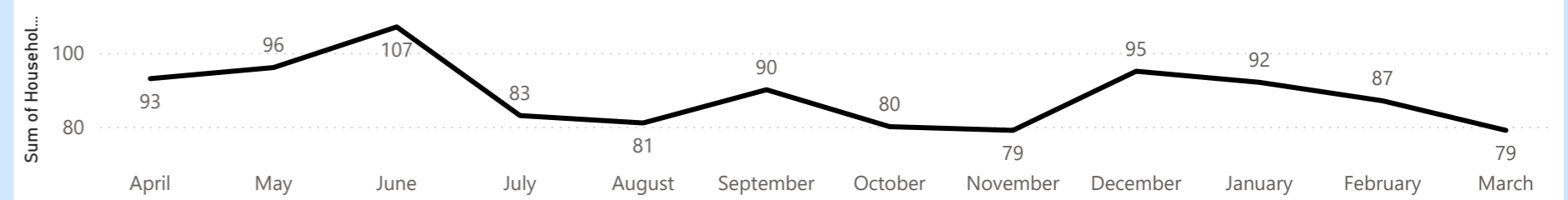
Shed Arrears



Former Tenant Arrears



Households in 8+ Weeks of Arrears



Context:

- The Income Team started to collect data on Households in 8+ Weeks of Arrears from December 2024.
- The Y Axis on the arrears graphs are not relational to one another - please see data markers.

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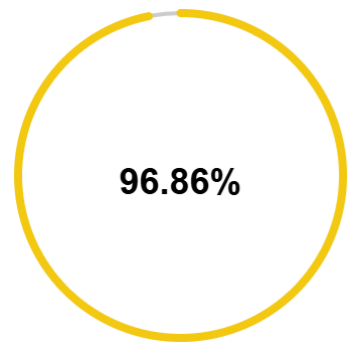
55

Total Number of Notice of Seeking Possession (NSPs)

1

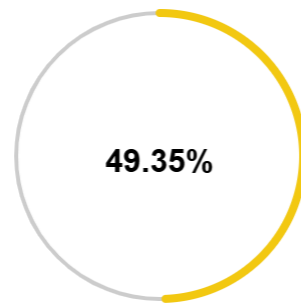
Total Number of Evictions

Rent Collected



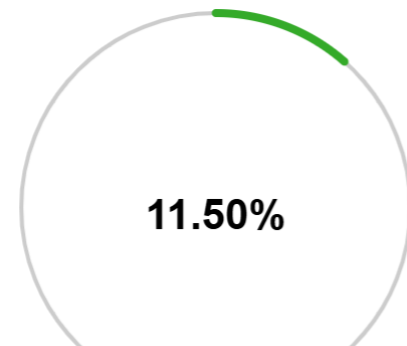
Target: 100%

Secure Tenants Paying Rent by DD/SO



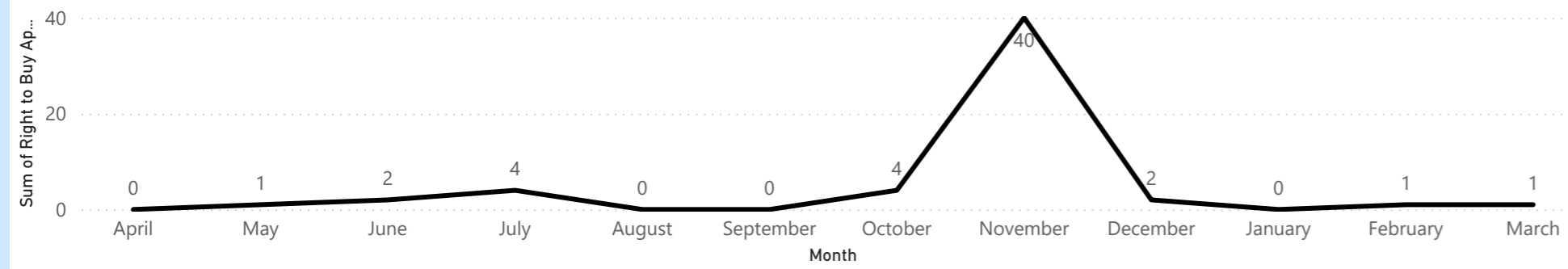
Target: 60%

Households in Arrears



Home Ownership

Right to Buy Applications Received



6

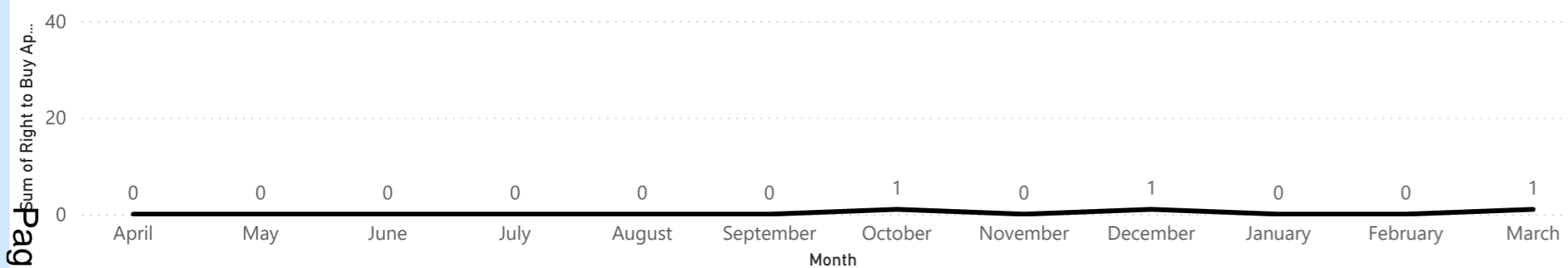
RTB Exceeding Timescale

Target: 0

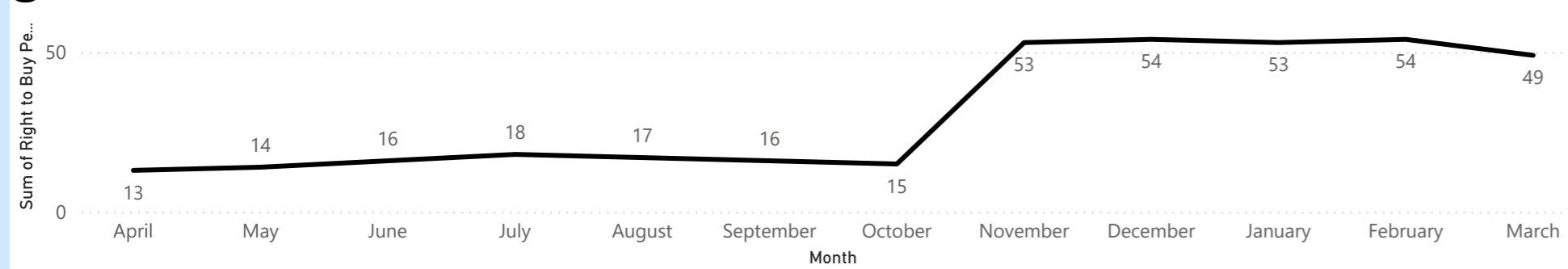
Context:

- Further measures are being introduced from April 2025/26.
- There was a large increase in Right to Buy Applications in November due to the change in Right to Buy legislation in November 2024 in which there was a decrease in the amount of discount offered.
- There are currently 6 RTB applications exceeding timescales due to outstanding plans and valuations.
- In terms of the outstanding plans, the teams have planned visits to create new plans.
- There is a delay in valuations due to the high number of requests that came through towards the end of 2024. City Surveyors are responsible for contacting the independent valuers to get the valuations completed. All are currently in progress.

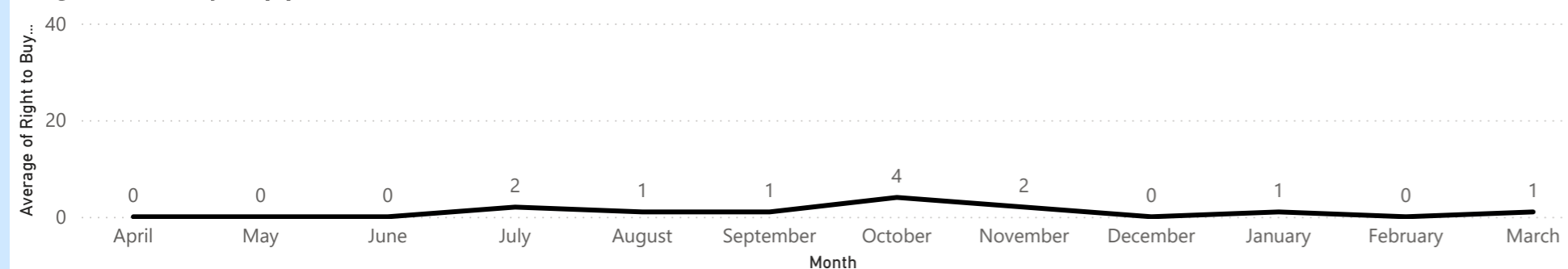
Right to Buy Applications Completed



Right to Buy Applications Pending



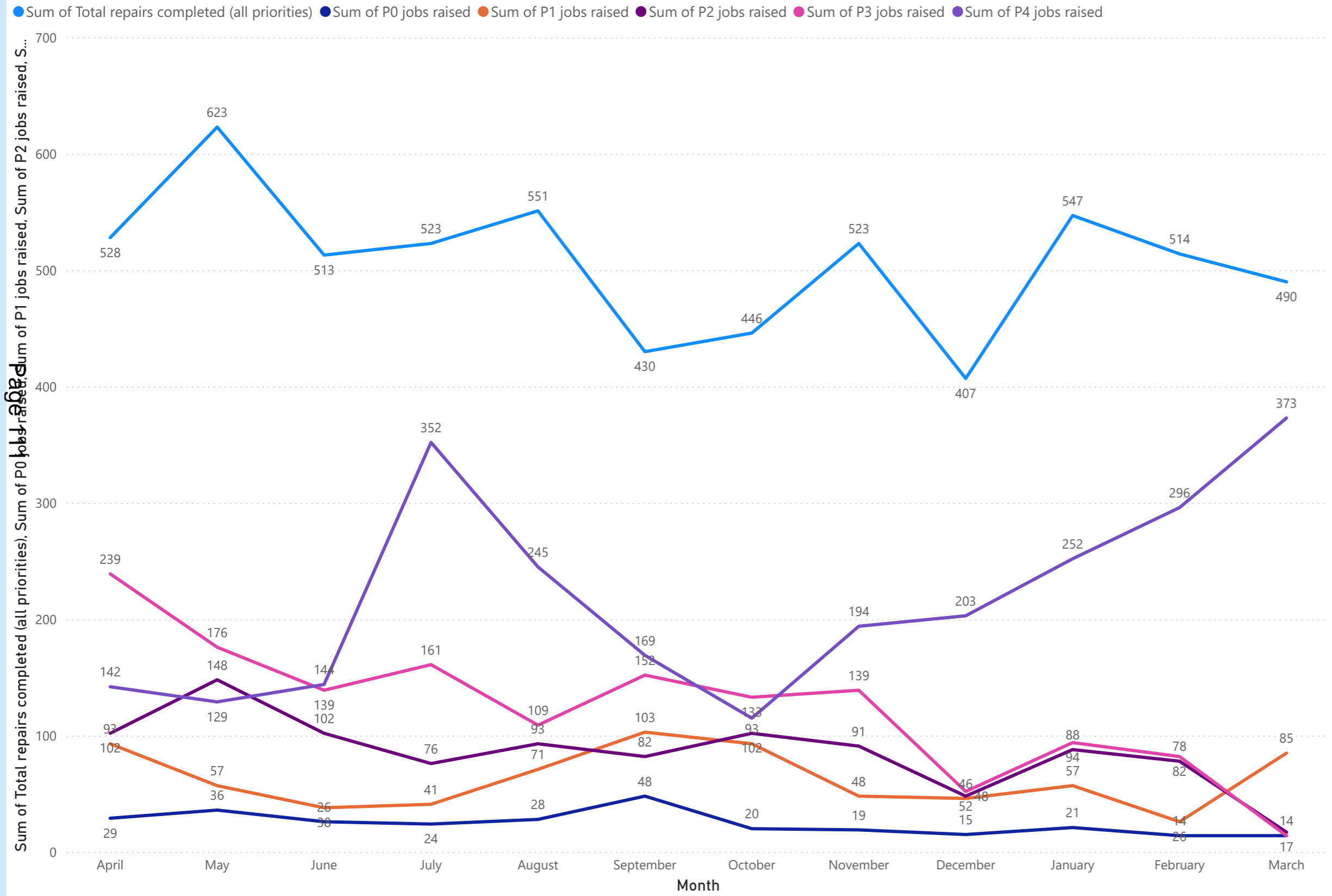
Right to Buy Applications Withdrawn



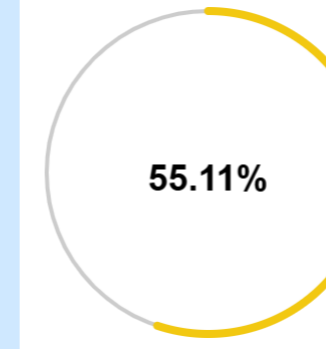
Repairs

Month
All

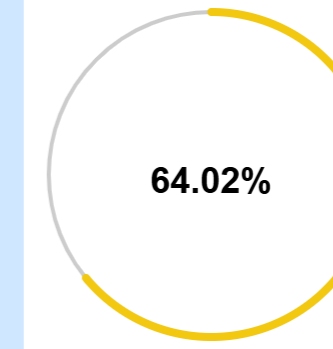
Repairs Completed



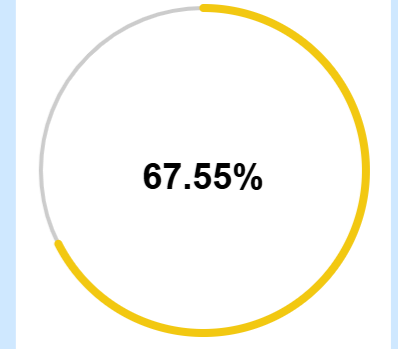
P0 Jobs Completed Within 4 Hours



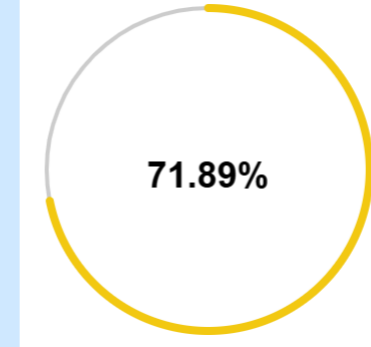
P1 Jobs Completed Within 24 Hours



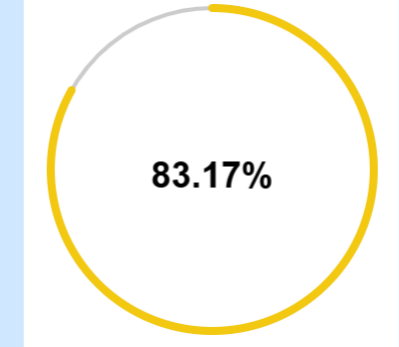
P2 Jobs Completed within 3 Working Days



P3 Jobs Completed Within 5 Working Days



P4 Jobs Completed Within 20 Working Days



Targets for all priorities: 95%

Context:

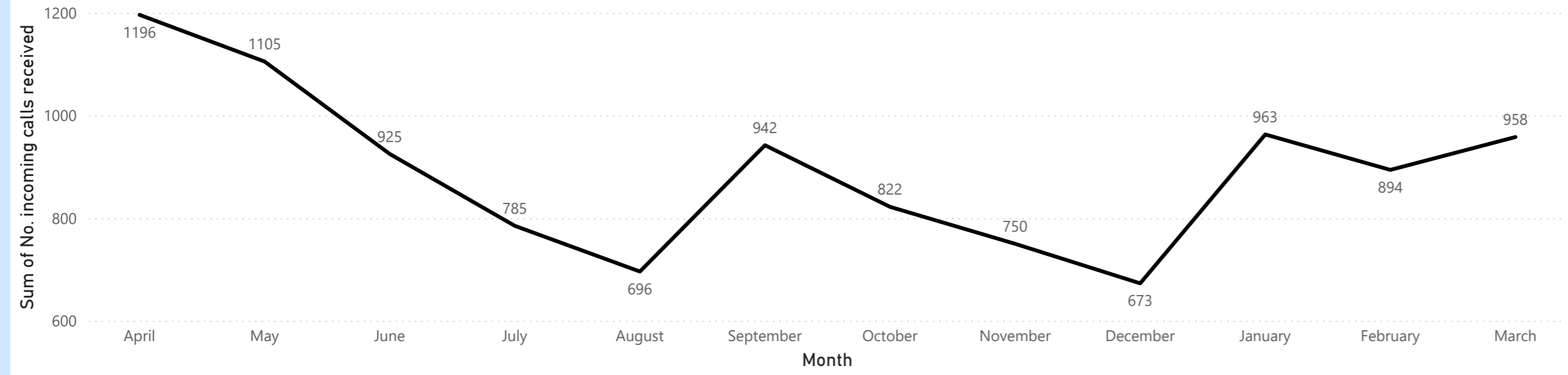
- The system for categorising repairs changed under the commencement of the new Repairs and Maintenance contract. From 1 April 2025 there are 2 priorities - emergency (complete within 24h) and non-emergency (complete 20 working days).
- It is expected that this streamlined categorisation will improve completion rates within timescales because repairs will be prioritised more accurately and Chigwell will be able to manage their operatives more efficiently and within their resource capacity.
- A number of additional measures for monitoring Repairs performance will be implemented from 2025/26.
- Active monitoring of correct repairs priority allocation, implemented in November 2024, has delivered a distinct reduction in the volume of urgent P2 and P3 jobs raised. As a result there has been a suitable increase in P4 Routine jobs raised in line with expected ratios. This has resulted in a sustained improvement in the performance completion against target timescales for these priorities because Wates have been better able to manage operative's appointments and attendance within their resource capacity.

Manager Responsible: Beverley Andrews (Head of Property Services) beverley.andrews@cityoflondon.gov.uk

Repairs Service Desk

Month
All

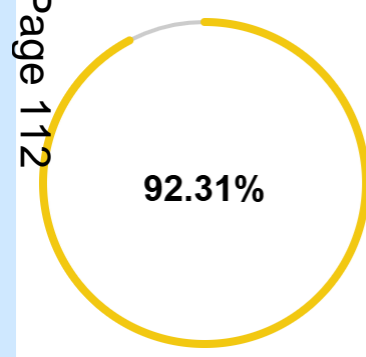
Number of Incoming Calls Received



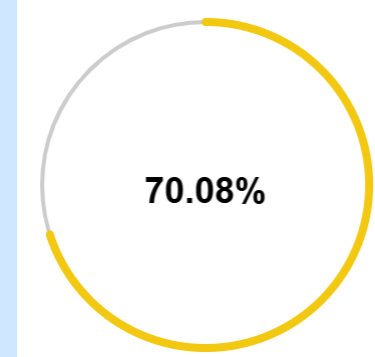
Context:

- The information about call-answering stats comes from the Cirrus reporting portal. Abandoned calls are tracked as either short-abandoned calls (where the customer hangs up immediately) or long-abandoned calls (where the customer is in the queue).
- The current stats of % of calls answered include short and long abandoned calls. Future reporting will be adjusted so that only long-abandoned calls are recorded as calls not answered.
- Additional measures relating to the Property Services Inbox will be recorded from 2025/26.
- The figures reported cover HRA calls only. However, the Repairs Service Desk also take a volume of calls from Barbican residents.
- When gas repairs are reported, the call is automatically routed to TSG and therefore will never be answered by the Repairs Service Desk. Those calls will also show as a 'failure' in the data. The industry standard is 95% for calls answered to factor in this type of scenario.
- For 2025/25, we will set a target of 75% for % of calls answered within 30 seconds.

% of incoming calls answered (average)



% of calls answered in 30 seconds



53.57

Average No. of Seconds to Answer a Call

298.24

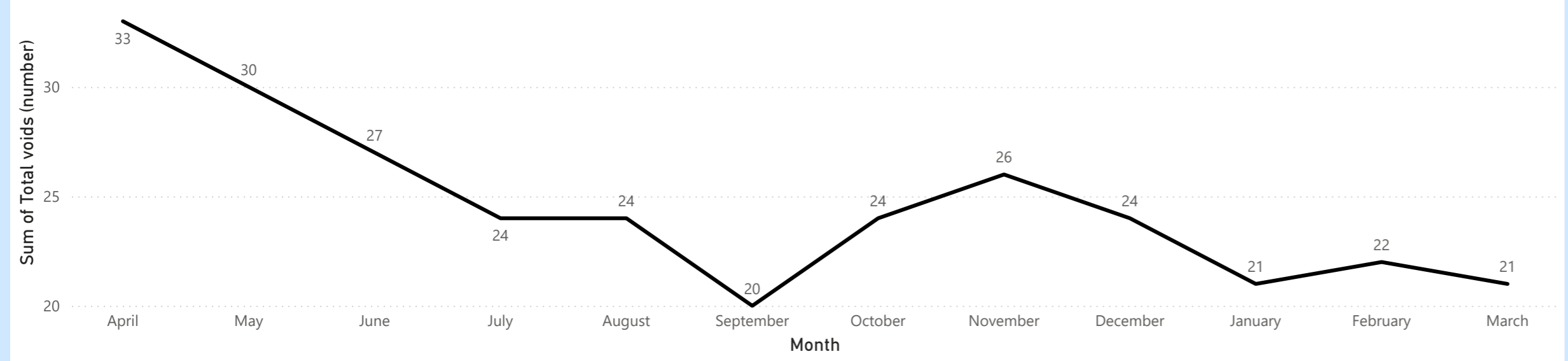
Average Call Handling Time

Page 112

Empty Properties

Month
All

Total Number of Voids



Context:

- The end-to-end process has been reviewed as part of the new repairs contract mobilisation.
- We have reviewed the voids process, how a void is recorded in our system, and the data that supports void management. As a result of that, we expect to report on additional metrics in 2025/26.

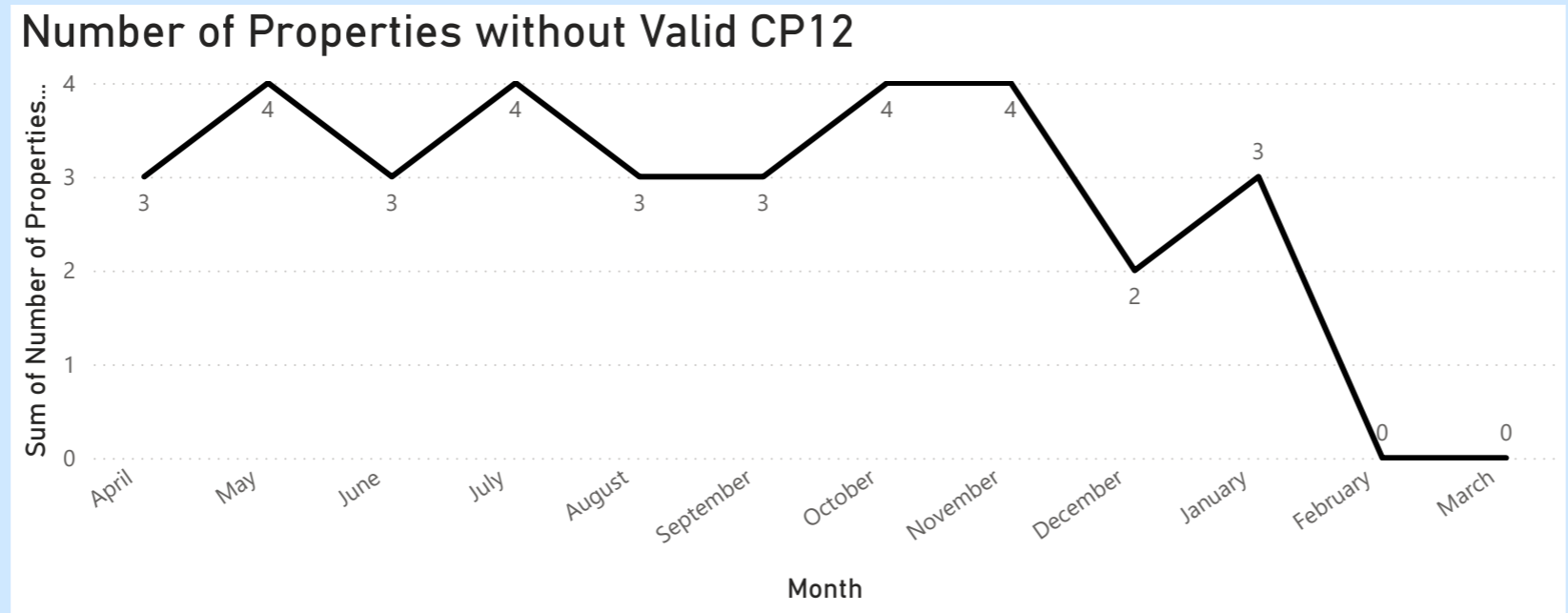
Gas Safety

1702
Number of Homes Requiring Annual CP12

Proportion of Homes with Valid CP12 (Average)

99.83%

Target: 100%



Context:

- All cases that are non-compliant are not due to contractor performance but are typically the result of tenant no-access issues. In these instances, the team will have followed the full 3-stage process and referred the case to Housing Management and the Legal Team to pursue appropriate court action.
- Gas servicing is conducted on a 10-month rolling cycle to ensure CP12 certificates are renewed within the 12-month period. While this process is effective in most cases, delays can occur when an injunction or possession order is required.

Page 114

7
No. of Blocks with Communal Boilers

7
No. Of Communal Boilers with Valid Safety Certificates

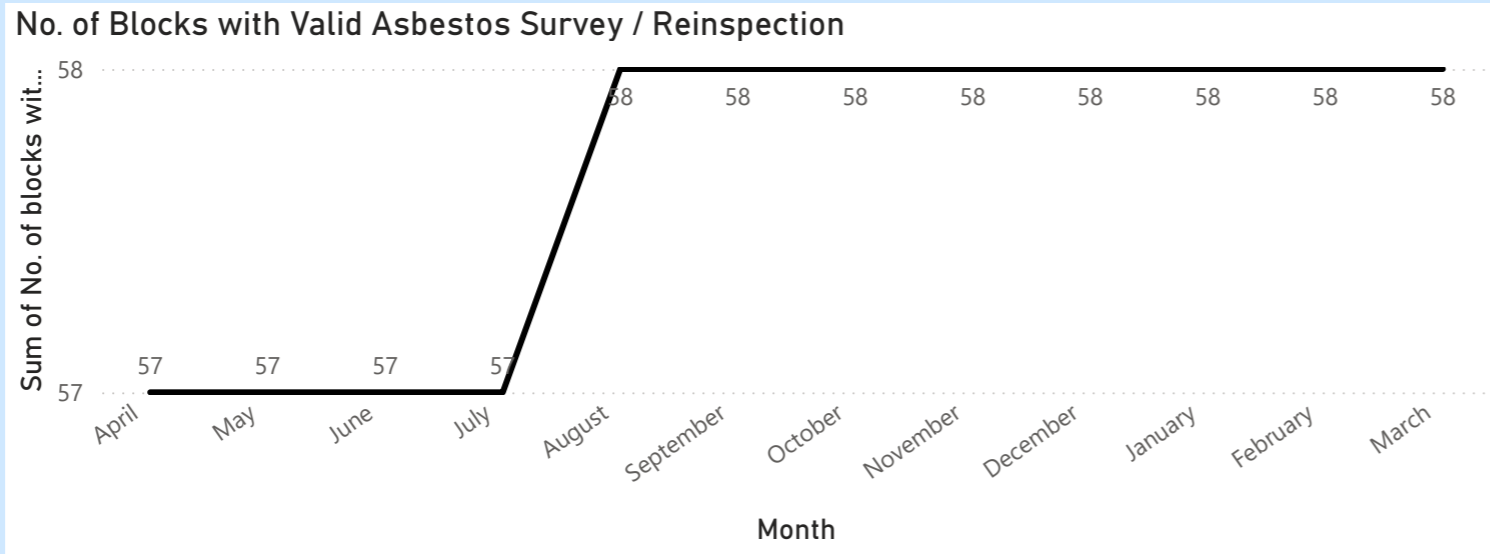
Proportion of Communal Boilers which are Compliant

100.00%

Target: 100%

Asbestos Checks

58
Blocks Requiring Asbestos Surveys/Inspections
Target: 58



Proportion of Blocks with Valid Asbestos Survey / Reinspection (Average)
99.33%
Target: 100%

Context:

- There was an issue with asbestos surveys which was picked up on an annual return in 2024/25 and the issue has now been corrected.

Page 115

857
Homes (LCRA) in Blocks Requiring Asbestos Survey/Reinspection
Target: 857

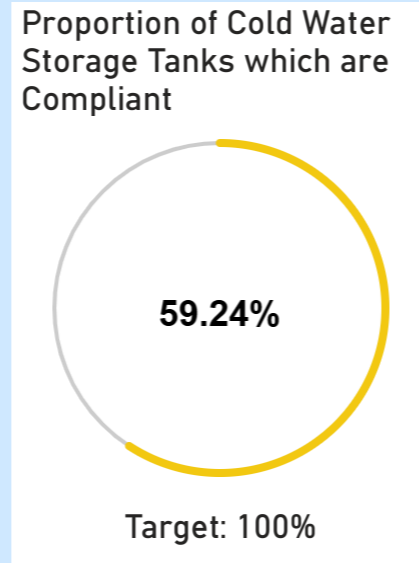
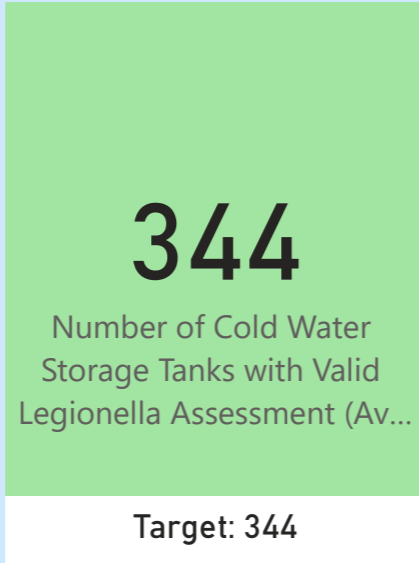
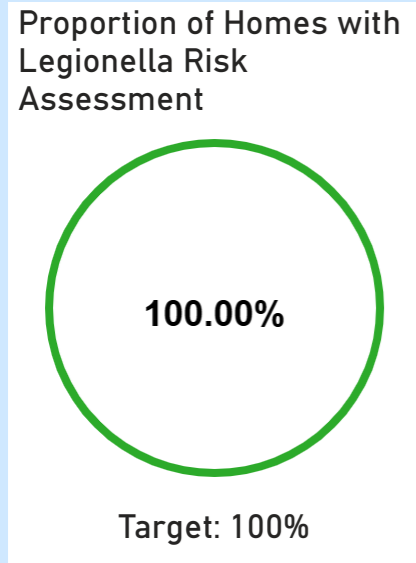
857
Homes (LCRA) with valid asbestos survey/reinspection
Target: 857

1874
No. of Homes in Blocks Requiring an AMS or reinspection
Target: 1874

1874
Average of No. of homes in blocks with valid AMS or re-inspection Targ...
Target: 1874

Proportion of homes (LCRA) in blocks with valid AMS or re-inspection
100.00%
Target: 100%

Water Safety



Context:

Page 16

As of February 2025, the number of cold water storage tanks was updated to 344 from 253.

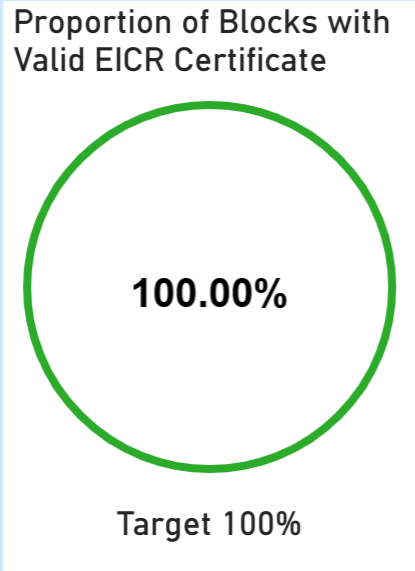
There is 100% compliance on the legionella risk assessment element.

The work is being done in terms of inspections and water sampling, but the team are not currently receiving the specific data in a suitable format to enable them to regularly monitor tank inspections completed within the required due date. Therefore, whilst the work is being done, the team cannot formally state that the Cold Water Storage Tanks are compliant.

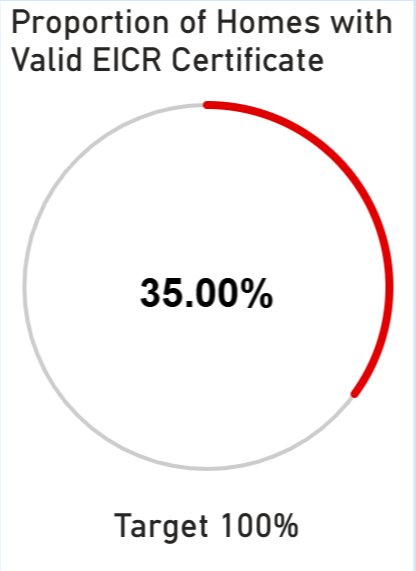
- The Water contract is being re-procured in 2025. It is due for renewal from 1 October. As part of the new contract and the tender process, one thing the team are focused on is making sure that the new supplier is able to provide us with the correct performance data and compliance information.
- The Head of Repairs and Maintenance was made aware of the issue in November 2024 and therefore the data presented only represents an average from Nov 2024 - Mar 2025.
- The Team are looking at taking a more proactive approach such as notifying residents and Estate Teams in advance of Guardian's visit, so they have more of a chance of gaining access.

Electrical Safety

134
No. of Communal Installations Requiring EICR Certificate



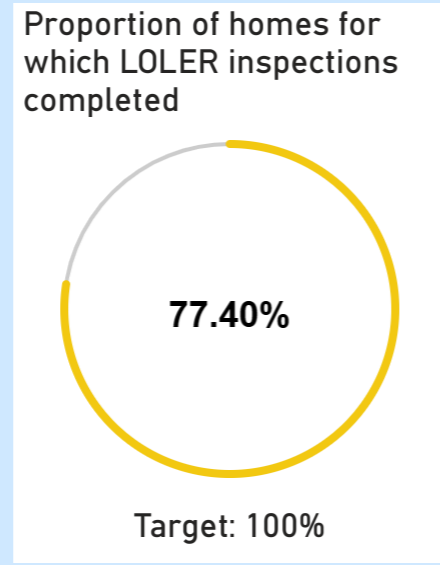
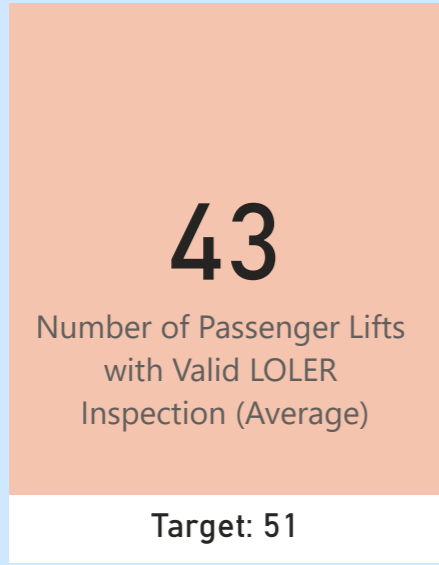
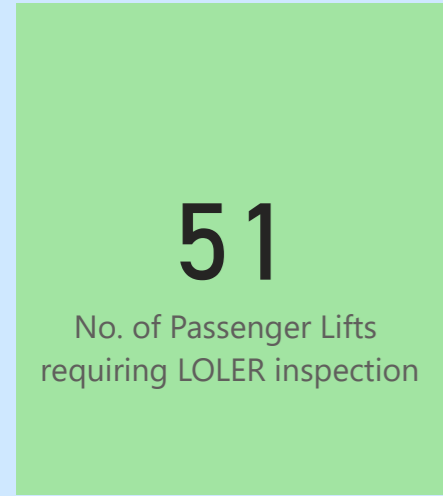
1982
Homes Requiring an EICR Certificate



Context:

- The number of units requiring a test is 1982 based on the current Civica Asset List.
- Properties built in 2018 and 2023 are excluded from the total because new installations require their first test after 10 years rather than 5.
- The number of tests completed has been updated to 699 (35%) based on a list of test records provided by Guardian electrical (462) and from Wates and Abbotts voids (237).

Lift Safety



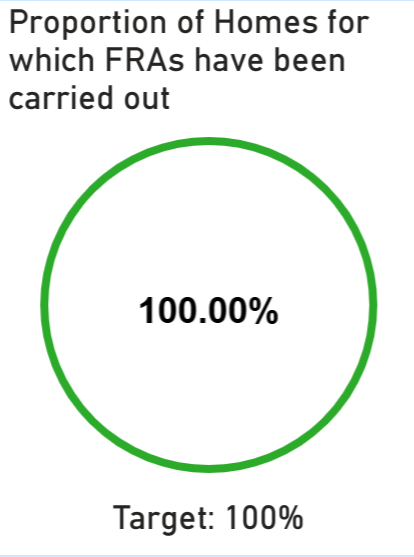
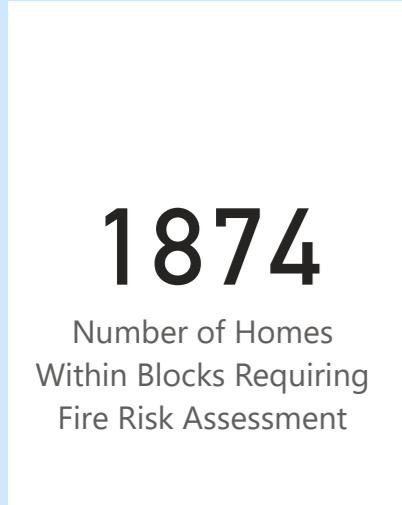
Context:

• The data provided represents performance data from January 2025 onwards, when the team were given access to the BES Insurance portal and provided with training on how to extract the data from that management system.

There are 8 lifts without a current LOLER certificate, this is mainly due to lifts being out of service when the inspector has tried to complete the LOLER inspection.

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Fire Safety

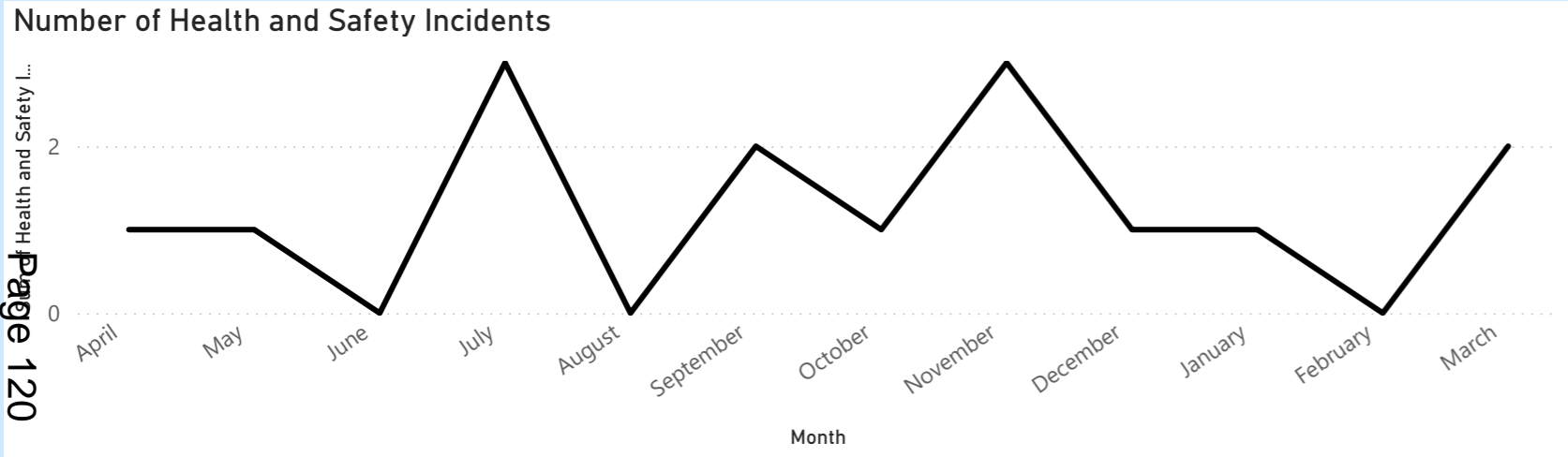


Context:
- We aim to report more information on fire safety in 2025/26.

Health and Safety

2
Health and Safety Near Misses

1
RIDDOR Reportable Incidents



15
Sum of Health and Safety Incidents

Context:

- The number of health and safety near misses is lower than would be anticipated. Staff have been reminded of the importance of regularly reporting all near misses and incidents.
- The RIDDOR reportable incident took place in September 2024 and was from a penetration injury from a sharp object.
- Examples of health and safety incidents include: burn, cut feet on broken glass, verbal abuse of staff or contractors.

1948

Target Decent Homes

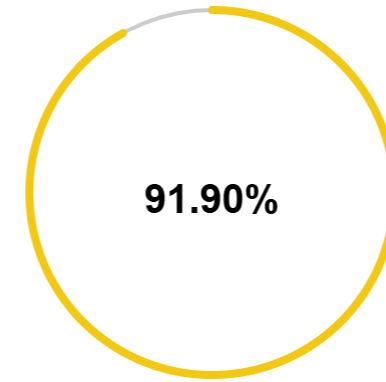
72

Tenant Refusals (Not Included in Final Figures)

1876

Number of Homes Measured (Not inclusive of tenant refusals)

% Decent Homes



Target: 100%

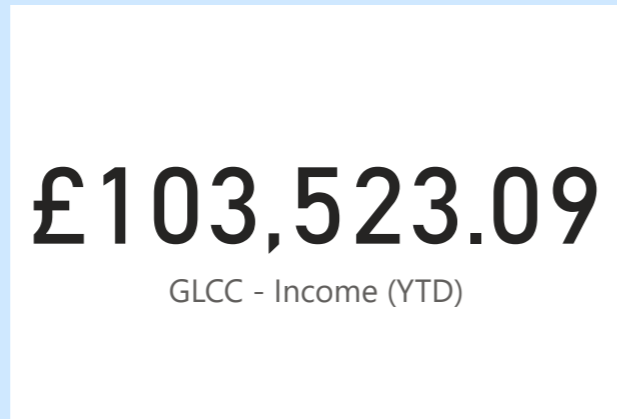
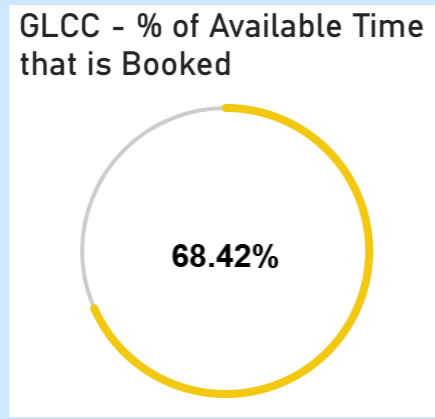
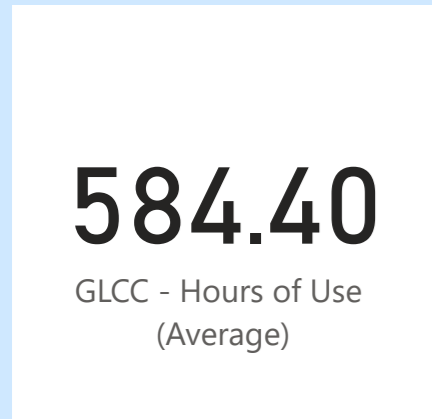
Context:

- In 2025, a Stock Condition Survey will be taking place which will identify the condition of components. This will give us more detailed Decent Homes Data.
- There were some issues with access to Keystone (Asset Management System), however, changes are being implemented to ensure that the data is continuously up to date.
- There has not been a Decent Homes Programme under the Major Works Team for a number of years. Currently, Decent Homes work is being completed on an ad-hoc basis through the Repairs & Maintenance Service as an interim measure.
- The 'Target Decent Homes' number has been updated from the previous report to reflect the following: Tenant Refusals + Number of Decent Homes (Not Inclusive of Tenant Refusals) + Number of Non-Decent Homes (Not Inclusive of Tenant Refusals).

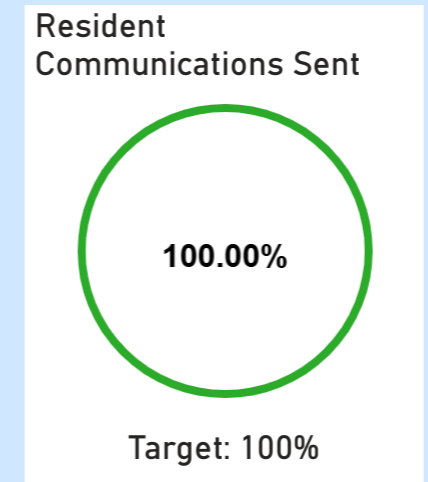


Resident Involvement

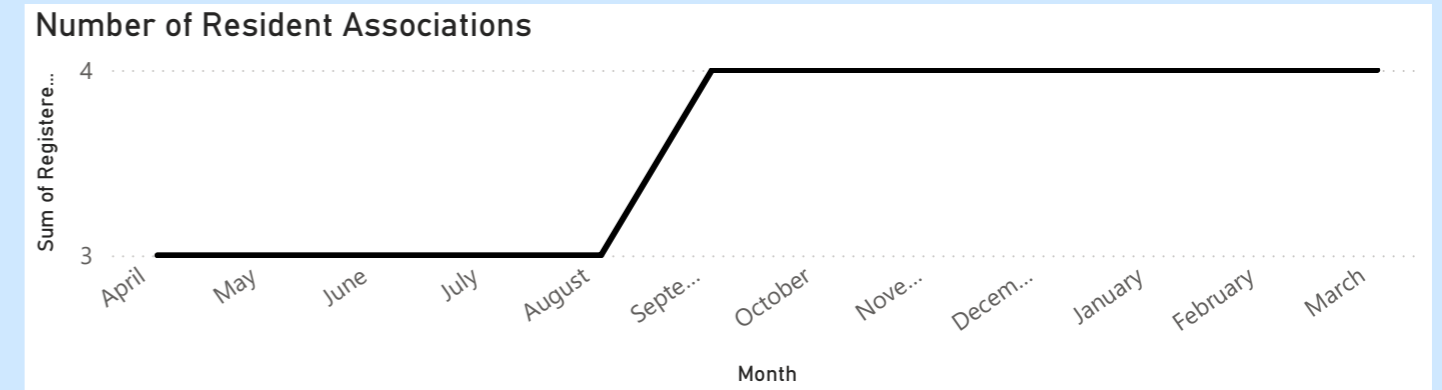
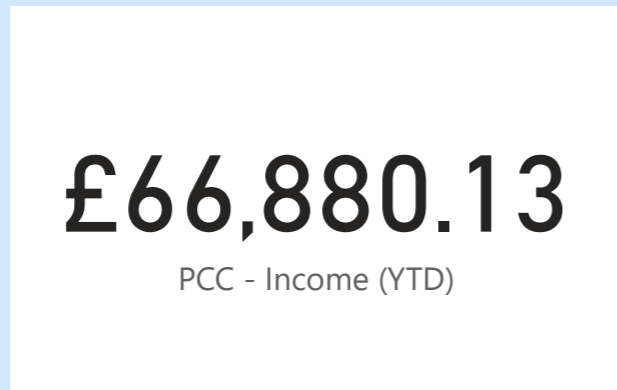
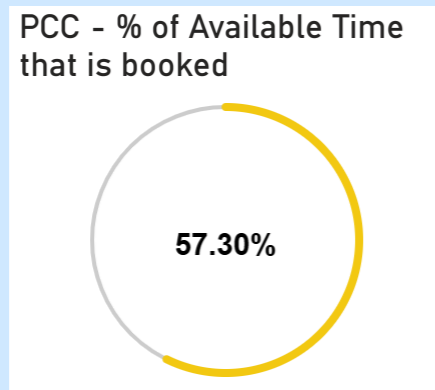
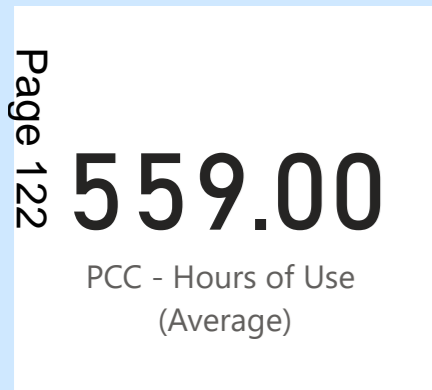
Golden Lane Community Centre:



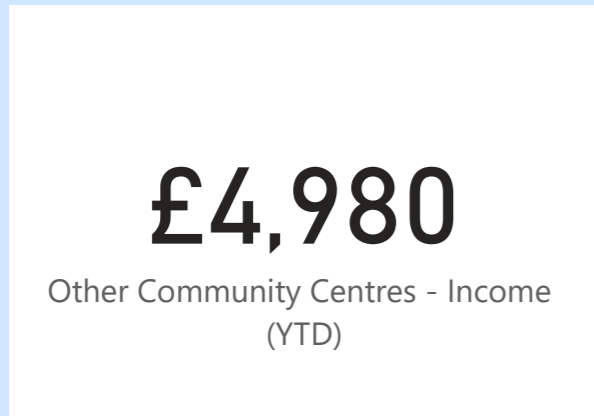
Resident Comms/Involvement:



Portsoken Community Centre:



Other Community Centres:



Context:

- More information on 'other community centres' will be provided in 2025/26 with the re-opening of some community centres. .
- There is an intention to send a minimum of 10 resident communications per year.
- For 2025/26 dashboard, RAG rating will be removed from % of available time booked as this is not set against a target.

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

Members are asked to note that the London Fire Brigade has served 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.

The work is progressing, and the project manager is keeping the London Fire Brigade informed as to the progress being made.

4. Mobilisation of the Chigwell and Elkin repairs contract and Demobilisation of the Wates repairs contract

Chigwell

A soft mobilisation of some aspects of the Chigwell contract commenced in March 2025, and the contract went live in April 2025. It is still early days but early indications are that Chigwell will be a good fit for us. As well as making sure that repairs are being carried out as required the focus is on getting our systems integrated to support efficient delivery of the service. This has been enhanced by us having Chigwell team members based in the office with us.

Unsurprisingly, it has identified issues where we need to improve internally and this is being addressed with some pace.

Road Shows are being planned on estates over the summer to give residents an opportunity to meet Chigwell face to face should they want to do so.

Elkins

This contract has also been mobilised, and we are working with them to integrate our systems to allow us to work as efficiently as possible. Again no major issues have been encountered so far.

5. Local Authority Leads – Members and SMT

The previous Housing Management and Almshouses Sub Committee had adopted a local authority lead system where members were twinned with a borough and a member of the Housing SMT team.

The intention is for members to learn more about their twinned borough and its profile – examples of this are getting involved in a new build scheme and any issues that may arise, attending public meetings with residents if appropriate etc. It is not an onerous ask and should serve to allow you to see housing's inner workings from a different perspective. Assuming that the existing members are happy to continue with their boroughs the vacancies are as indicated below:

Member	Local Authority
Vacancy	Islington
John	Tower Hamlets and Middx Street

Ceri / Maternity Leave Cover / Job Share?
Vacancy
Sandra Jenner
Vacancy

Hackney and Golden Lane Estate
Lambeth
Southwark
Lewisham

Please get in touch if you would like more information, it would be good to allocate Members at the meeting if at all possible.

6. Housing Senior Management Team Update

Paul Barton

I am pleased to announce the Paul Barton has joined us as Interim Head of Health and Fire Safety. Paul will be reviewing health and fire safety across DCCS with a special emphasis on Housing and the Barbican. He will produce a gap analysis, work with us to produce an action plan and develop a structure for the team that DCCS needs to put in place.

Kindy Bansal – Shah

Kindy has joined us for 6 months as the Golden Lane Estate Co-ordinator. Kindy's focus will be working with the Heads of Service responsible for operational delivery to better co-ordinate our work on the estate. Kindy will client the meanwhile works programme.

7. DCCS Corporate and Departmental Risks

Please see below the most recent update of the risk map for review and discussion.

Key Data

Key data contained in Appendices 1 - 10

Corporate & Strategic Implications

Strategic implications – none

Financial implications – none

Resource implications – none

Legal implications - none

Risk implications – we previously reported that we reviewed our risk position regarding compliance matters. This is an area that we are keeping under close review.

Equalities implications – none

Climate implications – none

Security implications – none

Conclusion

Members are asked to approve the new and revised policies presented in appendices 1-7, and note the supporting information to the changes to the decorations scheme covered in appendices 8-9 and the Performance Update for 2024-25 illustrated in Appendix 10. Please also note the update on the City of London Almshouses – Lambeth the progress being made on the Mobilisation and

Demobilisation of the repairs and maintenance contracts, the call for expressions of interest in the Member Local Authority Leads and an update on new recruits to the Housing Senior Management Team.

Peta Caine
Director of Housing

E: peta.caine@cityoflondon.gov.uk

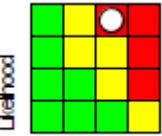
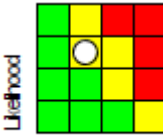

DCCS Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Liane Coopey

Generated on: 11 June 2025

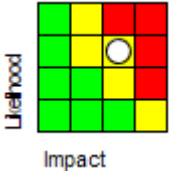
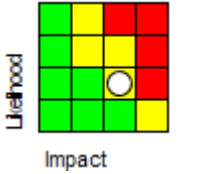


Rows are sorted by Risk Score


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	
Page 126 DCCS HS 005 Major works programme	<p>Cause: Shortfall in funding/increase in costs of current major works programme Event: Inability of the City of London to fund current and planned major works improvements and fire safety works Effect: Detrimental to property conditions and living standards, reputational damage.</p>	 Likelihood Impact	16	A 10-year Major Works programme (2026-36) has been fully drafted in March 25, which reflects a more expansive investment package for the Golden Lane Estate. The intention is to share this with colleagues at a scheduled SLT Meeting in April and RASC Meeting in July 2025, where it will form part of the Appendices to a joint growth bid paper (along with the New Developments and Special Projects Team) that is currently being drafted. The shortfall is now estimated to be significantly more than £60m but will be detailed in the report. A new Stock Condition Survey is currently out to tender. The results of which will then feed into the re-drafted programme.	 Likelihood Impact	6 31-Mar-2026	

07-Jan-2020 Gregory Wade				12 May 2025			Reduce	Increasing
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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	A number of Gateway 1 Reports were successfully submitted to Housing Programme Board in April. A further 6-7 Gateway 2+ reports are in the process of being submitted to June Corporate Projects Board, in line with the intended programme.	Gregory Wade	03-Jun-2025	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 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>12</p>	<p>Staff are 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 are being sent to team managers to encourage them to take ownership of device usage. Two device training sessions have been held in February 25 - one for users and one for managers. Escalation plans have been reviewed for all teams.</p> <p>12 May 2025</p>	 <p>8</p>	<p>31-Dec-2025</p> <p>Reduce</p>	<p>Constant</p>

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 Directors 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 AD Housing & People for them to discuss with their management team Usage reports being 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 well-being and address any concerns they might have 	Peta Caine	12-May-2025	31-Dec-2025
DCCS HS 003e	DCCS Lone working risk assessments to be reviewed	H&S Lead has been tasked with working with team managers to review and digitise 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.	Peta Caine	12-May-2025	30-Jun-2025
DCCS HS 003f	Team Managers will be asked to invite H&S Advisor 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	2 training sessions on lone working devices were held in February 25, one for Managers and one for Staff. Business Support Manager attended DCCS Staff forum in early March 25 to discuss lone working and address issues raised by staff	Peta Caine	12-May-2025	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 008 Delivery of Repairs & Maintenance services to City	Cause: Repairs & Maintenance of managed homes not being carried out effectively and in a timely manner due to poor contractor performance and contract management		12	Mobilisation of the new R&M contract with Chigwell commenced on 1st April, as intended. After commencement of the new contract, there will be a 3–6-month period of		4	31-Mar-2026	

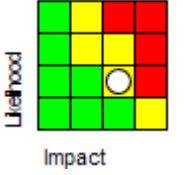
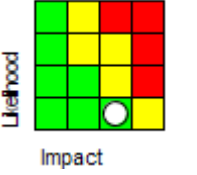

of London Housing residents 20-Jun-2024 Peverley Andrews	Event: Failure to deliver a high-quality Repairs & Maintenance service to City of London Housing Service tenants and leaseholders Effect: Poor quality homes for tenants and leaseholders can impact on health, safety and wellbeing. There also an impact on the property portfolio and the potential for reputational damage.	 Likelihood Impact		'hyper care' to embed new processed and stabilise service provision. Co-location of Chigwell Schedulers and Contract Manager within the Barbican Estate Office is working well. There is now a more comprehensive suite of KPIs for the new contract and performance against KPIs is subject to financial incentivisation. The new stock condition survey remains on target and will be undertaken during 25/26. The aim is to survey all properties during this period, subject to access being provided 08 May 2025	 Likelihood Impact			Reduce	Constant

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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 009 Statutory Compliance Requirements 12-Nov-2024	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.	 Likelihood Impact	12 The reconciliation exercise is complete. Any new equipment identified, is added to our existing servicing programmes with inspections taking place at the required frequency. 09 May 2025	 Likelihood Impact	4 31-Mar-2026	

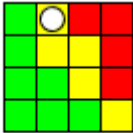
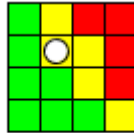

Beverley Andrews; Peta Caine	Missing, inaccurate or inaccessible compliance data, stored in multiple third-party systems. Effect: Potential for serious harm to residents, visitors and contractors. Potential for legal enforcement action and reputational damage along with significant unforeseen costs to remedy						Reduce	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.	Recruitment for an interim to permanent Compliance Contractor is underway. Recruitment of 2 Compliance data officers will also take place in Q1 25/26	Beverley Andrews	12-May-2025	30-Sep-2025
DCCS HS 009 d	Confirm and document compliance processes and required metrics and identify gaps in process and resource.	The SureService contract started on 25/04/25. Fire equipment servicing management and the associated compliance documentation, will be handled through a joint SharePoint site, to reduce administration. We are working with Guardian Water to improve accessibility of water hygiene data in their portal. The process for periodic electrical testing will be defined as part of an emergency procurement, for a start in early June 2025	Beverley Andrews	12-May-2025	30-Jun-2025
DCCS HS 009 e	Create compliance 'dashboard' to provide single view of current compliance performance and to assist in managing compliance actions.	As long as compliance data remains fragmented in different contractor portals and in COLs Sharepoint and Keystone Database, we are only able to provide an excel tracker of current compliance which must be manually populated. We are exploring options to speed up the implementation of CX Asset Management & Compliance to deliver the solution to this issue.	Beverley Andrews	12-May-2025	31-Dec-2025
DCCS HS 009 f	Define user IT requirements for compliance delivery & determine Civica capability.	Following an options appraisal for adopting the existing COL Concerto system to manage HRA compliance, the time, cost and resource required, would be better invested in a fast-track delivery of CX Asset Management	Beverley Andrews	12-May-2025	30-Jun-2025
DCCS HS 009 g	Identify compliance skills and knowledge gaps within the team and provide training.	The team now require asbestos awareness refresher training, and we are looking to provide this via our licenced Asbestos contractor – Eton Environmental in Q2 25/26	Beverley Andrews	12-May-2025	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 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 17-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 been completed by Turner Townsend. All HRA and Barbican Estate 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 carried out over a period of 18 months to 2 years. These works include the retrofitting of sprinkler systems in 5 high rise blocks, works to improve compartmentalisation and the replacement of entrance doors to meet current fire safety standards 08 May 2025		4	31-Dec-2025	
							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.	Petticoat Tower -18 flats completed out of 88 properties. This includes fitting of sprinkler heads, LD1 fire alarm devices and evacuation system modules within flats. Installation of central alarm panel, communal risers and control valves across 23 floors within the tower has been completed. Water reserve tank has been built ready for commissioning. Access into occupied flats continues to be a significant challenge. The project team remain optimistic that further engagement will encourage more residents to accept the installation works. A presentation was held offering a variation of the works which led to three options being presented to the residents. The first being the full installation of the sprinklers, the second option offering smoke & heat alarms with the evacuation system and the third option being smoke and heat alarms. A further door knocking session has been completed along with a letter drop for residents to confirm their chosen option. Since the presentation and letter drop	Peta Caine	03-Jun-2025	31-Dec-2025

		33 residents have confirmed their options. 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. Avondale Estate Point Blocks - In-flat installations are complete. The previously anticipated date of completion was November 2023 but a delay has been incurred due to outstanding queries raised by Building Control linked to firestopping. Building Control sign-off cannot be achieved until these points have been resolved. The Great Arthur House programme has been suspended until further notice. Development of a fire strategy has been commissioned to support ongoing proposals for improved fire compartmentation, new alarm installations and sprinklers.			
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) – Near completion. Point blocks: flat entrance doors are complete, but the communal doors are incomplete due to issues with the sprinkler programme (door bulkheads). Waiting on update from New Developments Team. Harman Close incomplete due to cabling issues - will be addressed within next 12 months as part of a dedicated project overseen by Head of Major Works • Lot 3 (Sumner Buildings, William Blake, Dron House, Petticoat Tower communal doors) - completed, apart from Petticoat Tower due to BSR application needed (application underway) • Lot 4 (Southwark Estate, Windsor House, Isleden House, Sydenham Hill, Spitalfields) - currently in design awaiting planning approval for final blocks, due by end of March. Collinson Court will need BSR application (Reform Architects appointed). Isleden House will be delivered separately as part of a dedicated project overseen by Head of Major Works (project referred to in Lot 2 above. Spitalfields will be part of a separate Fire Safety and Communal Decs project to be delivered in 2026/27. • Lot 5 (Golden Lane Estate) - currently at feasibility stage. GERDA has carried out preliminary site visits and has been made aware of the intention to incorporate flat entrance door replacement as part of the pipeline window and roof packages - the first being Crescent House. <p>Lot 1 (Holloway and York Way Estate) - completed.</p> <ul style="list-style-type: none"> • 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 	Peta Caine	03-Jun-2025	31-Dec-2026

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	<p>Cause: Funding and planning constraints, market volatility and development cost inflation</p> <p>Event: Failure on commitment to deliver 700 new homes by 2025</p> <p>Effect: Delivery of a reduced number of new homes resulting in diminished HRA income and reputational damage</p>	 <p>Livelihood</p> <p>Impact</p>	<p>8</p>	<p>COLPAI / Black Raven Court -The main contractor ISG went into Administration on 20th September 2024. Alternative contractors have been commissioned by City Surveyor to complete works supporting the completion of the fire exit route which should be finalised during May. We anticipate Building Control Approval will be achieved during June and then the submission for registration of Black Raven Court with the Building Safety Regulator will be submitted. Registration should be completed within 4 weeks which will be followed by occupation of Black Raven Court during September.</p> <p>Procurement of a contractor to carry out the MgO remediation is progressing during June/July and this appointment will support the provision of a building warranty. It is anticipated that the contractor for MgO remediation will start on site by Spring 2026 and complete the works by Spring 2027. Black Raven Court will provide 66 new social housing units and 3 commercial units.</p> <p>Sydenham Hill: This project will provide 110 new homes for social rent is progressing on site and will complete by Autumn 2025 followed by registration with the Building Safety Regulator. Occupation is anticipated during early 2026.</p>	 <p>Livelihood</p> <p>Impact</p>	<p>6</p>	<p>31-Mar-2026</p>	

07-Jan-2020				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 Spring 2026 with occupation scheduled for Summer 2026.				
Michael Gwyther-Jones				27 May 2025			Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
GCSS 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	12-May-2025	31-Mar-2026

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.	 Likelihood Impact	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	 Likelihood Impact	4	31-Dec-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 001h	Failure to recruit new health & safety advisor - either on a temporary or permanent basis.	Interim Head of H&S started early May 25 with a remit to review Health & Safety provision across DCCS with a focus on Housing & Barbican. He will produce a gap analysis and action plan	Peta Caine	12-May-2025	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	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	 Likelihood Impact	4	30-Jun-2025	Constant

15-Aug-2016 Peta Caine			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			Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
Page 136 CCS HS 004d	A further review and remodelling of the 30-year Business Plan 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 and shortly by Savilles. 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 the HRA and the 30-year Business Plan is required to help manage this risk.	Peta Caine	09-Dec-2024	31-Mar-2025

City of London Corporation Committee Report

Committee: Housing Management and Almshouses Sub-Committee	Dated: 30/06/25
Subject: Tenant Satisfaction Measures 2024-25	Public report: For Information
This proposal: <ul style="list-style-type: none"> provides statutory duties 	<ul style="list-style-type: none"> Compliance with requirements of Regulator for Social Housing
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	Not applicable
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
Report of: Judith Finlay, Executive Director of Community and Children's Services	
Report author: Liam Gillespie, Head of Housing Management	

Summary

As part of the revised regulatory regime for social housing which came into effect 1 April 2023, social landlords which own or manage over 1,000 homes are required to submit annual returns against a set of Tenant Satisfaction Measures (TSMs). This includes an obligation to survey tenants on a set of twelve satisfaction measures, with a further ten measures being reported from landlord data on areas such as compliance, complaints and antisocial behaviour.

The Housing team completed its first tenant perception survey and regulatory return for the 2023/24 financial year, details of which were previously reported to this Sub-Committee.

The tenant perception survey for 2024/25 was completed in late 2024, and this report outlines the results of that exercise, with some additional information on the London context for landlord performance.

A further report, including the full suite of 22 Tenant Satisfaction Measures (both tenant perception and landlord data), will be brought to this Committee in July 2025, once final data on the landlord measures is verified.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. With effect from 1 April 2023, social landlords in England which own or manage over 1,000 homes must complete an annual return to the Regulator of Social Housing (“the RSH”) against a set of Tenant Satisfaction Measures. These are broken down into two parts; a tenant perception survey and a prescribed set of data measured directly by landlords.
2. The City Corporation completed its first return to the RSH in June 2024, having carried out a tenant perception survey in late 2023 through an independent market research organisation, Acuity Research and Practice Ltd.
3. The tenant perception survey for 2024/25 was completed in October and November 2024, again by Acuity, with surveys conducted by telephone and online, as previously.
4. The return rate was 18%, which meets the technical requirements for statistical significance required by the RSH based on the City Corporation’s stock size. In accordance with Members’ wishes, officers agreed that Acuity would attempt to survey a minimum of 25% of relevant tenants, however this was unsuccessful despite Acuity’s best efforts.

Current Position

5. The results of the 2024/25 survey are shown in full at **Appendix 1**, alongside the results of the previous survey and direction of travel.
6. For ease of reference, some key results are shown below:

Measure	2024/25	2023/4	Change
TP01 – Overall Satisfaction	67.7%	66.9%	+ 0.8%
TP02 – Satisfaction with Repairs	67.4%	67.0%	+ 0.4%
TP04 – Satisfaction that the home is well maintained	70.8%	64.9%	+ 5.9%

TP07 - Satisfaction that the landlord keeps tenants informed about things that matter to them	74.3%	74.0%	+ 0.3%
TP08 Agreement that the landlord treats tenants fairly and with respect	74.8%	71.6%	+ 3.2%

7. Members will note from **Appendix 1** that satisfaction levels have been maintained or increased in seven of the twelve areas this year, with some notable increases including satisfaction that the home is well maintained, and that tenants are treated fairly and with respect.
8. Three areas showed modest reductions (under 3%) in satisfaction, with two measures decreasing quite noticeably (cleaning and maintenance of communal areas (-7.0%), and complaints handling (-8.3%)).
9. Members will note from Appendix 1 that our performance in 2023/4 was above the median for London social housing providers on all measures. Overall satisfaction with our services was joint third among London local authority landlords in 2023/4.

Notable Results

10. There were some encouraging results in the 2024/5 survey.
 - Satisfaction that **the home is well-maintained** increased to 70.8%, the highest increase of any measure at 5.9%. This may be driven by the progress of the current major works programme
 - Satisfaction that **tenants are treated fairly and with respect** also increased to 74.8%.
 - A notable proportion of residents are satisfied that we **keep them informed about things that matter to them** (74.4%).
11. Some results decreased, with the following measures being of concern:
 - Satisfaction with **complaints handling** saw the biggest decrease, 8.3% to 30.0%. Our performance in handling complaints in accordance with service standards improved significantly in 2024/5, so careful analysis will be required to fully understand this result and consider ways of increasing satisfaction.
 - Satisfaction that **communal areas are clean and well-maintained** reduced from 73.5% to 66.5%. This measure includes perceptions of both cleaning/caretaking and repairs/maintenance, so again it is necessary to look at this result in more depth to understand both the reason for the fall in satisfaction and what can be done to reverse it

Methodology and Response

12. As in 2023/4, we used a blend of online and telephone surveys to conduct our Tenant Perception Survey. The use of telephone surveys achieves a higher response than online or paper surveys alone.
13. To achieve the required statistical significance, a minimum of 321 surveys were required, however we successfully completed 357 this year (compared to 335 in 2023/4). This represents 18% of tenants and meets the requirements of the Regulator. It also provides results which are within the required margin of error of +/- 5%.
14. A further 15 surveys were partially completed, and these must still be included in our return to the Regulator.
15. In line with Members' wishes, we had aimed to reach a greater proportion of tenants and aimed for a completion rate of 25%. However, despite extending the survey period and making further attempts with telephone surveys, we were unable to achieve a higher completion rate, and the decision was taken to conclude the survey period. Officers will work with Acuity to consider ways to increase engagement and increase our return rate in future.

Corporate & Strategic Implications

Strategic implications – The Tenant Perception Survey is a requirement of the Regulator of Social Housing, and our regulatory obligation will be fulfilled once the return is made to the RSH in June 2025.

Financial implications – none.

Resource implications – none.

Legal implications – none.

Risk implications – none.

Equalities implications – none.

Climate implications – none.

Security implications – none.

Conclusion

16. From 1 April 2023, the Regulator for Social Housing has required landlords to collect annual tenant satisfaction data against a new set of specified measures, with the results for 2024/5 due to be returned to the RSH by 30 June 2025.
17. Housing completed its second TSM survey in late 2024 and the overall satisfaction rate with services was 67.7%.

18. Officers are due to complete further analysis of the results and identify ways in which they can be used to inform service improvement initiatives.

19. A further report will be brought to this Sub-Committee in July 2025, containing the full set of TSM data, and more detail about the steps to be taken to support improvements to the results and the services to which they relate.

Appendices

- Appendix 1 – Tenant Satisfaction Measures – Tenant Perception Survey Results 2024/25

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TENANT PERCEPTION MEASURES – COMPARATIVE RESULTS – 2023/24 and 2024/2025

TSM Reference	Measure	CoL 2023/4 Result	CoL 2024/5 Result	Change from 2023/4	London Median 2023/4
TP01	Overall satisfaction	66.9%	67.7%	+0.8%	58.5%
TP02	Satisfaction with repairs	67.0%	67.4%	+0.4%	62.0%
TP03	Satisfaction with time taken to complete most recent repair	66.2%	64.7%	-1.5%	60.0%
TP04	Satisfaction that the home is well maintained	64.9%	70.8%	+5.9%	59.0%
TP05	Satisfaction that the home is safe	71.6%	71.7%	+0.1%	66.8%
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	53.2%	55.4%	+2.2%	49.3%
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	74.0%	74.4%	+0.4%	65.5%
TP08	Agreement that the landlord treats tenants fairly and with respect	71.6%	74.8%	+3.2%	67.6%
TP09	Satisfaction with the landlord's approach to handling complaints	38.3%	30.0%	-8.3%	24.8%
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	73.5%	66.5%	-7.0%	62.6%
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	69.6%	67.8%	-1.8%	61.2%
TP12	Satisfaction with the landlord's approach to handling of anti-social behaviour	66.8%	63.9%	-2.9%	54.6%

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City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub-Committee	Dated: 30/06/25
Subject: Tenant Handbook Revision	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	<ul style="list-style-type: none"> • Diverse Engaged Communities • Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	Approx. £6,000
What is the source of Funding?	Housing Revenue Account
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of:	Judith Finlay, Executive Director of Community and Children's Services
Report author:	Zoe Gayle, Service Improvement Manager, DCCS (Housing Services)

Summary

Housing has undertaken a comprehensive update of the Tenant Handbook to better meet the needs of its diverse tenant base. This update follows consultation with both residents and staff to ensure that the revised document is clear, accessible, and aligned with the way tenants prefer to receive information. The updated handbook includes new policies, procedures, and guidelines that reflect current best practice and regulatory requirements.

Recommendation(s)

Members are asked to:

- Note the update to the Tenant Handbook and the engagement undertaken with residents and staff to inform its content and format.

Main Report

Background

1. The Tenant Handbook is a key document that provides tenants with essential information about their rights, responsibilities, and the services available to them. The previous version of the handbook, released in 2016 has become outdated and does not fully reflect recent changes in policies, procedures, and regulatory requirements. Recognising the need for an update, the Housing Services initiated a review process to ensure that the handbook remains a valuable resource for tenants.

Current Position

2. The updated Tenant Handbook has been designed to be accessible to all tenants. Easy-print and translated versions are available, and QR codes with links to relevant websites have been included for digitally engaged tenants. Nevertheless, tenants are also informed that they can still access information through the estate office, ensuring no one is disadvantaged by the shift to a more digital format.
3. The new Handbook has been comprehensively updated to include important sections on balcony and fire safety, and storage in communal areas. These updates ensure that tenants have clear guidelines and information on maintaining safety and compliance within their homes and shared spaces, in accordance with the Fire Safety (England) Regulations 2022 and the Housing Act 2004.
4. Additionally, as part of our commitment to transparency, we have referred to our service standards throughout the handbook. This inclusion provides residents with a clear understanding of what they can expect from us in various service areas, in line with the Consumer Standards set by the Regulator of Social Housing. These standards ensure that tenants receive high-quality services and that their needs and concerns are addressed effectively.
5. Residents were engaged through consultation exercises, including surveys and focus groups, helping to shape the final version based on their needs and preferences. Staff across Housing Services were consulted throughout the revision process, providing some insight into the common queries and difficulties tenants face.

Options Explored

6. The Housing Services considered several options for updating the Tenant Handbook:
 - a. **Minimal Revisions:** Making only essential updates to comply with regulatory changes. This option was deemed insufficient as it was felt that it would not address the broader needs of tenants.
 - b. **Comprehensive Update:** Undertaking a thorough review and update of the entire handbook, incorporating feedback from residents and staff. This option

was selected as it ensures the handbook is fully aligned with current best practice and tenant needs.

- c. **Hybrid accessibility:** While a digital-only version was considered, a hybrid approach was adopted to ensure accessibility for all tenants, including those who may be digitally excluded. This balanced option maximises tenant engagement and understanding while future-proofing the document for further digital enhancements.

Recommendation

7. The Housing Service proposes that Members note the updated Tenant Handbook and the consultation process that informed its development. To ensure the highest quality, we will request a sample of the updated handbook from the suppliers. If the sample meets our standards and is satisfactory, we will proceed with the printing and rollout of the handbook to all tenants. The revised handbook will be distributed to all tenants and made available online, ensuring easy access to the information.

Key Data

Consultation Process: Residents and staff members participated in the consultation process through surveys, other internal feedback opportunities and two focus groups facilitated by the Resident Involvement Manager.

Feedback Integration: Following resident focus groups, feedback received was shared with staff and further changes were incorporated into the final version of the handbook.

Accessibility Improvements: The handbook has been designed to be accessible to all tenants, with easy-print and translated versions available. QR codes and website links are included for digitally engaged tenants, while ensuring that information remains accessible through the estate office for those who prefer in-person support.

Corporate & Strategic Implications

Strategic implications - The updated Tenant Handbook supports the delivery of the Corporate Plan 2024-2029 by promoting excellent services and supporting people to live healthy, independent lives.

Financial implications - The cost of updating and distributing the handbook has not yet been accounted for within the existing budget. However, three quotes have been sourced from the corporate platform, Print Marketplace averaging at £5,600.

Resource implications - No additional resources are required beyond those already allocated.

Legal implications - The updated handbook ensures compliance with current legal and regulatory requirements.

Risk implications - The comprehensive update mitigates the risk of tenants being unaware of their rights and responsibilities.

Equalities implications – The handbook has been reviewed to ensure it complies with the Public Sector Equality Duty 2010, with positive impacts on all protected characteristics.

Climate implications – None identified

Security implications – None identified

Conclusion

8. The updated Tenant Handbook represents a significant improvement in the information and guidance provided to tenants. The extensive consultation process with residents and staff has ensured that the handbook is comprehensive, user-friendly, and aligned with the needs of our communities. Members are asked to note the report and acknowledge the collaborative effort that has gone into this important update.
9. Please contact me if you would like a copy of the current handbook, we will have copies available at the meeting should you prefer.

Appendices

- Appendix 1 – Summary of Consultation Feedback
- Appendix 2 – New Tenant Handbook

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Appendix 1 – Tenant Handbook - Resident and Staff Feedback on the Revisions to the Tenant Handbook

GENERAL FEEDBACK

- The tabs on the Contents page should match the corresponding sections (colour)
- Throughout ensure tenants know what to do if they don't receive the service (how to get in contact)
- Do we add the contacts within the sections rather than having just Contacts at end.
- At beginning of each section, the bullet points need to match the heading within the section
- Need to say where other information is available for those that are not digitally involved i.e. at estate office
- Say when some services may change as mandated by law and not just CoL policy i.e. RTB scheme.

OTHER SECTIONS

- Clearer detail needed on Succession - Just to make it clear whether a person living in the property, but not in the tenancy agreement (such as a dependent) would be able to keep living in the property, and be granted a tenancy for such property, in the event of the secure tenants passing away.
- Pets – (page 16, paragraph 2) doesn't read well. link to policy
- Pets – be clear about position on dogs. It refers to pet policy on website, where else can it be found – estate office
- Are we being clear about resident's Right to Buy and not Right To Acquire - perhaps, add a little table of the discounts for different lengths of tenancy, including a short sub-text stating that it's subject to Government legislation, and, thus, it could change in the future.
- Overcrowding – needs to be defined.
- Subletting, Airbnb lodgers is ambiguous. Need to be aligned to gov website.
- The Is lodgers & subletting duplicated? 13-20?

RENT & SERVICE CHARGE

- The "Every pound..." comment sounds cringey. Patronising. Not necessary. Fill with content we need to know. Give examples of what it's actually spent on.
- Make it clear that the rent and service charges are separate charges. Dispel myth that tenants do not contribute to service charges.
- (Service Charge subheading) Clarify that service charges do not pay for garages/sheds etc.
- Clarify what rent & service charge covers. Make the distinction.
- Likes layout, clear and informative. Has contact numbers and emails
- Some rent agreements include water, some don't, can cause confusion. Make clear in document.

REPAIRS & IMPROVEMENTS

- (Our responsibilities subheading) Clarify about gas, electricity and water responsibilities.
- Define alterations and improvements better, section is vague, provide examples.
- We don't mention "Maintenance"
- Drying your washing on balconies not mentioned (usually allowed within reason, low, ppl are starting to hang higher)

- Curtains and window standards – Windows standards have slacked, Dressed windows for aesthetics, some residents may need support (RSO)
- Do we need a policy about certain standards? Tin foil (growing toms)? Political? Cig butts outside window. used to be an agreement. Looks like shanty town.
- New blocks have balconies – will that ruin the aesthetics?
- Need information about who to contact when repairs go wrong, want info on how to escalate issue within section
- (Shared spaces subheading)– doesn't explain why you shouldn't store items on balcony - Paragraph 1 – add “as this is a health and safety hazard OR could pose a hazard
- Pet Policy is not clear
- Is laminate flooring allowed? Make it clear before seeking permission if it's worthwhile

SERVICE STANDARDS

- “please contact us” – who?
- Making a Complaint – make it into pictorial stages with timescales
- Section is wordy, but does not explain well
- “your procedure” – what procedure?
- Mediation – information/contacts within section
- Unacceptable Behaviour – Clarify, not just about staff if it is – residents, contractors?
- “Thumbs up”
- “I find it clear”

RESIDENT INVOLVEMENT

- Home magazine – doesn't say how to sign up
- Resident Associations - Typo on page 86
- Community Projects – can we say how it is done? Flyer?
- Talk about community grants that are available.
- Walkabouts – drop ins are not on all estates i.e. – make clear and do what we say. Be clear with residents how they can find that information
- update the HUB section in the handbook to Commonplace

CONTACT & RESOURCES

- Children are forgotten. Make it clear what they can, can't do i.e. play instruments
- Remember the elderly, lots of online and links
- Evacuation / H&S plan – where to find the localised information.
- Gresham is not listed
- Communications is in italic font
- Include estate office opening times

OTHER COMMENTS

- Make sure everyone gets a handbook
- Queries about a book for Leaseholders
- imbalanced – says what tenant needs to do, doesn't balance with what tenants can expect and what they can do if things go wrong.
- Too long? Can it be condensed? Maybe Make margins smaller. For costs and getting through.
- Line to say this document is accurate at the time of printing?

- walkabouts – should be better advertised on estates. Attendee not aware.
- Not considered effective workshop. Think about better engagement
- Thank you for facilitating workshop

FINAL STAFF FEEDBACK

Change picture on front to a more modern image (a la annual report)
On front page "The Tenant Handbook" font looks old fashioned
CoL crest, is it best placed there?
Font throughout, do we like the mix between Playfair and Century Gothic?
on the RI section. Under Consultations, it repeats the first sentence twice 'As a secure tenant...'
And secondly there's two S' at the start of Some on the Resident Association section
Page 21, Right to Buy 1 st line "T" is missing. ...he Right to buy...
Page 36 - The last sentence says 'Some repairs may not be carried out immediately, as they may need to be inspected first by a surveyor'
I think we need to change this to 'Some non - emergency repairs may not be carried out immediately, as they may need to be inspected to diagnose the repair issue and to ensure appropriate repairs are carried out'
Hard to be specific but should it broadly define and alteration or improvement e.g. making a significant and/or permanent change to the building structure, or the fixtures and fittings provided at the start of the tenancy e.g. removing internal walls ,doors or replacing a kitchen, bathroom or heating system. You do not need to seek permission to re-decorate the interior of your home, hang pictures, or put up shelves and curtain poles and shower rails ???
We would broadly say 'the services supplying water, gas, electricity, sanitation, and space and water heating and where those services are within the boundary of the property and not the responsibility of the utility provider??

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The Tenant Handbook

DEPARTMENT OF COMMUNITY &
CHILDREN'S SERVICES:
HOUSING SERVICE



*Helpful tips, advice
for emergencies &
useful contacts*

Welcome!

Dear Tenant,

Welcome to your home with the City of London Corporation. We are delighted to have you as part of our community and are committed to providing you with the highest quality of service and support.

This Tenant Handbook has been designed to help you understand your rights and responsibilities as a tenant, as well as to provide you with useful information about the services and support available to you. Whether you are a new tenant or have been with us for some time, we hope you will find this handbook a valuable resource.

Our goal is to ensure that you feel safe, comfortable, and supported in your home. We are here to assist you with any questions or concerns you may have, and we encourage you to reach out to our team whenever you need help.

Thank you for choosing to live with us. We look forward to working with you to create a positive and thriving community.

Best regards,

Judith Finlay
Executive Director of Community and Children's
Services

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Your tenancy explained

In this section:

- Your Tenancy Agreement
- Sole & Joint Tenancies
- Changing your Tenancy Agreement
- Types of Tenancies
- Our duties to you
- Your duties to us
- Your rights as a Secure Tenant

Your Tenancy Agreement:

Your Tenancy Agreement is a contract between you and us. It is an important legal document which outlines the rights and responsibilities you have as a tenant of the City of London Corporation.

By signing the tenancy, you agree to be bound by the terms and conditions of your Tenancy Agreement. If you break the conditions of your tenancy, we may take legal action against you. This could result in you losing your home.

We can only evict you by serving you with a notice and getting a court order for possession. The reasons for us seeking your eviction, known as the 'grounds for possession', are attached to your Tenancy Agreement at Appendix 1 and summarised below. They include issues like rent arrears, causing antisocial behaviour, or illegally sub-letting your home.

We also have legal responsibilities as a landlord, and these are contained in your Tenancy Agreement too.

Sole & Joint Tenancies

A Sole Tenancy is when only one person is named on the Tenancy Agreement. A Joint Tenancy is when two or more people hold the tenancy together.

Joint Tenants are 'jointly and severally liable', meaning that they are both equally responsible for all aspects of the tenancy. Joint Tenants remain responsible for the tenancy even if they do not live in the property. If you or your joint tenant move out, you should contact us for advice or seek help from a solicitor or other legal advisor.

Where a joint application for housing was made by a couple, we will grant a Joint Tenancy unless there is some reason why we cannot legally do this.

Changing your Tenancy Agreement

We can change the terms of your Tenancy Agreement by:

- Agreeing this with you, or
- Using the procedure under section 103 of the Housing Act 1985.

Some other changes may be made by giving notice to you, for example increases or decreases to your rent or service charges.

Sole Tenants may apply to create a Joint Tenancy with their spouse. Before doing this, you should consider your options very carefully and seek advice from a solicitor or other legal advisor.

We cannot automatically remove someone's name from a joint tenancy. If you have a Joint Tenancy and no longer live with the other joint tenant, please contact your estate office to discuss your circumstances. The tenancy may be ended by one of the tenants serving notice to end the tenancy, or by a court order. We cannot decide for you who should hold the tenancy if there is a dispute about this.

Types of Tenancies

We grant Secure Tenancies under the Housing Act 1985. New tenants will normally be given an Introductory Tenancy, which is a probationary tenancy under the Housing Act 1996. Existing Secure tenants who transfer to one of our homes will be given a full Secure Tenancy.

Introductory Tenancy

New tenants are given an Introductory Tenancy for a trial period of 12 months before gaining the full rights of a Secure Tenancy.

Unless we take action to end your Introductory Tenancy, or extend the trial period, it will convert automatically into a full Secure Tenancy after one year. You do not need to sign a new Tenancy Agreement after the trial period.

We might extend your trial period by up to six months, or terminate your Introductory Tenancy, if you break the terms and conditions of your tenancy during the trial period, for example by not paying your rent or causing nuisance to your neighbours.

If we extend the trial period or terminate your Introductory Tenancy, we must serve you with a notice and give clear reasons. You have the right to appeal our decision and your rights will be explained to you in writing.

Introductory Tenants do not have certain rights that full Secure Tenants do. As an Introductory Tenant, you cannot make alterations to your home, take in a lodger, exchange your tenancy, or exercise the Right to Buy.

Secure Tenancy

As a Secure Tenant you have many rights, including the right to buy your home after three years, the right to exchange your tenancy, sub-let part of your home with our permission and take in a lodger. For full details, please refer to your Tenancy Agreement and the details below.

Important terms & conditions

Our duties to you:

Security of tenure

Secure Tenants have 'security of tenure' under the Housing Act 1985. This means that you cannot be asked to leave your home unless we apply to court to evict you, or you give up your tenancy voluntarily, or you lose security of tenure (for example by sub-letting the property).

We will only seek possession against Secure Tenants through the courts on one or more of the grounds set out in Schedule 2 of the Housing Act 1985.

You must live in your City of London Corporation property as your 'sole or principal home'. This means it must be your only, or main, home. If you break this condition, you will lose security of tenure and we will be able to repossess the property more easily.

Repairs

We will meet our repair duties as described in the Landlord and Tenant Act, 1985. In summary, this means we will keep in repair and in good working order:

- the structure and exterior of the premises;
- the services supplying water, gas, electricity, sanitation, and space and water heating where those services are within the boundary of the property and not the responsibility of the utility provider; and
- appliances for delivering these services which we have installed

We are not responsible for carrying out work or repairs to fixtures and fittings you have installed yourself. If you cause damage to our fixtures and fittings, we will charge you the cost of repairing them.

Fire safety

We will ensure that your home and the communal areas in your building are kept safe from fire. We will carry out regular fire risk assessments of our residential blocks and provide information to residents about what to do to keep themselves safe, and what to do if a fire does occur.

We will also inspect communal areas on our estates regularly to ensure that they are safe.

Gas & electrical safety

We have a legal responsibility to inspect and maintain all gas and electrical services owned by the City of London Corporation on a regular basis. This is vital to your safety and that of your neighbours.

We will write to tell you when we plan to visit your home to carry out these safety checks. It is an especially important condition of your tenancy that you allow us access. Tenants who fail to allow access for these required checks may be served with an injunction and will be re-charged any costs associated with having to take legal action.

Services

We will provide any services we think are needed and maintain them to a reasonable standard. These may include door entry systems, lifts, and caretaking, grounds maintenance and cleaning services.

We will not be responsible for any failure in our services beyond our reasonable control.

Essential information

We will give you essential information about your tenancy, your home and your estate at regular intervals or as required. This includes providing you with information like rent statements, publishing data on our performance and keeping you informed on matters affecting your estate.

We will publish information on our performance as a landlord in key areas of our work, for example estate service standards and rent collection.



Quiet enjoyment

We will not interfere with your right to the quiet enjoyment of your home during your tenancy. However, we will occasionally require access to carry out the required health and safety checks and to carry out maintenance on your home. This includes checking whether you are looking after your home and abiding by the terms of your Tenancy Agreement.

Major repairs & improvements

We will ask for and consider the views of all tenants affected by any proposed major repair or improvement schemes. In situations where works require a temporary move to a different home, we will try where possible to make sure tenants are able to return to their original homes unless they would be under occupied.

Access to information

We process personal data to carry out our work and to meet our duties under these tenancy conditions. You can request to see the information that is kept on our housing file about you, your household or the property.

Information about you

We may ask you to tell us information about yourself. This is usually a short form that asks you about your personal information (i.e. age, sex, ethnic background, what languages you speak and, sometimes, whether you have a disability or any religious belief).

To comply with housing regulations we also carry out periodic tenancy audits to collect information about you and members of your household. This information helps us to understand our tenants, find out who lives in our properties and plan services that better meet your needs. We may share information with other Local Authorities and organisations. We will protect your data under the terms of the General Data Protection Regulations (GDPR).

Equality & diversity

We are committed to making sure that no tenant receives less favourable treatment than another because of their religious or political beliefs, race or ethnic background, gender identity, sex, sexual orientation, disability, marital status, pregnancy and maternity, or age. We aim to provide services, policies and procedures that meet the needs of everyone in our communities.



Consultation

We have a duty to consult you about housing management issues affecting your home and estate. We will involve our residents in decision-making as much as we reasonably can. We cannot consult on every aspect of day-to-day management of your home and estate. We will consult you before changing your tenancy agreement (other than your rent and service charges, where a separate process exists).

Your duties to us:

You must keep to the terms of your Tenancy Agreement. Some of the most important terms and conditions are:

False statement

If you (or someone acting for you) have given us incorrect or misleading information which led us to grant you a tenancy, we will apply for a court order to evict you. We may also instigate criminal proceedings against you.

Living in your home

You must take up residence in your home as soon as possible after the start of your tenancy. You must use your home as your only or main place of residence. If you no longer need your home, you should give us a minimum of 28 days' notice to end your tenancy.

You must use your home as a private residence for you and your household. You must not operate a business from the property without our prior permission. You must not use your home for any illegal purpose, as this is a breach of your tenancy.

You must not use your home for short lets or holiday lets, for example through 'Airbnb', as your tenancy prohibits this (even if you do not let the entire property). This breach of your tenancy may result in legal action and you losing your home.

If you plan to be away from your home for more than three months, you must tell us and explain why. If you go away for a prolonged period, you may lose security of tenure and we may take action to end your tenancy.

You must not deliberately overcrowd your home by allowing more people to live there than the maximum specified in your Tenancy Agreement.

Looking after your home

You must take reasonable care of your home and our fixtures and fittings in your home. If you have a garden or balcony, you must make sure this is maintained and kept tidy. You must keep your home in a reasonable state of cleanliness and decoration and report any repairs to us as soon as possible.

You must not store any hazardous substances (such as flammable liquids) in your home or keep anything in your home that may pose a danger to you or others. If you carry out any maintenance to your home, it must be completed to a good standard by competent tradespeople.

Looking after your estate

You are encouraged to enjoy the communal areas on your estate. To help us keep these in good condition, you must not use communal areas for storage or interfere with any communal fixtures or fittings. You should comply with our rules on keeping items in communal areas (for example, no flammable items, not causing an obstruction).

You should ensure that all rubbish and recycling is placed in the bins provided. Rubbish chutes must only be used for normal household waste.

Bulk rubbish items must be deposited in allocated areas only or collected by prior appointment with your local council.

Sub-letting

You must not sub-let the whole of your home to another person, or part with possession of it. Unlawful subletting is a serious breach of your tenancy and is also a criminal offence.

If you sub-let your home, we may prosecute you and seek your eviction. If you no longer need your property due to a change in your circumstances, you should give up your tenancy so the property can be allocated to someone in housing need.

Advertising your flat for short-term let on sites such as 'Airbnb' is not permitted. This will be considered a breach of your tenancy and we may take legal action against you which may lead to losing your home.

Ownership of residential property

Council housing is in short supply. Thousands of people apply for housing in London every year and many households wait years before they are successful in securing a council home. It is important that our homes are used only by people who really need them. During your tenancy with us, if you buy or rent another residential property that it would be reasonable to expect you to live in, you must declare it to us and give up your tenancy. If you do not, we may seek possession of the property. Residential property includes property purchased or rented abroad. If you inherit property, you must declare this to us. You have twelve months to sell the inherited property, otherwise you may be in breach of your Tenancy Agreement.

Paying your rent & service charges

You must pay the rent and service charges, plus any charges for heating, hot water, and other services we provide. You are responsible for all bills and outgoings relating to your home, for example water bills and council tax.

Your rent is due weekly, every Monday, and you must keep your account in credit. You are strongly encouraged to set up an automated payment such as a Direct Debit to ensure your rent is paid regularly. We may review your total rent from time to time. If we do change your rent, we will write and give you at least four weeks' notice.

If you struggle to pay your rent, you should contact us for advice without delay. We have staff who are here to help you with money concerns, and we can also refer you to sources of advice and support.

Improving or altering your home

You must get our written permission if you want to carry out work to improve or alter your home, for example to replace a kitchen or bathroom, or modify any services supplying your home. If you are a Secure Tenant, we will not refuse permission without a good reason. If we agree to an improvement, you must do it to an agreed standard using competent persons. If you carry out alterations without our permission, we may ask you to return the property to its original state at your own cost.

You must get all necessary building and planning permission, including listed buildings consent if necessary.

Some of our estates have listed building status and it is imperative that you write to us to outline your plans before starting any work. Copies of your plans will be forwarded to the Planning Department and conditions may be attached to any permission granted.

Pets

You can keep small domestic pets (up to 2 house cats, hamsters, caged birds and fish) without our permission, if they are not a nuisance to others. If they are a nuisance, you will have to find another home for your pet. Exotic or wild animals are not permitted to be kept.

If you live in a flat, you are not permitted to keep a dog unless you are disabled as defined by the Equality Act 2010 and need an 'assistance dog'. You must notify us and seek permission to keep it at your home.

Contact your estate office for more information. Our current Pets Policy is available on our website.



Antisocial behaviour, harassment & domestic abuse

You must act reasonably and responsibly. You must not do anything likely to cause nuisance, annoyance, harassment, alarm, or distress to others. Under your Tenancy Agreement, you are responsible for your own conduct and that of your household members and visitors.

We take antisocial behaviour, harassment, and domestic abuse very seriously. If you breach your Tenancy Agreement by committing antisocial behaviour, harassment, or domestic abuse, we may take legal action against you which may lead to you losing your home.

We have a zero-tolerance approach to harassment directed towards our staff. Doing anything to abuse or harass our staff is a breach of your Tenancy Agreement.

If you commit domestic violence or abuse against one of your household or your partner, or a former household member or partner, we may take action to evict you from your home.

For more details, please refer to the 'Antisocial Behaviour and Domestic Abuse' section of this Handbook.

Access

You must allow us access to your home for the purpose of carrying out tenancy and property checks, repairs and improvements and safety checks on gas and electrical installations.

We will give reasonable notice (at least 24 hours) if we need to enter your home. In emergencies, we may enter without prior notice but will always try to avoid this if possible.

If you fail to allow us access to your home after we have made reasonable requests to do so, we may take legal action against you. This may include seeking a court order to allow us to force entry, or an order to evict you.

Assignment & mutual exchange

You must get our prior written permission before you assign or mutually exchange your tenancy, unless there is a court order saying you must move or authorising the transfer of your tenancy.



Ending your tenancy

You must give us 28 days' notice in writing if you want to end your tenancy. You are responsible for paying all rent and other outstanding charges up to the end of the notice period. You must return all keys to us by 10am on the last day of your tenancy (always a Monday). Failure to do so may result in us charging you further rent, or for the cost of new locks.

At the end of your tenancy, you must leave your home empty, in a clean and reasonable condition, and clear of all rubbish. We will charge you the cost of clearing any items left behind, or if the property requires extra cleaning.

To give notice to end your tenancy, please:

- Write to us at: City of London Housing Division, Barbican Estate Office, 3 Lauderdale Place, London EC2Y 8EN
- Or speak to your local estate office

Your rights as a Secure Tenant:

Your rights as a Secure Tenant are contained in the Housing Act, 1985. Please note that some of these rights do not apply to Introductory Tenants.

The rights include:

Security of tenure

Provided you use the property as your sole or principal home, your tenancy will continue until you give notice to end it, or we seek possession of the property through the courts. Possession can only be sought on specified grounds, which are summarised on the following pages.

Succession

Succession is passing your tenancy on when you die. Only certain categories of people can succeed a tenancy. When a joint tenant dies, the tenancy automatically passes to the remaining joint tenant. This is called survivorship and counts as a succession. There can only be one succession for any tenancy. All succession applications are reviewed by our Counter Fraud Team.

Right to assign or exchange

You have the right to exchange tenancies with another Secure or Assured tenant. If you want to do this, you must apply to us. We cannot refuse to allow you to exchange unless certain conditions exist, for example you are in rent arrears or have been involved in antisocial behaviour. You also may not be able to exchange if your home has been adapted for people with disabilities or is designated as sheltered housing.

Lodgers

You may take in a lodger, provided you have an extra bedroom and space and do not overcrowd your home. You must have received our permission in writing beforehand. We cannot unreasonably refuse your request.

You cannot sublet part or the whole of your home.



Right to Buy

The Right to Buy scheme allows eligible tenants to purchase their home at a discount. The terms are set by the government. Once you have been a Secure Tenant for three years, you are entitled to apply. We can only refuse to sell your home to you if one of several conditions is applicable. For example, you cannot exercise the Right to Buy if you live in sheltered housing, or in property which has been adapted for use by disabled people.

If you apply to buy your home, we will arrange for the property to be valued. We will serve a legal notice on you outlining the purchase price and any other applicable costs, as well as the level of discount you are entitled to. The discount changes depending on how long you have been a Secure Tenant. The maximum discount changes annually in line with inflation. All Right To Buy applications are reviewed by the Counter Fraud Team.

For more information on buying your home, please contact us or visit our website.

Right to repair

Secure Tenants have the right to have certain repairs made to their homes in specified timescales. Compensation may be payable if the repairs are not carried out within the prescribed time. Our current Compensation Policy is available on our website, or you can contact us for more information.

Right to information

You have the right to be provided with information about your tenancy and how we manage your home and estate. Every year, we will publish an annual report containing key statistics and information on our housing management services.

Right to consultation

We must consult you about certain matters relating to how we manage your home. For example, we must consult you about maintenance, improvements, and demolition if you have a secure tenancy. We will consult you if there is a major change in these areas and it is likely to affect several tenants.

Right to compensation for improvements

If you make improvements to your home, you may be entitled to compensation for these when your tenancy ends. We must have been informed of the improvements and granted permission for them. The maximum compensation payable is capped by regulations. If you carry out alterations to your home without our permission, you may be charged for the cost of reversing the works when the tenancy ends.

DRAFT

Rent & service charges

In this section:

- What do your rent & service charges pay for?
- How to pay your rent
- Paying for a garage, car space or shed
- Rent charges & statements
- Rent arrears
- Help with debt & money worries
- Benefits

To set up a direct debit to pay your rent, please contact the Income Team:

- By phone: 020 7332 1263
- By email: RentsTeam@cityoflondon.gov.uk

What do your rent & service charges pay for?

The rent you pay is essential for maintaining and improving the housing services you rely on. It helps cover costs such as repairs and major works projects. Every pound we collect goes directly towards enhancing these services.

It's important to note that rent and service charges are separate. Rent covers the cost of your housing, while the service charges you pay contribute to the upkeep and maintenance of communal areas and services. We send you a charge card twice per year detailing how much you pay in rent and service charges.

Rent

Your rent is due every Monday in advance unless you make different arrangements with us. The amount you pay may also include a service charge and a charge for heating and hot water.

Your rent is calculated according to rules set by central government. It will usually increase by a set percentage every April and we will write to you in advance of any increase starting.

Service charges

These charges cover the cost of the services that we provide on your estate, for example cleaning and gardening.

These separate amounts (which make up the weekly amount we charge you) are shown on the notification we send you.

Tenants in sheltered housing schemes also pay a charge for the support provided by the Scheme Manager.

How to pay your rent

There are several ways to pay your rent:

By direct debit

This is the easiest way to pay and the cheapest way for us to receive your payments. Call **020 7332 1263** or email **RentsTeam@cityoflondon.gov.uk** for a direct debit form. Direct debits are paid monthly, and you can choose to pay on the 5th or 20th of the month.

If your rent charge changes, we will let you know in advance and your Direct Debit amount will change automatically.

Standing order

This is a regular payment from your bank or building society. Call **020 7332 1263** or email **RentsTeam@cityoflondon.gov.uk** to request a standing order form.

The bank will take the same amount from your account each month and pay it to us until you cancel or change it. Your rent must be paid in advance, so contact us to check the correct date to start your standing order.

If your rent changes, we will write and tell you. It is important that you tell your bank the new amount. If you do not do this, the bank will continue to pay the old amount and you risk falling behind with your rent. Please tell us if you cancel your standing order.

Online

It is easy, quick and secure to make an online payment with any major credit or debit card. Visit **www.cityoflondon.gov.uk/rent** and select 'Pay your rent online'. You will need your reference number, which is on your swipe card, charge card or rent statement.

By phone

Phone the payments line **0300 013 2418**, available 24 hours a day, seven days a week. You can pay with any major credit or debit card except American Express, Diners or Electron. You will need your reference number, which is on your swipe card, charge card or rent statement.

At 'PayZone' outlets and Post Offices

You can pay at PayZone outlets and Post Offices across the country using your swipe card.

Please note we do not accept cash or cheque payments in our offices.

Direct from your wages

If you work for the City of London, you can have your rent taken straight from your wages. Ask the Income Team about this.

Visit **www.cityoflondon.gov.uk/rent** or scan the QR code using your smartphone camera.



Paying for a garage, car space or shed

If you hire a garage, parking space or storage shed, you must keep your payments up to date. If you get behind, you must contact us straight away. If you do not bring your account up to date, we will write to you, giving you notice that we are taking back your garage, parking space or shed.

Rent charges & statements

Changes to rent & service charges

We will write to you at least four weeks before your rent or service charges are due to change. The changes in your weekly charge are shown on the letter we send to you.

If you claim Universal Credit, it is important that you update your journal with the new charges as soon as you receive your charge card showing the rent breakdown. Failure to do so may mean that a payment is missed, putting your account into rent arrears.

Rent statements

We will send you a rent statement at least twice a year. This tells you the account balance, the charges due and the amounts you have paid for the last three months. When you read your statements, please remember that some payments are not credited to your account the same week you make them.

If you have low income

If you have a low income, you may be able to claim benefits to help pay towards your housing costs. You will still have to pay any charges for heating, hot water, or parking. If you work and have a low income, you may still be able to get help with your housing costs.

Rent arrears

If you have problems paying your rent, our Income Team can help you. We can offer advice on benefits, debts or other issues which make it hard for you to cope financially. We have a responsibility to collect rent, but we will always treat you with respect and help you access money advice if you get into arrears.

What you should do

Tell us or get advice before the debt gets too large.

Your first step should be to contact the Income Team on **020 7332 1263**. We can make an appointment for you to speak to someone in person if you wish.

You can also contact your local estate office and ask to speak to your Income Recovery Officer. They can also be reached via email: **incomerecoverofficer@cityoflondon.gov.uk**

For debt advice you can visit **www.cityoflondon.gov.uk/cityadvice** or scan the QR code using your smartphone camera.



What we will do

We will contact you if you are more than one or two weeks behind with your rent. If this happens, you should pay what you owe straight away.

If you do not, and if the amount continues to grow, an Income Recovery Officer will contact you. If you wish we can arrange to discuss matters at home or at one of our estate offices. You will be asked to settle your debt, either by paying it in one go or by paying weekly or monthly instalments on top of your rent. It is important to communicate with us if you're struggling to pay your rent. As long as you are communicating with us and you have a payment arrangement in place that you're paying consistently, we will not usually take court action.

Court action

If you do not contact us, or do not keep to the agreement you have made to pay the rent, we may take court action against you. If we take court action, we will always offer to meet you first to explain what will happen and what your rights are. The next step will be to serve you with a legal notice. This notice tells you the amount of rent you owe and gives you four weeks' warning that we may apply to the county court for a possession order.

A possession order gives us the right to end your tenancy, meaning you could lose your home. Going to court could also mean that you must pay large court costs and it may affect your chances of getting credit in the future.

Reasons to avoid rent arrears

- If we take action against you, you may have to pay all the costs of this action. If your case goes to court, the costs are likely to be hundreds of pounds. Benefits will not cover any court costs you incur.
- Owing rent may prevent you from getting a transfer or exchange.
- If you are in arrears, you will not be able to hire a garage, shed or parking space from us and we may terminate any you currently have.
- If you break a court order, your tenancy may end. We can then ask for you to be evicted. You will lose all the rights you had as a tenant.
- If you are evicted for arrears, we will take whatever measures are necessary including further court action to recover the money owed.
- You may not be able to obtain social housing as you may be classed as being 'intentionally homeless'.
- You cannot hire a community space if you are in rent arrears.



Help with debt & money worries

If you are behind with your rent or have worries about debt, you should seek help as soon as possible. Please contact us to discuss your circumstances and we can give you advice or put you in contact with an advice agency.

Specialist advice agencies can help you with:

- claiming work-related, health and disability benefits
 - contacting benefit agencies for you if you struggle to do this yourself
 - help you review and appeal benefit decisions
 - refer you to other support services
 - debt advice and help dealing with demands for repayment
 - legal advice and help if you are facing eviction proceedings.
-
- **National Debtline**
 - 0808 808 4000
 - www.nationaldebtline.org/
 - **Citizens' Advice Bureau**
 - 0800 144 8848
 - www.citizensadvice.org.uk
 - **City Advice**
 - 020 7392 2919
 - www.toynbeehall.org.uk/cityadvice/

Benefits

If you have a low income, you may be eligible for help to pay your rent and council tax. You do not need to be out of work or receiving income support to get help.

Universal Credit

You may be able to get Universal Credit if:

- you're on a low income or out of work
- you're 18 or over (there are some exceptions if you're 16 to 17)
- you're under state pension age (or your partner is)
- you and your partner have £16,000 or less in savings between you
- you live in the UK.

For more details, visit www.gov.uk/universal-credit or call the Universal Credit Helpline on **0800 328 5644**.

Housing Benefit

Housing Benefit is being replaced by Universal Credit for working age applicants. You may still be able to claim Housing Benefit if you are over state retirement age, or live in sheltered housing.

For more information, please visit www.gov.uk/housing-benefit or call the Benefits Team on **020 7332 3937**.

'Bedroom Tax'

Since the introduction of the under-occupancy charge, tenants of working age may have their Housing Benefit or Universal Credit cut by between 14 – 25%. You may be eligible for a Discretionary Housing Payment to help you depending on your circumstances.

If you are impacted by the Bedroom Tax, please speak to your Income Recovery Officer.

Repairs & Improvements

In this section:

- Repair responsibilities
- Rechargeable repairs
- Reporting a repair
- Repairs service standards
- Adaptations to your home
- Decoration & Home Improvements
- Laminate or hard flooring

To report a repair, please contact the Repairs Service Desk

- By phone: **0800 035 0003** (available 24 hours per day, only emergencies will be logged between 5pm and 8am, on weekends and on Bank Holidays)
- By email: **propertyservices@cityoflondon.gov.uk**

Repair responsibilities

We are responsible for carrying out certain repairs in your home and you are responsible for others.

Our responsibilities

We have a legal responsibility to carry out certain repairs. We must keep the following in good condition:

- The structure and exterior of the building
- The services and equipment that supply water, electricity and gas
- Sewerage pipes, gutters and drains
- Communal areas including staircases, landings and footpaths
- Fire alarm systems, lighting and security equipment.

Repairs we will carry out include:

THE STRUCTURE & OUTSIDE OF THE BUILDING

- the roof, foundations, outside walls and outside doors
- the drains, gutters and outside pipes
- windowsills, frames and glass
- fences, pathways, steps and other entrances to the building
- chimneys and chimney stacks
- playgrounds and play equipment.

INSIDE YOUR HOME (LANDLORD'S FIXTURES & FITTINGS)

These include:

- the plumbing system, including pipework, tanks, stopcocks, taps, baths, sinks, basins, cisterns and toilet fittings
- inside doors and their frames, skirting boards and kitchen cupboards
- heating and hot water systems including boilers, radiators, thermostats and controls
- electrical wiring, plug sockets, light fittings and switches, and door entry phones.

SHARED PARTS OF BLOCKS OF FLATS OR HOUSES

These include:

- corridors, stairways and entrances
- shared facilities such as television aerials, entry phones, rubbish chutes, lifts and stairway lighting
- fire alarms, smoke detectors, fire doors and other fire and security equipment.



Your responsibilities

You are responsible for some repairs and for decorating the interior of your home.

You are responsible for:

- Keeping your home in good decorative order
- Taking reasonable care of our fixtures and fittings
- Light bulbs, fluorescent tubes and starters
- Internal doors (you must not remove or alter any fire doors or door closers)
- Doorbells (unless part of a communal system)
- Flooring and carpets
- Sink plugs and chains
- Toilet seats
- Blockages to sinks and waste pipes caused by misuse
- Getting extra keys cut
- Replacing locks and keys if you lose your keys (if you have a Gerda fire door we will carry out the lock change so not to affect the integrity of the door, but will charge you for this)
- Broken windows (for safety reasons we will repair the glass, but will charge you for this if it was your fault)
- Any additional fixtures or fittings which you have installed
- Garden sheds and other items not supplied by us.



Rechargeable repairs

If we have to carry to any repairs due to damage caused by you, your household members or visitors, we will recharge the cost back to you. The cost will depend on the type and extent of the repair. The cost will be based on the Schedule of Rates provided by our repairs contractor, plus an administration charge.

This applies whether the damage was caused accidentally or maliciously.

Reporting a repair

To report a repair, please contact us using the details at the beginning or end of this section. We will give you a reference number when you report a repair. Some non-emergency repairs may not be carried out immediately, as they may need to be inspected to diagnose the issue and to ensure appropriate repairs are carried out.

If our contractor visits your home while you are out, they will leave a card. You should call them to rearrange the visit. If you are not at home for an agreed appointment, we will recharge you for the cost of a missed appointment.

Repairs service standards

We aim to complete repairs within the timescales below, which depend on how urgent the repair is.

PRIORITY ONE

(and Priority X for out-of-hours emergencies)

EMERGENCY - COMPLETED WITHIN 24 HOURS

We will aim to arrive within four hours and complete any temporary repairs within 24 hours.

Emergency repairs include:

- An uncontrollable water leak
- A blockage where raw sewage is overflowing into a home
- Dangerous structures which could collapse
- A front door or window that needs to be made safe after a break-in
- Electrical faults where there is a danger of fire or injury
- Blocked toilet pans
- No electricity supply
- No mains water supply
- A toilet which cannot be used (if there is only one toilet in the property)
- Repairing a faulty door entry system if it affects multiple homes
- No hot water
- A heating system that has broken down in winter, or if there is a vulnerable person or baby in the house (winter period is 1st October to 31st March)
- A severe leak through the roof.

PRIORITY TWO

NON-EMERGENCY - COMPLETED WITHIN 20 WORKING DAYS

This applies to repairs that do not fall into priority one and includes:

- Repairing minor water leaks
- Repairing a toilet that is not flushing (if there is more than one toilet in the property)
- Unblocking a kitchen sink, bath or hand basin
- Repairing the overflow from the toilet cistern
- Repairing garage doors and locks
- Repairing a faulty cooker panel, if cooking by electric
- Repairing a heating system (outside winter months)
- Replacing washers
- Replacing glass that has been made safe
- Replacing toilet seat (for elderly or disabled tenants)
- Repairing banister rails (if there is no immediate danger)
- Repairing an individual faulty door entry system or monitor
- Replacing baths, wash basin, kitchen sinks, toilet pans and cisterns
- Plastering
- Replacing wall and floor tiles
- Repairs to inside doors, locks and handles
- Repairing fences and gates

Adaptations to your home

If you or a member of your household has a disability or a long-term health condition, you may be eligible for adaptations to make your home more accessible and comfortable. Adaptations are changes made to your home to help you live independently. These can include grab rails, handrails and level-access showers.

You will usually need an assessment from an Occupational Therapist (OT). This can be arranged through your local authority's social care or health services. The OT will recommend which adaptations are necessary and appropriate.

We aim to be flexible and supportive, but some requests may not be possible if the property is unsuitable for major changes. In such cases, we will discuss other housing options with you.

Contact your estate office for more information.

Decoration & home improvements

Decorating your home

You are responsible for keeping your home in a good state of decoration. While decorating, you are responsible for dealing with minor issues like small cracks in plaster. You do not need to ask our permission to carry out routine decorating in your home. Some home improvements do require our permission before you do them (please see 'Alterations and improvements' below).

New tenants may be eligible for help towards decorating all or part of their home. If you are eligible, you will be given details when you sign your tenancy.

We are responsible for decorating communal areas on your estate. We will normally consult you before carrying out communal decorating work.

Alterations & improvements

An alteration or improvement is making a significant and/or permanent change to the building structure or the fixtures and fittings provided at the start of the tenancy such as removing internal walls, doors or replacing a kitchen, bathroom or heating system.

You may carry out alterations and improvements to your home, provided you seek our permission first. This is sometimes referred to as 'Landlord's Approval'. Carrying out alterations without our prior permission is a breach of your tenancy and we may require you to reverse the alterations at your own cost.

We will ask you for details about the improvements or alterations that you are proposing. We may impose conditions on the standard of work and how it is to be carried out. We will normally need to inspect the work when it is finished to ensure it complies with any conditions.

Sometimes we may need to inspect the work while it is ongoing. If you change your plans significantly, you must tell us and submit a fresh application for permission.

If you do not finish the work to the required standard, or meet any conditions we impose, we will require you to put things right at your own cost. Failure to do so is a breach of your tenancy.

You do not need to seek permission to re-decorate the interior of your home, hang pictures, or put up shelves, curtain poles and shower rails.

You must consider the following before starting any improvements:

- Have you got permission from us to proceed?
- Does your project need planning permission?
- Do you live in a listed building? If so, you probably need listed buildings consent and must not start work without this.

You must carry out the alterations in a safe and responsible way. Here are some things to consider:

- Always use properly qualified tradespeople
- Always follow safety instructions when using power tools or equipment
- Consider your neighbours – no noisy works should be carried out between 6pm and 8am, or after 1pm on Saturdays. No noisy works are allowed on Sundays and public holidays
- You must be aware of any asbestos in your home – it is very important that you contact us to discuss your plans, so we can let you know about asbestos that may be present
- You must not alter or interfere with any fixtures which are meant to help keep you and other residents safe (fire doors, window restrictor, door closers, alarms and detectors etc)
- You must not alter or replace your front entrance door, as this is a fire-rated door designed to protect you and others from fire, heat and smoke.

Laminate or hard flooring

Installing laminate, wood, tile or other hard flooring in your home is regarded as a home improvement and you must seek our permission before doing this.

If we are able to grant permission, it will be conditional on you installing adequate insulation which deadens impact sounds and reduces noise from your home.

If you do not do this, we will ask you to remove the flooring and install more suitable floor coverings at your own expense.

If we grant you permission to install laminate or other hard flooring, and a nuisance is caused to neighbouring residents from noise, impacts or vibration due to the flooring, we will require you to replace it with more suitable flooring at your own cost.

Alterations outside your home

You must not carry out any alterations to the exterior of your home, or any communal area, without our prior permission, as we are responsible for maintaining these areas. If you do so, we will require you to reverse the alterations at your own cost. We will recharge any costs to you of any work we have to carry out to rectify unauthorised alterations.

For example, you must not fit a satellite dish, paint any communal areas, or fix anything to the outside of your home without getting our written permission first.

To apply for permissions for alterations

- Visit your estate office for a Home Improvement Pack.
- Email your proposal with the relevant consent to your estate office.

To report a repair

- Call **0800 035 0003** (available 24 hours per day, only emergencies will be logged between 5pm and 8am, on weekends and on Bank Holidays)
- E-mail: **propertyservices@cityoflondon.gov.uk**

Looking after your estate

In this section:

- Cleaning
- Grounds maintenance
- Estate standards & inspections
- Waste & recycling
- Caring for communal spaces
- Parking spaces & garages
- Storage sheds and cycle lockers
- How to apply for parking or storage

Cleaning

We will ensure that the communal areas on your estate are clean and tidy.

Your Estate Services team will:

- regularly clean areas like lobbies, staircases, and landings
- clean windows and glass in communal areas several times a year
- litter pick and sweep up leaves
- regularly check landscaped areas and grass for litter and other items
- ensure bin stores and waste/recycling areas are clean and tidy.

We expect residents to help us by disposing of rubbish in designated areas and not leaving any items in communal areas without our permission. That way, we can ensure a clean and safe environment for everyone.

Grounds Maintenance

Many of our estates have green open spaces for residents to enjoy. The Estate Services team will ensure that these areas are maintained regularly throughout the year.

This includes:

- Cutting grass and trimming hedges and shrubs regularly
- leaf clearing and pruning
- maintaining flower beds and floral displays
- cleaning ponds
- caring for trees to keep them in a safe and attractive condition.

Estate Standards & Inspections

We aim to provide safe, clean, and attractive estates that residents are happy and proud to live on. We regularly inspect our estates, including grounds and internal areas. Cleaning inspections are completed monthly, and we rate the conditions against our Estate Standards. Each estate is given a score, and this is published online and in notice boards on the estate.

The minimum score we will accept is 80% overall ('very good') but we aim for higher.

We conduct quarterly 'walkabouts' on most estates, which residents are encouraged to attend. Residents and staff will inspect the estate and identify issues for action.

Check the inspections results or find out the date of your next estate walkabout on your estate webpage: **www.cityoflondon.gov.uk/housingestates**

Waste & Recycling

It is important that you dispose of household waste and bulky items in a responsible way. This helps us keep your estate clean and shows consideration for your neighbours.

Lots of household waste is recyclable and we provide recycling bins or other arrangements on your estate. Please recycle as much as you can.

For information on what your local council can recycle, please visit your local council's website or: **www.recyclenow.com/recycling-locator** or scan the QR code with your smartphone camera.

Please carefully bag your household waste and dispose of it in the bins provided. It should not be left in any communal area, or next to the bin store as this could pose a hazard.



Do:

- use the recycling service provided by your local council - this will help reduce the amount of waste going into bins and chutes and is better for the environment
- use the food recycling service if provided by your local council, this can help to reduce vermin and smells, and is better for the environment (if no service is provided, bag or wrap food waste)
- bag or wrap all other household waste properly before placing it in the bin or rubbish chute
- leave any bulk items in designated areas or call your local council to ask about collection.

Please do not:

- leave any waste in hallways, landings or next to the bin store as this is a health and safety hazard
- try to force bulky items down the rubbish chutes as this will block them – unblocking them is a hazard for our staff and an inconvenience for your neighbours
- use household waste bins for builders' waste or other commercial waste
- leave furniture and other bulk waste in any communal area.

If you need advice on how to dispose of your rubbish, or information about the rubbish and recycling arrangements on your estate, speak to your estate office, or visit our website: www.cityoflondon.gov.uk/housingstates



Caring for shared spaces

To ensure that your estate is an enjoyable space for you and your neighbours, we have rules about using communal areas and shared spaces.

- Please do not store or keep anything on shared balconies, walkways, or staircases without our permission
- Bikes, prams, and mobility scooters must be stored in a shed, in your home or in other designated areas. They cannot be kept in communal areas like hallways and landings as they may cause an obstruction or pose a fire hazard.

- Bikes, prams, and mobility scooters must be stored in a shed, in your home or in other designated areas. They cannot be kept in communal areas like hallways and landings as they may cause an obstruction or pose a fire hazard
- Dogs are not allowed to be exercised anywhere on our estates
- Barbecues and fireworks are not allowed on our estates without prior permission from us
- We encourage residents to keep plants and floral displays, but these must be maintained properly and not cause an obstruction
- No flammable materials can be stored or placed in any communal area.

Parking spaces & garages

Many of our estates have parking spaces and garages for residents to park their cars and motorcycles. Some estates also have visitor parking available for guests and contractors. We also have some secure cycle lockers available.

A charge is payable for all car and motorcycle parking on our estates. Parking or garage fees are not included in your rent.

Please park vehicles considerately and do not leave your vehicle in any area which is not meant for parking, for example on pavements or grassed areas of the estate, or on service roads. Your vehicle must be in a safe and roadworthy condition. Crash-damaged vehicles and those declared off-road ('SORN') cannot be kept on our estates.

We operate an enforcement system around the clock. Any vehicle without a valid permit or parked in any space not stated on the permit will be issued with a Penalty Charge Notice by our enforcement contractor.

You will not be offered parking if you are in arrears with your rent, service charges, or any other facility.

Parking licenses may also be terminated if you fall into arrears after parking is granted.

Reduced mobility parking

If you or a household member has reduced mobility and/or holds a Blue Badge (or Red Badge in the City of London), you can park on your estate free of charge, but you must still apply to us for a parking permit before parking your vehicle. If there are no spaces available, we can consider finding space for a new one. Please contact us if you want to discuss your needs.

DRAFT

Storage sheds and cycle lockers

We have sheds available for hire on many of our estates for a small weekly fee. These sheds are for normal household storage.

We also provide secure cycle storage lockers on some estates, for a small charge.

Demand for sheds and cycle storage in some areas is high and you may have to wait for a facility to become free.

You will not be offered a storage shed if you are in arrears with your rent, service charges, or any other facility.

Storage licenses may also be terminated if you fall into arrears after storage is granted.

How to apply for parking or storage

To apply for a parking space, garage, cycle locker or storage shed, you can:

- Call **020 7332 1750**
- Email **RentsTeam@cityoflondon.gov.uk**

Visit **www.cityoflondon.gov.uk/residentparking** or scan the QR code with your smartphone camera.



Safety & security

In this section:

- Insurance
- Security at home
- Balcony and window safety
- Gas safety
- Fire safety

Insurance

Check the website or with your estate office for information on the latest policies.

Buildings insurance

We own the building you live in, and we are responsible for insuring it. This insurance covers the fabric of the building but does not cover your personal belongings. You will need to take out your own insurance cover to protect the contents of your home.

Home contents insurance

We strongly advise that you take out a home contents insurance policy. This will ensure that you are protected against loss and damage to your belongings if they are stolen or damaged. Many people do not have home insurance and find it difficult to replace stolen or damaged belongings. We cannot replace any personal belongings which are stolen from your home or damaged by common household risks like fire or water damage.

Public liability insurance

If loss, damage, or injury is caused by our negligence, we are obliged to put this right. We have an insurance policy to cover these situations. We will only be liable if we had a responsibility towards you, we failed to meet that responsibility and loss occurred as a result.

If something happens and you think you have a claim, you should contact our insurers directly. Their details can be found on our website, or you can request them from your estate office.

Security at home

Keeping your home secure

Your home is provided with secure entrance doors and window locks as appropriate. If a window is not under warrantee you may fit additional locks to windows but please make sure that you do not affect your ability to escape easily in an emergency. You should speak to your estate office if you are unsure and to get permission.

Front entrance doors are fire-rated, so you should not alter them in any way without first speaking to us (for example by drilling through them to fit extra locks). Doing this may affect the door's ability to keep you safe from smoke or fire.

Going away from home

If you are travelling away from home for an extended period, you should let us know and leave contact details with us. If possible, it is a good idea to have a trusted person who holds a key and who can provide access in an emergency (for example a water leak affecting your home). We cannot hold spare keys for you.

Security gates & window bars

For fire safety reasons, we do not permit tenants to fit bars or grills on any door or window in their home. This includes security gates on entrance doors. These items can prevent your escape in a fire or other emergency and can prevent emergency services from reaching you quickly.

Our homes are provided with sufficient levels of security already in place. If you are concerned about home security or believe there is a reason you need to take extra precautions, please contact us to discuss this.

CCTV and recording devices

Some of our communal areas are covered by CCTV, for crime prevention purposes. Residents are not allowed to fit their own CCTV and recording devices (e.g. doorbells with integrated cameras) without our permission. If you think you need to install a device for any reason, please contact us before buying or installing any equipment. If you install any CCTV or recording devices without permission, we will require you to remove them.

Communal security

Most of our estates have communal door entry systems and gates to keep them secure and prevent access by unauthorised people.

Please ensure that you close security doors behind you and do not:

- let anyone into the building unless you know who they are, as this compromises security for everyone
- prop open entrance doors for any reason.

If you lose your key or entry fob, or need another for your household, please contact us. There is normally a charge for replacement or additional keys or fobs. Some keys can only be copied by authorised outlets. If you need one of these, please contact your local estate office for advice.

Bogus callers

Do not let anyone into the building, or your home, unless you know who they are. If someone calls at your home and claims to be working for us, or from a utility company or similar, please ask to see their identification. If you are unsure, do not let them in. Genuine callers will not have a problem with being asked for identification and waiting while you call the company to check their identity.

All our employees and contractors carry identification. If you want to check the identity of someone who says they are visiting on our behalf, please call us.

Balcony & window safety

Balconies

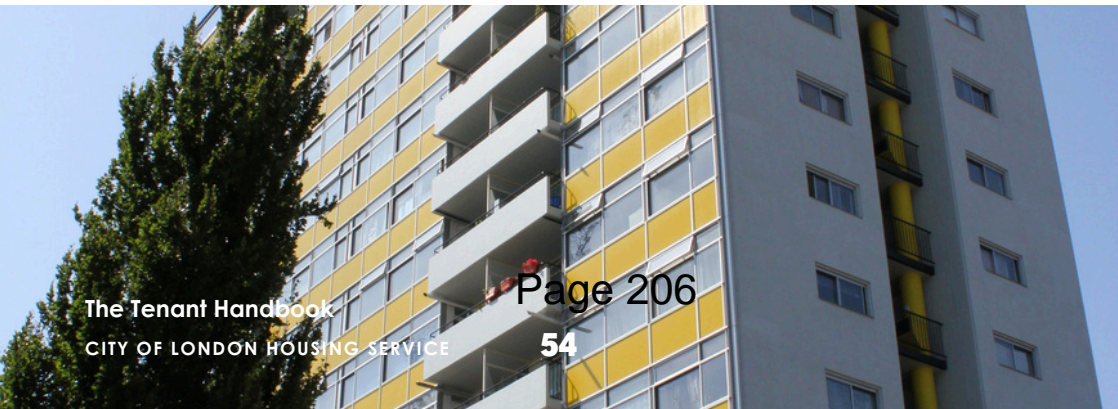
If your home has a private balcony, please ensure that:

- you report any repair issues (for example with railings or glazing) immediately
- you do not leave young children unattended on the balcony
- the balcony is kept clear of stored items as these may pose a trip or slip hazard, or could be used by young children to climb on.

Windows

If you have safety restrictors fitted on any window in your home, you must not remove or alter them in any way. Restrictors are designed to stop the window opening too far. Removing the restrictor could result in a serious accident. It is especially important that children are not allowed to play near open windows.

If you notice any problems with window catches or restrictors, or the window itself, please report them to us immediately.



Gas safety

Annual gas safety check

Gas appliances must be serviced regularly to ensure they are safe. Unsafe gas appliances can cause gas leaks and pose a danger from carbon monoxide poisoning, which can quickly be fatal. If you think that a gas appliance in your home is unsafe, please contact us immediately.

We will arrange to carry out a gas safety check on gas installations in your home every year. We will provide you with a copy of the safety certificate after the check is completed. You will be provided with an appointment in advance, and it is important that you provide access to us to complete this check. Failure to do so will result in us taking legal action against you.

Gas leaks

If you think there is a gas leak, turn off the supply at the meter and call National Grid on **0800 111 999**.

DO:

- Put out cigarettes
- Open all doors and windows and keep them open until the leak has been dealt with
- Check if a gas tap has been left on by accident.

DO NOT:

- Use matches or other naked flame
- Touch electrical switches including lights and doorbells
- Use a mobile phone or device.

Fire safety

Smoke detection

All homes are fitted with smoke and heat detectors that should not be tampered with or removed. You should test your alarm weekly by pressing the test button and gently run your vacuum cleaner nozzle over the alarm every month to remove dust. If your alarm(s) do not work when you press the test button or it starts to beep, this means there is a fault. Please contact us to report any faults immediately.

We will contact you once a year to arrange a test and maintenance check. It is essential that you keep this appointment to ensure that your alarms continue to work and keep you safe.

Fire exits

Most properties only have one way in and out, your front entrance door. It is especially important that you keep the route to your exit clear of obstructions. Please ensure that you are familiar with your escape route and that your household members also know what to do in an emergency.

Storage of items in communal areas

Items stored in communal areas can cause obstructions and become a source of fuel for fire. No items should be stored in communal areas without our consent. We reserve the right to remove any item that poses a fire risk.



What to do if a fire breaks out

Fire Action Notices are in the communal areas of all our buildings. Please ensure that you are familiar with these, as they explain what you should do in the event of a fire.

If you have any questions or concerns or think you may need extra assistance in the event of an emergency, please contact us.

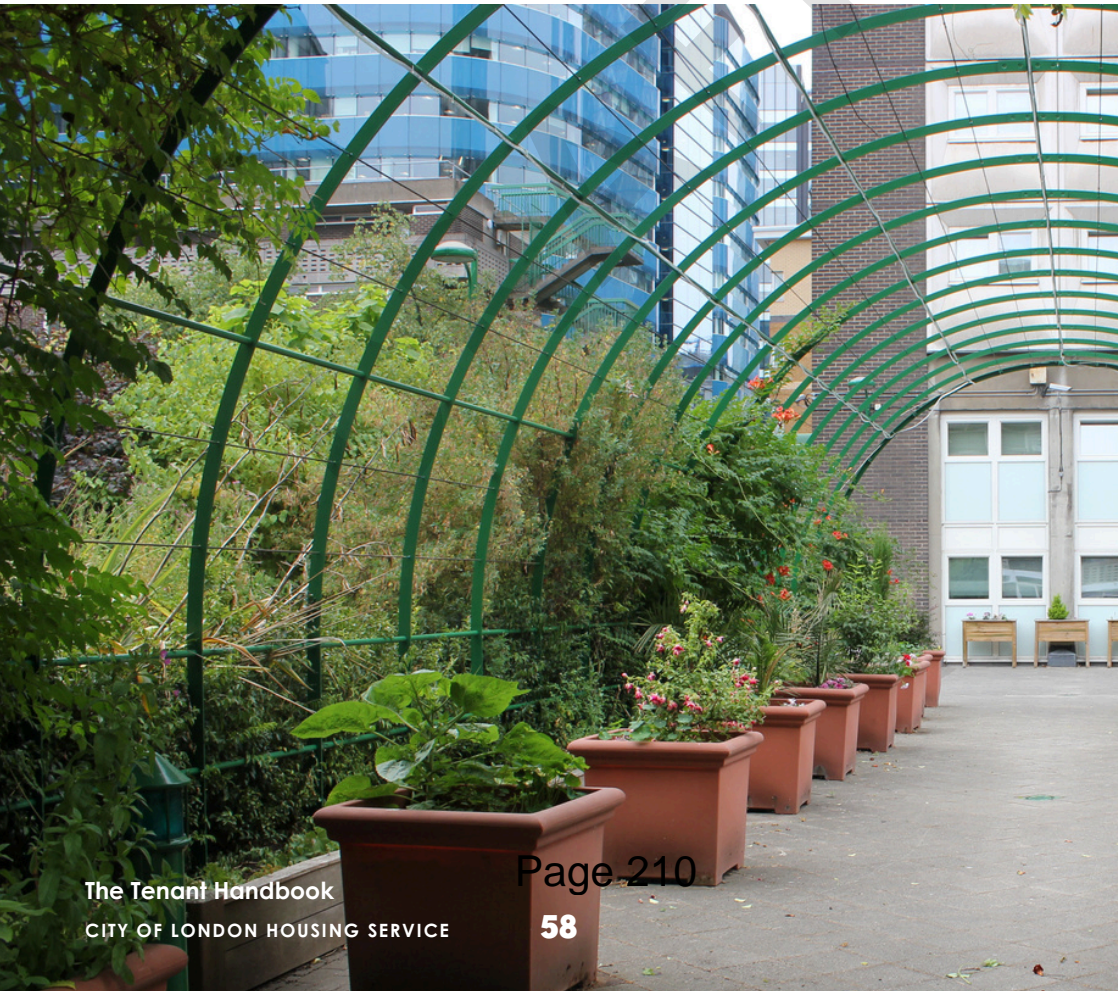
If there is a fire in your home

Leave the room immediately and close the door:

- Alert everyone in your home
- Do not try to put the fire out. Get everyone out and stay out
- Make sure everyone has left the property and close the flat door after you
- Call London Fire Brigade on 999 giving clear details and the full address
- Do not try to go back in unless London Fire Brigade have said it is safe to do so.

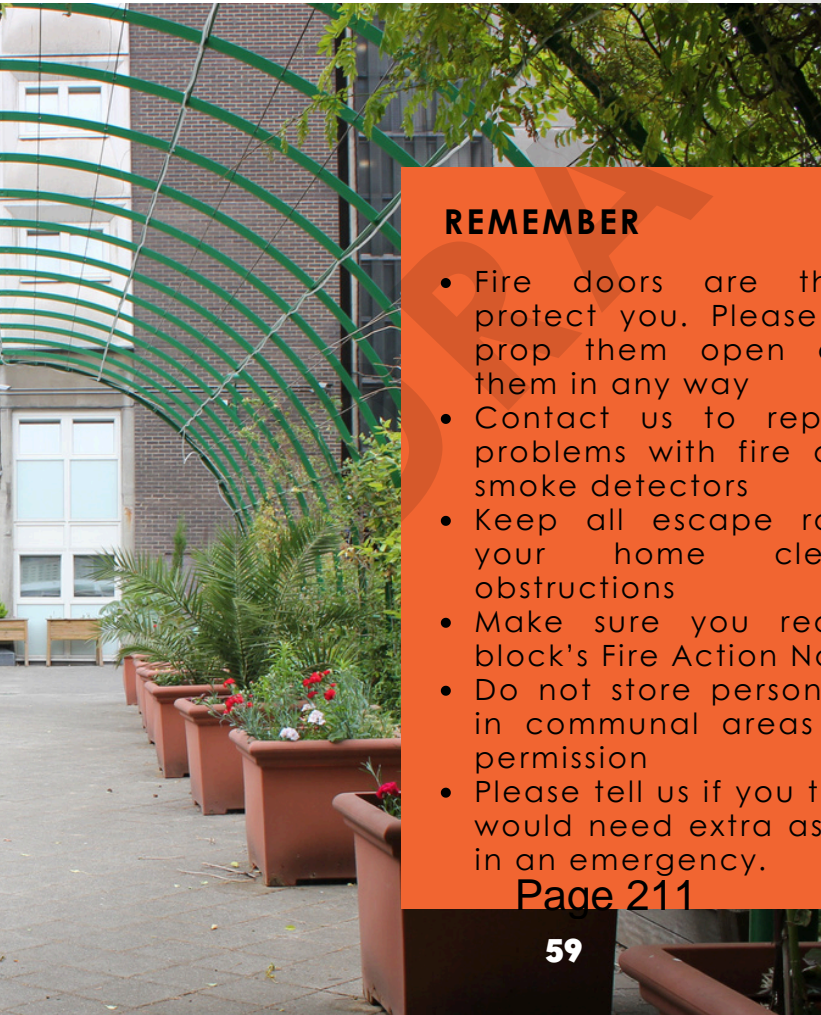
If fire breaks out elsewhere in your building

Follow your building's fire strategy as detailed in the fire action plans which are located throughout the building. In most buildings, a 'stay put' policy is in place. This means it is normally safest to stay in your home unless it is directly affected by fire or smoke. Some buildings have another policy in place, so please ensure that you familiarise yourself with your block's procedures. These can be found on the Fire Action Notices, and we will periodically write to you to let you know the procedures for your building.



Do you need extra assistance in an emergency?

If you think you would struggle to get to a place of safety in an emergency such as a fire, please contact us to let us know. We will carry out an assessment with you and ensure that the Fire Brigade is informed that you may need help to get to safety. We can also provide you with advice about home fire safety and organise help from other agencies, if you need it.



REMEMBER

- Fire doors are there to protect you. Please do not prop them open or alter them in any way
- Contact us to report any problems with fire doors or smoke detectors
- Keep all escape routes in your home clear of obstructions
- Make sure you read your block's Fire Action Notice
- Do not store personal items in communal areas without permission
- Please tell us if you think you would need extra assistance in an emergency.

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Anti-social behaviour & domestic abuse

In this section:

- Anti-social behaviour
- Noise nuisance
- Harassment and hate crime
- Domestic abuse
- How to report antisocial behaviour, harassment or domestic abuse

We want our residents to enjoy their homes and feel safe in their communities. If you are experiencing anti-social behaviour, harassment or domestic abuse, you can report it to us. We can provide you with support, or refer you to other agencies who can help.

Anti-social behaviour

Anti-social behaviour is defined as behaviour 'which causes or is likely to cause harassment, alarm or distress' to other people, including behaviour which puts people in fear of crime. Not all anti-social behaviour is criminal.

Anti-social behaviour includes issues like:

- Violence or threats to harm
- Threatening behaviour
- Harassment and intimidation
- Damaging property
- Verbal abuse
- Disturbances caused by parties and loud music.

We will investigate reports of anti-social behaviour and take them seriously. You have the right to live in your home without fear of intimidation, nuisance or harassment.

Your tenancy agreement has terms and conditions about anti-social behaviour. You are responsible for your own behaviour and that of your household members and visitors. If you commit anti-social behaviour in or around your home, we can end your tenancy.

Anti-social behaviour policy

We must publish a policy describing how we will deal with anti-social behaviour. This includes how we deal with reports, the support we can give you and the action we can take against people who commit anti-social behaviour. This policy is available on our website, or you can ask us for a copy at any time.

What we can do to help

It is important that you report anti-social behaviour to us as soon as possible. We will take details of the problem and inform you about the action we could take to help.

We will work with other agencies, such as the police, to reduce and stop anti-social behaviour. We can also refer you to victim support agencies who can help you.



Any information you give us will be confidential. However, in many cases the most effective solution might only be possible by engaging directly with those alleged to be responsible. We will talk to you before we do this.

Sometimes problems can be nipped in the bud, or problems solved through agreement. We may suggest mediation if you are in dispute with one of your neighbours.

In more serious cases or where problems persist, we may take legal action if there is enough evidence. To help us gather evidence, we may ask you to keep a diary of incidents, describing what has happened.

In some cases, we can take legal action against people who are causing anti-social behaviour. In the most serious cases, and when there is no reasonable alternative, we may apply to court to evict the person from their home.

What you can do to help

If you are having a disagreement with your neighbour, it is best to try to sort the problem out between yourselves. Talk things through calmly and sensibly and try to understand each other's point of view. If you can't resolve the problem, you can contact us to discuss the issue and see how we might be able to help. We can refer you and your neighbour to independent mediation to help you resolve any disputes and agree on a way forward.

If the issue is more serious, or you do not feel comfortable talking to your neighbour, please contact us to discuss what we can do to help.

If the problem is serious, or an emergency, you should contact the police (see 'How to report').

Noise nuisance

You must always keep noise to a reasonable volume, no matter what the time of day. DIY or home improvements should be confined to the hours of 8am to 6pm, Monday to Friday, and 9am to 1pm on Saturdays. DIY works should not be carried out on Sundays.

If you are planning to do DIY or noisy works, you should inform your neighbours beforehand, if possible, as people will usually be more understanding of noise if they are given warning.

Ordinary living noise

Experiencing unwanted noise is a fact of life when you live in a built-up area. You should expect to hear some noise from your neighbours, and this may include noise that you sometimes find irritating.

We can only intervene if the noise is serious enough and amounts to anti-social behaviour. We must consider what the average reasonable person would consider to be unreasonable in the circumstances.

Some noise, however annoying you might find it, is not regarded as being anti-social and we will not be able to take any action against your neighbours for causing it.

This is sometimes referred to as “ordinary living noise” and includes:

- People talking normally in their homes
- Babies crying
- Use of toilets and bathrooms
- People walking around their homes
- Telephones and doorbells ringing
- Doors being closed normally
- People using playgrounds and ball courts at reasonable times
- Electrical appliances being used at reasonable times of day
- Snoring.

This includes situations where noise is made worse by inadequate sound insulation, which can be an issue in some older buildings.

Noise nuisance

If the noise from a neighbour's home is serious or persistent, and is unreasonable, we may be able to take action against them. Unreasonable, serious or persistent noise includes:

- Shouting, arguing, noisy gatherings
- Loud music from parties
- Televisions and speakers at loud volume
- Using noisy appliances at unsocial hours
- Noisy DIY outside reasonable hours
- Noise from antisocial use of vehicles (revving engines, sounding horns unnecessarily).

To be able to help you properly, we will need details about the noise you are complaining about. This includes dates, times and details of the source of the noise.

When you initially contact us for help, we may ask you to keep a diary of noise or use our Noise App to gather evidence. We cannot take any action without this evidence, and we need your help to gather it.

The Noise App

If you are being disturbed by noise from a neighbour, you can sign up to the Noise App. Through the app, you can log noise complaints, send recordings and get updates on your complaint.

For more information, please contact your local estate office.

Visit www.cityoflondon.gov.uk/housingfeedback or scan the QR code with your smartphone camera.





Reducing noise in your home

Noise can lead to neighbour disputes which can be stressful and upsetting. Some noise is unavoidable when you live close to others but there is a lot you can do to help reduce it:

- Keep your television, radio and music volume down. Place audio equipment away from walls that are shared with a neighbour, use stands for speakers and keep the bass low
- Avoid moving heavy furniture or using washing machines and vacuum cleaners at night
- Fitting felt, rubber or cork pads under chair legs can prevent them scraping noisily.
- If you live in a flat or maisonette, keep floors covered with carpet and a decent quality underlay or something with similar noise reducing qualities
- Try not to let doors slam closed
- Let your neighbours know beforehand if you must do something noisy like DIY. If people know in advance, they are usually more willing to tolerate some noise.
- If someone complains to you about noise, try to listen to their point of view. They might be hearing noise you are unaware of making.



Harassment & hate crime

Harassment is when someone causes you alarm or distress due to their behaviour towards you. It could be threatening words or behaviour or targeting you for abuse. If you are being harassed where you live, you can report it to us so we can help you or put you in touch with an agency that can provide support.

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 or faith
- gender identity
- sexual orientation.

A hate crime is any criminal offence which is 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 behaviour, offensive graffiti and damaging property.

Our tenancies and leases have rules against harassment and hate incidents. If you are experiencing harassment or hate incidents in or around your home, you can contact us for help. We will treat your report confidentially and explain what we could do to help. You should also report any incidents to the police immediately.

You can also contact support agencies for advice, please see the section on how to report antisocial behaviour below.

Domestic abuse

Domestic abuse is any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members, regardless of gender or sexuality.

It includes physical violence and many other forms of abuse which harm people.

Some examples of domestic abuse include:

- Physical violence, such as punching, slapping or kicking someone
- Psychological violence, such as preventing contact with family/friends and threats
- Unwanted sexual activity such as sexual assault or being forced to take part in sexual acts
- Financial abuse, such as withholding or stealing money from you, or preventing you from working
- Emotional abuse, such as humiliating you in front of others, insulting or mocking you, silent treatment, name calling or yelling and swearing
- Honour-based violence, female genital mutilation (FGM), forced marriage and forced termination of pregnancy.

How we can help

If you are experiencing domestic abuse, you can report it to us. Our staff are trained to deal with sensitive situations like this. We will treat your report confidentially and help you find support from a specialist agency. If you do not feel comfortable reporting abuse to us, you can report it to an agency directly. Organisations like Women's Aid and Refuge can provide you with specialist advice, support and counselling. See page 71 for more details on how to contact them.

Housing options

You can contact us to discuss your housing needs if you feel that you are unsafe at home. We will offer you support and advice, provide practical help and be sensitive and understanding when we discuss your housing options.

We can help you feel safer at home by helping with added security. We can also help you find a new home if you cannot stay at your current one due to violence or threats.

Do not make any immediate decisions such as giving up your tenancy until you have received advice on your options.

How to report antisocial behaviour, harassment or domestic abuse

Report any concerns to your estate office. Contact details are on your estate webpage.

Visit www.cityoflondon.gov.uk/housingstates or scan the QR code with your smartphone camera.



If the anti-social behaviour is serious, you can report it to the police:

- Call 999 if someone is in danger or a crime is in progress
- Call 101 if the issue is not urgent
- Log it on the Metropolitan Police's website at www.met.police.uk

Noise nuisance can be reported to your local council's environmental health team. They deal with noise from shops, pubs, bars, restaurants and construction sites:

- City of London: 020 7606 3030
- Hackney: 020 8356 4455
- Islington: 020 7527 7272
- Southwark: 020 7525 5777
- Lambeth: 020 7926 5000
- Lewisham: 020 8314 7171
- Tower Hamlets: 020 7364 5008

To report domestic abuse, you can contact us using the details on page 70. You can also seek help from agencies such as:

- National Domestic Abuse Helpline: 0808 2000 247
- Women's Aid: www.womansaid.org.uk
- Refuge: www.refuge.org.uk
- ManKind Initiative: 0808 800 1170



Anti-social
behaviour &
domestic
abuse

Service standards

In this section:

- Service Standards
- Making a complaint
- The complaints process

Service Standards

We have published Service Standards, which explain what you can expect from us in certain key areas. These are available on our website, or on request from your local estate office. We will always do our best to meet these standards. If you think we have not met our service standards, or we have not provided a good level of service, please contact the Housing Complaints Team.

Making a complaint

We try to provide the best service possible, but we understand that there may be occasions when you are not satisfied with how we have dealt with something. If you are unhappy with our service, please contact the Housing Complaints and Customer Feedback Team.

See page 74 for details about how to make a complaint.

We aim to:

- make it easy for you to make a complaint
- deal with your complaint quickly, efficiently and with courtesy
- follow the housing complaints procedure so you know what is happening with your complaint
- give a clear response within set time limits so you know what action we will take
- learn from complaints so we get things right next time.

Our process allows us to take a thorough approach to your complaint and to make sure it is dealt with by the right person – so it's important it is followed and that stages are not left out.

At each stage of the process, we aim to provide a full response to your complaint within the time limits set out in our Complaints Policy. If we cannot do so, we will contact you to provide a revised deadline.

Service Request or Question

If you are dissatisfied with a service or have a problem, the first thing to do is talk to us about it. You can contact your local estate office, email us or speak with someone face to face. Explain the problem and staff will discuss with you what can be done. Every estate has a Resident Services Officer, and you may want to ask to speak to them or make an appointment to see them.

If local staff cannot resolve the problem to your satisfaction within a reasonable time, or you are dissatisfied with the action they take, you may wish to use our formal complaints process. Our process follows the Housing Ombudsman's Complaints Handling Code and has two stages.

The Complaints Process - Stage 1

If you are dissatisfied with the service of the City of London Corporation Housing, you can make a formal complaint to the Housing Complaints and Customer Feedback Team.

Timing:

The complaint must be about something that happened in the last 12 months. There are some instances in which complaints over 12 months old can be investigated like if it is a recurring problem.

How to complain:

- Write a letter to Housing Complaints and Customer Feedback, Barbican Estate Office, 3 Lauderdale Place, London, EC2Y 8EN
- Call: 020 7606 3030 (Switchboard) or 020 7029 3935 (Housing Complaints and Customer Feedback)
- Email: housing.complaints@cityoflondon.gov.uk
- Scan the QR Code for the Housing Complaints Form



What happens next:

The Housing Complaints and Customer Feedback Team will acknowledge your complaint within five working days.

A manager will look into the details of your complaint. They will look at relevant records, talk to staff involved in the matter, and may also contact you to discuss the matter further.

You will get a response within 10 working days. If more time is needed, it can be extended by a further 10 working days. We will explain the reason for the extension in advance of the deadline.

The Complaints Process - Stage 2

If you are not satisfied with the response to your Stage 1 complaint, you can move to Stage 2 of the Complaints Process.

How to escalate:

Contact the Housing Complaints and Customer Feedback Team via email, telephone or letter. You do not have to explain why you want to escalate, but it can be helpful to the complaints investigator if you explain the reasons that you are dissatisfied with the Stage 1 response.

What happens next:

The team will acknowledge your Stage 2 complaint within five working days.

A senior manager will look into your complaint. They will review your complaint and the work that has been done so far to resolve the matter. They may also discuss your complaint with staff members involved or contact you to discuss the matter further.

You will get a response within 20 working days. If more time is needed, the deadline can be extended by a further 20 working days. We will explain the reason for the extension in advance of the deadline.

Taking your complaint further

If you are dissatisfied at any point during the complaint process, you can go to the Housing Ombudsman. The Housing Ombudsman is an independent body which is responsible for complaints about social landlords. You can visit their website, www.housing-ombudsman.org.uk, or call them on 0300 111 3000 to find out what you can do next.

The Local Government Ombudsman may also be able to help, depending on the nature of your complaint. Their website is www.lgo.org.uk and their number is 0300 061 0614. You can also contact your local MP or Councillor.

Mediation

At any stage in the process, we may suggest that we involve an independent third party who can work with you and us to achieve a better understanding and find a way forward. This will be a trained independent mediator, with special skills in resolving complaints. If you are interested in mediation, you can include this as part of your complaint or raise this with your local estate office.

Unacceptable behaviour

Please ensure that when you are communicating with staff and contractors, you adhere to the standards of mutual respect expected from staff and service users. In such cases, we may have to invoke our policy on unreasonable behaviour. This policy is available on our website, or on request from your local estate office.

If the behaviour is serious or persistent, we may limit contact with you or place conditions on how you access our services.

Moving home

In this section:

- Applying for a transfer
- Mutual exchange
- Urgent transfers
- Applying for sheltered housing
- Downsizing Cash Incentive Scheme
- Special rehousing schemes
- Ending your tenancy with us



You may want to apply for a transfer to a bigger property if your family is growing, or move to a smaller home if you no longer need all your bedrooms. You may also be interested in our housing for retired people or moving out of London to the coast or countryside. Our Housing Needs Team can help you with this.

Contact the Housing Needs team:

- Call **020 7332 1237 / 1654 / 3452**
- Email [**hadvice@cityoflondon.gov.uk**](mailto:hadvice@cityoflondon.gov.uk)
- Write to:

Housing Needs Team, City of London Corporation Housing, Barbican Estate Office, 3 Lauderdale Place, London EC2Y 8EN

Applying for a transfer

You can apply for a larger or smaller property with the City of London Corporation if your needs have changed. We will assess applications using the criteria in our Housing Allocations Scheme, which is available on our website. You can also obtain a hard copy on request. We will assess your level of need and, if you are eligible for a transfer, you will then be able to place bids on alternative properties using our choice-based lettings system.

To be eligible for a transfer, you must maintain your home in a reasonable condition. Your transfer application will be refused if you have rent arrears, have been involved in anti-social behaviour, or have damaged your home or made unauthorised alterations to it.

Please note that we do not offer 'like-for-like' transfers to the same size property, other than on medical or welfare grounds.

To apply for a transfer, please contact the Housing Needs Team using the details on page 77.

Choice based lettings

When homes become available for rent, most are advertised online, and we invite registered applicants to 'bid' for the ones they want. This is called Choice Based Lettings. Applicants are given points for their needs and the bidder with the most points gets the property.

Mutual exchange

Mutual exchange is a way of helping yourself by swapping with one of our other tenants, or with a tenant of a different council or a housing association. By swapping you could avoid a long wait on our transfer list. You can move to another social housing property anywhere in the UK.

The City of London Corporation is a member of 'HomeSwapper.' This is an internet-based service which is free for all City of London tenants. If you have a secure tenancy you can register on the website: www.homeswapper.co.uk.

Once registered, you advertise your property and can search for suitable properties in the areas where you wish to live. When you have found a home and you think it may be suitable, it is up to you to contact the tenant with whom you wish to swap. The City Corporation and the other person's landlord do not get involved until you have agreed to swap with the other person. You should then submit a mutual exchange application to us. This is available from the Housing Needs Team. Before you move, both parties will need to fill in exchange forms and you need written permission from both landlords for the exchange to take place.

Applications will be refused for several reasons, for example if you are in rent arrears, or the property you wish to move to is too large or too small for your needs. You may also not be able to exchange if either property is designated as an adapted property for use by a disabled person.

For full details contact us or visit our website:
www.cityoflondon.gov.uk/lookingforahome



Urgent transfers (management moves)

You can apply for a move if you have a serious and urgent problem which means you cannot stay in your home. If you are moved for this reason, you will normally be given a property of the same size. If your current property is too big for your needs, you will be offered more appropriately sized accommodation.

You will normally receive one direct offer of a suitable alternative home.

Medical transfers

If you need to move urgently due to health reasons, you should contact us for advice. We will ask you to complete a medical assessment form and provide evidence that shows why you need to move home. This will be considered by an independent medical assessor and a final decision made on whether you are given additional priority.

Major repair cases

We sometimes have to move people if we need the property empty to do major repair work. If you must move for this reason, you may be entitled to compensation and payment of removal expenses.

Applying for sheltered housing

We have several sheltered housing schemes which are intended for older people. To be eligible, you must be at least 60 years old.

We often have vacancies, and the waiting time can be much shorter than for our general needs homes. Please contact the Housing Needs Team for details if you wish to apply.

Downsizing Cash Incentive Scheme

We offer a cash incentive to people who wish to move to a smaller home, freeing up larger accommodation for a household that needs it. This is sometimes called a shift payment, or downsizing payment.

The shift payment is £2,000 for the first bedroom you give up and £1,000 for any subsequent bedroom. If you are in rent arrears, any money owed will be deducted from the payment before it is made to you. Payment is made within 28 days following your move to the new property.

You will not qualify for a downsizing payment if you move through mutual exchange. You cannot move to a home which is smaller than you need. You can only downsize into a studio property if you are moving to sheltered housing.

Special rehousing schemes

There are several special schemes outside our normal housing register for people who wish to transfer.

- **Housing Moves:** If you are a victim/survivor of domestic abuse, you may be eligible to transfer through this scheme, which is run by the Mayor of London's Office. Councils place vacant homes in a pool and applicants bid on them. www.housingmoves.org

- **Seaside and Country Homes:** This scheme is open to all our tenants who are over 55 and want to move out of London, whether you are still working, or you have retired. It offers bungalows and flats in seaside and country locations, mostly on the south coast. This scheme is managed by the Mayor of London's Office and further details are available on their website: www.london.gov.uk

Ending your tenancy with us

If you want to end your tenancy, you must:

- give us 28 days' notice in writing, ending on a Monday
- allow us to inspect your property before you leave
- remove all your own belongings and leave the property clean and tidy
- inform your utilities providers that you are moving
- return all keys, including door entry fobs, to us by 10am on the day your tenancy ends. If you do not, you may have to pay an extra week's rent for each week or part of a week you keep the keys
- Leave behind any gas or electricity pre-payment cards and ensure there is no debt on the meter(s).

If you are transferring to another City of London property, you may not have to give 28 days' notice.

If you leave your property in an unclean condition, have made unauthorised alterations, or leave personal belongings behind, we will charge you for the cost of rectifying these issues.

Resident involvement

In this section:

- How we keep you informed
- Listening to your views
- Getting involved
- Community spaces

How we keep you informed

We want you to have access to information about your home, your estate, and your local community that is important or interesting to you. Here are some of the main ways in which we will keep you informed:

www.cityoflondon.gov.uk/residentinvolvement



www.cityoflondon.gov.uk/housingcommunications



We will publish important updates and consult residents on important issues through our website and online hub, Commonplace.

@home magazine

We publish our resident magazine, @Home, twice a year (Winter and Summer). Here you will find a variety of news, updates, and information for our residents.

@HOME resident newsletter

Sign-up to our mailing list to receive a monthly e-mail newsletter containing news, important updates and interesting articles aimed at residents.

<http://eepurl.com/iSYW0s>



E-mail

You can opt to have your rent statements and other important correspondence sent to you by email.

Social Media

Follow us on for important news and links to other sources of help and information.



@COLHousing



@COLHousing

By post

We will write to you about important matters relating to your tenancy and your estate.

Noticeboards

We provide noticeboards on your estates, which are normally located in entrance lobbies and other public areas. Look out for information and news relating to your estate and local area, plus estate cleaning and caretaking information.

Leaflets

We produce a range of leaflets about important issues. These are available from your estate office, or from our website.

Annual reports

Every year, we publish a report about our performance in managing your home and estate. This is normally sent to estate offices and issued digitally through our newsletter in September and relates to the previous financial year.

Listening to your views

We encourage residents to engage with us so that we take your views into account and use them to change and improve our services on your estates. We will ask you for feedback in numerous ways:

Surveys

Including a tenant satisfaction survey carried out every year.

Complaints

We have a complaints process you can use if you are dissatisfied with a service you have received from us.

Consultations

As a Secure tenant, you have the right to be consulted under section 105 of the Housing Act 1985 on changes to the housing management service we provide.

We will consult tenants if the changes are likely to substantially affect tenants as a whole, or a group of them. This includes changes to management, maintenance, how we provide services, improvements to and demolition of properties, and changes to our housing management policies.

Major works consultations

If we are planning major repairs or improvements to your home or estate, we will let residents know about the proposals and carry out consultations on the proposals. Depending on the project, this may include meetings, surveys and focus groups.

Residents' Associations

We will work with residents' associations and other groups to listen to residents' views on the services we provide.

Getting involved

There are many ways for residents to work with us and get involved in estate matters. These include:

Community Projects & Events

We work with residents to organise community events and one-off projects that bring people together on their estates.

Residents' Associations & Clubs

Some estates have residents' associations (RAs), which meet regularly to discuss estate issues. The City Corporation offers support to existing RAs to help them function and ensure they are open and democratic, as well as support to set up new associations on estates that don't have one. Some of them bid for funding to organise community events. Some estates have clubs which residents can join, for example those who enjoy gardening. To check whether your estate has a Residents' Association or club, or if you are interested in forming one, speak to your estate office.

Walkabouts & drop-ins

Walkabouts and drop-ins are your opportunity to speak to your estate team to ask any questions or offer any suggestions to improve life on your estate.

For walkabouts, residents can join estate staff on a walk around the estate where any areas of concern can be pointed out and discussed. Drop-ins usually take place inside a local venue and offer residents a chance to sit down with estate staff.

Find out the date of your next estate walkabout or drop-in on your estate webpage: **www.cityoflondon.gov.uk/housingstates** or contact your estate office.



Commonplace

The City of London Housing Commonplace is an online hub for consulting with residents. We want to make sure that we involve, communicate with, and listen to residents effectively. We want to know and understand residents and more importantly, what you think about our services and your neighbourhood.

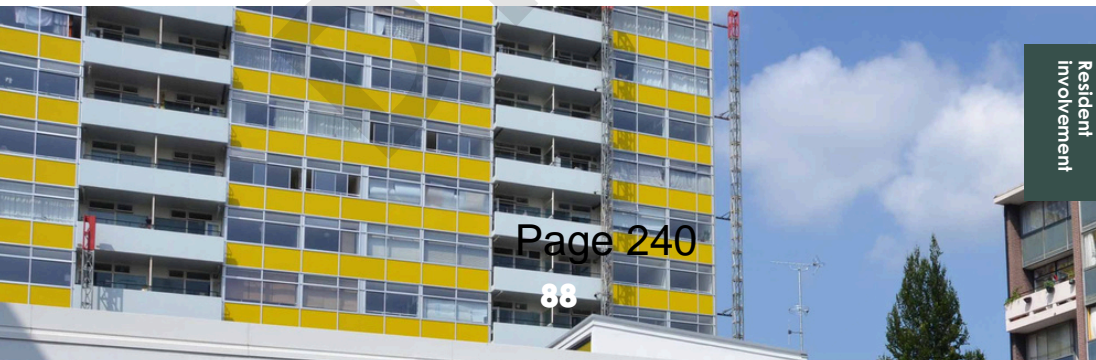
On our Commonplace, you will find information and consultations on a wide variety of City of London Corporation Housing related topics. It's important for us to hear what you think about what we are doing, so please do sign up.

Listening and responding to your feedback helps us give the best possible service. We also use this page to keep you updated on other ways residents influence what we do.

Community Spaces

Some of our estates have community centres which offer events, activities, and spaces for hire. Check whether your estate has community spaces by contacting your estate office or on our website: www.cityoflondon.gov.uk/housingestates

For more information, please visit: www.cityoflondon.gov.uk/residentinvolvement



Contacts & resources

Estate Teams:

Avondale Square Estate

020 7237 3753

avondalesquareestate@cityoflondon.gov.uk

City of London Almshouses & Gresham

020 7274 1337

almshouses@cityoflondon.gov.uk

Golden Lane Estate

020 7253 2556

goldenlane@cityoflondon.gov.uk

Harman Close

020 7237 1696

harman.close@cityoflondon.gov.uk

Holloway Estate

020 7607 3207

hollowayestateteam@cityoflondon.gov.uk



Isleden House

0207 226 2892

isleden.house@cityoflondon.gov.uk

Middlesex Street Estate

(Dron House, Spitalfields & Windsor House)

020 7247 4839

mse@cityoflondon.gov.uk

Southbank Estates

(including Horace Jones House & William Blake)

020 7620 3702

southwark@cityoflondon.gov.uk

Sydenham Hill Estate

020 7620 3702

sydenham.hill@cityoflondon.gov.uk

York Way Estate

020 7607 3119

yorkway.estateteam@cityoflondon.gov.uk

Housing services:

Benefits

020 7332 3937

benefits@cityoflondon.gov.uk

Communications

(Magazine, newsletters & website)

home@cityoflondon.gov.uk

Complaints & feedback

020 7033 6060

housing.complaints@cityoflondon.gov.uk

Estate Services

(Cleaning and grounds maintenance)

estateservices@cityoflondon.gov.uk

(Or speak to your estate office)

Major Works

dccs-majorworksteam@cityoflondon.gov.uk

New Developments

dccs-newdevelopmentsteam@cityoflondon.gov.uk

Home Ownership/Leaseholders

home.ownership@cityoflondon.gov.uk

Housing Needs

hadvice@cityoflondon.gov.uk

Resident Involvement

resident.involvement@cityoflondon.gov.uk

Repairs

0800 035 0003

propertyservices@cityoflondon.gov.uk

Out of Hours Emergencies

Between 5pm and 8am, emergencies only
call **0800 035 0003**

For urgent estate matters outside normal
office hours, other than repairs, please call
020 7256 6583

Rent

020 7332 1263

RentsTeam@cityoflondon.gov.uk

Rent arrears

Call your local estate office or email
incomerecoverofficer@cityoflondon.gov.uk

Other Useful Contacts

Gas emergency (National Grid)

0800 111 999

Electricity emergency (UK Power Networks)

0800 028 0247

Thames Water

0800 714 614

By Post

You can write to us at:

Barbican Estate Office
3 Lauderdale Place
Barbican
London
EC2Y 8EN

In Person

Our offices are open for anyone visiting, living or working on our estates. Staff can deal with general enquiries and aim to help you resolve any problems you may have, putting you in touch with the right service if you need additional help.

Contact us or visit

www.cityoflondon.gov.uk/housingstates for office opening hours.



Housing homepage

www.cityoflondon.gov.uk/housing



Your estate webpage

www.cityoflondon.gov.uk/housingestates



Housing policies

www.cityoflondon.gov.uk/housingpolicies



Communications

www.cityoflondon.gov.uk/housingcommunications



Complaints & feedback

www.cityoflondon.gov.uk/housingfeedback



Looking for a home

www.cityoflondon.gov.uk/lookingforahome



Pay your rent

www.cityoflondon.gov.uk/rent



Resident involvement

www.cityoflondon.gov.uk/residentinvolvement



Check your recycling service

www.recyclenow.com/recycling-locator
Or visit your council's website





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City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub - Committee	Dated: 30/06/25
Subject: Golden Lane Estate Update Briefing	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Providing Excellent Services Flourishing Public Spaces Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: Judith Finlay, Executive Director of Community and Children's Services	Judith Finlay, Executive Director Community and Children's Services
Report author: Peta Caine, Director of Housing	Peta Caine, Assistant Director- Housing

Summary

Proposals approved by Members in March 2023 around window and roof replacement on the Golden Lane Estate (GLE) gave an incomplete picture of the work and resources required.

It emerged late in 2024 that all required residential blocks on the GLE had not been registered as required with the Building Safety Regulator. This has since been rectified. However, this has prompted consideration of electrical upgrade, fabric repairs, fire safety, and redecoration works that were not previously included in the £29m package.

The March 2023 programme was not fully funded and unidentified Housing Revenue Account (HRA) were needed to deliver that plan.

To execute the works 2 options have been assessed (10 and 20 years) the option preferred by members is the 10 year programme commencing 2025. As a result, we have been asked to focus on working up the high-level costs needed to develop a 10-year programme to inform decision making.

Continued steps have been taken to support and communicate more effectively with affected residents. We are in discussion with GLERA in the first instance on a number of issues arising from the further delay of this project.

Recommendation(s)

Members are asked to:

Note the report.

Main Report

Background

1. Golden Lane Estate (GLE)

GLE is a Grade II Listed Estate consisting of nine blocks, one of the blocks, Crescent House, is a Grade II* Listed Building. The Estate was completed in the 1960s and consists of 559 homes.

Tenanted homes	285	51%
Leasehold homes	274	49%
TOTAL	559*	

* Does not include the 6 guest rooms

2. The Window programme - reasons for delay

Residents advise that the window replacement project has been discussed with them for 20 years. In March 2023 the C&CS Committee agreed the window works and roof coverings for Crescent House and the wider estate, highlighting the use of a pilot flat to demonstrate the potential on window repair & new glazing. The timescale put forward did not consider the impact of residents having to vacate their homes to allow the work to take place on the timescale for works, or the additional works required on the estate including fire safety and compliance works, fabric repairs or the sequencing of any works. The redecorations were subsequently removed and reduced to making good due to budgetary constraints. The report gave an incomplete picture of the work required, insufficient resourcing was identified and was therefore inaccurate and unachievable.

At the end of 2024, it was identified that not all residential blocks on the GLE had been registered as required with the Building Safety Regulator (BSR). All buildings of 18m high or seven storeys with at least 2 residential dwellings should have been registered with the BSR by the end of September 2023. The City of

London's team failed to do this. The submission was led by officers of the Corporation, who are no longer employed.

All of the buildings have since been professionally measured by a consultant. The implications of not recognising the blocks at the GLE as HRBs is critical because any works to be progressed in a HRB now need to be agreed by the BSR and there is a significant backlog of such work nationally sitting with them.

Basterfield, Bayer, Bowater, Cullum Welch and Hatfield Houses as Higher Risk buildings (HRBs) are now registered. By virtue of their physical connection to one or more of these buildings, Crescent House and Stanley Cohen House are also now registered.

Whilst those blocks are now registered, the impact means that we had to withdraw from the tender process.

In response to this critical development, a fire strategy commissioned for Crescent House contains a series of recommendations, but it critically assumes that all the flat entrance and communal door sets within the block are fire rated. We have to incorporate this element of work within the scope of works which is a contributory factor to the delay in terms of the surveys, design and planning/listed building consent associated with the fire door sets.

Although for residents this is deeply frustrating and distressing, progressing the works outlined in the previous programme was unlikely to be successful for the reasons outlined above.

We are now taking a holistic view of the GLE and ensuring a clear and integrated programme of works which will enable us to properly fulfil our Landlord obligations, ensure the compliance of key issues such as fire and other safety works are completed and essential planned maintenance work (such as electrical upgrades, fabric repairs and communal decorations) which weren't previously included in the package. We will achieve better value for money and aim to reduce as far as possible disruption for residents. This will put us in a better place for the future in building a prudent and practical approach to long term maintenance.

3. Finance

The programme as outlined in March 2023 was not fully funded and unidentified HRA savings were required to deliver the plan. The new programme has an expanded scope that includes all essential compliance works on the GLE. Detailed costings for Crescent House will be available in August 2025 following completion of the revised programme of works. Funding of each of the other phases will follow as the design is completed in November 2025 (Cuthbert Harrowing), April 2026 (Great Arthur House) with the remaining blocks concluded by August 2026. To facilitate a more urgent understanding of the likely finances required, we have asked our main consultant to provide a budget estimate. This will be available in April/May 2025 and will support budget planning.

4. The Proposed 10 Year - Accelerated Programme Option

Based on a 'combined package' approach, using different criteria. Instead of decanting 6 flats (as planned for the 20-year option) at a time, a total of 12 flats would be decanted at a time, but as part of separate contracts with different main contractors. This would allow for all works to be completed at one time in each block without splitting the work into two separate packages for 5 of the blocks, as with the 20-year programme.

Therefore, the idea would be to adopt the same approach as for Crescent House so that all of the other blocks are delivered as packages to deliver the works two blocks at a time, instead of one. Great Arthur House would progress concurrently.

With this 10 year programme, the programme costs would be front loaded and additional project managers, accommodation and decant support officers would be required. With the increased amount of work being undertaken at any one time, we would need more management capacity to manage the disruption and a potential increase in resident issues. Residents would be living on a building site for an extended period of time.

5. The short – term improvements we are seeking to either promote or expedite in summary below

- Considering a fuel payment for residents of GLE to recognise the disadvantage experienced arising from the delays.
- Communicating and coordinating more effectively.
- New project website - www.goldenlaneprojects.co.uk launched.
- Regular meetings with GLERA including attendance at the GLERA AGM in June 2025 and more frequent meetings with ward Members.
- A drop-in surgery every two weeks on GLE led by the AD Housing – first session took place 19 March 2025, attended by twelve residents.
- Consultation events and drop-in sessions for Major works projects.
- An additional senior member of staff to co-ordinate housing services on the estate to include all housing projects, repairs and maintenance housing management and estate services. The co-ordinator joined us 28 April 2025.
- New Repairs and maintenance contract should provide improvements in the delivery of R&M – more focus on planned, preventative work and less on reactive repairs.
- A deep clean of the communal areas of the Estate has taken place.
- Putting a plan in place for interim or 'meanwhile' health and safety repairs until such time as the major works are delivered.
- A fact sheet on Higher Risk Buildings (HRBs) has been produced for residents.
- Working with residents to appreciate the impact of the higher risk building status
- A leaseholder letter explaining the issues of betterment vs repair was sent to all leaseholders. We will have a continuous dialogue with leaseholders and all residents.

Key Data

A

Addressing the Key Issues and Risks – Disruption for Residents

Resident Decanting and storage of goods is required because of health and safety and spatial concerns. The full extent of decanting required will be finalised once there are contractors on board. There will also be disruption caused by the number of contractor site set-ups required to accommodate a number of contractors operating on GLE at any one time. We recognise that this issue is critical to residents and we will look to give residents as much clarity as possible in this area.

B

Addressing the Key Issues and Risks – Availability of Funding

Our lead consultant has been asked to provide us with a budget estimate which will be suitably caveated and should be available by the end of April / early May 2025.

C

Addressing the Key Issues and Risks – Change from Gas to Electric Heating for some Homes at Crescent House

Some homes in Crescent House have their gas flues that go through glazing. This cannot be accommodated by the proposed vacuum glazing of the refurbished windows that have been designed for Crescent House. This will mean that electric heating will be required. Legal advice has been received on this issue. We have put forward 2 options to leaseholders for further discussion.

D

Addressing the Key Issues and Risks – Leaseholder Recovery – Repair Vs Betterment and Dispensation Required

A letter has been written to leaseholders recently outlining the internal legal advice received on this issue. To develop the expanded scope of works we need to extend the appointment of the lead consultant Studio Partington and appoint a number of consultants in the areas of fire safety, mechanical and electrical, and post contract professional services. These appointments would ordinarily be subject to Section 20 Consultation but we may have to seek dispensation as an alternative because framework mini tenders may be the appropriate way to stay on track. The cost implications of this are yet to be confirmed.

E

Addressing the Key Issues and Risks – Communication with Residents

Due to the nature and length of this project it is critical that a good working relationship is developed with residents. Work is being done to reset our relationship with GLERA and residents. Of late this includes direct communication with every household, updating the project website, holding resident consultation events, the next one is planned to take place 1 May 2025, holding surgeries on the estate and employing a GLE Co-ordinator to systemise our multi-disciplinary work at GLE.

F

Addressing the Key Issues and Risks – Resourcing: City of London Corporation and Contractors

This project requires a team that is assembled to see this project through to completion to cover project, construction management. There is an Issue Report on this agenda that covers the Organisational Restructure of the Major Works team. The proposed reorganisation will develop the foundations needed to steward this and other major works programmes successfully.

Contractor

Any contractors used will have to have knowledge of working on listed buildings in general and have the skills necessary to do the specialist works required to the windows specified for Crescent House.

G

Addressing the Key Issues and Risks – Site Management and Co-ordination

We may have as many as 3 contractors on site at any time, they will have to manage in relatively close proximity. Thought will have to be given to site setup and welfare facilities. There will also be other major works projects on the GLE including the Great Arthur House roof refurbishment, podium waterproofing and the Leisure Centre refurbishment.

H

Addressing the Key Issues and Risks – Health and Safety and Winter Measures

Health and Safety Works

There is likely to be a requirement for health and safety meanwhile window repairs, intended to preserve the health and safety of frames and sashes until such time as the major works are delivered.

Winter Measures

The previous Head of Major Works implemented the purchase and supply of draught excluders, curtains, drapes etc. and potentially flooring to mitigate the impact of the works being delayed further.

Thought is being given to the development of a fuel payment to recognise the disadvantage experienced arising from the delays experienced by residents living at Crescent House. A proposal will be brought to CCS in June 2025.

Appendices

None

Peta Caine

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City of London Corporation Committee Report

Committee: Housing Management and Almshouses Sub-Committee	Dated: 30/06/25
Subject: Estate Services Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	<ul style="list-style-type: none"> 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 and Children's Services	
Report author: Greg Nott, Estate Services Manager, Department of Community and Children's Services	

Summary

Housing's Estate Services team is responsible for cleaning, caretaking and gardening on the City Corporation's social housing estates. The team complete regular inspections of communal areas to monitor cleaning standards, identify hazards and conduct compliance checks on components such a fire doors.

This report summarises how the team operates and updates Members on the inspections and standards regime currently in use across the Corporation's Housing Revenue Account (HRA) estates.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The Estate Services Team is responsible for cleaning, caretaking and gardening activity across the City Corporation's housing estates. The team is led by an Estate Services Manager, who reports to the Head of Housing Management. There are five Estate Supervisors, who manage local teams of Porter/Cleaners and Gardeners (a total of 34 across all sites).
2. All cleaning and gardening activity is carried out by in-house staff, except for some specialist work (such as window cleaning and tree surgery) which are contracted out.
3. This report explains how estate standards are monitored to ensure that communal areas are cared for effectively by the Estate Services Team.

Current Position

Estate Inspections

4. We carry out approximately 70 inspections per month across our estates. These inspections include:
 - **Building safety inspections** which cover the internal areas of our blocks and relate to safety systems and estate standards.
 - **Quarterly grounds safety and standards inspections** which cover our external areas
 - **Playground checks** which are carried out monthly when a quarterly grounds inspection hasn't been carried out.
5. The inspections work by breaking down each element of a block (e.g. lifts, lobbies, stairwells) or an external area (paved areas, green areas, playgrounds, car parks) into sections which are then checked and graded individually against an objective standard. Each element is graded from A (Excellent) to E (Unacceptable). Full details of the grading system can be found in our Estate Standards (**Appendix 1**), which are available on our website or upon request.
6. Each grade goes up by single point increment, starting at zero for an E grade up to four points for an A grade, and these points are accumulated at the end of the inspection to provide an overall percentage score for the block or external area in question.

7. This percentage provides a basis for the standards part of the inspection. The expectation is to achieve 75% or higher, with any score below this being considered unacceptable. Where remedial action is needed, this is progressed by the relevant Estate Supervisor with their team, or by referring actions to colleagues within the Housing team (e.g. Property Services). Further information on recent performance is shown below.
8. Each inspection results in a report, which includes photographs taken during the inspection and details of any actions raised. An example report is shown at **Appendix 2**.
9. Actions or issues identified during inspections are raised and referred to the appropriate teams or individuals by the Estate Supervisors. These can be referenced again in the inspections if required, and deadlines monitored centrally.

Estate Inspection Software

10. We use software called *iAuditor* to carry out our inspections. In addition to providing the template for the inspection, it also provides helpful functions such as the ability to raise actions with pictures that can be sent to other teams. Actions can also be tracked and notifications received when they are due, overdue or complete.
11. *SweepUp* is the system we are adopting to allow our estate teams to schedule their daily tasks. This system provides a breakdown of their daily task lists which they can complete as they go, updating progress on mobile devices. It also enables Estate Supervisors to assign and update tasks and includes a messaging service to communicate and report on issues among the team. *SweepUp* has a reporting function which, once fully implemented, will provide detailed performance information about estate cleaning activity.

Staff Resources

12. Estate management is a resource-intensive function, and the inspections regime requires significant time and effort on the part of the Estate Supervisors to fulfil the scheduled checks.
13. Recent regulatory and legislative changes have also brought additional expectations around compliance and building safety issues, which require regular checks.
14. A review of staff resources has been undertaken, and officers are considering options for additional posts within the team which will focus on inspections and regularly scheduled compliance checks. This proposal is subject to funding and the required approvals, and Members will be updated in due course.

Performance

15. A summary of performance (as of 31 March 2025) is shown below.

Measure	Performance	Notes
Monthly internal block Inspections Completed in target	100%	
Quarterly grounds inspections completed in target	100%	Figure for Q4 2024/5; Q3 performance 94%
Quarterly Fire Door Checks Completed	100%	
Property Information Box Checks Completed	96%	
Grounds inspections meeting minimum standard	67%	2024/5 average 80%
Internal inspections meeting minimum standard	90%	2024/5 average 81%
Average grounds inspection score	78%	Average across the year was 78%
Average internal block inspection score	81%	2024/5 average 79.4%

16. Members may wish to note that the above performance measures form part of the regular Housing Performance Dashboard which is submitted to this Sub-Committee. The Performance Dashboard will provide a regular and more detailed picture of performance against the above measures.

17. Performance in some areas fluctuated over the course of 2024/25 and closer attention is being paid to ensuring that standards are maintained consistently between inspections. The implementation of *SweepUp* will enable closer monitoring of task completion at local level, meaning that remedial action can be taken much more quickly if required. This should drive an improvement in scores and the proportion of inspections meeting the minimum standard.

Communication with Residents

18. It is accepted that communication with residents on inspection outcomes must improve. Inspection results were regularly posted in notice boards on estates; however, this has not been consistent in recent months due to resource constraints. Officers are now considering how best to publish results and intend to make better use of the corporate website to disseminate information on inspection outcomes.

19. Additionally, we are planning to carry out a resident engagement exercise to seek people's views on the information they would like to see on estate standards and inspection results, to ensure that it is informative and relevant to them, and in a useful format.

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

20. The Estate Services team is responsible for cleaning, caretaking and gardening across the City Corporation's housing estates, with a team of over 30 in-house staff dispersed across the various sites.

21. A programme of inspections is in place to monitor compliance with service standards and other obligations related to safety in communal areas, the inspections being carried out using specialist software. Additionally, a new software system has been procured which will enable better monitoring of routine cleaning and caretaking tasks.

22. Team resources are being reviewed to ensure that workloads are manageable and that we are in the best place to deliver against the commitments we have made to residents.

23. Communication on service performance requires improvement, and we intend to engage with residents to inform changes to reporting on performance, as well as inspection results and outcomes.

Appendices

- Appendix 1 – Estate Standards
- Appendix 2 – Example Estate Inspection Report

Greg Nott

Estate Services Manager

Department of Community and Children's Services

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Estate Services Standards 2024

City of London Housing Service

**Department of Community and
Children's Services**



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Version	Date	Numbers	Signature
2.0	9/1/24	Complete Document	Greg Nott
1.0	26/9/19	Complete Document	Greg Nott

Introduction

The Standards contained in this document have been introduced to assist the City of London Housing Service in its continued effort to provide high quality estate services to its residents.

Estate services include the cleaning, caretaking and grounds maintenance duties across all the City of London's housing estates.

Through these standards, we aim to provide a clear and detailed framework using a simple grading system, which is routinely assessed for quality assurance. The results will then be reported to residents and used by managers to improve service quality and overall standards.

Responsibilities

Estate Services Team

Estate Cleaners – Responsible for the cleaning and maintenance of the estates. The caretakers are expected to report any health and safety concerns, repairs, ASB or housing management issue.

Gardeners - Responsible for the ground maintenance of the estates. The gardeners are also expected to report any health and safety concerns, repairs, ASB or housing management issue.

Estate Supervisors – Responsible for the supervision of the estate caretaking teams. The supervisor's main role is to ensure the estates are maintained and kept up to a high standard by carrying out regular inspections, issuing actions as required and monitoring progress. This includes following up on any actions, carrying out investigations as required and ensuring health and safety on the estates is a priority and continued area of focus.

Standards of Service

To be able to provide a fair and reasonable assessment of the quality of the service provided, consideration must be given to the condition of the buildings. This may include:

- General wear and tear of the building and fixtures/fittings
- Areas requiring major repair works
- Irreparable damage
- Ingrained stains and burn marks

As these issues are likely out of the control of the caretaker and the remit of their responsibility, this should be considered when carrying out an assessment of the cleanliness of the building or communal area.

Allowances should also be made for unforeseen circumstances, such as adverse weather conditions, which could affect the outcome of an assessment.

Frequency of tasks will follow service level requirements. Tasks will be prioritised if an assessment determines greater attention needs to be applied to areas of concern.

Grading System

A

Excellent

Exceptionally high standard which we aim to achieve across most areas. The area will have no marks, stains, litter or detritus apparent. Consideration will be given to providing an exception where physical markings are ingrained into the fabric of the building or common parts.

B

Good

The area will be of high standard with no clear signs of dirt, litter or detritus. It will be noticeably clean and tidy however at closer inspection may have a few signs of detritus, stains or removable marks. This grade will count as a pass; however, inspectors will note potential areas of improvement or areas where programmed works may be required.

C

Room for Improvement

The area will be of an acceptable standard with some minor signs of dirt, litter or detritus. It will be relatively clean and tidy but may have a few signs of detritus, stains or removable marks. This grade will count as a acceptable; however, inspectors will note areas of improvement or areas where programmed works may be required.

D

Poor

This area is below standard and will typically have signs of dirt, stains, marks litter or detritus noticeable to persons passing through. It will likely be apparent that the area is not regularly cleaned due to the build-up of dirt and debris and would be expected to be cleaned to bring it up to an acceptable standard.

E

Unacceptable

The area will be of a very low standard typically with highly visible dirt, marks, stains, litter and detritus. It may potentially present risks to the health and safety of persons passing through due to hazards. It will be likely the area has not been cleaned or maintained regularly and is regarded as a totally unacceptable standard which requires immediate action.

Door Entries and Entrances



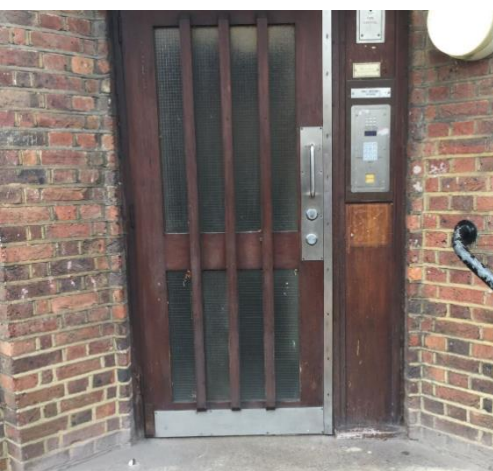
Excellent

- Area is swept and free of litter, refuse or detritus
- Door and any glazed parts look clean and there are no visible removable marks, stains or dust
- No bulk items and the area is free of any obstruction
- Door is secure and closes properly without assistance



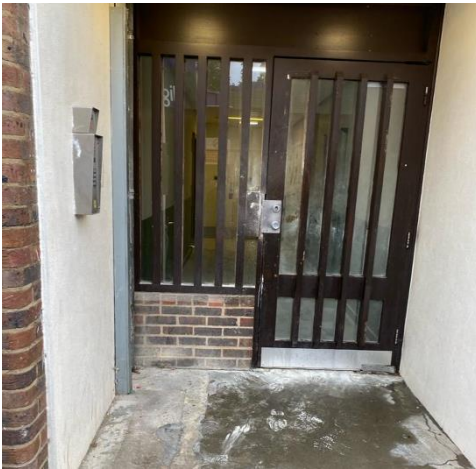
Good

- Area is generally clear with minimal litter or detritus
- Very few removable marks and stains visible on door and glazed parts
- Bulk items removed or made safe and reported
- Area requires little attention to return it to an A standard



Room for Improvement

- Area has been swept but there might be some litter or detritus
- Some minor visible removable marks and stains on door and glazed parts
- Bulk items removed or made safe and reported
- Cleaning is taking place as planned with room for improvement



Poor

- A noticeable build up of litter, detritus or refuse
- Removable marks and stains highly visible on door and glazed parts
- A 'D grade' area may also have bulk refuse in an unsafe position or other health and safety hazards, e.g. faeces, sharp objects, obstructions



Unacceptable

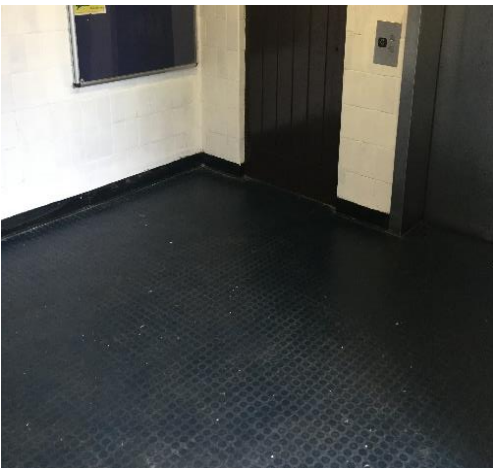
- Excessive build ups of litter, detritus or refuse
- Removable marks and stains highly visible on door and glazed parts with severe amounts of dust and/or dirt
- An 'E grade' area will also have bulk refuse in an unsafe position or other health and safety hazards, e.g. faeces, sharp objects, obstructions

Lobbies



Excellent

- Area is swept and free of litter, refuse or detritus
- Area looks clean and there are no visible removable marks, stains or detritus
- Bulk items removed or made safe and reported
- Area looks well-maintained and clean



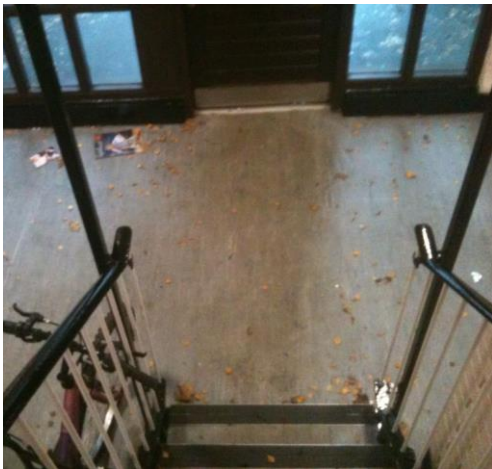
Good

- Area is not completely free of litter, refuse, detritus or refuse, but is generally clear
- Very few removable marks and stains visible
- Bulk items removed or made safe and reported
- Area requires little attention to return it to an A standard



Room for Improvement

- Area may have some noticeable but minor litter, detritus or refuse
- Some visible removable marks and stains
- Bulk items removed or made safe and reported
- Cleaning is taking place as planned but there is room for improvement



Poor

- Noticeable build up of litter, detritus or refuse
- Removable marks and stains highly visible
- A 'D grade' area may also have some bulk in an unsafe position or other health and safety hazards, e.g. faeces, sharp objects



Unacceptable

- Excessive build up of litter, detritus or refuse
- Removable marks and stains highly visible
- The area has bulk or hazardous items in an unsafe position or other health and safety hazards, e.g. faeces, sharp objects
- No attempt has been made to clean or clear the area in some time

Noticeboards



Excellent

- Noticeboard is in excellent condition, very clean with no repairs required.
- All notices are relevant (i.e. in date), tidy and in good condition.
- Information relating to the estate teams and housing services is available.



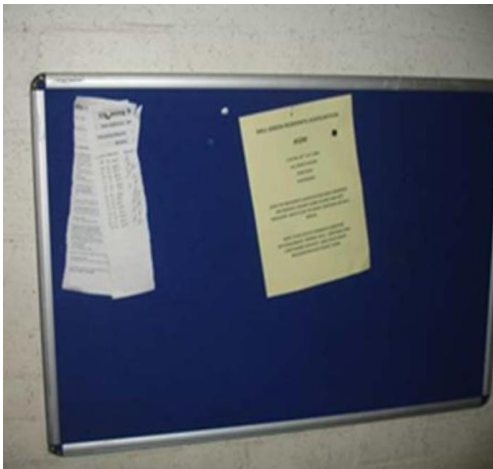
Good

- Noticeboard is in good condition, some minor marks but clean with no repairs required.
- All notices are relevant, tidy and in good condition.
- Information relating to the estate teams and housing services is available.



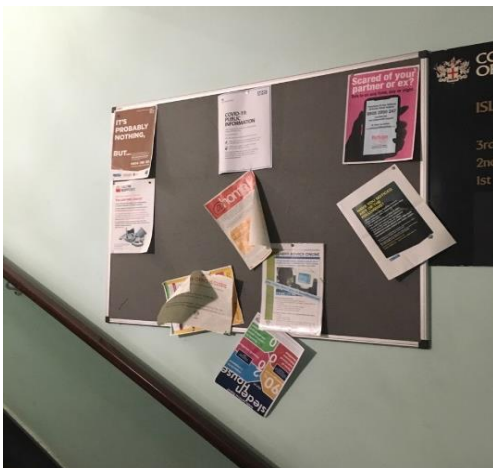
Room for Improvement

- Noticeboard is in fair condition, some removable marks and/or repairs required.
- Limited, inappropriate and/or damaged notices
- No estate team or housing services information



Poor

- Noticeboard is in poor condition, damaged and requires replacing.
- Very limited, inappropriate and/or damaged notices
- No estate team or housing services information



Unacceptable

- Noticeboard is in an Unacceptable condition, is damaged, hazardous and requires replacing.
- Has no appropriate and/or has many damaged notices
- No estate team or housing services information

Lifts



Excellent

- Floor is completely clear of litter, detritus, marks and stains
- There is no buildup of litter or detritus in the corners
- Walls and doors are clean and free of removable marks, stains, detritus and graffiti
- Alarm bells working
- Defective lifts reported



Good

- Floor is visibly clear of litter and detritus but may have very minor marks and stains
- The corners are clear, and the floor appears clean
- Walls and doors are predominantly clean
- Alarm bells are working
- Any defects have been reported



Room for Improvement

- There may be some minor litter or detritus present
- The corners are mostly clear, and the floor appears clean
- Walls and doors are predominantly clean
- Alarm bells are working
- Any defects have been reported



Poor

- Buildup of litter and detritus is noticeable; and/or
- Dirt and detritus is visible in corner and on lower walls; and/or
- Some removable stains and marks are highly visible on walls
- Alarm bells working
- Any defects have been reported



Unacceptable

- Excessive buildup of litter and detritus on floor; and/or
- Many removable marks and stains are highly visible on walls and floors; and /or
- Health and safety hazards are present in lift; and/or
- Alarm bells are not working, or defects have not been reported

Stairs and Stairwells



Excellent

- Stairs clean and free of litter, detritus and refuse
- Floor, walls and skirting boards are free of marks and stains
- Banisters, rails and ledges area clean and free of dust
- No bulk refuse



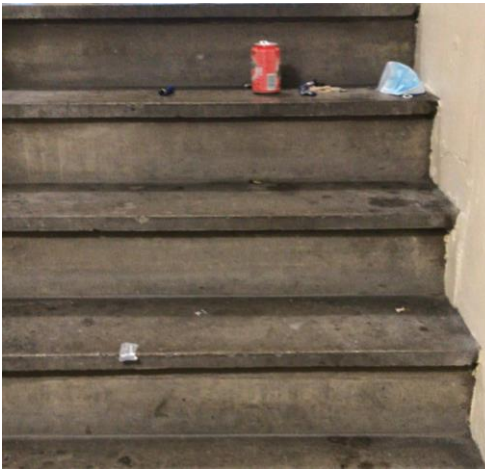
Good

- Minimal litter, detritus or refuse build up on stairs
- Floor, walls and skirting generally clean with few marks and stains present
- Minimal dirt or dust on rails and banisters
- No bulk refuse or it has been made safe with collection arranged



Room for Improvement

- Some minor signs of litter, detritus and refuse; and/or
- Some minor marks and stains on floors and walls
- Rails and banisters are dusty
- No bulk refuse or it has been made safe with collection arranged



Poor

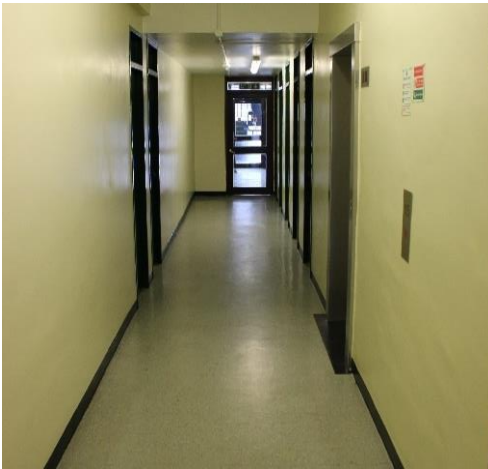
- Noticeable buildup of litter, detritus and refuse; and/or
- Marks and stains on floors and walls
- Rails and banisters are dusty
- No bulk refuse or it has been made safe with collection arranged



Unacceptable

- Excessive buildup of litter, detritus and refuse; and/or
- Many marks and stains on floors and walls; and/or
- Rails and banisters may be very dusty; and/or
- Bulk refuse is present that's has not been made safe or reported

Floors, Corridors and Balconies



Excellent

- Area is swept and free of litter, refuse or detritus
- Area looks clean and there are no visible removable marks, stains or detritus
- No Bulk items
- Area looks well maintained and cleaning is taking place regularly



Good

- Area is not completely free of litter, refuse, detritus or refuse, but is generally clear
- Very few removable marks and stains visible
- Bulk items removed or made safe and reported
- Area requires little attention to return it to an A standard



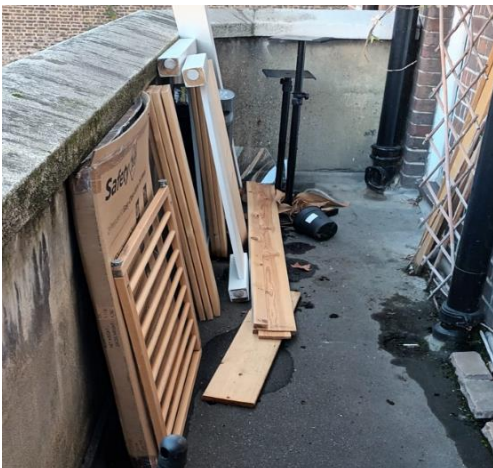
Room for Improvement

- Area has not been swept resulting in noticeable litter, detritus or refuse
- Some visible removable marks and stains
- Bulk items removed or made safe and reported
- Clear that cleaning is taking place as planned but some room for improvement



Poor

- Build up of litter, detritus or refuse
- Removable marks and stains highly visible
- A 'D grade' area may also have bulk in an unsafe position or other health and safety hazards, e.g. combustible materials, sharp objects



Unacceptable

- Excessive buildup of litter, detritus or refuse
- Removable marks and stains highly visible
- Area will also have bulk in an unsafe position or other hazards of health and safety concern , e.g. combustible materials, sharp objects

Windows and Glazing



Excellent

- Window is clean and clear with no marks and smears with a clear view through.
- Window frames and ledges are clear of dirt, dust, detritus and cobwebs



Good

- Window is generally clean and clear with any marks or smears being minor
- No visible or very few cobwebs
- Minimal evidence of dirt, dust and/or detritus on window frame or ledges



Room for Improvement

- Window has some noticeable marks and smears; and/or
- Some minor Cobwebs; and/or
- Minor buildup of dirt, dust or detritus on window frames or ledges



Poor

- Window displays many marks and smears
- Many cobwebs present around the window
- Clear buildup of dust, dirt or detritus on window frames or ledges



Unacceptable

- Window displays excessive marks and smears to the extent that it reduces visibility; and/or
- Excessive amount of cobwebs; and/or
- Excessive buildup of dust, dirt or detritus on window frames or ledges

Lights



Excellent

- All light bulbs are working
- Light and surrounding areas are free of dirt, marks, stains, dust and cobwebs
- Light shade is clean and translucent



Good

- All light bulbs are working
- Light and surrounding area are generally free of dirt, dust, cobwebs and stains
- Light shade is generally clean



Room for Improvement

- All light bulbs are working
- Noticeable levels of dirt, dust, cobwebs on and around light
- Light shade is generally clean but there is some room for improvement



Poor

- There may be a buildup of dirt, dust and cobwebs on and around the light; and/or
- The light shade may be visibly dirty



Unacceptable

- One or more light bulbs is defective
- There is an excessive buildup of dirt, dust and cobwebs on and around the light
- The light shade is noticeably very dirty

Chutes, Hoppers and Chute Rooms



Excellent

- Area has been washed and disinfected recently and is relatively free of bad odours
- Area is clear of any litter, detritus and refuse
- No bulk items are present or have been made safe and are awaiting collection
- No hazards or blockages



Good

- There are few removable marks and stains
- There are only minimal quantities of litter, detritus or refuse present
- Area is predominantly clean
- No hazards or blockages



Room for Improvement

- Some minor signs of litter, detritus and refuse
- Some minor stains on chute hopper
- Cleaning is taking place regularly as planned but there is room for improvement
- No hazards
- Some minor blockages



Poor

- Noticeable litter, detritus and refuse
- Stains on chute hopper and/or floor
- Some bulk items in area
- Not clear that cleaning is taking place as regularly as planned
- No hazards
- Some blockages



Unacceptable

- Excessive litter, detritus or refuse; and/or
- Multiple stains on chute hopper or floor; and/or
- Bulk item/s stored inappropriately; and/or
- Hazardous items present; and or
- Area appears very unclean and there may be offensive odours
- Severe blockages

Bin Chambers and Refuse Areas



Excellent

- Bin chamber/s is clear of blockages
- Floor is completely clear of litter and refuse
- Floor and wall are clean with no removable stains or marks
- Chamber has been washed recently



Good

- Bin chamber/s is clear of blockages
- Floor area has only minimal litter, refuse and removable marks and stains
- If bins are full any extra rubbish is placed neatly in black bags
- Chamber has been washed recently



Room for Improvement

- The bin chamber may be blocked without appropriate action taken to unblock it
- Litter, refuse removable stains and marks are visible
- Bin chamber may have been cleared but needs to be washed down



Poor

- Noticeable litter, detritus and refuse
- Stains on chutes, walls and/or floor
- Some bulk items in area
- Not clear that cleaning is taking place as regularly as planned
- No hazards
- Some blockages



Unacceptable

- The bin chamber may be blocked without appropriate action taken to unblock it
- Excessive amount of litter and/or refuse
- Removable stains and marks clearly visible
- Bulk items and/or hazards present
- Bin chamber is not clean or washed and/or there are offensive odours

Pathways, Pavements and Courtyards



Excellent

- Area is clear of litter, detritus and leaves
- Bulk items are not present or have been made safe and collection arranged
- No hazardous items
- Cleaning has taken place regularly



Good

- Predominantly free of litter and detritus with no accumulations of leaves
- Would require little work to return area to an A standard
- Bulk items are not present or have been made safe and collection arranged



Room for Improvement

- Some litter, detritus and leaves are noticeable, including some accumulations of leaves
- Cleaning has taken place as planned but there is room for improvement
- No hazardous items
- Some bulk may be present due for collection



Poor

- A buildup of detritus and litter; and/or
- Bulk refuse present that has not been made safe or reported; and/or
- No evidence to show that cleaning has taken place as regularly as planned



Unacceptable

- Excessive buildup of detritus and litter; and/or
- Excessive amounts of bulk refuse present that has not been made safe or reported; and/or
- Hazardous items are present
- No evidence to show that cleaning has taken place as regularly as planned

Grass Areas



Excellent

- Area is completely free of litter and refuse
- Bulk refuse is either not present or has been made safe and is awaiting collection
- Grass cut back and maintained to a high standard
- No hazardous items



Good

- Area is predominantly clear
- Litter and/or refuse is present, but minimal
- Bulk refuse either not present or has been made safe and is awaiting collection
- Grass cut back and maintained to a reasonable standard
- No hazardous items



Room for Improvement

- Some minor litter and refuse
- Bulk refuse either not present or has been made safe and is awaiting collection
- Grass may be becoming slightly overgrown and uneven
- No hazardous items



Poor

- A build up of litter and refuse; and/or
- Bulk refuse present that has not been made safe or reported; and/or
- Grass is overgrown and/or dying out



Unacceptable

- An excessive build up of litter and refuse; and/or
- Bulk refuse present that has not been made safe or reported; and/or
- Grass is very overgrown and/or dying out
- Hazardous items are present

Shrubs, Beds and Trees



Excellent

- Area is completely free of litter and refuse
- Bulk refuse is not present
- Hedgerows and shrubs cut back, shaped and maintained to a high standard
- No hazardous items



Good

- Area is predominantly clear
- Litter and/or refuse is present, but only very minor
- Bulk refuse either not present or has been made safe and is awaiting collection
- Hedgerows and shrubs cut back and maintained to a reasonable standard
- No hazardous items



Room for Improvement

- Some buildup of litter and refuse, but not much
- Bulk refuse may be present but has been made safe and is awaiting collection
- Hedgerows and shrubs are growing uneven
- No hazardous items



Poor

- Buildup of litter and refuse is noticeable
- Bulk refuse either not present or has been made safe and is awaiting collection
- Hedgerows and shrubs are becoming overgrown and uneven
- No hazardous items



Unacceptable

- Build up or litter and refuse is excessive and highly noticeable; and/or
- Bulk refuse present that has not been made safe or reported; and/or
- Hedgerows and shrubs are very overgrown and/or dying out
- Hazardous items are present

Car parks and Roads



Excellent

- Area is swept and free of litter, detritus and weeds
- Any abandoned or illegally parked vehicles have been reported
- No bulk items
- No hazardous items



Good

- Area is predominantly clear of litter and detritus
- Any abandoned or illegally parked vehicles have been reported
- Any bulk items have been reported with collection arranged
- No hazardous items



Room for Improvement

- Area has some minor buildup of litter, detritus and weeds
- Any abandoned or illegally parked vehicles have been reported
- Any bulk items have been reported with collection arranged
- No hazardous items



Poor

- Area has noticeable buildup of litter, detritus and weeds
- Any abandoned or illegally parked vehicles have been reported
- Any bulk items have been reported with collection arranged
- No hazardous items



Unacceptable

- Area has excessive buildup of litter, detritus and weeds
- One or more abandoned or illegally parked vehicles have not been reported; and/or
- Bulk items present have not been made safe and reported; and/or
- Hazardous items present

Play Areas



Excellent

- Area is clear of litter, detritus and weeds
- Play equipment is clean and in good working order
- No bulk or hazardous items



Good

- Area is predominantly clear of litter, detritus and weeds
- Play equipment is either in good working order or has been cordoned off, made safe and reported
- No bulk or hazardous items



Room for Improvement

- Some minor signs of litter, detritus and/or weeds
- Play equipment is in good working order or has been cordoned off, made safe and reported
- No bulk or hazardous items



Poor

- Noticeable build up of litter, detritus and/or weeds
- No hazardous items and play equipment is in good working order or has been cordoned off, made safe and reported



Unacceptable

- Excessive buildup of litter, detritus and weeds
- Bulk and/or hazardous items present
- Defective play equipment that has not been dealt with appropriately

Intakes and secure areas



Excellent

- Area is swept and clear
- All locks are working and no repairs needed
- No bulk or hazardous items present
- Area free to access without obstruction



Good

- Area is predominantly swept and clear. Only minimal amounts of dust, litter and detritus
- All locks are working or if defective have been reported
- No bulk or hazardous items present
- Area free to access without obstruction



Room for Improvement

- Area is not adequately swept resulting in a buildup of dust, litter or detritus
- All locks are working or if defective have been reported
- No bulk or hazardous items present
- Area free to access without obstruction



Poor

- The area has a buildup of litter, dust or detritus;
- Defective locks or repairs that have been reported; and/or
- Bulk items present;
- No hazards



Unacceptable

- The area has an excessive buildup of litter, dust or detritus; and/or
- Defective locks or repairs that have not been reported; and/or
- Bulk or hazardous items present
- Access to areas blocked

Signage



Excellent

- Signage is in excellent condition
- Signage is clear and easily visible
- No damage or repairs required
- No graffiti
- Signage is clean with no removable marks



Good

- Signage is in good condition
- Signage is clear and easily visible
- Some minor wear and tear and/or repairs required
- No graffiti
- Signage is clean with no removable marks



Room for Improvement

- Signage is in reasonable condition
- Signage is clear
- Some wear and tear or repairs required; and/or
- Some very minor graffiti or scratching; and/or
- Signage has some removable marks



Poor

- Signage is in poor condition
- Signage is not clear; and/or
- Signage is damaged and requires replacement; and/or
- Signage has graffiti; and/or
- Signage has removable marks



Unacceptable

- Signage is in unacceptable condition
- Signage is completely cover or indistinguishable
- Signage is broken or missing
- Signage has offensive graffiti; and/or
- Signage has excessive unremovable marks

Contact Information

By Phone

Main Guildhall Switchboard 0207 606 3030
Repairs 0800 035 0003

By Email

Complaints - housing.complaints@cityoflondon.gov.uk

Repairs - propertyservices@cityoflondon.gov.uk

General Enquiries – estateservices@cityoflondon.gov.uk

Online

Visit - www.cityoflondon.gov.uk/services/housing/housing-services/estate-services



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Building Safety Inspection

Dron House Block C / 14 Apr 2025

Complete

Score	33 / 39 (84.62%)	Flagged items	0	Actions	0
Site conducted	Dron House Block C, Tower Hamlets, Dron House				
Date of Inspection	14.04.2025 14:51 BST				
Conducted by	Gavin Orr				
Location	Dron House, Adelina Grove London England E1 3AB United Kingdom (51.519252787387536, -0.055027332807280345)				

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Does the block have a property information box?

Yes



Photo 1

Is the PIB secure?

Is there a site map/s?

Is there an evacuation procedure/Fire safety policy?

Is there a vulnerable persons listing?

Is the door entry system in working order and secure?

Yes



Photo 2

Rate the cleaning standard of the door entry

B



Photo 3

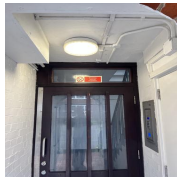


Photo 4



Photo 5

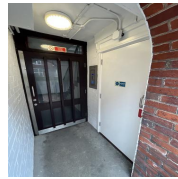


Photo 6

Fire alarm panel

Is the fire alarm panel showing any faults?

N/A

Signage

Is all signage in place and in good condition?

Yes

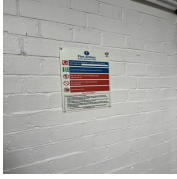


Photo 7



Photo 8



Photo 9



Photo 10

Signage should be in place and good condition for instruction is clearly visible.

Rate the cleaning standard of the Lobby

B

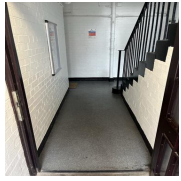


Photo 11

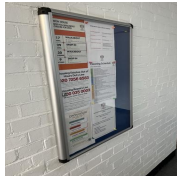


Photo 12

Lifts

Is the lift/s? in working order?

N/A

Are there landings, balconies and/or corridors clear of obstruction?

Yes

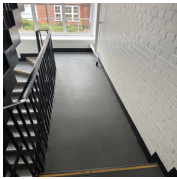


Photo 13

Areas should be free of hazard and obstruction with 900mm minimum clearance for escape routes.

Rate the cleaning standard of the Landings, Balconies & Corridors

B

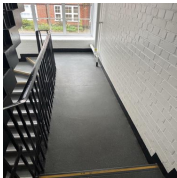


Photo 14

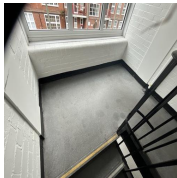


Photo 15

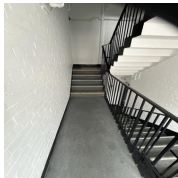


Photo 16

Fire Doors

Are all communal/fire doors in good working order?

Yes

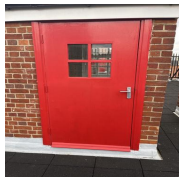


Photo 17

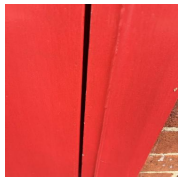


Photo 18



Photo 19

Communal doors should be in good condition and close completely flush with no gaps or obstructions.

Heat/Smoke detectors

Is there any visible damage to heat/smoke detectors?

N/A

Smoke ventilation system

Is there any visible damage to the smoke ventilation system?

N/A

Sprinklers

Is there any visible damage to the sprinklers?

N/A

Chutes

Are the chute hoppers in good condition?

N/A

Wet/Dry Risers

Are the Wet or Dry Risers secure and in good condition?

N/A

Is the stairwell in safe condition?

Yes

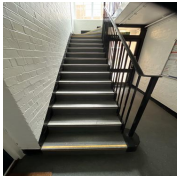


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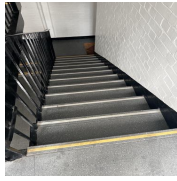


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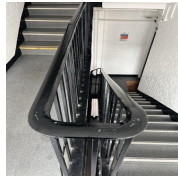


Photo 22

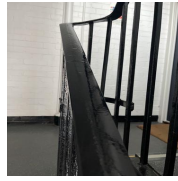


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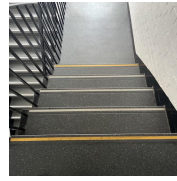


Photo 24

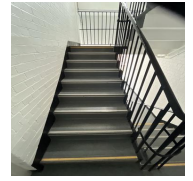


Photo 25

Areas should be free of hazard and obstruction for escape routes.

Rate the cleaning standard of the starwells

B

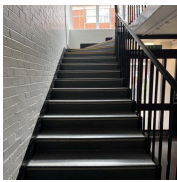


Photo 26

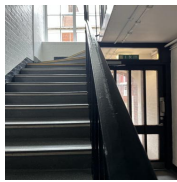


Photo 27

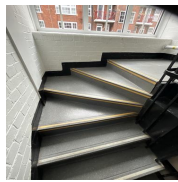


Photo 28

Are windows in safe working condition?

Yes



Photo 29

Windows should be in working order, free of damage and have any restrictors in place where applicable.



Rate the cleaning standard of the windows

A



Photo 30

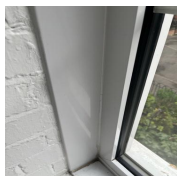


Photo 31



Photo 32

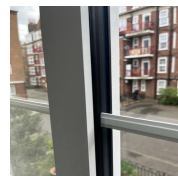


Photo 33

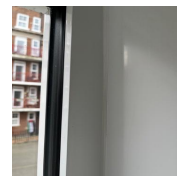


Photo 34



Photo 35

Is the roof area free of obstruction or hazard?

Yes

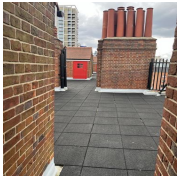


Photo 36

Areas should be free of hazard and obstruction with 900mm minimum clearance for escape routes.

Rate the cleaning standard of the accessible roof area

B

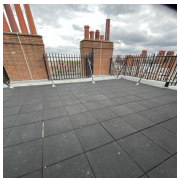


Photo 37

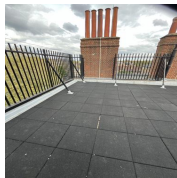


Photo 38

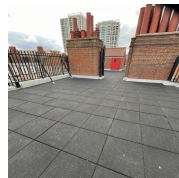


Photo 39

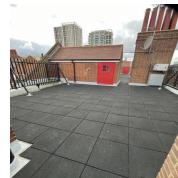


Photo 40

Basement Areas (Communal access only)

Is the basement area free of obstruction or hazard?

N/A

Are the bin chambers clear and free of hazard?

Yes

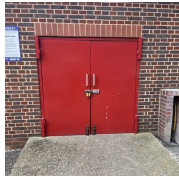


Photo 41

Rate the cleaning standard of the bin chambers

B



Photo 42

Lighting

Is all lighting in working order?

Yes

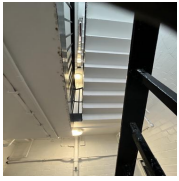


Photo 43

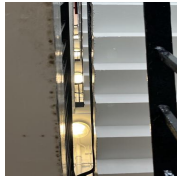


Photo 44

Has a flick test been carried out?

Yes

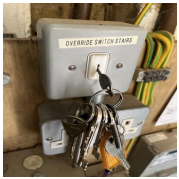


Photo 45

Override should be tested and emergency lighting checked where applicable.



Notes

Provide any additional notes here.

Clean, safe & tiny

Sign off

Signature

A handwritten signature in black ink, appearing to be 'S. Q.', is displayed on a light gray background.

14.04.2025 15:55 BST

Media summary



Photo 1



Photo 2



Photo 3



Photo 4



Photo 5



Photo 6



Photo 7



Photo 8



Photo 9



Photo 10



Photo 11



Photo 12



Photo 13

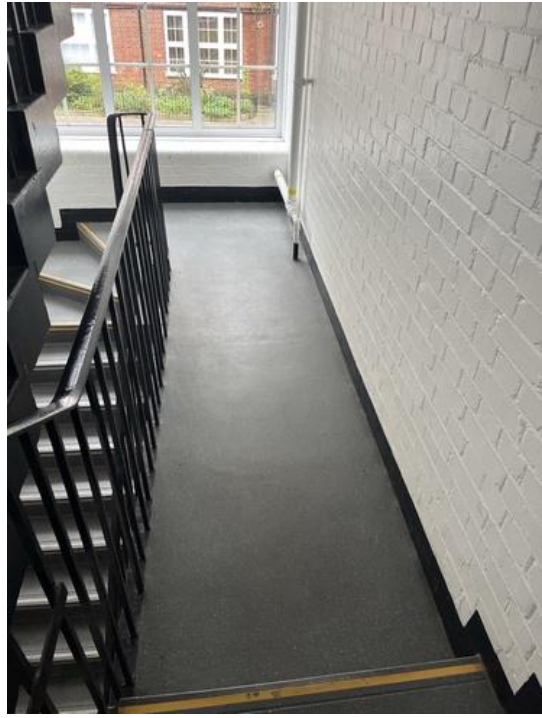


Photo 14



Photo 15

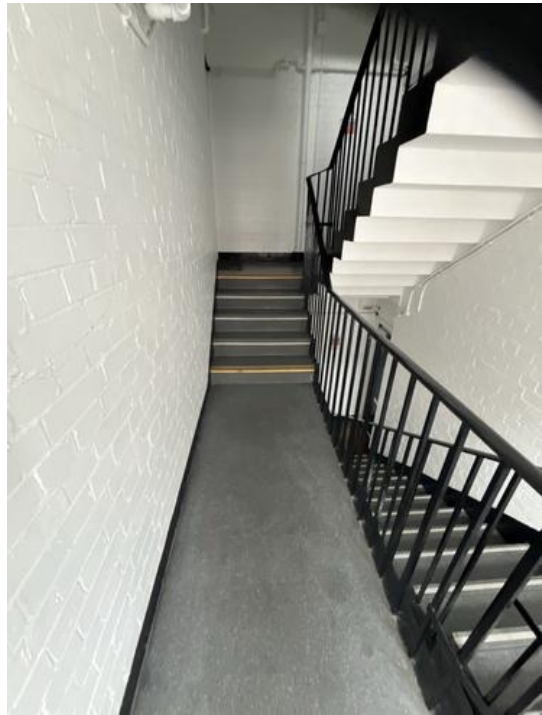


Photo 16



Photo 17



Photo 18



Photo 19

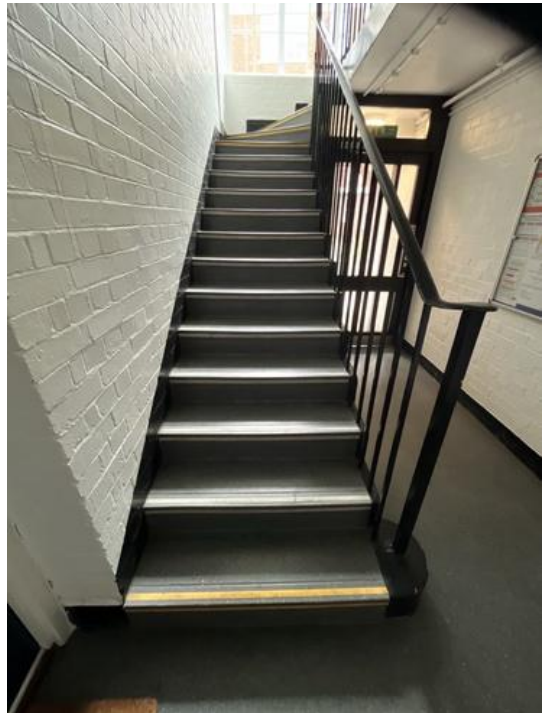


Photo 20



Photo 21

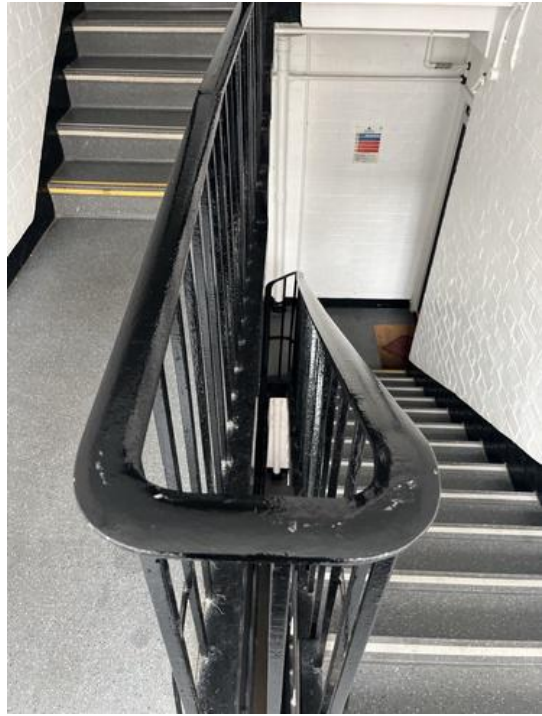


Photo 22



Photo 23

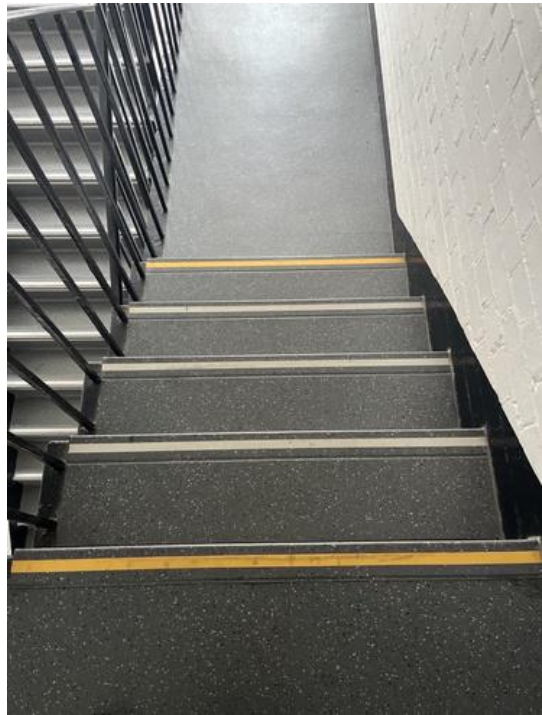


Photo 24



Photo 25

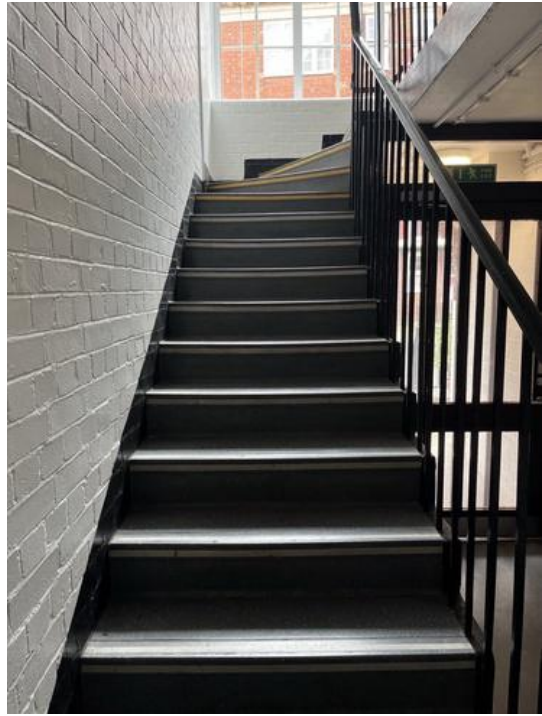


Photo 26



Photo 27



Photo 28



Photo 29



Photo 30



Photo 31



Photo 32



Photo 33



Photo 34



Photo 35

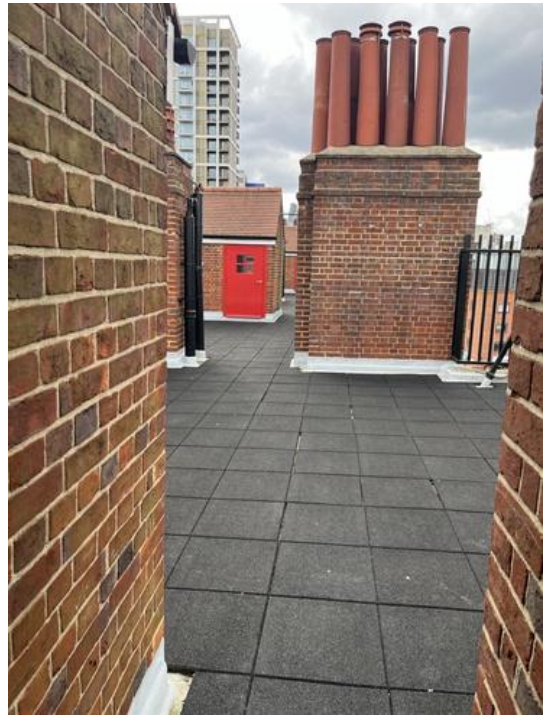


Photo 36



Photo 37

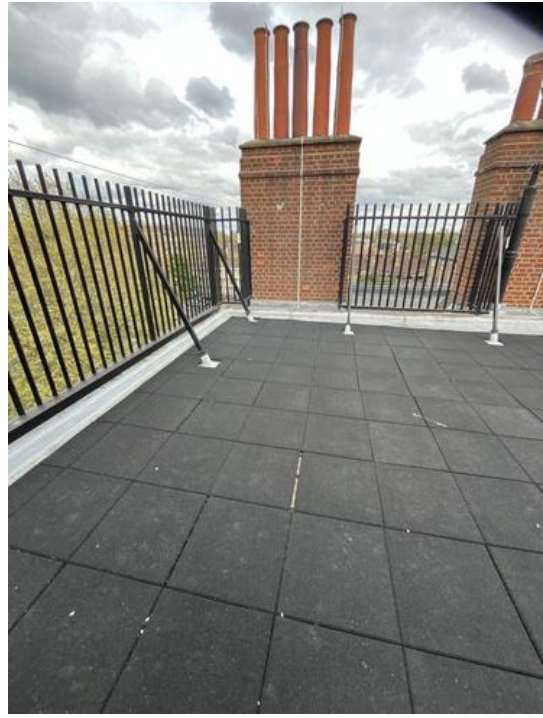


Photo 38

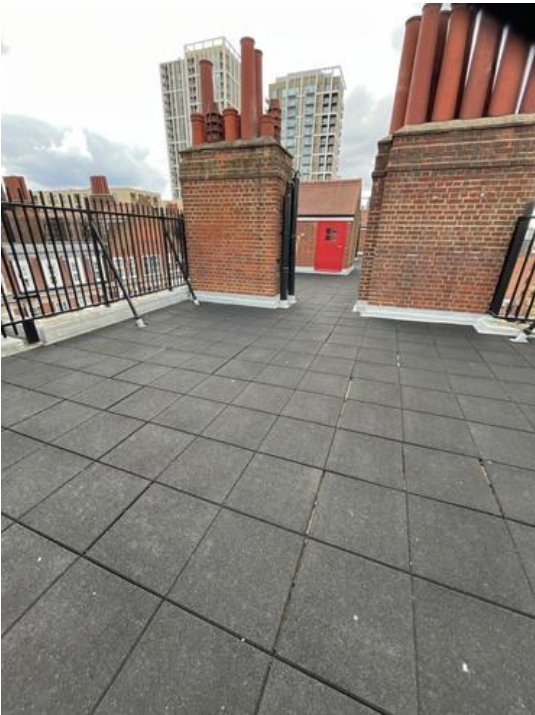


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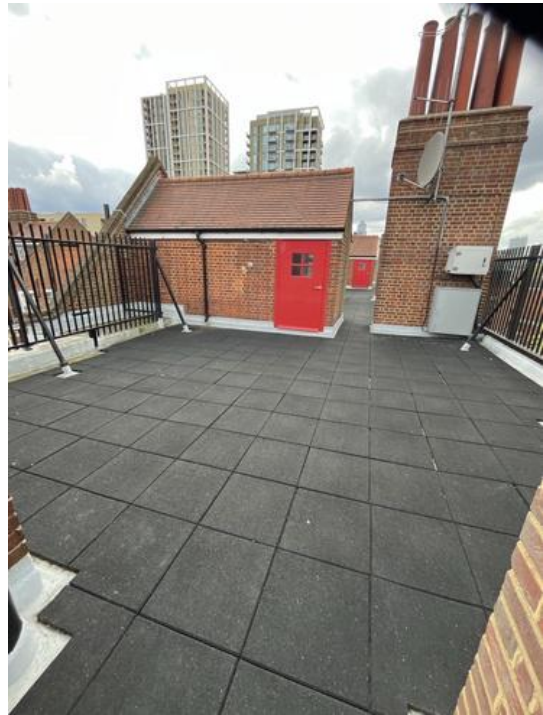


Photo 40



Photo 41



Photo 42

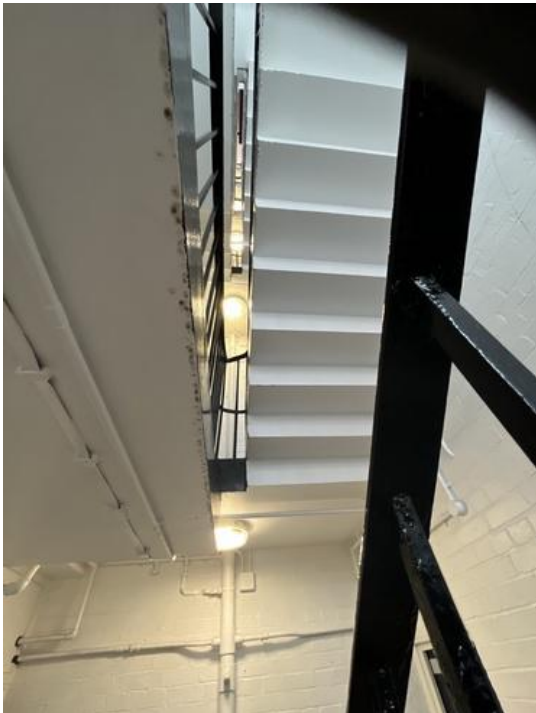


Photo 43



Photo 44



Photo 45

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Committee(s): Housing Management and Almshouses Sub (Community and Children's Services) Committee	Dated: 30/06/25
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 Housing	

Summary

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

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The purpose of this report is to present progress and highlight any 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 for housing. The HRA is made up of:
- Income from rents
 - Income from our commercial portfolio
 - 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 Investment programme), along persistent staff resourcing issues and the addition of unprogrammed works, has meant that it is now more likely to take 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 Housing Major Works Programme (HRA). The reporting has been redesigned following requests from Members at previous Committee meetings. Ongoing feedback on the revised format is 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 spent 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. The majority of these approved funds (circa £30 million) have been allocated to the Golden Lane Estate Window Refurbishment (and Associated Works) projects, which will now potentially evolve into a more holistic Investment Programme, encompassing fire safety, electrical compliance, communal redecorations and external fabric repairs over the next 10 years. A significant shortfall of circa £50m is already anticipated in terms of this dedicated programme.
10. Furthermore, it is clear that the current crop of pipeline projects across the social housing portfolio will require additional funding. The financial impact of the pandemic was followed by a sustained period of price inflation in the construction industry. This introduced a level of volatility to the market that has only been further exacerbated by Brexit and the war in Ukraine.
11. In addition to the works detailed by Savills' stock condition survey in 2018, further Compliance-related planned programmes have since been identified:
 - Fire Safety Works originating from Fire Risk Assessments (compartmentation works, fire-stopping, fire alarm upgrades)
 - Electrical Planned Maintenance Works originating from Electrical Installation Condition Reports (upgrades to communal landlord's supply, distribution boards and communal lighting)
12. These previously unidentified works have been provisionally programmed to commence in a phased approach from 2026/27, subject to there being sufficient capacity within the HRA/HRA borrowing or the identification of an alternative source of funding. A separate report was submitted to the November HMASC to update Members on progress in identifying future budget requirements. The HRA 5-Year Plan indicates that funding availability within the existing HRA borrowing capacity is likely to be low throughout this period. Projects will need to be prioritised to fit funding capacity unless alternative sources/approaches are identified.
13. The requirement for additional funding will be the subject of a growth bid, currently being prepared for presentation to Policy and Resources Committee in July 2025.

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. A Non-Completion Certificate was issued on 3 March 2025 following a lengthy and protracted communication with the contractor regarding outstanding minor works, snagging and making good. A way forward has been agreed and a concerted effort has been made over the past 3-4 weeks to complete outstanding properties. Subject to a final review, Practical Completion will be issued in mid-May.

William Blake Estate

The design team brief is now close to being finalised and the project team is 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 went live in early April 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 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 by Autumn 2026.

Golden Lane Investment Programme

Phase 1 - Crescent House

- 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 will be available by early August 2025.
- Consequently, the two-stage tender has been withdrawn and will be replaced with a single-stage tender (incorporating a Pre-Construction Services Agreement and a Main Works contract), 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 were provided with a further update in April 2025.

- Estimated project cost is £12m: 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 in September 2025.
- Legal advice on leaseholder recovery has been sought and an initial update letter (stating the Corporation's position with respect to what is considered rechargeable) was sent to Leaseholders in early April 2025.
- A Resident Consultation event was held on 8 April (Crescent House), featuring a full presentation and Q&A session with the project team.

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 have been registered with the Building Safety Regulator (BSR).
- Design work and testing is continuing for the blocks of the Wider Estate; initial planning applications (for roof covering replacement and window refurbishment only) were ready for submission in January 2025 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 finalised.
- Estimated cost of Phase 2 is £17m but this will need to be reviewed in due course.
- Impartial input will be sought from a Tier 1 contractor with an established project management division, to gain an insight into logistics and deliverability of the entire programme.
- 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 two-bedroom temporary accommodation whilst the contract works are being undertaken in Crescent House. Planning approval for the pilot works has just been successfully obtained.
- A Resident Consultation event is due to be held 1 May (Wider Estate), featuring a full presentation and Q&A session with the project team.

Middlesex Street Estate Communal Heating

The ongoing programme of heating system replacements is still underway in Petticoat Square but approaching completion by April 2025. There remain five refusals in Petticoat Tower, and three in Petticoat Square which are now awaiting the outcome of the tribunal that is being handled by the City's legal department - although there is movement on at least three of these cases in terms of engagement and potential access.

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 homes 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.

Following the troubleshooting and diagnostics exercise, which was completed at the end of January 2025, a comprehensive report on the system by independent consultants was commissioned. The Corporation's appointed consultant Butler Young and Associates are now scheduled to issue their technical review in May 2025 following a short delay in the receipt of required information from the Worcester Bosch technical department. This will be shared with MSERA following review by the Major Works Team. A summary of the outcomes of the approximately 30 visits which were carried out has already been shared with MSERA by email on 18/02/25, there was nothing to indicate a fundamental issue with the overall system performance.

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 has since tentatively re-started. Replacements within Harman Close are also on hold, pending renewal of the fire alarm and warden call systems, scheduled for commencement in September 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 are set to recommence in summer 2025 (subject to a successful Gateway 2 Application to the Building Safety Regulator), 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's Planning Authority. The intention is for Spitalfields to be incorporated within separate stand-alone packages for delivery in 2027/28, encompassing fire-safety and compliance works.

Appendices

Appendix 1: Housing Major Works Project Update Reports (April 2025)

Greg Wade

Head of Major Works, Housing

T: 07598 064435

E: gregory.wade@cityoflondon.gov.uk

Project Summary

Project Name Golden Lane Estate Investment Programme Reporting Date & Number 29/04/2025 Project Number 29100102/73/74 PM NICK CONDON/BUNMI ALI



Page 2

Milestones	Planned Start	Actual Start	Completion	Status
Client Approval			07/12/17	Complete
Gateway 4c			13/03/23	Complete
Planning Permission - Phase 1	TBC			Complete
Procurement - Phase 1	01/03/26			Ongoing
Gateway 5 - Phase 1	01/07/26			Pending
Building works - Phase 1	01/10/27			Pending
Planning Permission - Phase 2	TBC			Pending
Procurement - Phase 2	01/09/26			Pending
Gateway 5 - Phase 2	01/03/27			Pending
Building works - Phase 2	01/10/27			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. Following recent new legislation, Crescent House (and its adjoining blocks - Hatfield House and Cullum Welch) have had to be registered as High Risk Buildings (HRB) under the Building Safety Act. 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. 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. This information is critical for the Stage 2 S20 consultation. A full update report has been submitted for the 30 April DCCS Committee meeting, in addition to a separate Issue Report relating to additional professional fees for further design development.

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 have been registered with the Building Safety Regulator (BSR). A new master programme has been drafted. Whilst design work has progressed towards submitting a Planning Application and Listed Building Consent for the refurbishment work, this submittal will now be delayed taking into account the process that needs to be followed with regard to the HRB status of the buildings. Delay to the programme has enabled additional works to be added to the scope of work without further affecting the programme. These additional works will include electrical compliance work, further fire safety works, communal decorations and external fabric repairs. A Planning and Listed Building Application has been made to undertake further investigative work on 2 Bayer House and this is due to be determined shortly. Estimated cost of phase 2 is £17m but this will need to be reviewed in due course. Again, a full update report has been submitted for the 30 April DCCS Committee meeting, in addition to 2 separate Issues Reports relating to additional professional fees for further design development (Great Arthur House and also for the wider estate).

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£194,371	£0	£144,729	TBC
Fees	£1,517,623	£319,092	£1,114,029	TBC
Works	£1,216,867	£208,917	£341,339	£30,000,000
SUB TOTAL	£2,928,861	£528,009	£1,600,097	£30,000,000
Risk Register	£0	£0	£0	£0
GRAND TOTAL	£2,928,861	£528,009	£1,600,097	£30,000,000

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 4	13/03/23	£473,118	£0
Issues Report	10/04/24	£2,928,861	£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 evaluations 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 or to decant.	Should residents refuse temporary relocation in order to complete works, it would cause cost and time delays to the project.

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Committee: Housing Management & Almshouses Sub-Committee	Dated: 30/06/25
Subject: Income Recovery Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? delivers Corporate Plan 2024-29 outcomes	Business enabling functions 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 Information
Report author: Wendy Giaccaglia, Income Manager	

Summary

Tenants sometimes have problems managing their tenancies, particularly where paying rent is concerned. Our Income Team works with tenants and other services within the City and in our host boroughs to provide the necessary support or signposting to tenants so that they do not risk losing their homes.

Eviction is always a last resort, and this report explains our approach to ensuring tenants can manage their rent accounts.

Recommendation

Members are asked to:

- Note the report.

Main Report

1. The City of London Corporation manages rent collection for a total of 1,860 Housing Revenue Account (HRA) properties, 14 properties in Spitalfields, and licence charges for 44 City of London Almshouses properties. These homes are distributed across six boroughs and the Square Mile.
2. The City of London Corporation is committed to being a supportive landlord, where eviction is considered the absolute last resort. Our Income Recovery Policy outlines our approach to the recovery of rent and service charge arrears, ensuring that we provide appropriate support to tenants experiencing financial hardship.
3. Historically, we have successfully recovered 98-99% of rental income due to our hands-on approach. This success is largely attributed to the trust and strong relationships that our Income Recovery Officers have built with tenants. These officers are embedded on the estates, allowing them to meet tenants where they live and provide personalised support. This proximity helps tenants feel confident that help is readily available when they face circumstances that put them into arrears, whether temporarily or in the long term.

Key Data

4. For the financial year 2024/25, we collected 97% of rent and service charges. This is a 1% increase on last year's performance and is a very good collection rate considering the issues with HM Court Service and the shortage of County Court Bailiffs across the country.
5. As of the end of the year, the total rent arrears stood at £371,960.13. It is important to note that £114,105.37 of this amount is comprised of cases where we are awaiting a Bailiff to enforce possession orders. These cases include situations where tenants have passed away, and family members have unsuccessfully attempted to succeed their tenancy; these situations are approached with due sensitivity while bearing in mind our duty to return the property to use as social housing. Another situation giving rise to arrears is where a tenant has died with no next of kin, which requires a legal process to be followed to formally end the tenancy.
6. The process of reclaiming these properties is often lengthy and complex. HM Court Service is experiencing delays, and there is also a shortage of County Court Bailiffs, meaning that Possession Orders the City of London has been granted are still waiting to be enforced. We are just starting to see evictions scheduled for the first quarter of the current financial year.

How We Help

7. Our Income Recovery Officers play a crucial role in supporting tenants and preventing evictions. By being present on the estates, they can build strong relationships with tenants, offering assistance and signposting to relevant support agencies when needed. This approach not only helps in recovering rent but also ensures that tenants feel supported and valued.
8. Income Recovery Officers work closely with Tenancy Support, Social Services, and Resident Service Officers on estates to ensure that tenants are able to pay their rent or get help when they are unable to.
9. Case studies for two complex cases are contained in the appendix of this report for Members to see how much time and support is given to tenants experiencing difficulties paying their rent or otherwise maintaining their tenancies. Each tenant in difficulty is contacted by the Income Recovery Officers and then those officers engage with the tenants to find what support would be most appropriate and/or beneficial to them **(Appendix 1)**.
10. According to our Housing Management System, the Tenancy Support Team have flagged 37 accounts to say they are working with the tenants of these homes. Of these, only six tenants are in arrears, and only three of these are more than two weeks in arrears.
11. The City of London has recently implemented a new 24-hour automated payment phone line so that service users can pay for an array of services, like parking, Council Tax and rent. Providing more convenient ways for tenants to pay their rent will be a focus in the new financial year. We need to make sure that our payment methods are convenient and easy to use.
12. The Rent Officers and the Rent Administrator will usually encourage payments when tenants call, and when they talk to tenants experiencing difficulties, will offer to have the Income Recovery Officer call get in touch to assist them.
13. We make notes on the Housing Management System to log any contact we've had with tenants so that whoever is providing a service to the tenant knows what the tenant has called about previously. It saves the tenant time, so they don't have to explain everything again.

Conclusion

14. The City of London Corporation's approach to income recovery is centred around being a supportive and caring landlord. Our high recovery rates and the trust tenants place in our Income Recovery Officers are testaments to the effectiveness of our hands-on approach. We remain committed to ensuring that eviction is a last

resort and that tenants receive the support they need to manage their rent payments.

Appendices

- Appendix 1 – Case studies

Wendy Giaccaglia

Income Manager

Department of Community and Children's Services - Housing

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By virtue of paragraph(s) 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub Committee	Dated: 30 June 2025
Subject: Housing Complaints Update	Public report: For Information
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	
Report author: Anna Donoghue, Information, Performance and Quality Assurance Manager	

Summary

The purpose of this report is to provide members of the Housing Management and Almshouses Sub-Committee with a comprehensive summary of housing complaints data for 2024/25. Additionally, it includes information regarding the actions undertaken by the Housing Complaints and Customer Feedback Team, as well as the team's objectives for the year 2025/26.

The team has updated its name to 'Housing Complaints & Customer Feedback' to encourage residents to share broader feedback that does not necessarily constitute a complaint. This includes compliments and recognition of good practices within the service.

Appendices 1 and 2 are documents required by the Housing Ombudsman for annual reporting.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

The Annual Complaints Performance & Service Improvement Report for 2023/24, published in June 2024 set ambitions for 2024/25, including:

1. In compliance with the Housing Ombudsman's Complaints Handling Code we now have a Member Responsible for Complaints. This role will be undertaken by the Chair of the Housing Management & Almshouses Sub-Committee (HMASC). They will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the Housing Service complaint handling performance.
2. The Assistant Director of Housing will act as a 'Senior Lead Person' responsible for complaints handling, assessing any themes or trends to identify potential systemic issues, serious risks or policies and procedures that require revision. For 24/25 the Complaints Learning Panel will be chaired by the Assistant Director.
3. Housing Complaints Reports will be submitted to each HMASC committee from April 2024 outlining performance and key information on complaints.
4. We will be procuring a new Repairs and Maintenance Service Provider with a rigorous tender process and improved contract management.
5. Recruitment of key roles, including a new Head of Repairs and Head of Major Works who are due to join in Autumn 2024.
6. Improvements in tracking and monitoring of complaints received.
7. Further training for staff on complaint handling.

Current Position

Since the publication of the Annual Complaints & Service Improvement Report in June 2024, the Housing Complaints & Customer Feedback Team has implemented changes in accordance with the above ambitions:

1. Since June 2024, Members Responsible for Complaints have received a weekly update on active complaints from the Information, Performance and Quality Assurance Manager. They also receive a monthly update containing details regarding outcomes of complaints, key complaint themes and complaint handling performance data.
2. The Assistant Director acts as a Senior Lead Person responsible for complaints handling. The Assistant Director chairs a two-monthly Complaints Learning Panel where key issues and themes are discussed, and any complex or serious cases are interrogated. A twice-yearly meeting has also been set up to discuss and track the implementation of lessons learned, and complaints performance data is assessed in detail.
3. A decision was made by Housing Management to deliver a Complaints Report to the Housing Management & Almshouses Sub-Committee on a biannual basis. It was agreed that a quarterly update would be too frequent and would not capture significant changes in data between each report.
4. The new Repairs & Maintenance Contract with Chigwell commenced on 1 April 2025. The Head of Repairs & Maintenance utilised insights from customer feedback and complaints during the mobilisation of the new contract to prevent the recurrence of previously identified issues.

5. The Head of Repairs & Maintenance and the Head of Major Works were recruited in 2024. Both have made significant progress within their respective service areas.
6. The Housing Complaints & Customer Feedback Team have streamlined their tracking of formal complaints via an enhanced Excel Spreadsheet and now use an active Power BI dashboard to access live complaints statistics.
7. Officers and Team Leaders attended a training session by the Housing Quality Network (HQN) on Complaints Handling. Teams have been signposted to the available training from the Housing Ombudsman Service.

Alongside the outcomes of the ambitions set for 2024/25, the following changes were also implemented across Housing:

1. Significant improvements were made in the timescales for acknowledging complaints, with 98% of complaints being acknowledged within the statutory timescale from quarter 2 onwards.
2. The Housing Complaints & Customer Feedback Team introduced more specific categorisation for complaints received in order to allow for closer monitoring of trends and patterns in complaints data.

Ambitions

In the Complaints Performance & Service Improvement Report for 2024/25, the following ambitions were set for 2025/26:

1. To improve the tracking of Member and MP enquiries raised on behalf of residents (please see Appendix 4 - Procedure for Member and MP Enquiries).
2. To improve the tracking of 'informal' requests to the Housing Complaints & Customer Feedback Team.
3. To acknowledge 100% of complaints within 5 working days.
4. To enhance the monitoring of our Lift Servicing and Consultancy contracts, with regular meetings and additional administrative support within the Compliance Team.
5. The Housing Complaints & Customer Feedback Team will regularly attend contract management meetings to provide feedback to our key contractors.
6. To review and develop customer service across Housing. This includes empowering our staff with training, streamlining our operations and developing and reviewing our policy and procedures.
7. To implement the Civica CRM module.
8. The Tenancy Audit Project launching in 2025 will help develop detailed profiles for our residents to tailor services to their needs, such as language preference and accessibility requirements.
9. A template and procedure will be implemented for communications to residents regarding communal outages and communal repairs.
10. Under the new Chigwell Repairs & Maintenance contract, Chigwell will contact customers directly to make the first appointment for non-emergency repairs within 2 working days. They will issue an SMS reminders 24 hours before the appointment is due and another when the operative is on route.

11. The Housing Complaints & Customer Feedback Team will introduce clearer expectations and standards for staff investigating complaints and writing responses.
12. We are reviewing the Housing Complaints Compensation Policy in line with customer feedback and findings from our complaints data.

Key Data

1. Housing Complaints Statistics 2024/25:

Key data contained in Appendix 5 – Housing Complaints Performance Statistics 2024/25

2. Group Compensation Payments:

In 2024/25, there have been instances where compensation has been offered to a group of residents, such as where there has been a lengthy communal outage impacting multiple households. The Housing Complaints and Customer Feedback Team have worked with Heads of Service, using information from complaints, to make decisions regarding group compensation payments.

In 2024/25, residents were offered **£26,250** in either rent or service charge rebates following lift outages and communal lighting outages. This compensation was offered on a discretionary basis.

The Housing Compensation Policy is currently being updated with guidance relating to compensation offerings for communal lift outages. Housing Management have used guidance from other local authorities and the Housing Ombudsman Service to update the Compensation Policy.

Block	Amount Compensated per Household	Amount Compensated Total	Date	Info
Kinefold House	£150 (additional £100 for those registered with a PEEP)	£11,750*	28/02/2025	Both lifts at Kinefold House continuously were out of service for approx. 3 weeks towards the end of 2024.
Centre Point	£100 (additional £100 for those registered with a PEEP)	£7,500	28/02/2025	Both Centre Point Lifts were continuously out of service for approx. 2 weeks in December 2024.

Eric Wilkins House	£250 (additional £100 for those registered with a PEEP)	£4000	24/03/2025	The lift in Eric Wilkins House was out of service from July 2024 – March 2025.
Otto Close	£100 for all households	£3000	28/02/2025	Communal lighting outage from November 2023 which remains unresolved.

*In 2024/25, there was an administrative error in which 8 properties at Kinefold House were compensated for lift outages despite not having access to the lifts. These residents were written to with an explanation of the administrative error but were not required to pay back the amount compensated.

For all other blocks relating to lift outages, only households above the ground floor who had access to the lifts were compensated. Additional compensation was offered to residents with limited mobility/disabilities that were registered with the City of London for a Personal Emergency Evacuation Plan. In communications with residents regarding this compensation, guidance was provided as to how to apply for a Personal Emergency Evacuation Plan.

3. Complaints Learning Panel Outcomes

At the most recently held Complaints Learning Panel in March 2025, relevant Heads of Service discussed lessons learned from complaints resulting in service improvements. Some examples of which are detailed below:

Out of Hours Service:

A resident experienced difficulties with the Out of Hours Service over the Christmas Period (December 2024). Following this, the Head of Repairs and Maintenance immediately began work to review the service to ensure that necessary changes were implemented for a significant improvement under the new Repairs & Maintenance contract. The Head of Repairs & Maintenance wanted to ensure under the new contract that:

- The communications process between the Out of Hours call handlers, contractors and internal team were improved.
- The Out of Hours call handlers were equipped to deal with various scenarios, capturing and catering to resident vulnerabilities where appropriate.

Repair Target Timescales:

Multiple complaint cases contained examples of repairs not being completed within the appropriate timescale. Under the new Repairs & Maintenance contract, repairs priorities have been streamlined. Repairs will now be categorised as emergency (24

hours) or non-emergency (20 working days) allowing the contractor to make decisions on prioritisation of these repairs within each priority.

Housing Ombudsman Self-Assessments:

As part of a Housing Ombudsman investigation, we were asked to provide a 'Damp & Mould self-assessment'. The City of London did not have this self-assessment in place and therefore were instructed to carry out this self-assessment. It was completed in November 2024.

We were also advised to review our Adaptations procedure, which is currently being reviewed.

Following these suggestions, work has begun on carrying out self-assessments against all of the Housing Ombudsman's Spotlight Reports. A copy of the self-assessment against the Complaints Handling Code is available under appendix 2.

Parking Waiting List:

Following a complaint related to the parking waiting list, the Income Manager reviewed and noticed that there were some spaces which had not been let out for a number of months. The Income Manager now requests that Rent Officers review the parking waiting list ahead of their 1-1 meetings to ensure that spaces are not being left empty, and the waiting list can progress quicker.

Corporate & Strategic Implications – [*Please state 'none' if not applicable instead of deleting any of the sub-headings below*]

Strategic implications – None

Financial implications – None

Resource implications – None

Legal implications – None

Risk implications - Housing Complaints have a direct impact upon the reputation of the City of London's Housing Division. By the time residents get to the point that they want to make a complaint, they may have already experienced a service failure, and therefore it is important that we get it right through the complaints process. There is also a reputational risk in terms of the cases that are investigated by the Housing Ombudsman. The Housing Ombudsman post annual reports and occasionally mention specific landlords for severe maladministration practices.

Equalities implications – None

Climate implications – None

Security implications – None

Conclusion

Members are asked to note this report containing information on the Housing Complaints and Customer Feedback Team's service in 2024/25 and ambitions for 2025/26.

Appendices

- Appendix 1 – Annual Complaints Performance & Service Improvement Report (2024/25)
- Appendix 2 – Annual Complaints Self-Assessment
- Appendix 3 – Previous Annual Complaints Performance & Service Improvement Report (2023/24)
- Appendix 4 – Procedure for MP and Member Enquiries
- Appendix 5 – Housing Complaints Performance Statistics 2024/25

Anna Donoghue

Information, Performance and Quality Assurance Manager
(Housing Complaints & Customer Feedback Team)

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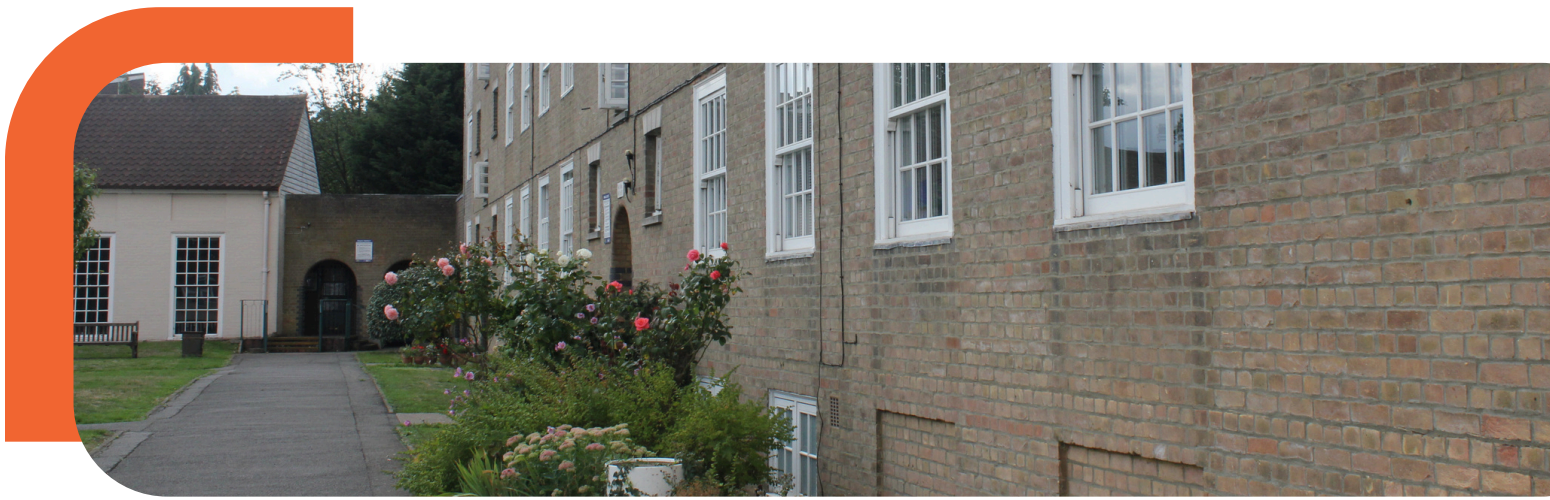
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City of London Corporation Housing

Annual Complaints Performance & Service Improvement Report

2024-2025





Introduction

The City of London Corporation is a compulsory member of the Housing Ombudsman Scheme. The Housing Ombudsman provides residents with an independent and impartial service which investigates complaints from tenants and leaseholders of social landlords in accordance with the Complaints Handling Code.



The Complaints Handling code was made statutory in April 2024. A copy of the code is available via the following link or by scanning the QR code: <https://tinyurl.com/bdzncr9u>



The code requires landlords to produce an Annual Complaints Performance and Service Improvement Report. All landlords are also required to conduct an annual self-assessment against the Complaints Handling Code. Our self-assessment for 2024-25 is available on the Housing Complains and Customer Feedback page of our website via the following link or by scanning the QR code: <https://tinyurl.com/55cad46d>

This report includes:

- **Page 2:** Summary from Peta Caine (Assistant Director - Housing)
- **Page 3:** Statement from Members Responsible for Complaints
- **Page 4-6:** Housing Complaints Performance Statistics
- **Page 7:** Housing Ombudsman Performance Statistics
- **Page 8:** Monitoring and Trends
- **Page 9:** Service Improvements in 2024/25
- **Page 10:** Service Improvement Ambitions for 2025/26

If you would like this information in another language, Braille, audio tape, large print, easy read, BSL video, CD or plain text, please contact us at home@cityoflondon.gov.uk or 020 7029 3958 and ask for the Communications team.



Summary

As the Senior Lead for Complaints Handling, this area is central to my role as Assistant Director – Housing at the City of London Corporation.

Complaints and feedback play a vital role in our service delivery, as we continuously seek ways to enhance the services we provide to our residents. Over the past year, we have seen a significant increase in complaints, with the top three concerns relating to repairs and maintenance.

This valuable data has directly informed our service improvements, including the procurement of a new Repairs and Maintenance contractor, as well as plans for new lift maintenance contracts to be introduced this year.

We remain committed to actively listening to residents and responding to their concerns, using feedback to shape and improve our services in the year ahead.



Peta Caine

Assistant Director
Housing

Statement from Members Responsible for Complaints

As the Members responsible for complaints, we are pleased to receive the second annual Housing Complaints Performance and Service Improvement Report. This report builds on the findings of last year's report and offers valuable insights into housing complaints and performance for the City of London Corporation Housing in 2024-25.

The past year has seen a further increase in complaints, reflecting both the statutory implementation of the Complaints Handling Code in April 2024 and our ongoing commitment to promoting transparency in complaints handling. While complaints numbers have risen, we recognise that greater resident awareness of the service, and improved reporting processes have contributed to this trend. In 2024/25, Members have recognised that the Housing Complaints Team made efforts to ensure acknowledgement and response times were compliant, despite the increase in complaints. Members remain focused on tracking this progress and ensuring efficiency in complaint resolution.

Since the publication of last year's report, Members have closely monitored progress in service improvements, particularly in key areas such as repairs and maintenance, lift services, and customer service responsiveness. While some challenges remain, City Corporation Housing have taken steps to address concerns, including the procurement of a new repairs and maintenance contractor and strengthening oversight and accountability in complaints handling.

One of the key changes since last year's report was the decision to embed complaints performance discussions into Housing Management and Almshouses Sub-Committee (HMASC) meetings on a regular basis, ensuring scrutiny and oversight. This approach has been successful, and has allowed Members to identify patterns, learn from feedback, and drive meaningful service improvements that enhance the resident experience across our Housing estates.

While a robust complaints-handling framework remains vital, we recognise that the ultimate measure of success is proactive service improvements that reduce complaints altogether. Looking ahead, our ambitions for Housing in 2025/26 focus on strengthening resident engagement, improving communication, and embedding a culture of learning from complaints to foster greater trust and satisfaction among residents.

By building on the foundations set in our first report and taking forward the lessons learned from the past year, we remain committed to continuous improvement in the delivery of all Housing services.



Steve Goodman
Chair, HMASC
Member Responsible for
Complaints



Helen Fentimen
Deputy Chair, HMASC

Housing Complaints Performance Statistics

The Housing Complaints & Customer Feedback Team provides a detailed twice-yearly public update to the Housing Management and Almshouses Sub-Committee (HMASC). You can find more detail about the HMASC at the following link or by scanning the QR code: <https://tinyurl.com/mthft7mu>



Table 1: Overview of Housing Complaints in 2024-2025	
Total complained received	251
Complaints acknowledged within target timescale (five working days)	91%
Source of complaints	Tenants: 73% Almshouses: 1% Leaseholders: 22% Other: 4%
Compensation paid following complaint investigation	£6,684*

*figure at year end - this figure is subject to change depending on whether complainants choose to accept compensation offered in 2024/25..

Complaints we did not accept

There are some exceptional circumstances in which the Housing Complaints and Customer Feedback Team will not accept a complaint. While this is uncommon, complainants will be informed in instances where complaints are not accepted, and the team will refer them to the Housing Complaints Policy for justification.

In 2024/25, we refused complaints for the following reasons:

- The complainant was not a resident or service user of the City of London
- The complaint had been addressed in full at Stage 1 and Stage 2 of the Housing Complaints Procedure.
- The complainant has pursued the issue through legal proceedings
- The issue took place over 12 months prior to the complaint being raised.

Housing Complaints Performance Statistics

When we provide a complaints service, residents can expect the following from us:

- To be provided with information about our complaints service in a variety of formats
- If we do not accept a complaint, we will explain the reasons why
- Use plain language and make clear the outcome of the complaint
- Acknowledge a complaint within 2 working days
- Provide a response at Stage 1 of our process within 10 working days
- Provide a response at Stage 2 of our process within 20 working days of the complaint being escalated
- When we offer a remedy, we will set out what we intend to do and the timescales
- If we decide not to escalate a complaint, we will provide an explanation.

Stage 1 involves a full and fair investigation. The investigation will be carried out by a senior manager who will be impartial and seek the information they need to find an outcome that would resolve the matter for the resident.

Table 2: Stage 1 Complaints in 2024-2025	
Stage 1 complaints received	189
Source of Stage 1 complaints	Tenants: 73% Almshouses: 1% Leaseholders: 22% Other: 4%
Stage 1 complaints responded to within 10 working days or within the extended timescale (additional 10 working days)	100% (78% in 10 working days, 22% in extended timescale)
Stage 1 complaints upheld	75%
Stage 1 complaints partially upheld	19%
Stage 1 complaints not upheld	6%
Compensation paid following Stage 1 complaint investigation	£2,345 (£200 of which paid to Almshouses residents)

Housing Complaints Performance Statistics

When it is not possible to find a resolution, Stage 2 in our process allows residents to request a review of their complaint. The review will give residents the opportunity to challenge the earlier decision.

We will not unreasonably refuse to escalate a complaint to the next stage. If we refuse to allow escalation, we will explain the reasons for our decision.

Complainants are not required to explain their reasons for requesting a Stage 2 consideration, however we will make reasonable efforts to understand why the resident remains unhappy as part of our Stage 2 response.

Table 3: Stage 2 Complaints in 2024-2025	
Stage 2 complaints received	62
Source of Stage 2 complaints	Tenants: 69% Leaseholders: 27% Other: 3%
Stage 2 complaints responded to within 10 working days or within the extended timescale (additional 10 working days)	98% (91% in 20 working days, 7% in extended timescale)
Stage 2 complaints upheld	73%
Stage 2 complaints partially upheld	14%
Stage 2 complaints not upheld	13%
Compensation paid following Stage 2 complaint investigation	£4,339

Housing Ombudsman Performance Statistics

When a resident is not satisfied with our response to their complaint, we will ensure that they are aware of how to contact the Housing Ombudsman. We will fully cooperate with the Ombudsman and continue to look to resolve the complaint.

Table 4: Housing Ombudsman Complaints in 2024-2025	
Complaint cases referred to the Housing Ombudsman	11
Findings received in 2024-2025	
Maladministration	3
No maladministration	1
Case outside of Housing Ombudsman jurisdiction	3
Compensation paid following Housing Ombudsman finding	£3,075

There were no cases referred to the Housing Ombudsman related to the Almshouses.

The findings received in 2024/25 do not necessarily relate to cases that were referred to the Ombudsman in 2024/25. This is due to the complexity and length of time taken to investigate some cases.

The Housing Ombudsman's average timescale for investigating a complaint is approximately 6 months. Some more complex cases take longer to investigate. More information on the Housing Ombudsman's investigation process is available via the following link or by scanning the QR code: <https://tinyurl.com/5h6wkswu>



Monitoring and Trends

From 2023-2024 to 2024-2025, there has been a 51.2% increase in Stage 1 complaints and a 93.8% increase in Stage 2 complaints. Reasons for this increase include:

- Complaints Handling Code being made statutory from April 2024, leading to more national publicity around Housing Complaints
- Improved resident awareness regarding the Housing Complaints Process following the introduction of a new Housing Complaints leaflet. This was uploaded to our website and leaflets were delivered to estates from November 2024. You can view this leaflet via the following link or by scanning the QR code: <https://tinyurl.com/mtubaspk>
- The number of complaints in relation to lift outages increased in 2024/25 due to challenges with the lift maintenance contract and some lifts having obsolete parts. Steps are being taken to resolve both of these issues.
- Our Repairs & Maintenance Contract with our previous provider ended 31 March 2025. The demobilisation of this contract may have affected service delivery.
- Increased staff awareness on complaints handling, including instructing staff to pass on any expressions of dissatisfaction to the Housing Complaints & Customer Feedback Team.



Top 10 complaint themes:

- | | |
|---|---|
| 1 Repairs and maintenance (51) | 6 Damp and mould (17) |
| 2 Leaks and water ingress (31) | 7 Staff conduct (17) |
| 3 Lift outages (29) | 8 Contractor conduct (15) |
| 4 Communications and customer service (20) | 9 Windows project (9) |
| 5 Heating and hot water (19) | 10 Anti-social behaviour procedure (4) |

Service Improvements in 2024-2025

1

98% of complaints were acknowledged within five working days from Quarter 2 onwards in 2024/25.

2

There are now two allocated Members and a Senior Lead Person Responsible for Complaints. They are provided with a weekly summary update on complaints and a more in-depth monthly summary. The Members and Senior Lead Person provide feedback, suggest service improvements and hold the Housing Complaints & Customer Feedback Team to account.

3

Housing Complaint Reports are submitted to Housing Management and Almshouses Sub-Committee on a six monthly basis outlining performance and key information on Complaints you can view these here:

<https://tinyurl.com/yze4cecd>

4

Alongside the existing 'Complaints Learning Panel', which reviews complex cases and complaint themes on a regular basis, the Team have also introduced a 6 monthly briefing to interrogate trends and agree lessons learned.

5

A number of Managers and Officers attended a training session on Complaints Handling delivered by Housing Quality Network (HQN). Staff in the Housing Complaints & Customer Feedback Team have been regularly attending team meetings across the Housing Team to improve awareness on complaints handling.

6

A new Head of Repairs & Maintenance and a new Head of Major Works were appointed.

7

Significant improvements to tracking and monitoring of complaints were introduced as well as the development of a performance dashboard for the Housing Team to identify areas of strength and improvement within individual teams.

8

The Housing Complaints & Customer Feedback Team introduced more specific categorisation for complaints received in order to allow for closer monitoring of trends and patterns in complaints data.

9

The team responsible for processing complaints is now called the 'Housing Complaints & Customer Feedback Team'. 'Customer Feedback' was added to capture the broader scope of the team and recognise that residents also share positive feedback with us.

Service Improvement Ambitions for 2025-2026

- 1 To improve the tracking of Member and MP enquiries raised on behalf of residents.
- 2 To improve the tracking of 'informal' requests to the Housing Complaints & Customer Feedback Team.
- 3 To acknowledge all complaints within five working days.
- 4 To enhance the monitoring of our Lift Servicing and Consultancy contracts, with regular meetings and additional administrative support within the compliance team.
- 5 The Housing Complaints & Customer Feedback Team will regularly attend contract management meetings to provide feedback to our key contractors.
- 6 To review and develop customer service across Housing. This includes empowering our staff with training, streamlining our operations and developing and reviewing our policy and procedures.
- 7 To implement the Civica CRM module.
- 8 The Tenancy Audit project will help develop detailed profiles of our residents to tailor services to their needs, such as language preference and accessibility requirements.
- 9 A template and procedure will be implemented for communications to residents regarding communal outages and communal repairs.
- 10 Under the new Chigwell Repairs & Maintenance contract, Chigwell will contact customers directly to make the first appointment for non-emergency repairs within 2 working days. They will issue an SMS reminder 24 hours before the appointment is due and another when the operative is on route.
- 11 The Housing Complaints & Customer Feedback Team will introduce clearer expectations and standards for staff investigating complaints and writing responses.
- 12 We are reviewing the Housing Complaints Compensation Policy in line with customer feedback and findings from our complaints data.

Useful Contacts

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Holloway: 020 7607 3207

Hollowayestateteam@cityoflondon.gov.uk

Golden Lane: 020 7253 2556

GoldenLane@cityoflondon.gov.uk

Harman Close: 020 7237 1696

Harman.Close@cityoflondon.gov.uk

Isleden House: 0207 226 2892

Isleden.House@cityoflondon.gov.uk

Middlesex Street, Dron House, Spitalfields and Windsor

House: 020 7247 4839 | mse@cityoflondon.gov.uk

Southwark, Horace Jones and William Blake:

020 7620 3702 | Southwark@cityoflondon.gov.uk

Sydenham Hill: 020 7620 3702

Sydenham.Hill@cityoflondon.gov.uk

York Way: 020 7607 3119

Yorkway.EstateTeam@cityoflondon.gov.uk

Benefits

020 7332 3937 | benefits@cityoflondon.gov.uk

Communications

home@cityoflondon.gov.uk

Complaints and Customer Feedback

0207 606 3030 (Switchboard) or

0207 029 3935 (Housing Complaints and Customer

Feedback) | housing.complaints@cityoflondon.gov.uk

Housing Complaints and Customer Feedback Team

Barbican Estate Office

3 Lauderdale Place

London EC2Y 8EN

Estate Services (cleaning, caretaking and gardening)

You can report issues relating to cleaning and grounds maintenance on your estate by email:

estateservices@cityoflondon.gov.uk

If you would like to speak to someone instead, please call your local estate office.

Major Works & New Developments

DCCS-NewDevelopmentsTeam@cityoflondon.gov.uk

Get involved!

Getting involved is how you, as a City of London Corporation tenant or leaseholder, can influence what services you receive from us. You are the best people to tell us what works well and where we can do better, and your involvement makes a real difference. Throughout the year we run a number of consultations, surveys and open meetings so you can express your views and opinions.

If you would like to take part in our consultations, visit cityoflondon.gov.uk/services/housing-and-homelessness/resident-involvement or contact the Resident Involvement Team using the details below.

Home Ownership/Leaseholders

home.ownership@cityoflondon.gov.uk

Housing Needs

hadvice@cityoflondon.gov.uk

Resident Involvement

Resident.Involvement@cityoflondon.gov.uk

Repairs

0800 035 0003

propertyservices@cityoflondon.gov.uk

Out of Hours Emergencies Only (between 5pm - 8am)

Repairs: 0800 035 0003

Urgent estate matters (not repairs):

020 7256 6583

Rent & Arrears

Rent accounts/payments: 020 7332 3937

(ask for housing rents)

DCCS-rentsteam@cityoflondon.gov.uk

Rent arrears: please call your local estate office or email us at

comerecoverofficer@cityoflondon.gov.uk

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i>	Yes	City of London Housing Complaints Policy 3.1. (page 2): housing-complaints-policy-v4	The City of London Corporation’s Housing Complaints & Customer Feedback Team uses the Housing Ombudsman Service’s (HOS) definition of a complaint.
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.	Yes	City of London Housing Complaints Policy 3.2. (Page 2) and 7.1. (Page 4): housing-complaints-policy-v4 Third Party Authorisation Form (Appendix 1) Housing Complaints Leaflet: housing-complaints-leaflet	Where the subject of feedback amounts to a complaint, even if the resident does not formally state they wish to make a complaint, it will be acknowledged and formally investigated/recorded as a complaint. Where the Housing Complaints and Customer Feedback Team are unsure whether the resident is raising a formal complaint or service request, they will query this with the resident directly and provide a copy of the

				<p>Housing Complaints Leaflet for information on the process.</p> <p>Third Party correspondence is reviewed and considered for formal complaint investigations if the subject amounts to such. In instances where a third party contacts the team on behalf of a resident, the Housing Complaints & Customer Feedback Team will request a signed Third Party Authorisation form ahead of formalising a complaint.</p>
1.4	<p>Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.</p>	Yes	<p>Housing Complaints & Customer Feedback Webpage: Housing complaints and customer feedback - City of London</p> <p>Housing Complaints Leaflet: housing-complaints-leaflet</p> <p>Shorter Housing Complaints Leaflet: housing-complaints-leaflet-short-version</p>	<p>If the Housing Complaints & Customer Feedback are aware that an issue is being raised for the first time, they will refer the request to the appropriate division and inform the resident. Service requests through the Housing Complaints & Customer Feedback Team are monitored by the Team.</p> <p>The Housing Complaints & Customer Feedback Team</p>

				will request that the relevant team communicate directly with the resident raising the request but will monitor the case and act as a point of contact if the resident has any further queries or concerns.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Housing Complaints & Customer Feedback Webpage: Housing complaints and customer feedback - City of London	<p>If a service request progresses to a formal complaint, the service request will continue to be actioned alongside the formal complaint investigation.</p> <p>Actions arising, or continuing, from a complaint investigation are tracked and monitored by the Housing Complaints & Customer Feedback Team.</p>
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes		As part of our Tenant Satisfaction Measures Surveys carried out, the team ensures that any service requests raised are passed on to the relevant Team Manager. Team Managers are made aware that any expression of dissatisfaction could amount

				to a complaint, and are asked to forward any information of residents who expressed dissatisfaction to the Housing Complaints and Customer Feedback Team to make contact.
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Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	<p>City of London Housing Complaints Policy 4.1. (Page 3): housing-complaints-policy-v4</p> <p>Housing Complaints Leaflet: housing-complaints-leaflet</p>	<p>If a request for a complaint is declined, the resident will be contacted with an explanation of the decision and any alternative options available to the resident. The Housing Complaints & Customer Feedback Team will refer to the Housing Complaints Policy where appropriate. Residents will be provided with details on how to contact the Housing Ombudsman Service if they remain dissatisfied.</p>

2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy. 	Yes	<p>City of London Housing Complaints Policy 4.1. (Page 3): housing-complaints-policy-v4</p> <p>Housing Complaints Leaflet: housing-complaints-leaflet</p>	<p>The Housing Complaints & Customer Feedback Team accepts complaints up to 12 months old but will apply discretion for complaints made outside of this timescale where there are appropriate reasons to do so.</p>
2.3	<p>Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.</p>	Yes	<p>City of London Housing Complaints Policy 4.1. (Page 3): housing-complaints-policy-v4</p> <p>Housing Complaints Leaflet: housing-complaints-leaflet</p>	<p>From 1 April 2024, the Housing Complaints Team updated their procedure to ensure residents could raise complaints within 12 months of an issue occurring (and applying discretion in longer cases as stated above). The updated version of this policy was formally approved in July 2024.</p>

2.4	<p>If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.</p>	Yes	<p>City of London Housing Complaints Policy 4.1. (Page 3): housing-complaints-policy-v4</p> <p>Housing Complaints Leaflet: housing-complaints-leaflet</p>	<p>If a request for a complaint is declined, the resident will be contacted with an explanation of the decision and any alternative options available to the resident. The Housing Complaints & Customer Feedback Team will refer to the Housing Complaints Policy where appropriate. Residents will be provided with details on how to contact the Housing Ombudsman Service if they remain dissatisfied.</p> <p>If the Housing Ombudsman Service (HOS) determines that the exclusion was not fairly applied, the Housing Complaints & Customer Feedback Team will carry out a formal investigation.</p>
2.5	<p>Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.</p>	Yes	<p>City of London Housing Complaints Policy 4.1. (Page 3): housing-complaints-policy-v4</p> <p>Housing Complaints Leaflet: housing-complaints-leaflet</p>	<p>Exclusions are exceptional and are reviewed by a manager before an exclusion is issued. The Housing Complaints & Customer Feedback Team ensure that communications are maintained and individuals are clear on</p>

				alternative solutions or signposted to appropriate agencies. Each complaint raised is taken on its own merit.
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Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	<p>City of London Housing Complaints Policy 7.1. (Page 4): housing-complaints-policy-v4</p> <p>Shorter Complaints Leaflet: housing-complaints-leaflet-short-version</p> <p>Reasonable Adjustments Policy: reasonable-adjustment-policy</p>	<p>We provide a broad access to the Complaints Service. Residents can complain: Via email Telephone Call Letter In Person</p> <p>There are some circumstances where a member of the Housing Complaints & Customer Feedback Team may offer to visit or meet with the resident to discuss a complaint.</p> <p>The Housing Complaints & Customer Feedback Team regularly visit Estate Drop-Ins, and Complaints can be raised to any City of London Housing Officer and passed onto the Team.</p>

				<p>The Team taken into consideration the Equalities Act 2010 in communications with residents and consider reasonable adjustments where appropriate in the complaint investigation process.</p> <p>A simplified version of the Housing Complaints Leaflet was published in October 2024 to allow greater accessibility to information about the service.</p>
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	City of London Housing Complaints Policy 7.1. (Page 4): housing-complaints-policy-v4	<p>Managers in the Housing Division are trained on the Housing Complaints Process and teams are informed of this process. Staff are regularly reminded to pass any resident complaints on to the Housing Complaints & Customer Feedback Team.</p> <p>The Information, Performance and Quality Assurance Manager has attended Housing Team</p>

				<p>meetings to inform teams of the process.</p> <p>When a complaint is passed on to the Housing Complaints & Customer Feedback Team, the team will contact the resident to discuss and formalise their complaint.</p>
3.3	<p>High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.</p>	Yes	<p>City of London Housing Complaints Policy 7.1. (Page 4): housing-complaints-policy-v4</p> <p>Housing Complaints Leaflet: housing-complaints-leaflet</p> <p>Housing Complaints & Customer Feedback Webpage: Housing complaints and customer feedback - City of London</p>	<p>The Housing Complaints Procedure is widely publicised. Copies of the Housing Complaints Leaflet are available at Estate Offices and on the website.</p> <p>Reminders of the process are regularly published in the residents @Home newsletter and magazine.</p> <p>The Housing Complaints & Customer Feedback Team regularly attend Estate Drop Ins to publicise the service.</p> <p>In November, an updated version of the Housing Complaints Leaflet was distributed across estates. There has been an increase</p>

				in the number of complaints received.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	<p>City of London Housing Complaints Policy: housing-complaints-policy-v4</p> <p>Housing Complaints Leaflet: housing-complaints-leaflet</p> <p>Shorter Complaints Leaflet: housing-complaints-leaflet-short-version</p>	<p>The Housing Complaints Policy is clear and accessible. The Housing Complaints Leaflet is available on the Housing Complaints & Customer Feedback webpage and hard copies are also made available to residents.</p> <p>There is a shorter version of the leaflet which details the process, what will happen at each stage, and the timeframes for responding.</p>
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	City of London Housing Complaints Policy 7.2. (page 5): housing-complaints-policy-v4	This is detailed in section 7.2. of the Housing Complaints Policy. The updated version of this policy was published in July 2024.
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	Third Party Authorisation Form (Appendix 1)	Residents can be represented by third parties, advocates or representatives when making a complaint. The team request that a third-party authorisation form is filled out in this instance before any personal

				information relating to the complaint is shared. Any third party acting for, or supporting a resident is then included in all communications with the resident.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	<p>City of London Housing Complaints Policy: housing-complaints-policy-v4</p> <p>Housing Complaints Leaflet: housing-complaints-leaflet</p> <p>Shorter Complaints Leaflet: housing-complaints-leaflet-short-version</p>	Information on how to access the Housing Ombudsman Service is included in all correspondence with residents at all stages of the complaints process.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	<p>Complaints Officer:</p> <p>Information, Performance & Quality Assurance Manager Community & Children's Services Housing Complaints & Customer Feedback Team Barbican Estate Office, 3 Lauderdale Place, London, EC2Y 8EN T: 0203 834 8967</p>	The Housing Division as a Housing Complaints & Customer Feedback Team managed by the Information, Performance and Quality Assurance Manager. The manager is responsible for complaint handling, including liaison with the Housing Ombudsman Service and providing information and reports to the governing body. The Housing Complaints & Customer Feedback Team are coordinate the handling of all complaints and provide reporting data to the Governing body.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes		The Complaints Officer/Team have access to staff at all levels and ensure that issues are internally escalated where necessary to agree prompt resolutions.

4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes		<p>The Housing Complaints and Customer Feedback Team have a weekly meeting with the Property Services Team. Relevant new starters are provided with access to guidance in complaints handling. This guidance details HOS requirements in complaints handling, alongside case studies.</p> <p>The HOS e-learning portal is shared with complaint handlers and the Complaints Handling Code is referenced in complaint communications with staff.</p>

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	City of London Housing Complaints Policy point 1 (page 2) & point 7 (page 4): housing-complaints-policy-v4	There is a single policy in place which was reviewed in 2024 to ensure compliance with the Complaints Handling Code.

				Residents' complaints are an opportunity for the Housing Service to improve. Residents are treated fairly and equally in dealing with their complaints.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	City of London Housing Complaints Policy 7.3. (page 5): housing-complaints-policy-v4	Officers are reminded that there is not a 'stage 0' or 'informal' stage. When residents express dissatisfaction they are provided with the option to formalise their complaint.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	City of London Housing Complaints Policy 7.3. (page 5-6): housing-complaints-policy-v4	The Housing Complaints Process at the City of London is a two-stage process in line with the Complaints Handling Code.
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	City of London Housing Complaints Policy 7.5. (page 7): housing-complaints-policy-v4	On some rare occasions, a third party may be assigned to investigate a complaint. They are required to adhere to the Housing Complaints Policy to ensure that the resident does not have to go through separate complaint procedures.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	City of London Housing Complaints Policy 7.5. (page 7): housing-complaints-policy-v4	Third parties are expected to adhere with the City of London's Housing

				Complaints Policy, which is compliant with the Housing Ombudsman's Complaints Handling Code.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Stage One / Two Complaint Response Templates (Appendix 2 & 3)	This is carried out. Complaints are summarised in the acknowledgement and further information is sought to clarify the complaint and the requested outcome if this isn't clear. Details of the Complaint are reiterated in the formal response.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	City of London Housing Complaints Policy 1 & 4 (pages 2 & 3): housing-complaints-policy-v4	It is clearly stated in acknowledgements and complaints correspondence, what areas of the complaint are relevant for investigation under the Housing Complaints policy. For areas of a complaint that falls outside of the Housing Complaints remit, residents are sign-posted to other processes, departments and services.
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; 	Yes	Investigation Guidance Template (Appendix 4)	The Complaint Handler (Investigating Officer) is expected to investigate a complaint impartially, independently, and

	<ul style="list-style-type: none"> b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully. 			confidentially (where possible). Guidance and advice are available from the City of London Housing Complaints team and on the complaints handling SharePoint site. This includes guidance on investigations, what to consider when carrying out an investigation, and how to communicate best practice. Training and briefings are delivered by the housing complaints team as required.
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	City of London Housing Complaints Policy 7.3. (page 6): housing-complaints-policy-v4	Residents are contacted in advance of the deadline, to update them on the investigation progress and to set a new date for the response, when the original deadline cannot be met.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	City of London Housing Complaints Policy 9. (page 9): housing-complaints-policy-v4 Reasonable Adjustments Policy: reasonable-adjustment-policy	In accordance with the Equality Act 2010, reasonable adjustments are considered for all residents, and carried out where appropriate.

5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	City of London Housing Complaints Policy 7.3. (page 6): housing-complaints-policy-v4	We rarely refuse to escalate a complaint. Where complaints are not escalated, valid reasons are provided in line with the Complaints Policy and HOS Complaints Handling Code.
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes		Secured records are kept for each individual complaint, comprising the relevant complaint correspondence. A folder is set up for each complaint and staff are required to ensure that all relevant supporting investigation information, including surveys and reports, are saved in this location.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	City of London Housing Complaints Policy 7.3. (page 5): housing-complaints-policy-v4	Staff are made aware that remedying a complaint should not be delayed and to seek early resolution where it can be achieved.
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for	Yes	City of London Housing Complaints Policy 7.7. (page 8): housing-complaints-policy-v4 unreasonable-behaviour-policy	A set criterion must be evidenced prior to any communication sanctions being implemented; this is in accordance with the

	putting any restrictions in place and must keep restrictions under regular review.			Unreasonable Behaviour Policy. Any sanctions must be authorised by the Assistant Director.
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	City of London Housing Complaints Policy 7.7. (page 8): housing-complaints-policy-v4 unreasonable-behaviour-policy	Consideration of individual needs and any vulnerability is given for each case. And where it is deemed appropriate, a single point of contact is put in place. There is a right of appeal.

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	City of London Housing Complaints Policy 7.3. (page 5): housing-complaints-policy-v4	Weekly meetings are held with the Property Services Team where ongoing complaints are discussed and updates regarding actions taken are shared. Where appropriate, the Housing Complaints & Customer Feedback Team will escalate complex complaints to senior management and flag any risks or vulnerabilities identified.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	housing-complaints-leaflet	There is an auto-response set up on the on the email account, notifying complainants that their communication has been received and is under review, and that complaints will be formally acknowledged within 5-working days.

6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	housing-complaints-leaflet City of London Housing Complaints Policy 5.1. (page 3): housing-complaints-policy-v4	The set timeframe to respond to Stage One Complaints is 10 working days, and is set out in the Housing Complaints Policy and the Housing Complaints Leaflet.
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	housing-complaints-leaflet City of London Housing Complaints Policy 7.3. (page 6): housing-complaints-policy-v4	The Housing Complaints Team liaise with investigating officers to discuss the complexity of the complaint and the time needed to conclude a thorough investigation. Residents are contacted in advance of the original deadline, to inform them of any additional time needed beyond the set ten days timeframe. If the complaint cannot be responded to without good reason (within the extension period), the matter is referred to the Head of Service.
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes		Template forms and all complaints correspondence with residents regarding extensions to timescales, informs residents that they can contact the HOS at any stage of a complain, along

				with the details on how to do so, with links to the HOS.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes		Staff are reminded that complaint responses should not be withheld whilst waiting for actions to be completed. Actions arising from investigations are tracked and monitored by the Housing Complaints & Customer Feedback Team.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Investigation Guidance Template (Appendix 4)	The investigation guidance document includes the complaint definition, and all points in the complaints are noted in the guidance to ensure that it is fully investigated and responded to. Clear reasons for all decisions in the complaint outcome are supported by referencing relevant policy, good practice, and Housing Law where appropriate.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being	Yes		When additional information is received from a resident about a complaint, which is related to the original complaint, the information is incorporate into the investigation guidance for the investigating officer. If

	investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.			the Complaint is already allocated for investigation, the resident is made aware that response timeframes could be affected. If the additional information is a separate matter, a new complaint is logged and acknowledged at Stage 1.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	Yes	<p>Stage One Response Template (Appendix 2)</p> <p>Investigation Guidance Template (Appendix 4)</p>	The information required in the response is detailed in the investigation guidance document and the template response for Stage 1 and 2, which are provided to investigating officers.

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be	Yes	housing-complaints-leaflet	Residents are informed on how to escalate their complaint. Escalated

	progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.		City of London Housing Complaints Policy 7.3. (page 6): housing-complaints-policy-v4	complaints are accepted unless there is clear evidence that the complaint doesn't warrant escalation, in accordance with policy and the code. This is detailed in Stage 1 complaint response and also in the Complaints Policy and Website. Residents do not have to provide explicit reasoning as to why they wish to escalate their complaint.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	housing-complaints-leaflet	Complaints escalated to Stage Two are acknowledged within five working days of receipt within the Housing Division.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	housing-complaints-leaflet Stage One Response Template (Appendix 2)	The following wording is included at the end of Stage One Complaint response: <i>"This letter concludes Stage One of the formal Housing Complaints procedures. If you are dissatisfied with the way your complaint has been dealt with, you have the right to escalate it to</i>

				<p><i>Stage Two of the Housing Complaints procedures. To do this you will need to contact the Housing Complaints & Customer Feedback Team housing.complaints@cityoflondon.gov.uk. You do not need to detail the reasons why you feel that your complaint has not been satisfactorily dealt with at stage one of the process, but it can be helpful to the investigator at stage two if you do so.”</i></p> <p>Investigators at stage two are expected to make contact with the resident to understand the nature of their complaint if not already explained in their escalation.</p>
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	housing-complaints-leaflet	Complaints at Stage One are typically investigated by a team manager, complaints at Stage Two are typically investigated by a Head of Service. They are never investigated by the same individual.

6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	housing-complaints-leaflet City of London Housing Complaints Policy 5.1. (page 3): housing-complaints-policy-v4	The set timeframe to respond to Stage Two Complaints is 20 working days, and is set out in the Housing Complaints Policy and the Housing Complaints Leaflet.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	housing-complaints-leaflet City of London Housing Complaints Policy 7.3. (page 6): housing-complaints-policy-v4	The Housing Complaints Team liaise with investigating officers to discuss the complexity of the complaint and the time needed to conclude a thorough investigation. Residents are contacted in advance of the original deadline, to inform them of any additional time needed beyond the set ten days timeframe. If the complaint cannot be responded to without good reason (within the extension period), the matter is referred to the Head of Service.
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes		Template forms and all complaints correspondence with residents regarding extensions to timescales, informs residents that they can contact the HOS at any stage of a complain, along

				with the details on how to do so, with links to the HOS.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes		Staff are reminded that complaint responses should not be withheld whilst waiting for actions to be completed. Actions arising from investigations are tracked and monitored by the Housing Complaints & Customer Feedback Team.
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Investigation Guidance Template (Appendix 4)	The investigation guidance document includes the complaint definition, and all points in the complaints are noted in the guidance to ensure that it is fully investigated and responded to. Clear reasons for all decisions in the complaint outcome are supported by referencing relevant policy, good practice, and Housing Law where appropriate.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage;	Yes	Stage Two Response Template (Appendix 3) Investigation Guidance Template (Appendix 4)	The information required in the response is detailed in the investigation guidance document and the template response for Stage 1 and 2,

	<p>b. the complaint definition;</p> <p>c. the decision on the complaint;</p> <p>d. the reasons for any decisions made;</p> <p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</p>			which are provided to investigating officers.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes		If the complaint raised covers more than one service area, appropriate leads will be involved in the process. Outcomes from complaint investigations are shared at Team meetings to ensure appropriate actions are taken.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or	Yes	City of London Housing Complaints Policy 7.5. (page 7): housing-complaints-policy-v4	All aspects of 7.1 are considered in addressing service failure and to

	<p>intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising. • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 		<p>Stage One & Two Response Templates (Appendices 2 & 3)</p> <p>compensation-policy</p>	<p>remedy issues where it is needed.</p>
7.2	<p>Any remedy offered must reflect the impact on the resident as a result of any fault identified.</p>	<p>Yes</p>	<p>compensation-policy</p>	<p>Remedies offered are considered in line with the compensation policy where appropriate. All other remedies are considered on a case-by-case basis considering the impact upon the resident.</p>
7.3	<p>The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.</p>	<p>Yes</p>	<p>Stage One & Two Response Templates (Appendices 2 & 3)</p>	<p>Remedies offered are detailed in the response issued. Remedies and outcomes of complaints are tracked in weekly complaint meetings.</p>

7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes		Staff carrying out complaint investigations are signposted to HOS guidance.
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Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: <ul style="list-style-type: none"> a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; 	Yes	Housing complaints and customer feedback - City of London	The Annual Complaints Performance and Service Improvement is published on the Housing Complaints and Customer Feedback Webpage

	<p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Housing complaints and customer feedback - City of London	The Annual Complaints Performance and Service Improvement is published on the Housing Complaints and Customer Feedback Webpage and will contain a statement for Members Responsible for Complaints.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	housing-complaints-policy-v4	The Housing Complaints Policy was updated in 2024 following the Complaints Handling Code being made statutory in April 2024.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		The Landlord will review and update the self-assessment if required by the Housing Ombudsman.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords	Yes		The Landlord will inform the Housing Ombudsman in an instance where they are unable to comply with the code, and will publish an update to residents on the website with timescales as

	must provide a timescale for returning to compliance with the Code.			to when they are able to return to compliance with the code.
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Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes		There is a bi-monthly Complaints Learning Panel and a twice-yearly meeting with Heads of Service to identify and track trends and lessons learned.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes		The Team from the Housing Complaints & Customer Feedback Team regularly attend Housing Team meetings to promote a positive complaint handling culture. Feedback is used in the Complaints Learning Panel and to implement positive changes in service delivery.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Agenda for Housing Management and Almshouses Sub (Community and Children's Services) Committee on Thursday, 15th May, 2025, 11.00 am - Modern Council	A twice yearly Complaints Report will be provided to the Housing Management & Almshouses Sub Committee. This information is accessible to staff, residents and Members. Complaints reports are regularly presented to the

				Housing Management Team.
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes		The Assistant Director of Housing has been appointed as the Senior Lead Person responsible for Complaints.
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes		There are two Members Responsible for Complaints from the Housing Management & Almshouses Sub Committee.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Agenda for Housing Management and Almshouses Sub (Community and Children's Services) Committee on Thursday, 15th May, 2025, 11.00 am - Modern Council	The Members Responsible for Complaints receive a weekly update on active complaints, and a monthly report containing more detailed complaint data. A twice yearly Complaints Report will be provided to the Housing Management & Almshouses Sub Committee
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive:	Yes	Agenda for Housing Management and Almshouses Sub (Community and Children's Services) Committee on	The Members Responsible for Complaints receive a weekly update via email on the number of complaints

	<p>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</p> <p>b. regular reviews of issues and trends arising from complaint handling;</p> <p>c. regular updates on the outcomes of the Ombudsman’s investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>		<p>Thursday, 15th May, 2025, 11.00 am - Modern Council</p>	<p>alongside a monthly summary of outcomes. They are also provided with data on complaints handling performance in these monthly summaries. They are also provided with information on Ombudsman findings and 6 monthly reports to the Housing Management and Almshouses Sub Committee.</p>
<p>9.8</p>	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	<p>Yes</p>		<p>The key objectives of fairness, putting things right and learning from outcomes are promoted at weekly compliant meetings and Senior Management meetings</p>

Appendix 1: Third Party Authorisation Form

Department of Community and Children's Services

Judith Finlay

Executive Director of Community and Children's Services



Third Party Authorisation

Giving a named individual permission to receive information about the authorising party.

Your name and contact information (Resident)

Name	
Address	
Email	
Tel no.	

Name of the person you're giving permission to request and receive Information about you (Third Party)

Name	
Company/Organisation	
Position	
Email	
Tel. no	

I give permission for the above named third party to request and receive information regarding. I understand this could include personal and sensitive information about me.

Signature:

Date:

If at any time you no longer wish to share your information with the third party, please contact your Estate Team. Please refer to the Information Commissioners Officer details on your information rights. www.ico.org.uk

Appendix 2: Stage One Complaint Response Template

Department of Community and Children's Services

Judith Finlay

Executive Director of Community and Children's Services



[NAME]

[ADDRESS]

Email housing.complaints@cityoflondon.gov.uk

Date [DATE]

Dear [NAME]

Stage One Complaint Response – [USE COMPLAINT SUBJECT HEADER]

Thank you for your [email/call/letter] of [date], informing us of your complaint. I am sorry for any **inconvenience/distress** that you have been caused.

[Add summary of the complaint] Your complaint was as follows..... (can be in bullets or written paragraphs)

I have investigated your complaint at stage one of the Housing Complaints procedure. In carrying out my investigation, I have **[interviewed/spoken to, reviewed, considered, requested statements etc..... delete as appropriate]**. I have also taken account of your further communications dated [....] relating to the same complaint. **[Delete as appropriate]**.

ACTIONS

What lessons have been learned in this particular case?

What Actions have been taken to put this right?

What Actions are ongoing or outstanding?

When do you anticipate completion? Use dates/timeframes. Provide dates on when you will give further updates as agreed with the resident. [this information can be presented in tables/bullet points.]

INVESTIGATION OUTCOME

[Include the points that the complainant has raised, and the investigation outcome of each point].

Appendix 2: Stage One Complaint Response Template

To conclude, I [**uphold/do not uphold/partially uphold**] your complaint [**GIVE A BRIEF SUMMARY OF REASONS / FURTHER ACTION THAT IS BEING TAKEN**]

This letter concludes Stage One of the formal Housing Complaints procedures. If you are dissatisfied with the way your complaint has been dealt with, you have the right to escalate it to Stage Two of the Housing Complaints procedures. To do this you will need to contact the Housing Complaints & Customer Feedback Team housing.complaints@cityoflondon.gov.uk. You do not need to detail the reasons why you feel that your complaint has not been satisfactorily dealt with at stage one of the process, but it can be helpful to the investigator at stage two if you do so.

Residents can contact the [Housing Ombudsman Service](#) at any stage of a complaint. You can do so by visiting the Housing Ombudsman Service website by clicking the link above. Alternatively, you can contact them by email: info@housing-ombudsman.org.uk, by phone: 0300 111 3000, or you can write to them at the following address:

Housing Ombudsman Service

PO Box 1484

Unit D

Preston

PR2 0ET

Yours sincerely,

Complaint investigator Sign-off

Making a Complaint

[Housing complaints and customer feedback - City of London](#)
Housing.complaints@cityoflondon.gov.uk

Appendix 4: Investigation Guidance Template

Department of Community and Children's Services
Judith Finlay
Executive Director of Community and Children's Services



[NAME]
[ADDRESS]

Email housing.complaints
@cityoflondon.gov.uk

Date [DATE]

Dear [NAME]

Stage Two Complaint Response – [USE COMPLAINT SUBJECT HEADER]

Thank you for your [email/call/letter] of [date], informing us of your request to escalate your complaint to stage two of the Housing Complaints process. [I have considered the further information that you have submitted.....DELETE AS APPROPRIATE]

I have investigated your complaint at stage two of the Housing Complaints procedure, which involves a review of the outcome of the Stage one investigation.

COMPLAINT AND INVESTIGATION FINDINGS:

In carrying out my investigation, I have [considered, requested statements etc..... delete as appropriate]. I have also taken account of your further communications dated [....] relating to the same complaint. [Delete as appropriate].

To conclude, I [uphold/do not uphold/partially uphold] your complaint [GIVE A BRIEF SUMMARY OF REASONS / FURTHER ACTION THAT IS BEING TAKEN]

ACTIONS:

What lessons have been learned in this particular case?

What Actions have been taken to put this right?

What Actions are ongoing or outstanding?

When do you anticipate completion? Use dates/timeframes. Provide dates on when you will give further updates as agreed with the resident. [this information can be presented in tables/bullet points.]

INVESTIGATION OUTCOME

[Include the points that the complainant has raised, and the investigation outcome of each point].

Appendix 4: Investigation Guidance Template

This letter concludes stage two of the formal Housing Complaints procedures. If you are dissatisfied with the way your complaint has been dealt with, you can contact the Housing Ombudsman Service at the following link. Alternatively, you can contact them by email: info@housing-ombudsman.org.uk, by phone: 0300 111 3000, or you can write to them at the following address:

Housing Ombudsman Service

PO Box 1484

Unit D

Preston

PR2 0ET

Residents can contact the [Housing Ombudsman Service](#) at any stage of a complaint.

Yours sincerely,

Complaint investigator Sign-off

Making a Complaint

[Housing complaints and customer feedback - City of London](#)

Housing.complaints@cityoflondon.gov.uk

Appendix 4: Investigation Guidance Template

Complaint Stage	
Name & Address and contact number/email:	
Date of Complaint	
Date of Acknowledgement	
Deadline	
Investigating Officer	
Resident Reasonable Adjustments / Alerts: Please ensure that any details entered here are taken into consideration in the complaint investigation, response and follow up. Some cases will be flagged as urgent/high priority.	

This table is to be used alongside the original complaint and other relevant communications regarding this matter. If additional information is required from the complainant, please request it ensuring that Housing Complaints is copied in.

If you anticipate that the investigation will go beyond the 10-day turnaround (stage 1) or 20-day turnaround (stage 2), please inform Housing Complaints at the earliest possible convenience so we can make the complainant aware of this in advance.

This guidance has been set in accordance with the Housing Ombudsman Service (HOS) Complaints Handling Code:

The response must include the following:	Quality points to consider in your written response.
<ul style="list-style-type: none"> • Date of Complaint • Stage • Definition and summary of complaint (what the complaint is) • Outcome of investigation and reasons for decision • What have we done to put this right? • What are the outstanding actions (estimate timeframe – agree updates to resident) • Detail escalation process. • Housing Ombudsman details 	<ul style="list-style-type: none"> • Use the active voice and strong verbs. • Empathise and apologise well (be clear on what it is you are apologising for) • Write shorter sentences that deliver more. • Get rid of waffle and jargon, including acronyms and abbreviations and technical terms. • Develop a letter structure that will work for the complainant e.g., you may consider mirroring the style used in the complainant's correspondence, and bullet points to identify the individual points being responded to • Ensure that all points in the complaint are addressed in your response and the response is structured as advised. • Check the names and addresses are correct. • Check spelling and punctuation.

Appendix 4: Investigation Guidance Template

	<ul style="list-style-type: none"> We encourage all Investigators to arrange a meeting or call with the complainant to ensure good customer service and understanding on all aspects of the complaint.
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The expectation is for investigators at Stages 1 and 2 to call/contact the resident to discuss the matter during the investigation. The Housing Complaints Team will make a note in the investigation guidance if they have already had a telephone call with the resident or if the resident has particular communication preferences.

Resident Phone number:

Complaint Definition (what the complaint is about)	Investigation Notes for Response

Outcome sought	Actions Taken / Ongoing Actions / Compensation Awarded

Appendix 4: Investigation Guidance Template

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Investigation Timeline:

Please use the below timeline to outline the details of the concerns raised in the complaint from start to finish. This is useful in case the complaint is escalated to s.2 / Ombudsman.

Date:	Details:	Attachments:

CITY OF LONDON HOUSING DIVISION ANNUAL COMPLAINTS PERFORMANCE & SERVICE IMPROVEMENT REPORT



2023-24

Introduction

The City of London Corporation Housing Service is a compulsory member of the Housing Ombudsman Scheme. The Ombudsman provides an independent and impartial service which investigates complaints from tenants and leaseholders of social landlords in accordance with the rules set out in the Housing Ombudsman Scheme.

The Housing Ombudsman's expectation of social landlords in complaints handling has changed, with a new Complaints Handling Code, which is now statutory following the passing of the Social Housing (Regulation) Act 2023.

The Housing Ombudsman monitoring of compliance with the code now includes a requirement for landlords to produce an Annual Complaints Performance and Service Improvement Report. Additionally, all landlords are required to conduct the annual self assessment against the Housing Ombudsman Complaint Handling code to understand their position against the expectation of the code:

www.cityoflondon.gov.uk/assets/Services-DCCS/housing-self-assessment-23-24.pdf

Summary from Peta Caine

Assistant Director for Housing Management

Our new Housing Strategy, which is currently going through our governance processes, demonstrates our commitment to improving our services, listening to residents and valuing feedback. We see the work that we are doing with Complaints as a key driver for harvesting feedback and using this to drive service delivery improvements.



We have identified the steps we need to take in 2024/25 as a result of the complaints we have received and the work we have done with them. These next steps are now a key element of our operational delivery plan.

As Senior Lead Person responsible for complaints handling, I see this area as a key part of my role moving forward as the new Assistant Director of Housing at the City of London Corporation.

ANNUAL COMPLAINTS PERFORMANCE & SERVICE IMPROVEMENT REPORT

2023-24



Stage 1	2023-24
Stage 1 complaints received	<ul style="list-style-type: none"> • 110 Tenant • 15 Leaseholder
Stage 1 complaints responded to within 10 working days or within the extended deadline agreed with the resident	77.6%
Stage 1 complaints upheld	<ul style="list-style-type: none"> • 64 Tenant • 10 Leaseholder
Stage 1 complaints not upheld	<ul style="list-style-type: none"> • 23 Tenant • 0 Leaseholder
Stage 1 complaints partially upheld	<ul style="list-style-type: none"> • 23 Tenant • 5 Leaseholder

Stage 2	2023-24
Stage 2 complaints received	<ul style="list-style-type: none"> • 29 Tenant • 2 Leaseholder
Stage 2 complaints responded to within 20 working days or within the extended deadline agreed with the resident	64.5%
Stage 2 complaints upheld	<ul style="list-style-type: none"> • 19 Tenant • 2 Leaseholder
Stage 2 complaints not upheld	<ul style="list-style-type: none"> • 4 Tenant • 0 Leaseholder
Stage 2 complaints partially upheld	<ul style="list-style-type: none"> • 6 Tenant • 0 Leaseholder
Total discretionary compensation paid	£9,221.61 - This figure includes some substantial amounts of compensation that were payable by contractors.

ANNUAL COMPLAINTS PERFORMANCE & SERVICE IMPROVEMENT REPORT

2023-24



Increases

The 2023/24 reporting year saw a 45% increase in Stage 1 complaints and a 55% Stage 2 complaints over the previous year.

Reasons for increase include:

- More frequent communication about how to make a complaint in the @home monthly newsletter
- National Make Things Right Campaign '[Social housing issue? Know how to complain](#)'
- National press coverage of damp and mould cases
- Poor contract management
- Poor contractor performance
- Delivery of repairs and maintenance has declined due to the aging housing stock and a lack of a planned maintenance programme

Top 10 reasons for complaints

- Disrepair (16 cases)
- Communication (16 cases)
- Leaks (15 cases)
- Damp and mould (12 cases)
- Customer service (11 cases)
- Water (9 cases)
- Staff conduct (9 cases)
- Contractors (9 cases)
- Major Works (6 cases)
- Heating (6 cases)

If a complaint is not accepted, the team provides an explanation to the customer setting out the reasons and what actions will be taken to resolve the issues raised. If an issue is not accepted as a complaint, it does not mean it is ignored, it is passed on to the relevant team.

At any stage of a complaint, a resident can escalate, each case is investigated by the Housing Ombudsman Service. The purpose of the investigation is to assess whether a landlord has responded appropriately to a given situation and to decide whether its actions were fair and reasonable – when taking all the circumstances of the case into account

Ombudsman	2023-24
Complaint Handling failure orders	0
Cases referred to the Ombudsman	2 - 1 of the 2 cases did not fall under the jurisdiction of the Ombudsman and was not investigated
Findings of maladministration	0
Service Failure Determination (Evidence of a minor failing, but action is still needed to put things right. Service failure is a form of maladministration)	1

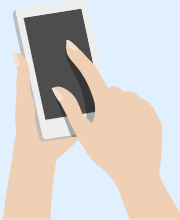
ANNUAL COMPLAINTS PERFORMANCE & SERVICE IMPROVEMENT REPORT

2023-24



Changes implemented 2023-24

- Officers set up a Complaints Learning Panel to review outcomes of complaints from residents. The purpose of the Complaints Learning Panel is to identify themes, trends and potential service improvements (including amendment to policies and procedures) arising out from resident complaints. Any identified actions will be tracked by the responsible officers .
- In line with the Complaints Handling Code we raised resident awareness of how to make a complaint by promoting the service and policy changes, including updating webpages, ways to make a complaint, attending estate drop-ins and placing articles in @home residents' newsletters.
- The changing requirements of the Complaints Handling Code and improved awareness among officers has meant that complaints investigators are now clearer on the expectations regarding service failures which have caused distress and inconvenience to residents.
- Recruited a temporary Complaints Investigation Officer to support with backlog of complaints whilst short staffed
- 69 members of staff attended Customer Services training



Next steps 2024-25

- In compliance with the Housing Ombudsman Complaint Handling Code we now have a Member Responsible for Complaints. This role will be undertaken by the Chair of the Housing Management & Almshouses Sub-Committee (HMASC). They will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the Housing Service complaint handling performance.
- The Assistant Director of Housing Management will act as a 'Senior Lead Person' responsible for complaints handling, assessing any themes or trends to identify potential systemic issues, serious risks or policies and procedures that require revision. For 24/25 the Complaints Learning Panel will be chaired by the Assistant Director.
- Housing Complaints Reports will be submitted to each HMASC committee from April 2024 outlining performance and key information on complaints.
- We will be procuring a new Repairs and Maintenance Service Provider with a rigorous tender process and improved contract management
- Recruitment of key roles, including a new Head of Repairs and Head of Major Works who are due to join in Autumn 2024
- Improvements in tracking and monitoring of complaints received
- Further training for staff on complaint handling



Procedures for Member and MP Enquiries:

Member Enquiries:

1. Members are encouraged to send any enquiries through to the Housing Complaints Inbox: housing.complaints@cityoflondon.gov.uk
2. When the Housing Complaints Team receive a Member Enquiry, they will follow the same timescales as a complaint (acknowledge within 5 working days unless **urgent** in which it will be acknowledged as soon as possible, set a deadline for a response – usually 10 working days from acknowledgement).
3. If officers receive a member enquiry directly, they are asked to copy in the Housing Complaints Team for tracking and monitoring.
4. The member enquiry will be logged by the Housing Complaints Team and assigned to the appropriate officer, copying in the Head of Service where appropriate.
5. If the Housing Complaints Team deem the enquiry to constitute a complaint, they will suggest to the Member/resident that it goes through the formal complaints procedure.
6. The Housing Complaints Team will ask the Officer to respond directly to the Member within the timescale, copying in the Housing Complaints Team.

MP Enquiries:

1. MP queries will be dealt with by Corporate Affairs in conjunction with colleagues in the Housing Complaints Team.
2. The Policy Chairman/Town Clerk's Office are asked to forward any MP enquiries to the Housing Complaints Team for allocation, tracking and monitoring.
3. A deadline is usually set by the MP's office making a request.
4. If the Housing Complaints Team deem the enquiry to constitute a complaint, they will suggest to the MP / resident that it goes through the formal complaints procedure alongside the enquiry.
5. The MP enquiry will be logged by the Housing Complaints Team, and they will ask for the appropriate involved Officers/Heads of Service to contribute the necessary information, formulating a final draft.
6. Once the final draft has been signed off by the appropriate Head of Service, the Housing Complaints Team will QA the response and send it to the Policy Chairman/Town Clerk's Office, depending on the source of the enquiry.

The Housing Complaints Team will report weekly to the Members Responsible for Complaints on Member/MP enquiries. Any enquiries relating to Property Services will be tracked at the weekly meeting between the Complaints Team and Property Services Team.

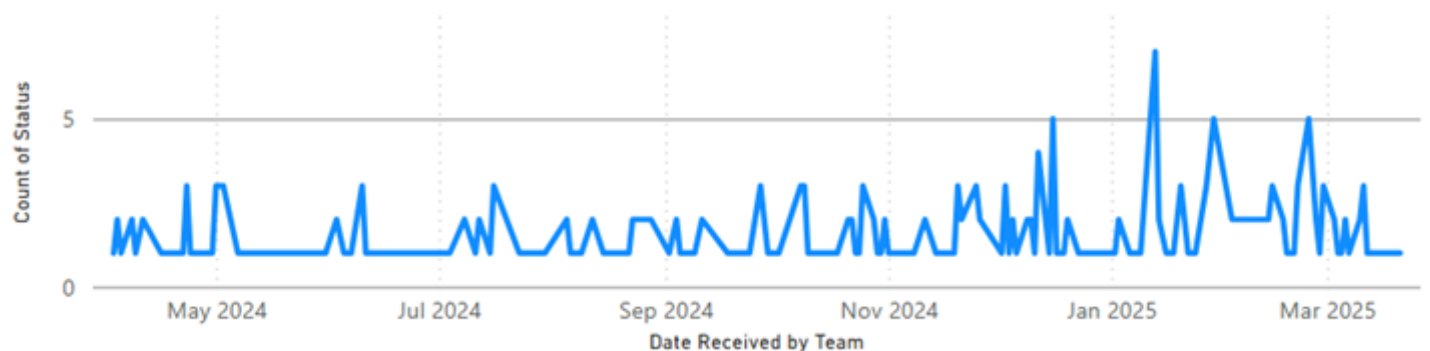
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Housing Complaints Performance Statistics 2024/25

Housing Complaints	2024/25
Total Complaints Received	251
Complaints Acknowledged within timescales (5 working days)	91%
Source of Complaints	<p>Tenants 73%</p> <p>Almshouses 1%</p> <p>Leaseholders 22%</p> <p>Other 4%</p>
Compensation Paid Following Complaint Investigation	£6,684*

*figure at year end - this figure is subject to change depending on whether complainants choose to accept compensation offered.

Number of Complaints Received



Stage 1 Complaints	2024/25
Stage 1 Complaints Received	189
Source of Stage 1 Complaints	Tenants 141 Almshouses 2 Leaseholders 39 Other 7
Stage 1 Complaints responded to within 10 working days or within the extended deadline (10 working days)	100% 78% in 10 working days 22% in extended timescale
Stage 1 Complaints Upheld	75%
Stage 1 Complaints Partially Upheld	19%
Stage 1 Complaints Not Upheld	6%
Stage 1 Compensation Paid	£2,345

Stage 2 Complaints	2024/25
Stage 2 Complaints Received	62
Source of Stage 2 Complaints	Tenants 43 Leaseholders 17 Other 2
Stage 2 Complaints responded to within 20 working days or within the extended deadline (20 working days)	98% 91% in 20 working days 7% in extended timescale 2% outside of extended timescale
Stage 2 Complaints Upheld	73%
Stage 2 Complaints Partially Upheld	14%
Stage 2 Complaints Not Upheld	13%
Stage 2 Compensation Paid	£4,339

Top 10 Reasons for Complaints:

1. Repairs & Maintenance (51)
2. Leaks & Water Ingress (31)
3. Lift Outages (29)
4. Communications & Customer Service (20)
5. Heating & Hot Water (19)
6. Damp & Mould (17)
7. Staff Conduct (17)
8. Contractor Conduct (15)
9. Windows Project (9)
10. ASB Procedure (4)

In 2024/25, 5848 repair jobs were raised by the Property Services Team.

186 of the complaints received were allocated to the Property Services Team to investigate.

Complaints about Repairs: 182

Complaints about Housing Management: 42

Housing Ombudsman Performance Statistics:

Ombudsman	2024/25
Cases referred to Housing Ombudsman in 2024/25	11
Findings Received in 2024/25	
Maladministration	3
No Maladministration	1
Outside of Housing Ombudsman Jurisdiction	3
Compensation Paid Following Housing Ombudsman Finding	£3,075

The findings received in 2024/25 do not necessarily relate to cases that were referred to the Ombudsman in 2024/25. This is due to the complexity and length of time taken to investigate some cases.

The Housing Ombudsman's average timescale for investigating a complaint is approximately 6 months. Some more complex cases take longer to investigate. More information on the Housing Ombudsman's investigation process is available via the following link: [Investigation process explained | Fact sheet | Housing Ombudsman](#)

Summary of HOS Findings:

Complaint 1:

- Maladministration was found in the Landlord's handling of a leak.
- There were failures in complaint handling, but the landlord offered redress for these failures (HOS found redress to be satisfactory)

Complaint 2:

- Maladministration found in the Landlord's repairs to heating system & ventilation unit
- Maladministration found in complaint handling. Whilst the complaint was acknowledged within the timescales, it was not formally escalated as a complaint in time.

Complaint 3:

- Maladministration found in the Landlord's handling of damp & mould and wet room adaptation.
- Maladministration found in relation to the Landlord's handling of the wet room installation.
- Service failure found in relation to the Landlord's complaint handling.

Alongside case-specific findings and orders, the landlord also issued the following recommendations to the Landlord:

- Review its staff training in relation to the Spotlight report on damp and mould so that staff do not automatically apportion blame or using language that leaves residents feeling blamed.
- Review its adaptations policy to include timeframes in which residents can expect adaptations to be approved and completed.

Compliments:

Compliments from Q1 were contained in the previous report to Housing Management & Almshouses Sub Committee. Below are the compliments received from Q2 - Q4.

Staff Name	Compliments
Allison Panks	<ul style="list-style-type: none">• “Allison, many many thanks for seeing us at home and being so kind and supportive.”
Golden Lane Estate Office	<ul style="list-style-type: none">• “you have a really lovely Estate Office and staff.”
Allocations Team	<ul style="list-style-type: none">• “you are all very helpful and supportive.”
Celisa Gomes	<ul style="list-style-type: none">• “Celisa raised a concern about an elderly resident... I wanted to pass on thanks to Celisa for caring.”
Christine Vanhorn-Payne	<ul style="list-style-type: none">• “I have had many encounters with Christine from the rents team over the years since being a city resident and honestly she has always been so kind and helpful. She has always gone above and beyond to help in anyway she can and make me, personally feel so comfortable when speaking to her. She has such a lovely energy about her and it shines through.”
Chris Morris	<ul style="list-style-type: none">• “Residents appreciated Chris’ hard work and positive attitude when working at Cuthbert Harrowing House.”
George Briley & Lawrence Umoru	<ul style="list-style-type: none">• “A resident wanted George and Lawrence’s manager to know that she thought they are both very helpful around the estate. She stated that George has a kind heart and does a great job with the grounds.”
Lesley Webster	<ul style="list-style-type: none">• “A resident conveyed enormous gratitude for the work Lesley does, and expressed amazement at how she keeps a smile on her face. She wanted Lesley to know that everything does for the residents doesn’t go unnoticed.”
Liam Gillespie	<ul style="list-style-type: none">• “Thank you once again (Liam) for your kind support during what was a particularly distressing time. Your assistance has made a meaningful difference.”• “I want to sincerely thank you for arranging BSL interpreters for me at Wednesday evening’s meetings. It truly meant a lot to feel fully included and informed in the discussions. Your efforts to support accessibility are deeply appreciated, and they make a real difference.”
Wendy Giaccaglia	<ul style="list-style-type: none">• “I wanted to share a quick update and express my gratitude. I’m very pleased with Wendy’s referral... The experience has been incredibly positive—I feel heard, valued, and safe throughout the process”• “Good to know you are still working for the City of London Corporation. In many ways we are lucky to have you.”• “You are so efficient and helpful.”

Matthew Bowler	<ul style="list-style-type: none"> • “Matthew went above and beyond to help with a service user moving over to Middlesex Street... I would not have been able to do it without him.”
Noreen Helsop	<ul style="list-style-type: none"> • “Noreen helped to organise last minute car park access and ensured another staff member was able to use a fob to cover weekend events which was very helpful.” • “You are making a big difference in supporting me with meter readings. Without your support, I don’t know what I’d have done!”
Rafal Sikorski and Chris Morris	<ul style="list-style-type: none"> • “I would like to thank Rafal and Chris for getting the GLERA filing cabinet and cupboard moved on Friday. Working in the dark with the bulky items was not easy and it is clear that they have had manual handling training to deal with the bulky and heavy items so professionally. Both were extremely helpful and polite.”
Rebecca Southin	<ul style="list-style-type: none"> • “A resident was singing Rebecca’s praises. He said she was wonderful.” • “I am impressed by Rebecca’s kindness and friendliness. She is indeed an asset to the management. I wish Rebecca all the best in her career and hope she deserves a higher position if available.”
Ruben Mendes	<ul style="list-style-type: none"> • “I wanted to provide some feedback about the positive outcomes and the strong working relationship with Ruben. City Advice has established a positive external working relationship, and it is wonderful to see all parties making a difference in clients’ lives.” • “Ruben is a very good kind man, and he has been very kind and helpful.”
Susanne Bertrand	<ul style="list-style-type: none"> • “A big thank you to Susanne who took responsibility and was proactive. So, so grateful to her.”
Tanya Gordon	<ul style="list-style-type: none"> • “Tanya is really lovely, friendly and great with residents.”
Tracy Taylor	<ul style="list-style-type: none"> • “The applicant said when he spoke with her on the phone she was kind, listened to him fully and extremely helpful. He wanted me to pass on how grateful he was for her assistance and empathy.” • “A resident told me that Tracy is always kind to him and supportive.”
Anna Donoghue	<ul style="list-style-type: none"> • “In times of distress, it is reassuring to know that there are people like you who genuinely care and take immediate steps to resolve urgent concerns. Your professionalism and kindness have not gone unnoticed, and I am deeply thankful for your support.” • “You have been extremely helpful and attentive to my concerns. I am really grateful for you going above and beyond to support me.”
Charlotte Gliniecki	<ul style="list-style-type: none"> • “The best response I have had to my enquiries. Thank you for taking an interest to my enquiry this week. Really appreciated.”

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