



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

Date: WEDNESDAY, 26 NOVEMBER 2025

Time: 11.00 am

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 Chair)	Deputy James Thomson CBE
Leyla Boulton	Philip Woodhouse
Deputy Anne Corbett	Mark Wheatley

Enquiries: Kelila Perry
Kelila.Perry@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on Tuesday 21st October 2025 – *to follow*.

For Decision

4. **OUTSTANDING ACTION TRACKER**

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

For Information
(Pages 5 - 6)

5. **ANTI-SOCIAL BEHAVIOUR POLICY UPDATE AND SPOTLIGHT ITEM**

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

For Decision
(Pages 7 - 14)

6. **GATEWAY 6 REPORTS - CLOSURE OF LEGACY PROJECTS**

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

For Decision
(Pages 15 - 18)

a) **Petticoat Tower Balcony Screens (Pages 19 - 24)**

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

b) **Petticoat Tower Fire Doors (Pages 25 - 30)**

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

c) **Middlesex Street Estate - Cold Water Distribution System Replacement (Pages 31 - 36)**

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

- d) York Way Estate - Cold Water Distribution System Replacement (Pages 37 - 42)

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

7. **TENANT SATISFACTION MEASURES - PERCEPTION MEASURES ACTION PLAN**

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

For Information
(Pages 43 - 48)

8. **RESIDENT VOICE GROUP UPDATE**

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

For Information
(Pages 49 - 58)

9. **QUARTERLY FIRE SAFETY STATUS REPORT**

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

For Information
(Pages 59 - 62)

10. **HOUSING COMPLAINTS UPDATE**

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

For Information
(Pages 63 - 128)

11. **RENT CONVERGENCE AND GOVERNMENT RENT SETTLEMENT**

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

For Information
(Pages 129 - 138)

12. **HOUSING SUSTAINABILITY UPDATE**

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

For Information
(Pages 139 - 144)

13. **HOUSING MATTERS UPDATE**

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

- 14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
- 15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
- 16. **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

- 17. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on Tuesday 21st October 2025 – *to follow*.

For Decision

- 18. **36 PROCTOR HOUSE, AVONDALE SQUARE ESTATE, SE1 5EZ**

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

For Decision
(Pages 213 - 214)

- 19. **ACCESSIBILITY PROGRAMME - PROGRESS REPORT**

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

For Information
(Pages 215 - 220)

- 20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

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

Community & Children's Services

Members Update – Action Tracker 26 November 2025

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	October 2025	The brief has been expanded to look at all aspects of accessibility for City of London Corporation estates and Part M requirements in respect of Building Regulations generally. Multidisciplinary consultant Pick Everard formally appointed March 2025 following a mini-tender exercise. Their commission includes desktop review of 2022 Accessibility Audits, plus site surveys of all 12 estates - plus Almshouses. Desktop review completed mid-April 2025. Following site visits, summary reports (complete with high level budget estimates) for estates 1-6 issued on 30/05/25 and estates 7-13 issued in mid-August. Reports and the estimated budget costs currently under review. 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

Community & Children's Services

Members Update – Action Tracker 26 November 2025

					which further consultant support will have to be procured in respect of design, specification, tendering and contract administration. The estimated costs have been captured as part of the overall funding requirement for the 10-year Housing Major Works capital programme. Summary Report to be issued by the Major Works Team – deadline 31/10/2025.
28.11.2024	Financial Support for Leaseholders	Revised paper to be presented to January 2025 Committee	[Liam Gillespie] Helen Chantry	January 2025	Verbal update to be given at June 2025 Committee. Progress to be reviewed.
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) – Committee did not take place.	September meeting did not take place. To be addressed as part of the Committee review due to take place in early 2026.
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 and Almshouses Sub-Committee – For information	Dated: 26 November 2025
Subject: Anti-Social Behaviour Policy Update and Spotlight Item	Public report: For Decision and discussion
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory responsibilities • provides business enabling functions 	Providing Excellent Services Regulator of Social Housing (RSH) Community and Safety Standards
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?	
Report of:	Peta Caine, Director of Housing
Report author:	Helen Chantry, Interim Head of Housing Management

Summary

Victim-Centred Amendments to Anti-Social Behaviour (ASB) Policy

This summary outlines proposed victim-centred insertions to the City of London Housing Anti-Social Behaviour (ASB) Policy. The aim is to align the policy with statutory updates introduced by the 2025 Police Bill and recommendations from the Victims' Commissioner's 2024 report, 'Still Living a Nightmare'. These changes seek to improve support for victims of persistent ASB and ensure their voices are central to the response process.

Recommendation(s)

This report provides Members with an update on Anti-Social Behaviour and the landlord's responsibilities using a victim centred approach, reflecting ASB Statutory Changes from the 2025 Police Bill and considering the requirements of the Regulator of Social Housing (RSH) Community and Safety Standard.

Members are asked to note the report and shared responsibilities between Housing Management and Community Safety (Appendix 3).

Members are asked to approve the policy amendments and new insertions covered in Appendices 1 & 2.

Main Report

Background

Tackling Anti-Social Behaviour: Our Role as a Landlord

As a social landlord, we have a clear responsibility to support tenants who are affected by ASB and to take prompt, effective action.

The Anti-Social Behaviour, Crime and Police Act 2014 Part 1 section 2 defines the meaning of ASB as:

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

Context

1. In November 2024 the introduction of Respect Orders was announced by the Government aimed at addressing persistent ASB and enforcement outcomes included criminal conviction and prison sentences for breaking the order's terms.
2. The Respect Orders were greatly influenced by the findings and recommendations in the Victims' Commissioner's 2024 report, titled "Still living a nightmare: Understanding the experiences of victims of anti-social behaviour."

3. The report highlighted systemic failures in how victims of persistent ASB are treated, calling for improved communication, support access, and recognition under the Victims' Code. The revised statutory guidance now mandates proactive victim engagement, assignment of Single Points of Contact (SPoCs), and multi-channel access to the ASB Case Review process.
4. In tandem, the 2025 Police Bill introduced new enforcement tools and statutory duties, including Respect Orders, mandatory ASB data sharing, and enhanced dispersal powers.
5. The City of London Corporation's Housing Service ASB Policy review (last re-approved June 2024) reflects a concerted effort to align with national ASB agendas and enhance victim experience.

Summary of Proposed Changes

The following summary of insertions are proposed to strengthen the City of London Housing ASB Policy (Appendix 1):

- Assign a Single Point of Contact (SPoC) to victims of persistent ASB.
- Proactively inform victims of their right to request an ASB Case Review after repeated reports.
- Recognise persistent ASB victims under the Victims' Code, regardless of criminal thresholds.
- Enable public referrals to the Community Safety Team for appropriate high-risk ASB cases.
- Monitor compliance with Acceptable Behaviour Contracts and Community Remedies.
- Prepare for implementation of Respect Orders as part of the enforcement toolkit.
- Establish systems for mandatory ASB data reporting to the Home Office.
- Align fly-tipping enforcement procedures with forthcoming statutory guidance.

The following additional policy points are proposed to be inserted to strengthen the City of London Housing ASB Policy (Appendix 2):

Summary of Enhanced Focus on Vulnerability and Equality

- **Explicit Equality Act Consideration:** The policy now formally requires the City of London to demonstrate that they have considered any vulnerability identified within the Equality Act 2010 when deciding to proceed with legal action against a perpetrator.

- **Vulnerability-Led Intervention:** The decision to pursue legal action must conclude that it is needed due to the effect of the ASB on either the wellbeing of the victim and/or the perpetrator. This ensures a harm-centred approach.
- **Support for Perpetrators:** There is an explicit commitment to support perpetrators who exhibit ASB to ensure they have the opportunity to take part in diversionary activities, where appropriate, to address root causes.

Options

None

Proposals

It is proposed that an ASB case management process review is undertaken to ensure that best practice is being followed. A further report will be provided to Members once Housing Management have transitioned to the new ASB module in Civica CX.

Key Data

Corporate & Strategic Implications

Strategic Alignment: The Anti-Social Behaviour policy update supports the Corporate Plan 2024–2029 and includes a Victim-centred approach, aligning with the RSH requirement to put tenants at the heart of the conversation.

Financial Implications: None

Equalities Considerations: An Equality Impact Assessment is underway to ensure compliance with the Public Sector Equality Duty 2010.

Operational Readiness: Policy to be updated

Appendices

Appendix 1

Tracked Changes: Victim-Centred Insertions to City of London ASB Policy V3

Section 4.1 – Victim Support

Each victim of persistent ASB will be assigned a Single Point of Contact (SPoC) to ensure consistent communication and support throughout the case.

Rationale: Aligns with 2025 guidance to improve victim engagement and simplify the terms

Section 4.2 – Reporting and Transparency

Victims reporting ASB more than once within six months will be proactively informed of their right to request an ASB Case Review.

Rationale: Addresses gaps in awareness identified in the 2024 Commissioner's report

Section 4.3 – Vulnerability and Risk

Victims of persistent ASB will be recognised under the Victims' Code, regardless of whether the behaviour meets criminal thresholds.

Rationale: Ensures access to support services and rights for all victims

Section 6 – Risk Assessment

Repeat victimisation will automatically trigger a review of support needs and consideration for multi-agency intervention.

Rationale: Responds to findings that victims often suffer for years without a resolution

Section 8.2 – Multi-Agency Risk Assessment Conference (CCM)

The CCM will include a standing agenda item to review cases involving repeat ASB victims and ensure coordinated safeguarding responses.

Rationale: Embeds victim-centred oversight into strategic case management

Section 9 – Publicity and Data Control

Anonymous data on ASB Case Reviews and victim outcomes will be published annually to improve transparency and accountability.

Rationale: Supports national data-sharing goals and provides reassurance

Appendix 2

New Policy Point	Suggested Document Insertion Point	Rationale
PSED & Protected Characteristics Commitment	Section 1.0 (Introduction/Policy Statement): After the main policy statement but before the definitions of ASB.	This establishes the legal framework and commitment early on, making it clear that equality duties underpin the entire policy.
Harm-Centred Approach	Section 2.0 (ASB Definition & Scope): Insert as a sub-point or principle within the scope of the policy.	It changes <i>how</i> ASB is fundamentally assessed—by impact (harm) rather than just the action—so it belongs near the core definition.
Vulnerability Assessment	Section 3.0 (Reporting and Investigation Procedures): Insert this as the first step in the investigative process.	An assessment of vulnerability for all parties (victim, witness, perpetrator) must be a mandatory initial step once a case is opened.
Proportionality and Legal Action	Section 4.0 (Enforcement and Legal Action): Insert as a crucial pre-requisite or sub-section under any clause detailing formal action (e.g., injunctions, possession claims).	This is a legal check required before the final, most serious enforcement steps are taken against a potentially vulnerable individual.
Internal Review / EIA	Section 6.0 (Policy Governance and Review): Insert this in a new clause detailing the internal review cycle and document maintenance.	This is an operational requirement to ensure the policy remains lawful and effective over time.

Appendix 3

ASB Statutory Changes from the 2025 Police Bill: Responsibilities Table

ASB Change	Housing Management	Community Safety
Respect Orders	✓ (if tenant-related: evidence, monitoring)	✓ (enforcement, breach response)
ASB Case Review Enhancements	✓ (SPoC assignment, victim support, awareness)	✓ (multi-agency coordination)
Absolute Ground for Possession	✓ (tenancy enforcement following ASB conviction)	X
Victim-Centred Approach (Victims' Code)	✓ (support, referrals, trauma-informed practice)	✓ (recognition and safeguarding)
Extended Dispersal Powers (72 hours)	X	✓ (police-led enforcement)
Vehicle Seizure Without Warning	X	✓ (police-led action)
Mandatory ASB Data Sharing	✓ (contribute housing ASB data)	✓ (lead coordination and reporting)

Background Papers

City of London Anti-Social Behaviour Policy (v.3 Approved 03/06/2024)

Helen Chantry

Interim Head of Housing Management

E: helen.chantry@cityoflondon.gov.uk

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City of London Corporation Committee Report

Committee(s): Housing Management & Almshouses Sub-Committee – For information	Dated: 26/11/2027
Subject: Gateway 6 Reports – Closure of Legacy Projects	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • provides statutory duties • provides 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?	HRA
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Director of Community & Children's Services
Report author:	David Downing, Asset Programme Manager

Summary

This report introduces the following four Gateway 6 reports on the Committee agenda which seek authority to close off four legacy projects as delivered between 2020-2023 by the Housing Major Works Team which still remain live on the City's reporting and financial systems. The Gateway 6 Outcome Report is a mandatory part of the current project procedure and forms the final part of a project's journey through the City's current governance procedures.

The four Gateway 6s which follow this report all present successfully delivered projects which came in either under budget or only with a minor overspend despite delivery spanning the challenging Covid and post-Covid periods where projects were beset by complicated access arrangements and rampant industry cost inflation.

Recommendation(s)

Members are asked to:

Note the report and authorise approval of the following four Gateway Six Reports:

- Balcony Door & Screen Replacements in Petticoat Tower, Middlesex Street Estate
- Fire Door Replacements in Petticoat Tower, Middlesex Street Estate
- Cold Water Distribution System Replacement at Middlesex Street Estate
- Cold Water Distribution System Replacement at York Way Estate

Main Report

Background

1. This paper provides an overview and additional context for the four Gateway 6 Outcomes Reports which follow on this Committees agenda.
2. The four reports concern:

Balcony Door & Screen Replacements in Petticoat Tower, Middlesex Street Estate, which was predominantly delivered in 2020-22.

Fire Door Replacements in Petticoat Tower, Middlesex Street Estate, which was predominantly delivered in 2022-23.

Cold Water Distribution System Replacement at Middlesex Street Estate, which was predominantly delivered in 2022-23.

Cold Water Distribution System Replacement at York Way Estate, which was predominantly delivered in 2022-23.

Current Position

3. All four projects have been successfully completed, with final accounts fully settled, and defects liability periods at an end. The projects are now overdue for formal closure; the Gateway 6 Outcome Reports having been delayed during the recent senior management transformation within DCCS Housing. With the forthcoming change to the City's project procedures with the launch of the new P3 Framework, it is prudent to close off any remaining completed projects without further delay as a housekeeping exercise and to reduce the administrative burden of transferring old projects from one governance framework to another.

Options

None.

Proposals

- Members are asked to review and authorise the four Gateway 6 Reports which follow relating to the historic projects detailed above. As per the current Project Procedure, each report must be presented individually on the correct project template, with Members asked to note the content ahead of formal project closure.

Key Data

5.

Project	At Authority to Start work (Gateway 5) £	Final Outturn Cost (Gateway 6) £	Variance £
Balcony Door & Screen Replacements (Petticoat Tower)	316,879	346,049	+29,170
Fire Door Replacements (Petticoat Tower)	298,428	298,471	+43
Cold Water Distribution System Replacement (Middlesex Street Estate)	468,600	447,202	-21,398
Cold Water Distribution System Replacement (York Way Estate)	349,700	333,574	-16,126
Total	1,433,607	1,425,296	-8,311

- The Gateway 6 outturn cost of all four projects was, across all the projects, within reasonable expected tolerances of the Gateway 5 (Authority to Start Work) costs, with two projects closing at a modest underspend, one with a small overspend, and the fourth only £43 over the expected sum at Gateway 5.

Corporate & Strategic Implications

Strategic implications – These projects formed part of the Housing Major Works investment programme which commenced in 2014.

Financial implications – The outturn costs of all four projects were within reasonable expected tolerances of the Gateway 5 (Authority to Start Work) costs.

Resource implications – All four projects were delivered by the Housing Major Works team.

Legal implications – None.

Risk implications – None.

Equalities implications – None.

Climate implications – None.

Security implications – None.

Conclusion

7. The four Gateway 6 reports submitted for approval form part of a housekeeping exercise ahead of adoption of the new P3 Project Framework. The four projects were completed successfully in the challenging Covid and immediately post-Covid environments with only minimal cost variance against expected sums at Gateway 5. Works on all four projects were completed several years ago under the previous senior leadership regime.

Appendices

None

David Downing

Asset Programme Manager, DCCS Major Works

T: 020 7332 1645

E: david.downing@cityoflondon.gov.uk

Committees: Corporate Projects Board - for information Housing Management and Almshouses Sub - <i>for decision</i> Project and Procurement Sub - <i>for information</i>	8 October 2025 26 November 2025 28 January 2026
Subject: Petticoat Tower Balcony Screens Unique Project Identifier: 11534	Gateway 6: Outcome Report Light
Report of: Director of Community & Children's Services Report Author: Neil Clutterbuck	For Decision
PUBLIC	

Summary

1. Status update	<p>Project Description: Replacement of Balcony Doors & Screen with double glazed equivalent. Assessment of fire stopping on rainwater downpipes. Assessment / possible replacement on non-compliant infill windows on balconies.</p> <p>RAG Status: Green. (Green at last report to Committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Final Outturn Cost: £346,049.25</p>
2. Next steps and requested decisions	<p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.
3. Key conclusions	<p>The new balcony window and door system were successfully installed as per the project specification.</p> <p>The project achieved a satisfaction survey score of 95.8%.</p> <p>Additional budget beyond that approved at Gateway 5 was required for removing and subsequent reinstatement of residents' fixtures and fittings was not included in original tender.</p>

v.April 2019

	<p>As a result of the COVID pandemic, further funds were required and approved to maintain the scaffold system required during the pause on the project.</p> <p>Delivery of the project was delayed by an estimated six months due to the restrictions in working within residents' properties during the public health crisis.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	The Design of the project ensured successful delivery with no significant issues. One minor element to note, an allowance for removing and subsequent reinstatement of residents' fixtures and fittings was not included in original tender. As a result, an issues report was submitted and approved granting an extra £35,900. Ideally this should have been included in original scope of works.
5. Options appraisal	Overall, the chosen option had a successful outcome and all deliverables were achieved.
6. Procurement route	An open tender was utilised and the appointed contractor carried out all the works to a very high standard, working collaboratively with the project delivery team to achieve a successful outcome.
7. Skills base	The design and delivery of the project was achieved without the need to appoint any external specialists.
8. Stakeholders	Residents and other key stakeholders were engaged with extensively throughout the design, development and delivery stages. The contractor appointed RLO was instrumental in ensuring that residents were kept informed and engaged throughout the delivery stages. A satisfaction survey result of 95.8% was achieved.

Variation Review

9. Assessment of project against key milestones	The project was delayed by approximately six months due to the COVID pandemic. A small additional cost to the project of £2,721.08 was incurred to maintain the scaffold system during the necessary pause on the project. This was approved by Issues Report.
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10. Assessment of project against Scope	There were no significant changes to the scope, except the minor adjustment mentioned above concerning the requirement to remove and reinstate residents' fixtures and fittings. An issues report was submitted and approved granting an extra £35,900 to cover this change.
11. Risks and issues	Risks were fully mitigated and there were no unidentified risks or major issues. No CRP was utilised.
12. Transition to BAU	The deliverables were executed as planned and the out turn was that residents were satisfied with the works, and how the installations were carried out. Following the conclusion of the defect's liability period the ongoing maintenance of these units has been successfully transferred to the general R&M contractor.

Value Review

13. Budget	<table><tr><td><i>Estimated Outturn Cost (G2)</i></td><td>Estimated cost (including risk): £787,500 Estimated cost (excluding risk): £787,500</td></tr></table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £787,500 Estimated cost (excluding risk): £787,500													
	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £787,500 Estimated cost (excluding risk): £787,500															
	<table><tr><td></td><td><i>At Authority to Start work (G5)</i></td><td><i>Final Outturn Cost</i></td></tr><tr><td><i>Fees</i></td><td>£25,660.00</td><td>£16,210</td></tr><tr><td><i>Staff Costs</i></td><td>£46,331.00</td><td>£46,329.69</td></tr><tr><td><i>Works</i></td><td>£244,888.48</td><td>£ 283,509.56</td></tr><tr><td><i>Total</i></td><td>£316,879.37</td><td>£ 346,049.25</td></tr></table>			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£25,660.00	£16,210	<i>Staff Costs</i>	£46,331.00	£46,329.69	<i>Works</i>	£244,888.48	£ 283,509.56	<i>Total</i>	£316,879.37	£ 346,049.25
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>														
	<i>Fees</i>	£25,660.00	£16,210														
<i>Staff Costs</i>	£46,331.00	£46,329.69															
<i>Works</i>	£244,888.48	£ 283,509.56															
<i>Total</i>	£316,879.37	£ 346,049.25															
Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.																	
14. Investment	N/A																
15. Assessment of project against SMART objectives	<ol style="list-style-type: none">1. Balcony windows and doors have all been replaced with modern Rehau window system.2. The works were completed with a high resident satisfaction score (95.8%).3. The new window system has greatly improved the thermal and acoustic conditions for residents.																

16. Key benefits realised	Windows and doors were replaced with high performance units as planned.
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Lessons Learned and Recommendations

17. Positive reflections	Works were completed to a high standard, the contractor performed well under extremely challenging circumstances due to the COVID pandemic, and the necessity of additional PPE. The works were positively received by residents, resulting in a satisfaction score of 95.8%.
18. Improvement reflections	The original project scope missed the requirement for residents' fixtures and fittings to be removed and then reinstated following the new system installation. This should be an active consideration when developing future projects.
19. Sharing best practice	1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet
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Contact

Report Author	Neil Clutterbuck
Email Address	Neil.clutterbuck1@cityoflondon.gov.uk
Telephone Number	07712 234438

Project Coversheet

[1] Ownership & Status

UPI: 11534

Core Project Name: Petticoat Tower Balcony Screens

Programme Affiliation (if applicable):

Project Manager: Neil Clutterbuck

Definition of need: To replace the existing single-paned windows and doors with a modern double-glazed window system.

Key measures of success: Balcony windows and doors to be replaced with modern Rehau window system. The works were completed with to a high standard. The new window system to greatly improve the thermal and acoustic conditions for residents.

Expected timeframe for the project delivery: March 2020 to September 2020

Key Milestones:

Are we on track for completing the project against the expected timeframe for project delivery? Yes.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes.

'Project Briefing' G1 report (as approved by Chief Officer 29/11/2014):

- Total Estimated Cost (excluding risk): £787,500
- Costed Risk Against the Project: £787,500
- Estimated Programme Dates: October 2014 – April 2019

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC 9/12/2014):

- Total Estimated Cost (excluding risk): £787,500
- Resources to reach next Gateway (excluding risk) £11,100
- Spend to date: £0.00
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2014 – April 2019

Scope/Design Change and Impact:

'Options Appraisal and Design' G3-4 report (as approved by PSC 26/9/2016):

- Total Estimated Cost (excluding risk): £787,500
- Resources to reach next Gateway (excluding risk) £7,500
- Spend to date: £0.00
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A

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- Estimated Programme Dates: January to September 2017

Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC 23/10/2019):

- Total Estimated Cost (excluding risk): £ 316,879.37
- Resources to reach next Gateway (excluding risk £316,879.37
- Spend to date: £38,802.04.
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2019 to June 2020

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]: N/A
Programme Affiliation [£]: £316,879.38

Committees: Corporate Projects Board - <i>for information</i> Housing Management and Almshouses Sub - <i>for decision</i> Project and Procurement Sub - <i>for information</i>	Dates: 08 October 2025 26 November 2025 28 January 2026
Subject: Petticoat Tower Fire Doors Unique Project Identifier: 11984	Gateway 6: Outcome Report Light
Report of: Director of Community & Children's Services Report Author: Neil Clutterbuck	For Decision
PUBLIC	

Summary

1. Status update	Project Description: Installation of FD60 Fire Door sets to residential properties and the removal of notifiable asbestos bulkhead boarding to flats A and D at Petticoat Tower in Middlesex Street Estate. RAG Status: Green (Red at last report to Chief Officer) Risk Status: Low (Low at last report to Chief Officer) Costed Risk Provision Utilised: N/A Final Outturn Cost: £298,471.41
2. Next steps and requested decisions	Requested Decisions: 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.

Main Report

Design & Delivery Review

3. Design into delivery	The design of the project ensured successful delivery with no significant issues.
4. Options appraisal	Overall, the chosen option had a successful outcome and all deliverables were achieved.
5. Procurement route	A full, compliant tender process for the works was completed in conjunction with the City Procurement Service (CPS).

	The initial appointment of Ventro Group was via a compliant open tender process. The subsequent appointment of Gerda was via a direct award using the Hyde Framework.
6. Skills base	The design and delivery of the project was achieved using existing internal resource without the need to appoint any external specialists.
7. Stakeholders	Residents and other key stakeholders were engaged with extensively throughout the design, development and delivery stages. The contractor appointed RLO was instrumental in ensuring that residents were kept informed and engaged throughout the delivery stages.

Variation Review

8. Assessment of project against key milestones	<p>The project progressed as expected throughout the design and procurement phases culminating in the approval of Gateway 5 in January 2019.</p> <p>At Gateway 5, procurement for a main contractor appeared successful with a decision taken to appoint Ventro Group to carry out the work. Shortly after commencing on site, Ventro Group applied for an initial variation amount of £50,000, stating that they had not allowed enough money in their tender submission for the removal of notifiable asbestos. A protracted negotiation, supported by City Solicitors, saw Ventro Group ultimately withdraw from the contract as they were unable to deliver for the tendered figure.</p> <p>An Issues Report was submitted in April 2020 seeking approval to re-let the contract via a direct award utilising the Hyde Framework to minimise any further loss to the programme. Approval was granted to appoint Gerda Security Products Ltd, the top ranked supplier from the framework. The cost impact of proceeding with Gerda was noted at the time of being some £20,000 plus lower than accepting the first of the variations requested by Ventro Group.</p> <p>The delay resulting from the abandoned appointment of Ventro Group, coupled with the challenges of delivering the contract through the unprecedented challenges on the Covid-19 public health crisis saw slippage to the forecast programme of 20 months.</p>
9. Assessment of project against Scope	No changes to scope of works were required for this project.
10. Risks and issues	Following the appointment of Gerda, risks were fully mitigated and there were no unidentified risks or major issues. No CRP was utilised.

v. April 2019

11. Transition to BAU	The deliverables were executed as planned and the out turn was that residents were satisfied with the works, and how the installations were carried out. Following the conclusion of the defect liability period the ongoing maintenance of these units has been successfully transferred to the general R&M contractor.
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Value Review

12. Budget	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td><td colspan="2"> Estimated cost (including risk): £198,000 Estimated cost (excluding risk):£198,000 </td></tr> </table> <table border="1"> <tr> <th></th><th><i>At Authority to Start work (G5)</i></th><th><i>Final Outturn Cost</i></th></tr> <tr> <td>Fees</td><td>£3,590.00</td><td>£1,590.00</td></tr> <tr> <td>Staff Costs</td><td>£20,570.11</td><td>£13,481.91</td></tr> <tr> <td>Works</td><td>£274,268.09</td><td>£281,399.50</td></tr> <tr> <td>Total</td><td>£298,428.20</td><td>£298,471.41</td></tr> </table> <p>The Final Outturn Cost exceeds the approved Gateway 5 budget by £43.21.</p> <p>Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.</p>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £198,000 Estimated cost (excluding risk):£198,000			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	Fees	£3,590.00	£1,590.00	Staff Costs	£20,570.11	£13,481.91	Works	£274,268.09	£281,399.50	Total	£298,428.20	£298,471.41
<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £198,000 Estimated cost (excluding risk):£198,000																			
	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>																		
Fees	£3,590.00	£1,590.00																		
Staff Costs	£20,570.11	£13,481.91																		
Works	£274,268.09	£281,399.50																		
Total	£298,428.20	£298,471.41																		
13. Investment	N/A																			
14. Assessment of project against SMART objectives	All property doors were replaced by certified FD60 door sets, meeting statutory fire safety and City standards. Replacement door sets offered residents improved acoustic, thermal and security features.																			
15. Key benefits realised	All doors were replaced by Gerda Security fire doors as planned.																			

Lessons Learned and Recommendations

16. Positive reflections	The removal of the asbestos bulkhead boarding swiftly followed by the subsequent fire door installation was very well managed by the project team logistically. The Gerda manufactured doors are of an extremely high standard and perform well in the City's residential estates.
17. Improvement reflections	The contract dispute with Ventro Group arose from their failure to adequately price the removal of technically challenging notifiable asbestos. Ideally, this should have been

	addressed during the tender evaluation stage as this was a specified item in the tender package. Ideally, this omission should have been challenged before the contract award. Ultimately, the subsequent appointment of Gerda delivered a satisfactory outcome to this project.
18. Sharing best practice	1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint
19. AOB	N/A

Appendices

Appendix 1	Project Coversheet
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Contact

Report Author	Neil Clutterbuck
Email Address	Neil.clutterbuck1@cityoflondon.gov.uk
Telephone Number	07712 234438

Project Coversheet

[1] Ownership & Status

UPI:11984

Core Project Name: Petticoat Tower Fire Doors

Programme Affiliation (if applicable): N/A

Project Manager: Neil Clutterbuck

Definition of need: Replacement of front doors to meet statutory requirements as laid out in Part B of the Buildings Regulations 2010

Key measures of success:

- | |
|---|
| 1) Provide 60 minute rated fire door sets (including door furniture) |
| 2) Completion of all required works to meet statutory and City standards. |
| 3) Improved security. |

Expected timeframe for the project delivery: July 2020 to January 2022

Key Milestones: Project Complete

Are we on track for completing the project against the expected timeframe for project delivery? N

Multiple start and stop delays due to the COVID lockdowns.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

No.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes: At Gateway 5, procurement for a main contractor appeared successful with a decision taken to appoint Ventro Group to carry out the work. Shortly after commencing on site, Ventro Group applied for an initial variation amount of £50,000, stating that they had not allowed enough money in their tender submission for the removal of notifiable asbestos. A protracted negotiation, supported by City Solicitors, saw Ventro Group ultimately withdraw from the contract as they were unable to deliver for the tendered figure.

An Issues Report was submitted in April 2020 seeking approval to re-let the contract via a direct award utilising the Hyde Framework to minimise any further loss to the programme. Approval was granted to appoint Gerda Security Products Ltd, the top ranked supplier from the framework. The cost impact of proceeding with Gerda was noted at the time of being some £20,000 plus lower than accepting the first of the variations requested by Ventro Group.

The delay resulting from the abandoned appointment of Ventro Group, coupled with the challenges of delivering the contract through the unprecedented challenges on the Covid-19 public health crisis saw slippage to the forecast programme of 20 months.

'Project Briefing' G1 report (as approved by Chief Officer 14/02/2018:

- Total Estimated Cost (excluding risk): £198,000
- Costed Risk Against the Project: £0.00
- Estimated Programme Dates: Winter 2018 to 2019

Scope/Design Change and Impact: None

'Project Proposal' G2 report (as approved by PSC 14/02/2018:

- Total Estimated Cost (excluding risk): £198,000
- Resources to reach next Gateway (excluding risk) £14,320
- Spend to date: £0.00
- Costed Risk Against the Project: £0.00
- CRP Requested: £0.00
- CRP Drawn Down: £0.00
- Estimated Programme Dates: Winter 2018 to 2019

Scope/Design Change and Impact: None

'Authority to start Work' G5 report (as approved by PSC 22/03/2019):

- Total Estimated Cost (excluding risk): £298,428.20
- Resources to reach next Gateway (excluding risk) £284,108.20
- Spend to date: £1,590
- Costed Risk Against the Project: £0.00
- CRP Requested: £0.00
- CRP Drawn Down: £0.00
- Estimated Programme Dates: March 2019 to September 2019

Scope/Design Change and Impact: None

Issues Report (As approved by Chief Officer) 1 April 2020:

- Total Estimated Cost (excluding risk): £326,428.20
- Resources to reach next Gateway (excluding risk) £28,000
- Spend to date: £1,590
- Costed Risk Against the Project: £0.00
- CRP Requested: £0.00
- CRP Drawn Down: £0.00
- Estimated Programme Dates: July 2020 to January 2022

Scope/Design Change and Impact: None

Total anticipated on-going commitment post-delivery [£]:N/A

Programme Affiliation [£]:N/A

Committees: Corporate Projects Board - <i>for information</i> Housing Management and Almshouses Sub - <i>for decision</i> Project and Procurement Sub - <i>for information</i>	Dates: 08 October 2025 26 November 2025 28 January 2026
Subject: Middlesex Street Estate – Cold Water Distribution System Replacement Unique Project Identifier: PV Project ID 29100164	Gateway 6: Outcome Report Light
Report of: Director of Community & Children's Services Report Author: Lochlan MacDonald	For Decision
PUBLIC	

Summary

1. Status update	<p>Project Description: The cold-water distribution systems at both Petticoat Tower and Petticoat Square at the Middlesex Street Estate were identified as needing replacement. Following a survey completed by an independent consultant which concluded that the best option would be for full pipework replacement, these works were completed by TSG Ltd. These works were undertaken in tandem with the replacement of the heating and hot water systems which were also carried out by TSG, thus minimising delays and disturbance to residents.</p> <p>RAG Status: Green</p> <p>Risk Status: Low</p> <p>Costed Risk Provision Utilised: £0.00 (no CRP was requested)</p> <p>Final Outturn Cost: £ 447,201.73</p>
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2. Next steps and requested decisions	Requested Decisions: <ol style="list-style-type: none"> 1. To note the contents of this report. 2. To agree and authorise closure of this project.
3. Key Conclusions	The new boosted cold-water system was successfully installed within both time frames and budget.

Main Report

Design & Delivery Review

4. Design into delivery	The design of the project was adequately prepared for the delivery of the project.
5. Options appraisal	The option chosen allowed the project to meet the project's objectives and provide long term value.
6. Procurement route	A Committee approved direct award was made and TSG carried out all the works to a very high standard, working collaboratively with the project delivery team to achieve a successful outcome.
7. Skills base	The DCCS Major Projects team had the required skills and experience and delivered the project accordingly.
8. Stakeholders	All statutory consultations were completed and compliant.

Variation Review

9. Assessment of project against key milestones	The project was delivered within the planned timescales and budgets, with no significant variations noted.
10. Assessment of project against Scope	There were no changes to the scope of the project, it was delivered as required.
11. Risks and issues	Risks were fully mitigated and there were no unidentified risks or major issues. No CRP was utilised.
12. Transition to BAU	The deliverables were executed as planned. Following the conclusion of the defect's liability period the ongoing maintenance of these units has been successfully transferred to the general R&M contractor.

v. April 2019

Value Review

13. Budget	<div>Estimated Outturn Cost (G2)</div> <div>Estimated cost (including risk): £468,6000 Estimated cost (excluding risk): £468,600</div>															
	<table><tr><td></td><td>At Authority to Start work (G5)</td><td>Final Outturn Cost</td></tr><tr><td>Fees</td><td>£ 21,300</td><td>£ 0.00</td></tr><tr><td>Staff Costs</td><td>£ 21,300</td><td>£ 21,277.38</td></tr><tr><td>Works</td><td>£ 426,000.00</td><td>£ 425,924.35</td></tr><tr><td>Total</td><td>£ 468,600.00</td><td>£ 447,201.73</td></tr></table>		At Authority to Start work (G5)	Final Outturn Cost	Fees	£ 21,300	£ 0.00	Staff Costs	£ 21,300	£ 21,277.38	Works	£ 426,000.00	£ 425,924.35	Total	£ 468,600.00	£ 447,201.73
	At Authority to Start work (G5)	Final Outturn Cost														
Fees	£ 21,300	£ 0.00														
Staff Costs	£ 21,300	£ 21,277.38														
Works	£ 426,000.00	£ 425,924.35														
Total	£ 468,600.00	£ 447,201.73														
	Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.															
14. Investment	N/A															
15. Assessment of project against SMART objectives	<div>1. The entire boosted cold-water system was replaced with new modern equipment.</div> <div>2. The installation was completed within the agreed time frame and budget.</div> <div>3. The new boosted cold-water system has improved the cold – water service to residents.</div>															
16. Key benefits realised	New high performance boosted cold-water system was installed as planned. The new cold-water system will also help improve the functionality of the new heating and hot water system.															

Lessons Learned and Recommendations

17. Positive reflections	Works were completed to a high standard, the contractor performed well.
18. Improvement reflections	The project was delivered in tandem with the new heating and hot water project but perhaps could have been included within the original scope of works for the heating project.
19. Sharing best practice	1. Dissemination of key information through team and project staff briefings.

	2. Lessons learned have been logged and recorded on departmental SharePoint.
20.AOB	N/A

Appendices

Appendix 1	Project Coversheet
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Contact

Report Author	Lochlan MacDonald
Email Address	Lochlan.macdonald@cityoflondon.gov.uk
Telephone Number	07785 723501

Project Coversheet

[1] Ownership & Status

UPI: To Be advised

Core Project Name: Middlesex Street Estate Cold Water Distribution System (CWDS) Replacement

Programme Affiliation (if applicable): None

Project Manager: Lochlan MacDonald

Definition of need: The current CWDS is past its life expectancy, and needs to be replaced to prevent future failure.

Key measures of success:

- The complete replacement of the CWDS will provide fresh and safe cold water within dwellings:
- Residents will not be left without cold water for any significant periods of time

Expected timeframe for the project delivery: January 2021 –May 2022

Key Milestones:

- July 2021 – Approval Granted.
- July 2021 – Contract let
- August 2021 – Works start.
- March 2022 – Completion of Project.
- May 2022 – Gateway 6 outcome report

Are we on track for completing the project against the expected timeframe for project delivery? Yes

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

N/A

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

G1- 5 Combined report (as approved by Chief Officer xx/yy/zz):

- Total Estimated Cost (excluding risk): £468,600
- Resources to reach next Gateway (excluding risk): £468,600
- Spend to date: £3,450 (expended against Revenue budget for feasibility studie).
- Costed Risk Against the Project: £0
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: June 2021 – May 2022

Scope/Design Change and Impact:

- It was hoped that works could be undertaken as a variation on the current heating project but this was not possible.

Total anticipated on-going commitment post-delivery [£]:Unknown – response repairs when required

Programme Affiliation [£]:N/A

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Committees: Corporate Projects Board - <i>for information</i> Housing Management and Almshouses Sub - <i>for decision</i> Project and Procurement Sub - <i>for information</i>	Dates: 10 September 2025 26 November 2025 18 November 2025
Subject: York Way Estate – Cold Water Distribution System Replacement Unique Project Identifier: PV Project ID 29100163	Gateway 6: Outcome Report Regular
Report of: Director of Community & Children's Services Report Author: Lochlan MacDonald	For Decision
PUBLIC	

Summary

1. Status update	<p>Project Description: The cold-water distribution systems at three of the four blocks at York Way Estate had been identified as needing replacement. Following a survey completed by an independent consultant which concluded that the best option would be for full pipework replacement, these works were completed by TSG PLC. These works were undertaken in tandem with the replacement of the heating and hot water systems which were also carried out by TSG, thus minimising delays and disturbance to residents.</p> <p>RAG Status: Green</p> <p>Risk Status: Low</p> <p>Costed Risk Provision Utilised: £0.00 (no CRP was requested)</p> <p>Final Outturn Cost: £ 333,573.50</p>
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2. Next steps and requested decisions	Requested Decisions: To note the contents of this report. To agree and authorise closure of this project.
3. Key conclusions	The new boosted cold-water system was successfully installed within both time frames and budget.

Main Report

Design & Delivery Review

4. Design into delivery	The design of the project was adequately prepared for the delivery of the project.
5. Options appraisal	The option chosen allowed the project to meet the project's objectives and provide long term value.
6. Procurement route	A Committee approved direct award was made and TSG carried out all the works to a very high standard, working collaboratively with the project delivery team to achieve a successful outcome.
7. Skills base	The DCCS Major Projects team had the required skills and experience and delivered the project accordingly.
8. Stakeholders	All statutory consultations were completed and compliant.

Variation Review

9. Assessment of project against key milestones	The project was delivered within the planned timescales and budgets, with no significant variations noted.
10. Assessment of project against Scope	There were no changes to the scope of the project, it was delivered as required.
11. Risks and issues	Risks were fully mitigated and there were no unidentified risks or major issues. No CRP was utilised.
12. Transition to BAU	The deliverables were executed as planned. Following the conclusion of the defect's liability period the ongoing maintenance of these units has been successfully transferred to the general R&M contractor.

Value Review

13. Budget	<table><tr><td><i>Estimated Outturn Cost (G2)</i></td><td>Estimated cost (including risk): £349,700 Estimated cost (excluding risk): £349,700</td></tr></table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £349,700 Estimated cost (excluding risk): £349,700													
	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £349,700 Estimated cost (excluding risk): £349,700															
	<table><tr><td></td><td>At Authority to Start work (G5)</td><td>Final Outturn Cost</td></tr><tr><td><i>Fees</i></td><td>£ 16,000.00</td><td>£ 0.00</td></tr><tr><td><i>Staff Costs</i></td><td>£ 16,000.00</td><td>£ 15,875.10</td></tr><tr><td><i>Works</i></td><td>£ 317,700.00</td><td>£ 317,698.40</td></tr><tr><td>Total</td><td>£ 349,700.00</td><td>£ 333,573.50</td></tr></table>			At Authority to Start work (G5)	Final Outturn Cost	<i>Fees</i>	£ 16,000.00	£ 0.00	<i>Staff Costs</i>	£ 16,000.00	£ 15,875.10	<i>Works</i>	£ 317,700.00	£ 317,698.40	Total	£ 349,700.00	£ 333,573.50
		At Authority to Start work (G5)	Final Outturn Cost														
	<i>Fees</i>	£ 16,000.00	£ 0.00														
<i>Staff Costs</i>	£ 16,000.00	£ 15,875.10															
<i>Works</i>	£ 317,700.00	£ 317,698.40															
Total	£ 349,700.00	£ 333,573.50															
Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.																	
14. Investment	N/A																
15. Assessment of project against SMART objectives	<div>1. The entire boosted cold-water system was installed with new modern equipment.</div> <div>2. The installation was completed within the agreed time frame and budget.</div> <div>3. The new boosted cold-water system has improved the cold – water service to residents.</div>																
16. Key benefits realised	New high performance boosted cold-water system was installed as planned. The new cold-water system will also help improve the functionality of the new heating and hot water system.																

Lessons Learned and Recommendations

17. Positive reflections	Works were completed to a high standard, the contractor performed well under extremely challenging circumstances following the COVID pandemic, and the necessity of additional PPE during warm weather in enclosed spaces.
18. Improvement reflections	The project was delivered in tandem with the new heating and hot water project but perhaps could have been included within the original scope of works for the heating project.

19. Sharing best practice	1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet
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Contact

Report Author	Lochlan MacDonald
Email Address	Lochlan.macdonald@cityoflondon.gov.uk
Telephone Number	07785 723501

Project Coversheet

[1] Ownership & Status

UPI: To Be advised

Core Project Name: York Way Estate Cold Water Distribution System (CWDS) Replacement

Programme Affiliation (if applicable): None

Project Manager: Lochlan MacDonald

Definition of need: The current CWDS is past its life expectancy and needs to be replaced to prevent future failure.

Key measures of success:

- The complete replacement of the CWDS will provide fresh and safe cold water within dwellings:
- Residents will not be left without cold water for any significant periods of time

Expected timeframe for the project delivery: January 2021 – February 2022

Key Milestones:

- July 2021 – Approval Granted.
- July 2021 – Contract let
- August 2021 – Works start.
- December 2021 – Completion of Project.
- February 2022 – Gateway 6 outcome report

Are we on track for completing the project against the expected timeframe for project delivery? Yes

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

N/A

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

G1- 5 Combined report (as approved by Chief Officer xx/yy/zz):

- Total Estimated Cost (excluding risk): £349,700
- Resources to reach next Gateway (excluding risk): £349,700
- Spend to date: £4,140 (expended against Revenue budget for feasibility studies).
- Costed Risk Against the Project: £0
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: June 2021 – February 2022

Scope/Design Change and Impact:

- It was hoped that works could be undertaken as a variation on the current heating project but this was not possible.

Total anticipated on-going commitment post-delivery [£]: Unknown – response repairs when required

Programme Affiliation [£]: N/A

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City of London Corporation Committee Report

Committee(s): Housing & Almshouses Management Committee	Dated: 27 November 2025
Subject: Tenant Satisfaction Measures. Perception measures action plan 25/26	Public report: For information
This proposal: <ul style="list-style-type: none">• provides business enabling functions	Compliance with expectations of Regulator for Social Housing
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Judith Finlay, Executive Director of Community & Children's Services	
Report author: Liane Coopey – Business Support Manager (Housing)	

Summary

As part of the new regulatory regime for social housing which came into effect on 1 April 2023, social housing landlords who own or manage over 1,000 homes are required to submit annual returns against a set of Tenant Satisfaction Measures (TSMs). The second submission was submitted to the Regulators of Social Housing in line with the 30 June deadline.

Members received an update on the 24/25 results in the June 2025 HMASC committee meeting. This paper updates members on the improvement plan and actions put in place to ensure continued improvement.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Tenant Satisfaction Measures (TSMs) are a set of 22 performance indicators introduced by the Regulator of Social Housing. They are designed to help tenants and stakeholders understand how well social landlords are performing in key service areas. The TSMs are split into two categories:
 - **12 tenant perception measures:** These are based on direct feedback from tenants, covering areas such as repairs, safety, communication, and complaint handling.
 - **10 management information measures:** These are drawn from the landlord's own performance data, including repairs completion, safety checks, and complaint volumes.
2. All landlords with over 1,000 homes are required to publish their TSM results annually, enabling transparent comparison across the sector.

Feedback from the 2024–25 perception measures survey: key findings

3. The 2024–25 TSM survey on the 12 tenant perception measures, conducted independently by Acuity Research and Practice, highlighted several strengths and areas for improvement.

Strengths:

- a. 75% of tenants feel they are treated fairly and with respect.
- b. 74% are satisfied with being kept informed about matters that affect them.
- c. Satisfaction that homes are well maintained increased by 6 percentage points to 71%.

Areas for Improvement:

- d. Only 30% of tenants who made a complaint in the last 12 months were satisfied with the handling of their complaint.
- e. Satisfaction with communal area cleaning and maintenance fell by 7 percentage points to 66.5%.
- f. Repairs service and communication about repairs remain key drivers of dissatisfaction.

Action Plan in Response to Tenant Satisfaction Measures (TSM) Feedback

4. The following summarises the key areas for improvement identified in the 2024–25 TSM survey for the 12 tenant perception measures and the specific actions being taken in 2025–26 to address them:

Communal Areas and Cleaning

5. **Issues Identified:** Residents reported dissatisfaction with the quality and frequency of cleaning, rubbish left after maintenance, and poor communication about cleaning schedules.

Actions:

- **Digital Tools:** Introduction of a new caretaking system (SweepUp) for scheduled cleaning tasks, monitored via IAuditor inspections. Monthly reporting on standards is now in place.
- **Transparency:** Cleaning schedules are now published on estate notice boards and will be available on the website by Q3 2025/26.
- **Staff Training:** 100% of frontline staff will receive British Institute of Cleaning Science (BICS) Licence to Practice training by the end of Q4 2025/26.
- **Deep Cleaning:** Targeted deep cleaning programmes are being implemented in areas falling below the 75% satisfaction threshold.
- **Team Expansion:** Four new Estate Services Team members are being recruited to focus on inspection and quality assurance.

Repairs Service

6. **Issues Identified:** Concerns about slow response times, incomplete repairs, and poor communication.

Actions:

- **Faster Response:** Chigwell (repairs contractor) commits to make an initial appointment with the resident within 48 hours of an order being placed and to complete emergency repairs within 24 hours and non-emergency repairs within 20 working days, with a target of 85% for first-time fix rate.
- **Performance Monitoring:** Contract KPI monitoring, discussed at monthly operational meetings and Bimonthly Core Group Meetings. Any performance below target is reviewed with actions to improve. Introduction of active monitoring of other operational performance indicators to identify repairs or inspections that are delayed. Greater interrogation of formal complaints trends to identify areas for improvement.
- **Digital Tools:** Integrated IT systems with Repairs Contractor for real time data sharing at key stages of repairs delivery. Launch of SMS appointment confirmation to reduce missed appointments.
- **Customer Service:** Call response times are being monitored, with a target of under 30 Seconds and abandonment rates below 5%.
- **Quality checks:** Introduction of system generated sample post inspections to identify incomplete or substandard work.

- **Team Expansion:** A new contract manager has been recruited to ensure all terms and conditions of the contract are met, including service delivery, resourcing, Health and Safety, Value for Money and Responsible Procurement.

Damp and Mould

7. **Issues Identified:** Persistent damp and mould, slow response, and poor communication.

Actions:

- **Updated target timescales:** Introduction of a new SLAs for responding to emergency damp & Mould hazards (24 hours) and significant damp and mould hazards (10 working days) in accordance with Awaab's Law Regulation
- **Risk-Based Response:** New risk-based initial triage process for all damp and mould cases, to ensure all cases are investigated and resolved within agreed timescales.
- **Digital Tools:** Use of Civica CX for case management of damp and mould cases, with processes aligned to Awaab's Law to be implemented in Q3 25/26. Implementation of handheld devices and digital inspection reports to improve record keeping and information that is shared with residents.
- **Training:** Staff training on damp & mould awareness and new processes and legal requirements introduced with Awaab's Law
- **Stock Condition Survey:** Data from Stock Condition Survey, commencing in Q2 25/26 will also be used for identifying and risk assessing instances of damp and mould found in homes surveyed.

Safety and Security

8. **Issues Identified:** Residents feel unsafe due to non-functional security lights, lack of secure doors.

Actions:

- **Fire Safety:** Completion of fire door programme by 2026/27. New *Secure by design* 60-minute rated fire doors have already been installed across many of our Estates.
- **CCTV Upgrades:** CCTV upgrades for Middlesex Street Estate by Q4 2025/26. Improvements for other Estates to be considered as part of the wider Estate Planned Maintenance Programme (subject to funding).
- **Lighting:** Lighting surveys and installations to be completed by Q2 2026.

- **Major Works:** Ongoing estate planned maintenance and accessibility improvements, including new windows, alarms, and doors as part of the next 10-year Major Works Programme (subject to funding and approval)

Customer Service and Communication

9. **Issues Identified:** Difficulty reaching estate office staff, unhelpful attitudes.

Actions:

- **Training:** Refresher customer service training for all estate office staff Q2 25/26 and online refresher MGI training for 60 staff by end Q3 25/26.
- **Resident Engagement:** Introduction of Commonplace for online consultations in Q1 25/26 and launch of the Resident Voice platform in Q3 25/26. Increased engagement through workshops and newsletters - with a target to increase resident comms sign-ups by 20% and hold at least two engagement workshops per quarter.
- **Digital Tools:** Introduction of case management on Civica CX for better management and monitoring of ASB and damp & mould cases in Q3 25/26
- **Resident Feedback:** Introduction of transactional surveys undertaken by an external body to ensure resident voices continue to shape service improvements.

Complaint Handling

10. **Issues Identified:** Residents feel their concerns are not listened to or acted upon

Actions:

- **Complaints Process:** 100% of complaints acknowledged within five working days and responded to within statutory timelines from Q1 25/26
- **Digital Tools** Power BI dashboard introduced for real-time monitoring, reporting and transparency from Q1 25/26
- **Internal Processes:** A new process introduced in Q2 25/25 for member enquiries to strengthen response times and ensure query has been properly addressed.
- **Complaints Learning Panel:** Agenda has been refined and now includes focus on lessons learned and Ombudsman determinations.

Conclusion

11. The TSM framework provides a robust mechanism for measuring and improving tenant satisfaction. The City of London's 2024–25 results show strong performance in several areas but also highlight the need for continued focus on all areas – but in particular - repairs, communal areas, and complaint handling. The action plan for 2025–26 addresses these priorities and reflect the ambition for continued improvement.

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 2026.

- Financial implications – none.
- Resource implications – none. Legal implications – none.
- Risk implications – none. Equalities implications – none.
- Climate implications – none.
- Security implications – none.

City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub-Committee	Dated: 26/10/2025
Subject: Resident Voice Group Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Diverse Engaged Communities Providing Excellent Services
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?	
Report of: Judith Finlay, Executive Director of Community and Children's Services	
Report author: Sam Bedford, Resident Involvement Manager Peta Caine, Director of Housing	

Summary

The purpose of this report is to update Members on the progress of the Resident Voice Group, developed as part of our Resident Involvement Strategy 2025-29 and to bring us in line with the expectations of the Regulator for Social Housing in terms of tenant involvement in scrutiny and governance.

Recommendation(s)

Members are asked to:

- Note the report.
- Support the work of the Resident Involvement Group and their engagement with this committee

Main Report

Background

1. As part of the Resident Involvement Strategy 2025-29, approved by Community and Children's Services Committee in September 2025, we committed to developing a Resident Voice Group to provide resident led scrutiny of our services and performance at a strategic level, with direct input into our governance structures. This will bring us in line with expectations of the Social Housing Regulator in terms of tenant involvement in our strategic scrutiny processes and governance structures. The group will be able to choose which areas of the service they scrutinise, and how they want to go about it, with support from City of London officers. We will also support members of the group with relevant training where appropriate or requested.
2. Since the strategy was approved, we have run an application and selection process, where we asked all residents interested in being part of the group to send us their details and up to 250 words detailing their experience and why they would like to join the group. As part of the process, we provided an overview of what the group is likely to entail in terms of both content and commitment, as well as the support that would be on offer. From the 18 applications received, 7 were selected to take part, 2 leaseholders and 5 tenants. There are residents from the following estates: Avondale Park, Southwark, Southbank Estates, Southwark, and Isleden Estate, Islington.
3. The first meeting of the Resident Voice Group took place 22 of October in the Guildhall, North Wing. Members reviewed and agreed a Terms of Reference and Code of Conduct for the group, attached here as appendix 1 and appendix 2. Members were provided with our Performance Reporting Dashboard and up-to-date Complaints Data Report to give them an introduction into service levels and performance. We also had a wide-ranging discussion about the role of the Resident Voice Group, what topics it would like to cover and how it could go about delivering good quality scrutiny and influence service delivery. Residents and Officers felt the meeting was a really good start and are looking forward to working together on improving our services.
4. It should be noted that the focus of the Resident Voice Group is to look across all of our estates and all of our services and that members are not representatives of their estate as such, but instead there to offer independent strategic resident perspective on the areas they wish to scrutinise and investigate. This ensures we meet our regulatory requirements, but also that the work of the group does not overlap with individual estate resident associations, or other forms of resident involvement and consultation.

Current Position

5. The next meeting Resident Voice meeting is arranged for 2 December where we will begin the real work of resident scrutiny.
6. In discussion with officers, resident members selected repairs as the first key topic the group wanted to look at. As a result, Beverley Andrews, Head of

Repairs and Maintenance, and Subhash Patel, Repairs Contract Manager, have been invited to the next Resident Voice Panel meeting in December. They will present some information on the way the Repairs service functions and hear and discuss residents' concerns and feedback. Based on this meeting, the group may decide to do a deep dive into certain aspects or raise some concerns they want to see more detail on, it will be up to the residents to decide.

7. Additionally, for the December meeting, they requested Peta Caine give a brief overview of the Housing department and the services it delivers.
8. Regular updates on the work of the Resident Voice Group will be brought to this committee via reports and updates from the resident members to ensure that Members are up to date with the group's work and ensure that resident influence is feeding directly into the City of London's governance structure, as per the new regulatory guidelines.

Corporate & Strategic Implications

Financial implications - none

Resource implications - none

Legal implications – Expectation of the Regulator for Social Housing is for social landlords to have a group like this to ensure resident influence directly feeds into our governance structure. Failure to do so could result in a potential fine.

Risk implications - none

Equalities implications – none

Climate implications - none

Security implications - none

Conclusion

9. The Resident Voice Group is underway after a good application process and a positive first meeting. The next meeting in December will focus on Repairs. This committee will receive regular updates from the resident members directly so Members can be up to date with the work of the group, and to ensure we meet the new regulatory requirements for direct resident influence into our governance structure.

Appendices

- Appendix 1 – Resident Voice Group Terms of Reference
- Appendix 2 – Resident Voice Group Code Of Conduct

Sam Bedford

Resident Involvement Manager

T: 020 7332 3765

E: sam.bedford@cityoflondon.gov.uk

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Resident Voice Group Terms of Reference - Appendix 1

City Of London Corporation Housing

1. Purpose of the Resident Voice Group

The Resident Voice Group will be independent from Housing. Supported by Performance and Strategy.

It will:

- examine all housing services
- identify areas for improvement
- look at long-term service planning
- monitor services, performance and make recommendations
- challenge weakness
- undertake one-off in-depth examination of specific service aspects
- look at policies and procedures of other Registered Providers and how they deliver services
- prioritise work on services which show low tenant satisfaction
- mystery shopping

2. Resident Voice Group undertakings

The Resident Voice Group will undertake the following.

The Group will produce a work plan of its activities. It will choose topics for the work plan based on the following:

- performance information
- satisfaction information and will focus on topics with a low tenant satisfaction
- senior Housing Officers may suggest topics for scrutiny
- topics received from residents /Residents Associations
- topics suggested by the Information, Performance and Quality Assurance Manager

3. Resident Voice Group methods of scrutiny

During a service review / scrutiny exercise, the Resident Voice Group will use one or more of the following activities:

- interviews with tenants
- interviews with staff
- site visits
- shadowing staff

- holding focus groups
- surveys
- desk-top investigations

The Resident Voice Group may set up task and finish groups to work on parts of the scrutiny process. These groups will report to the Resident Voice Group and will only be in place while doing their work.

The Resident Voice Group will also look to be mindful of how the group engages with those who may not find it so easy to engage.

The Group will work in a partnership way with Senior Officers through reviews of policy and procedure and/or contributing to the development of new policy/procedure. They will make sure tenants views are considered throughout the process.

The Resident Voice Group will feed back to tenants and staff on its work through:

- @Home Magazine and Newsletters
- the Annual Report
- the website and intranet
- other methods
- Group members will attend other resident involvement events, as appropriate, to discuss their work.

Resident Voice Group members, with support from the Resident Involvement Team will identify training and development needs. They will take part in training and development sessions as appropriate.

4. Recruitment of Resident Voice Group members

Residents can join the group if they:

- are not employees or members of City of London Corporation
- are not in rent or service charge arrears without an agreement to repay
- have not breached their agreement to repay arrears
- do not have a notice seeking possession in place for a breach of tenancy
- are not subject to any anti-social behaviour order or investigation
- The Resident Voice Group may co-opt (for identified periods of time) additional members with no voting rights to the group if they feel they add a particular skill or expertise that is not on the existing group.

New members of the group will agree formal and informal training to help them fulfil their role.

Management of the Resident Voice Group

- i. It is expected the group will meet quarterly for its regular meetings, totalling 4 regular meetings a year. More meetings may be arranged if needed, alongside additional meetings to carry out specific pieces of work.
- ii. The group will be made up of up to 9 resident members, with up to 6 tenants and up to 3 leaseholders. This is to ensure it broadly reflects our makeup of tenure types. This balance to be maintained even if the numbers are less than six tenants and three leaseholders respectively.

- iii. 50% + 1 of current members of the group must be present for any decisions to be made at a meeting.
- iv. The group will reach decisions by consensus. If this is not possible members will vote on an issue, a majority of one will be required to agree a decision. In the event of a tie the chair will not have a vote, and the issue will not be agreed.
- v. City of London Officers who support the group will try to make sure the group is independent.
- vi. A Resident Co-Chair will be elected for a 1-year term to chair meetings alongside the Director of Housing. Members can nominate themselves. Members can also seek re-election after 1 year and serve for a maximum of 3 years??
- vii. Resident Voice Group members must declare any personal interest. The Group will decide if that member should withdraw, be allowed to speak but not vote, or be allowed to speak and vote. Personal interest includes any potential benefit for family and/or friends.
- viii. Members should aim to attend at least 75% of meetings and not miss more than 3 meetings in a row. The group may agree to long term absence based on group members' individual circumstances.
- ix. The Resident Involvement team will support and facilitate the Resident Voice Group.
- x. All members of the Resident Voice Group will be expected to comply with the City of London Corporation Housing Resident Voice Group code of conduct.
- xi. Where possible, the group will look to minimise use of jargon and acronyms. Where not possible, an explanation will be provided and glossary established.
- xii. Resident Voice Group members who do not comply with the code of conduct will be asked to resign by the Resident Voice Group.
- xiii. Resident Voice Group members must not talk about confidential information to anyone outside the group. Members who break confidentiality will be asked to leave the group.
- xiv. If a Resident Voice Group member wishes to resign, they should inform either of the Chairs in writing or by email.

5. Equality and Diversity

The Resident Voice Group will try to be representative of the residents it serves and will encourage applications from all groups of tenants and leaseholders.

The Resident Voice Group will consider equality and diversity in all aspects of its scrutiny work.

6. Monitoring and review

Each year a health check of the group will take place to make sure it is performing its duties well. The Resident Voice Group will lead the health check in partnership Resident Involvement Manager.

The Terms of Reference will be reviewed each year as part of this process.

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Resident Voice Group Code of Conduct - Appendix 2

Code of Conduct for all City of London Corporation Housing Resident Voice Group Members.

Members must:

- promote a working environment that is welcoming, cooperative and productive
- be courteous and respectful to others
- be objective and open-minded
- give open and honest feedback based on experience and evidence.
- make decisions which are fair and equitable to all tenants and leaseholders
- read information and prepare for discussions
- respect the decisions reached by the group and refrain from raising them again unnecessarily
- never give the media (including posting on social media) information gained through involvement

Members must not:

- interrupt or speak over others
- bully or threaten any person
- verbally attack, insult or use language that can cause distress
- attend meetings under the influence of alcohol or non-prescribed drugs

Confidentiality:

- respect the confidentiality of tenants, leaseholders and Housing Services
- members must keep all the information they obtain through their role confidential until it is in the public domain
- members must not use any information obtained through their role for personal gain, nor pass it to others who may use it in such a way

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City of London Corporation Committee Report

Committee: Housing Management and Alms Houses Sub-Committee	Dated: 26 November 2025
Subject: Quarterly Fire Safety Status Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No, spending is within existing budgets or, where indicated, through capital bids.
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 DCCS
Report author:	Paul Barton, Head of Health and Fire Safety DCCS

Summary

The purpose of this report is to provide members with a tangible quarterly oversight of the status and outcomes of fire safety management in the Corporation's social housing.

The report covers the fire risk assessment programme, the fire strategy programme, the trial of a new software platform for an improved high-level overview of progress on actions arising from the programme and updates on fire safety management in respect of the Corporation's high-risk buildings (HRBs) within social housing.

Recommendation

Members are asked to note the report.

Main Report

Background

The fire safety management programme is spearheaded by risk assessment. Actions arising from assessments that are recommended to eliminate or reduce risks to the lowest level reasonably practicable are ongoing throughout the programme.

Actions arising from fire risk assessments are assigned to respective heads of service across social housing, depending on the nature of remediation needed. This

includes - major works, repairs and maintenance, housing management, new build and special projects, and health and safety.

Actions are currently tracked on a Microsoft Excel spreadsheet and progress is scrutinised by the director of housing and social housing heads of service at a fortnightly meeting.

In addition to fire risk assessments, monthly fire safety inspections are carried out by estate supervisors across the portfolio. Actions arising from these inspections are tracked through a repairs and maintenance compliance tracker.

Current Position

Completion rates on actions that were outstanding from fire risk assessments at the start of quarter two (Q2) of this financial year (FY 25/26) were 33.3% by end of Q2. Conversely, 139 new actions were added during Q2.

As of 29 October 2025, there were 47 high priority actions, 569 medium priority actions and 407 low priority actions outstanding.

Current Position – Major Works

In major works, a cyclical fire door inspection regime has commenced for those doors being replaced on a rolling programme. The inspections are being undertaken by Guardian Consultancy Services, who are also suitably accredited to carry out remedial works to the GERDATM manufactured doors which have been installed. All identified defects and repairs are recorded on the *Bolster* system, providing the Corporation with suitable transparency and a clear audit trail for the work carried out. The rolling fire door replacement programme is now about to embark on Lot 4 (covering a defined number of estates within the portfolio) and the intention is for future cyclical fire door inspections to be procured as part of a defined programme, taking effect in 2026/27.

Also in major works, further to an ongoing review of the fire risk assessments, the team has initiated a procurement exercise to appoint a multidisciplinary consultant to provide technical support in the development of a long-term fire safety planned maintenance programme. This commission will involve an estate-by-estate review referencing fire strategies, fire risk assessments and fire management plans to identify and prioritise major fire safety works — including alarm replacement, compartmentation, and fire-stopping — and to develop a five-year programme with indicative budget costs.

The procurement exercise should be concluded in December 2025, with the consultant anticipated to commence work in January 2026 and complete by the end of June 2026. The information will then be fed into a programme, with the necessary approvals being sought in Autumn 2026 and works commencing in 2027/28.

Current Position – Repairs and Maintenance

In Repairs and Maintenance, a proposal was made to the Housing Improvement Board on 29 October to amend priority timescales for completion of fire risk

assessment actions and introduce a broader category of action type for clarity. The action categories proposed are:

- Administrative; Strategy, Policies or Risk Assessments requiring initiation
- Operational; 'Business as usual' tasks undertaken by service areas
- Minor or major works; Repairs or major works to building components.

A set of higher-level classifications was therefore created, to better articulate the nature of the overdue high-risk actions, interpretation of risk level and areas that require further strategic review and decisions. The additional higher-level classifications will be extended to all medium and low risk actions.

Current Position – Housing Management

In Housing Management fire safety inspections take place monthly with findings recorded via an app which is linked to a software platform. Findings that require remedial action are automatically relayed to Repairs and Maintenance, where a works order is raised and priority assessed. The inspections are carried out by estates supervisors. Actions arising from them are tracked on a compliance checker that is scrutinised by the Director of Housing at the fortnightly housing health and safety compliance meeting.

Health and Fire Safety has been working with Housing Management to encourage residents on Golden Lane Estate to remove stored items from balconies that act as a secondary means of fire escape. Residents in these flats were given 28-days to remove items that were obstructing their secondary means of escape. At the end of the 28-days there was some progress, but the blocks still had items stored on the balconies. Reminder letters are being sent to those that were unable to clear their balconies within the timescale, giving a further 14-days and informing them of help available to achieve this – for example, arrangements for porters to help take items down to the bin stores.

Current Position – Health and Fire Safety

The health and fire safety team are working on a revised fire management plan template for residential blocks. The current format has been superseded by a version more suited to residential premises. Building plans contained in secure information boxes are being audited for compliance with the Fire Safety (England) Regulations 2022.

There was one fire safety incident report during Q2. The incident, which occurred in two locations on a single communal stairwell, had the hallmarks of arson, although this could not be proven by the police and no culprit was found. The outcome of the incident is a closer watch on ASB across the estate in question for the next six months. It is thought to have been a singular incident, possibly related to a domestic event.

Current Position – Monitoring and Reporting Capability

A software database system for fire risk assessment monitoring has been purchased. The system, called Risk Base, provides functionality for dashboard

reporting of progress on actions. This will allow more streamlined monitoring and reporting.

Corporate & Strategic Implications

Strategic implications – Explain and provide assurance about how this proposal aligns with and will support the delivery of the Corporate Plan 2024-2029

Financial implications - None

Resource implications - None

Legal implications - None

Risk implications - None

Equalities implications – None

Climate implications - None

Security implications - None

Conclusion

Fire risk assessment continues to spearhead prioritisation of fire safety remedial works. Statistics for Q2 show a steady rate of action completions and new actions arising. Remedial work comprises a variety of tasks; these are being managed by teams in housing management, health and fire safety, repairs and maintenance, and major works. Improvements to monitoring and reporting capability are planned, and future progress will be shared with this committee on a quarterly basis.

Appendices

None

Paul Barton

Head of Health and Fire Safety, Communities and Children's Services

Paul.barton@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub Committee	Dated: 26 November 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 with a comprehensive overview of Housing Complaints data covering Quarters 1 and 2 of the 2025/26 financial year. It also outlines the progress made by the Housing Complaints and Customer Feedback Team to date and sets out the team's objectives for the remainder of the year.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

The Annual Complaints Performance & Service Improvement Report for 2024/25 proposed the following service improvements for 2025/26. These are described below with progress made to date and next steps detailed where appropriate.

Proposed Action:

1. Improve the tracking of Member and MP enquiries raised on behalf of residents.

Progress to Date:

A new tracking process is being trialled, with weekly updates for Members Responsible for Complaints. A review of the process is scheduled for January 2026.

Next Steps:

Process to be reviewed and refined in January 2026 as appropriate.

Proposed Action:

2. Improve the tracking of 'informal' requests to the Housing Complaints & Customer Feedback Team.

Progress to Date

These requests are logged and monitored in weekly meetings with the Property Services Team.

Proposed Action:

3. Acknowledgement of all complaints within five working days.

Progress to Date:

99.4% compliance was achieved across Q1 and Q2 (1 acknowledgement late in Q1).

Proposed Action:

4. Enhanced monitoring of our Lift Servicing and Consultancy contracts.

Progress to Date:

Additional administrative and contract monitoring resources have been recruited to the Repairs and Maintenance Team, which has led to tighter monitoring of services.

Next Steps:

Mobilisation of the new lift maintenance contract is planned as part of the 2025/26 procurement programme, incorporating lessons learned from previous contracts and enhanced KPIs.

Proposed Action:

5. Attendance of the Housing Complaints & Customer Feedback Team at appropriate contract management meetings to provide feedback to key contractors.

Progress to Date:

The Information, Performance and Quality Assurance Manager has attended some contract monitoring meetings as appropriate, the team regularly liaises with key contractors in relation to complaints.

Next Steps:

The Housing Complaints and Customer Feedback Team have started to share a monthly summary of Lessons Learned to Lead Investigators. There is an ambition to start to share these lessons with Contractors where appropriate.

Proposed Action:

6. Review and development of customer service ethos across Housing. To include staff training, streamlining our operations and developing and reviewing policy and procedures.

Progress to Date:

60 staff have been enrolled on MGI Customer Service refresher training; 33 staff attended Customer Service Basics Training; Customer Services Standards have been developed and made easily accessible to staff.

Proposed Action:

7. Implementation of the Civica Customer Relationship Management (CRM) module.

Progress to Date:

Civica CX CRM modules are live for Anti-Social Behaviour (ASB) and Damp & Mould cases.

Next Steps:

The Civica CX Voids module is planned for implementation this year.

Proposed Action:

8. Development of detailed resident profiles to support tailoring services to better meet residents' needs.

Progress to Date:

The tenancy audit is being mobilised for commencement in early 2026.

Next Steps:

Tenancy Audit data will be analysed and used to drive service improvements and the tailoring of services for residents.

Proposed Action:

9. Producing a template to allow for consistent communication with residents regarding communal outages and repairs.

Progress to Date:

A template has been developed and trialled for lift outages on some estates; Civica CX is now being used for group communications (e.g., for communal outages impacting multiple households).

Next Steps:

Where the complaints team identify gaps in communication, feedback will continue to be shared with Heads of Service, and improvements will be implemented.

Proposed Action:

10. Mobilisation of the Chigwell contract to allow Chigwell to contact customers directly to make the first appointment for non-emergency repairs within 2 working days. With follow up reminders 24 hours before the appointment is due and another when the operative is on route.

Progress to date:

Chigwell are contacting customers to book appointments and are issuing SMS notifications when contractors are on route to jobs.

Proposed Action:

11. Guidelines to be produced by the Housing Complaints & Customer Feedback Team to provide staff with clearer expectations and standards for complaint investigation and responses.

Progress to date:

Templates have been updated with specific prompts in line with Housing Ombudsman guidance and distributed to all complaint investigators.

Next Steps:

Refresher training sessions for Housing Complaints Investigators will be scheduled to maintain consistency.

Proposed Action:

12. Review of the Housing Complaints Compensation Policy in line with customer feedback and analysis of complaints data.

Progress to date:

The policy was reviewed in June 2025 in line with resident feedback; a 'calculator' was created based on the updated policy for investigators to use, allowing for consistent application.

Key Data**1. Housing Complaints Data (Q1 – Q2 2025/26)**

Appendix 1 presents data covering the period 1 April 2025 – 30 September 2025, compared against 2024/25. It also includes information on transactional feedback and determinations from the Housing Ombudsman.

2. Group Compensation Data

Alongside the compensation offered to individual complainants, the CoL offered group compensation in instances of communal outages in line with the updated Compensation Policy: This was done at Otto Close, Lewisham in June 2025; Lambfold House and Penfields at York Way in July 2025, and Eric Wilkins, Avondale Park in August 2025. The compensation offered was £6,176 in total. Last financial year residents were offered £26,250 in either rent or service charge adjustments in total.

3. Complaints Learning Panel Outcomes (Lessons Learned)

Since the last Housing Complaints Update in June 2025, there have been two Complaints Learning Panels held (July and September), where relevant Heads of Service discussed lessons learned from complaints resulting in service improvements. Some examples of which are detailed below:

Communal Outage Communications

Following resident feedback regarding insufficient communication during communal outages, a new group emergency communication function in CX was introduced in July 2025. This enhancement enables timely and targeted messaging to affected residents. To support effective use of this functionality, staff have received training on Civica CX, ensuring they are equipped to maximise its communication capabilities.

Positive Complaints Culture

Heads of Service reaffirmed the importance of fostering a positive complaints culture, one that recognises complaints as valuable opportunities to improve our services. All staff are encouraged to understand their role in supporting and appropriately escalating resident concerns.

To reinforce this approach, refresher training was delivered to Estate Teams, clarifying expectations around complaint handling and providing reassurance through open discussion and Q&A on the service and process.

Compensation

Following feedback from a resident group, the Compensation Policy was reviewed and updated. As part of this update, a compensation calculator was developed to support a consistent application across all cases. The Complaints Team has made the calculator accessible to all investigators, who are now encouraged to consider it in every relevant case.

Lessons Learned Process

Investigators are encouraged to identify and highlight specific lessons learned from each case. In October 2025, the Housing Complaints and Customer Feedback Team began collating these insights and sharing them with Heads of Service and Investigators via a monthly summary document. These summaries will also be reviewed quarterly at the Complaints Learning Panel to support continuous improvement.

Key Themes identified in October 2025 included:

- Communication
- Leak Management
- Communal Repairs
- Process Refinements

4. Housing Ombudsman Annual Landlord Performance Report

Appendices 2 and 3 include the City of London's Annual Landlord Report from the Housing Ombudsman, along with the City's formal written response. These documents were shared with all Housing staff to promote transparency and learning.

Staff were also directed to the Housing Ombudsman's training resources to support continued professional development and improve complaint handling practices.

5. Housing Ombudsman Self-Assessments

The Team have carried out Self Assessments against two of the Housing Ombudsman's Spotlight Reports:

- V2 Spotlight on Damp and Mould (Appx 4)
- V1 Spotlight on Repairs and Maintenance – Repairing Trust (Appx 5)

Corporate & Strategic Implications –

Strategic implications – None

Financial implications – None

Resource implications – None

Legal implications – None

Risk implications - Housing complaints have a direct impact on the reputation of the City of London's Housing Division. By the time a resident submits a complaint, they may have already experienced a service failure, making it essential that the complaints process is handled professionally, fairly, and effectively. There is also reputational risk associated with cases investigated by the Housing Ombudsman. The Ombudsman publishes annual reports and may publicly highlight specific landlords where severe maladministration has occurred. Ensuring robust complaint handling helps mitigate this risk and demonstrates a commitment to accountability and service improvement.

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 Quarters 1 and 2 of 2025/26.

Appendices

- Appendix 1 – Housing Complaints Data (Q1 – Q2 2025-26)
- Appendix 2 – HOS Landlord Performance Report
- Appendix 3 – CoL Response to Landlord Performance Report
- Appendix 4 – V2 Spotlight on Damp & Mould
- Appendix 5 – V1 Spotlight on Repairs & Maintenance – Repairing Trust

Anna Donoghue

Information, Performance and Quality Assurance Manager
(Housing Complaints & Customer Feedback Team)

T: 020 3834 8967

E: anna.donoghue@cityoflondon.gov.uk

Housing Complaints Data (Q1 – Q2 2025/26)

Summary:

Total Acknowledged in Q1 – Q2: 172

Tenants: 130

Leaseholders: 33

Other: 9 (this can include things like shed tenants, community centre users etc.)

Stage 1 Acknowledged: 124

Tenants: 93

Leaseholders: 24

Other: 7

Stage 2 Acknowledged: 48

Tenants: 37

Leaseholders: 9

Other: 2

Acknowledgement Within HOS Timescale: 99.44%

(One Stage 1 Complaint in Quarter 1 was acknowledged outside of timescale)

Complaints Received:
HRA (Stage 1, Tenant)

Estate

All

Source

Tenant

Date of Complaint

28/03/202528/10/2025

Date of Acknowledgment

01/04/202530/09/2025

Team Responsible

All

Category

All

Quarter

All

Stage

1

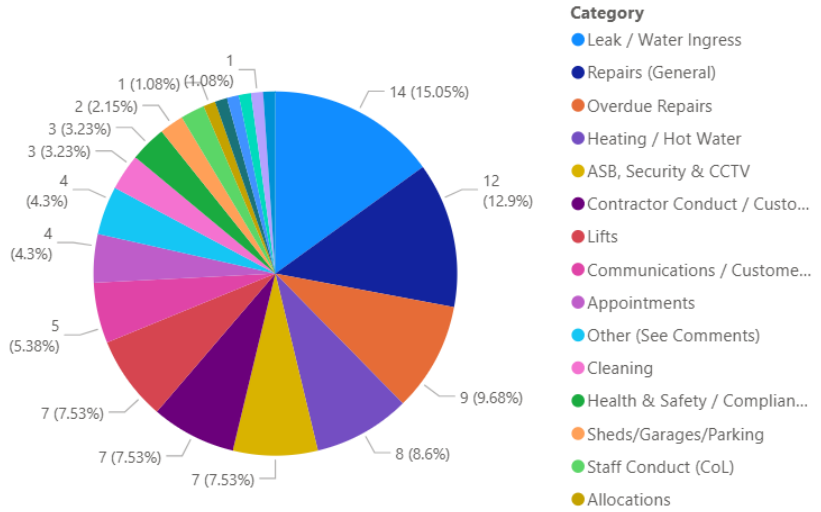
Investigating Offi...

All

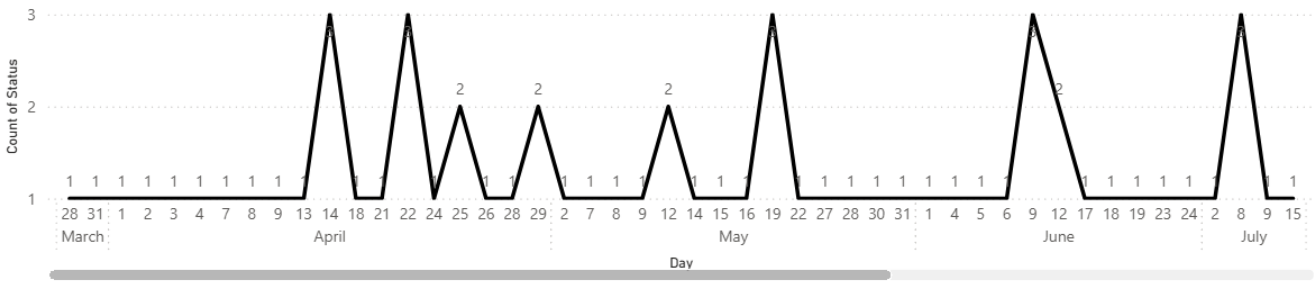
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All

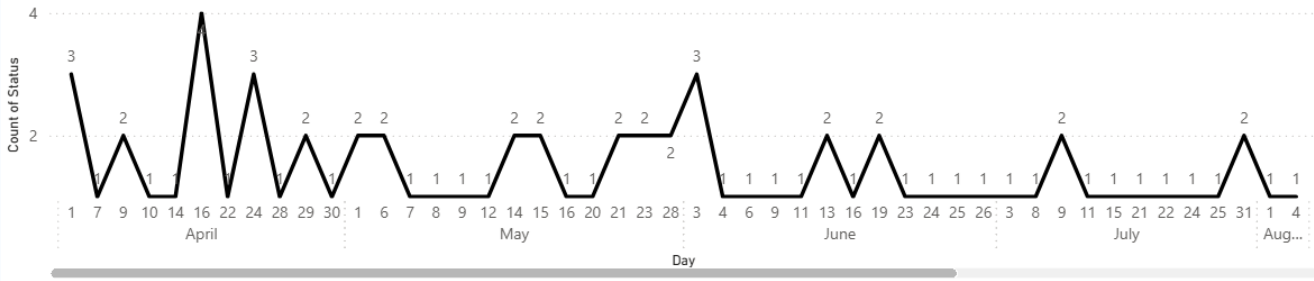
Complaint Categories



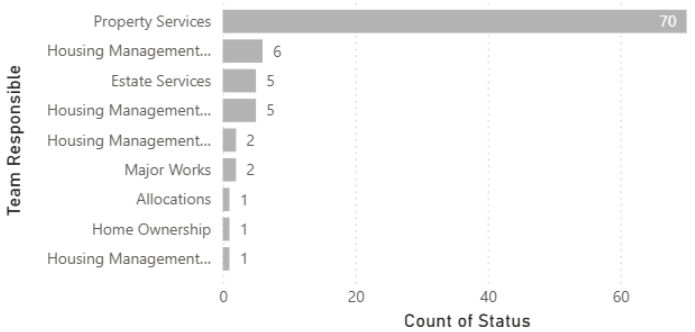
Number of Complaints Received



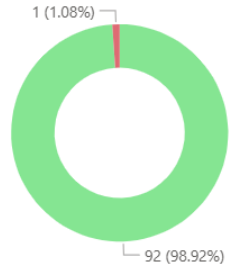
Number of Complaints Acknowledged



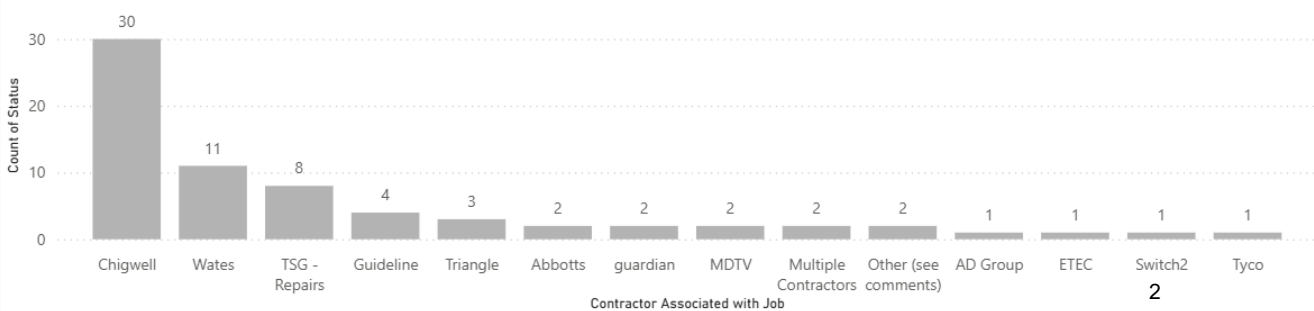
Team Responsible



Acknowledged Within 5 Working Days



Contractor Associated with Job



Complaint Responses:
HRA (Stage 1, Tenant)

Estate

All

Source

Tenant

Response Date

01/04/202530/09/2025

Team Responsible

All

Category

All

Quarter

All

Stage

1

Investigating Officer

All

Status

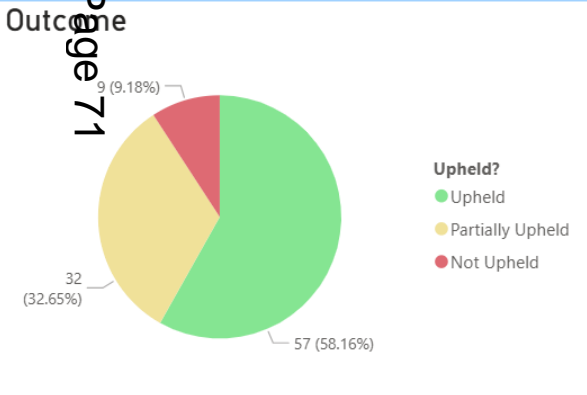
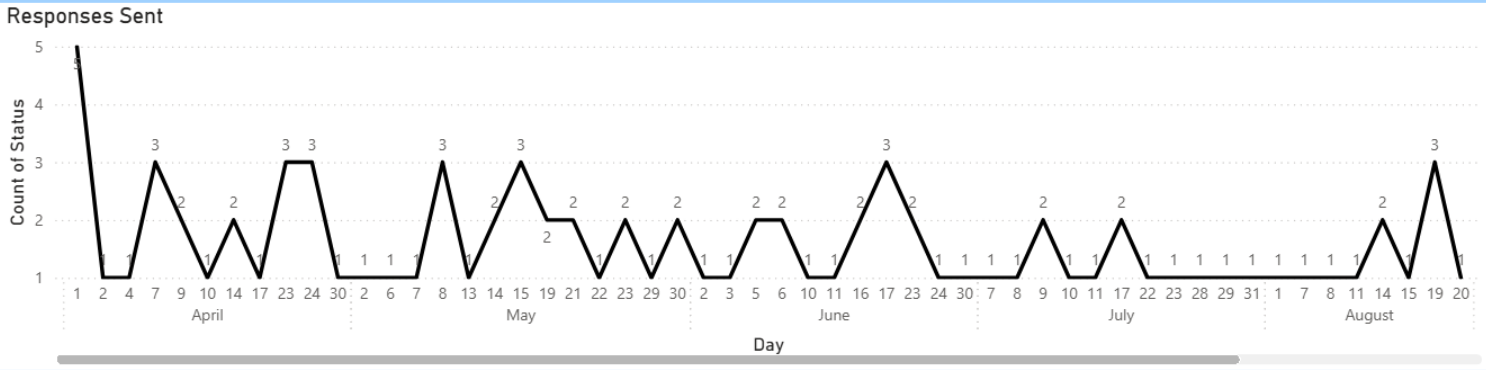
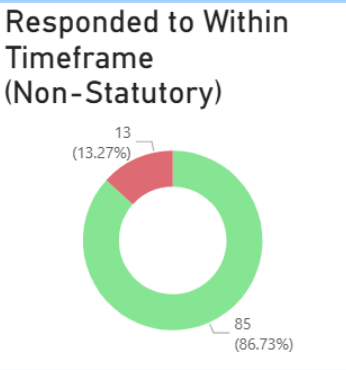
All

98

Responses Sent

£2,199

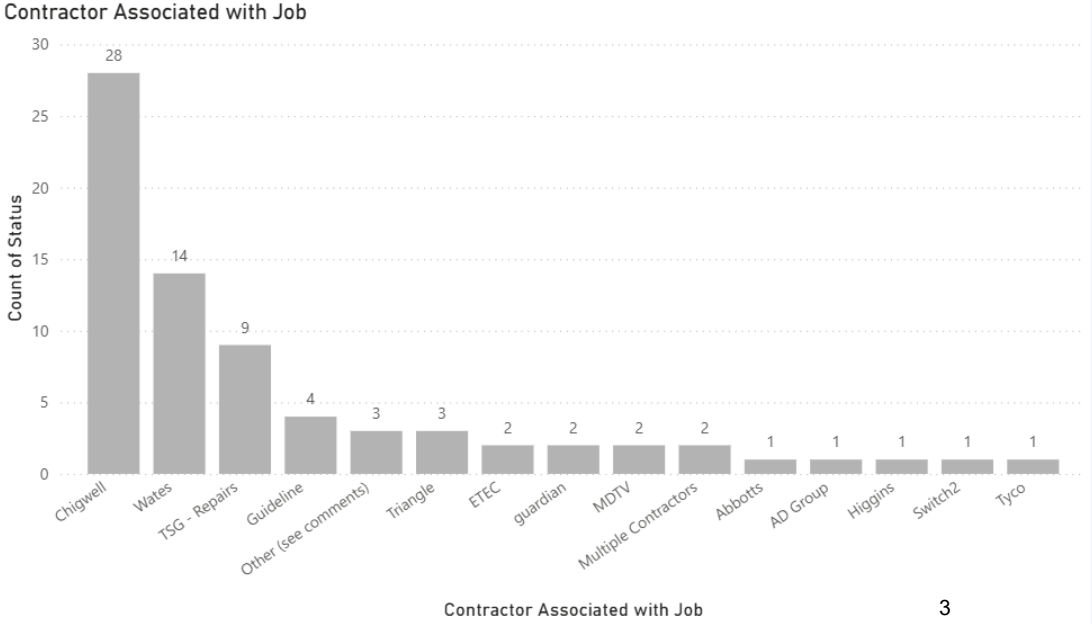
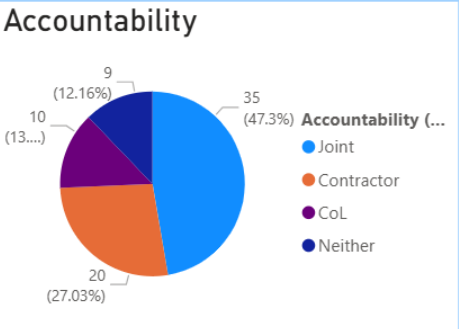
Compensation Paid



Please note, 100% of complaints are responded to in statutory timescale - the above reflects those responded to within the initial agreed period (without extension)

34.91

Average Working Days from Complaint to Case Closed (R&M)



Complaints Received:
HRA (Stage 2, Tenant)

Estate

All

Source

Tenant

Date of Complaint

28/03/202528/10/2025

Date of Acknowledgment

01/04/202530/09/2025

Team Responsible

All

Investigating Officer

All

Category

All

Status

All

Quarter

All

Stage

2

39

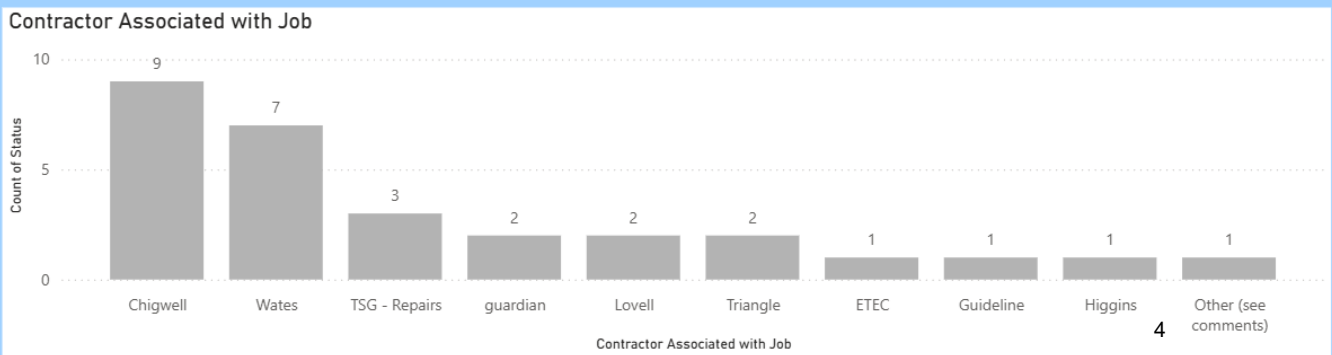
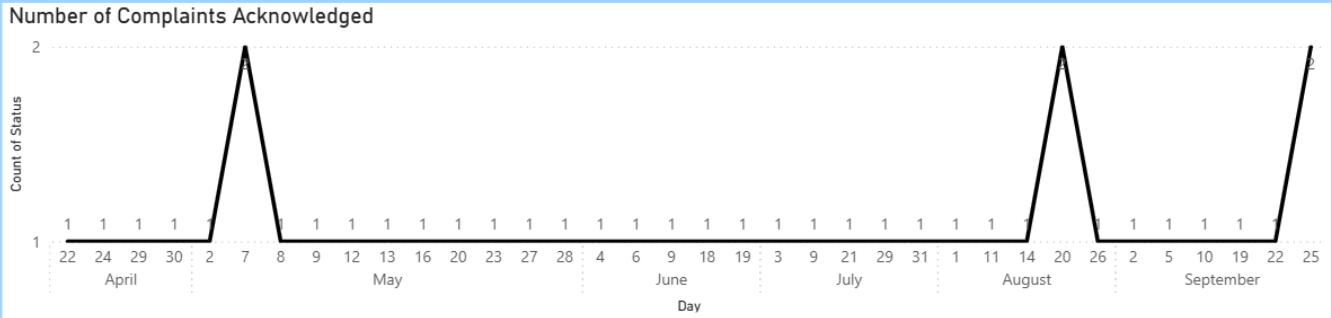
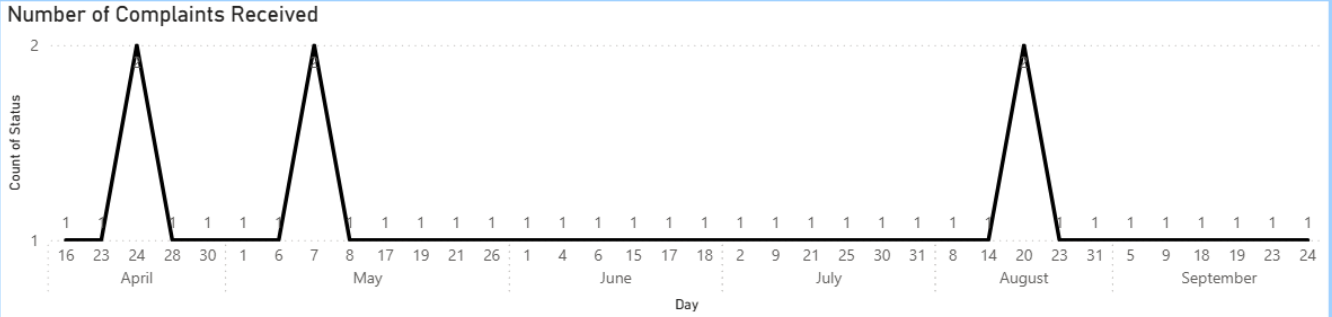
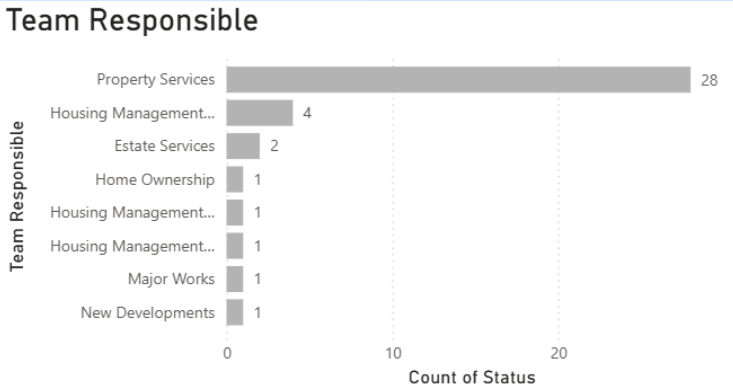
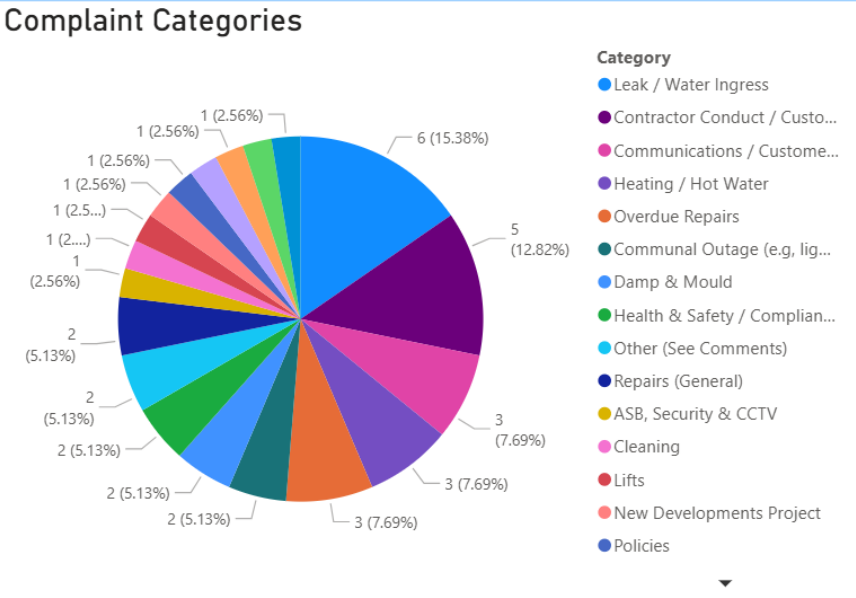
Complaints Received

2

Complaints Withdrawn

1

Complaints In Progress



Complaint Responses:
HRA (Stage 2, Tenant)

Estate

All

Source

Tenant

Response Date

01/04/202530/09/2025

Team Responsible

All

Category

All

Quarter

All

Stage

1

Investigating Offi...

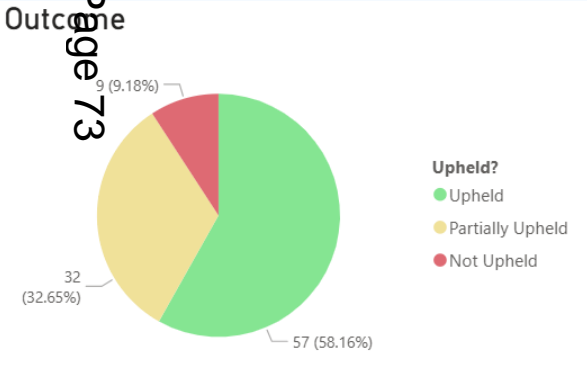
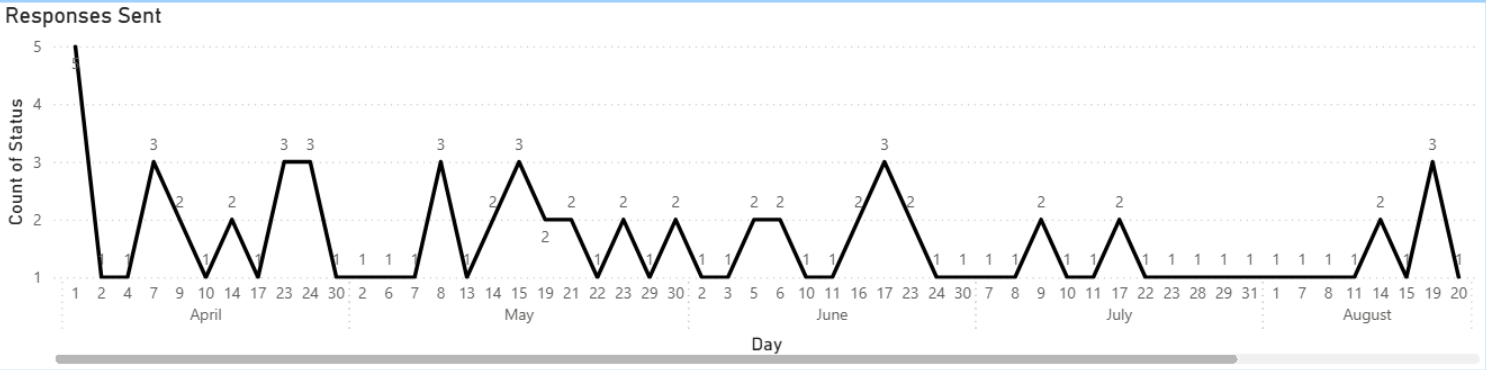
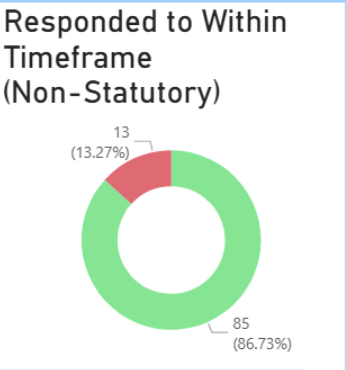
All

Status

All

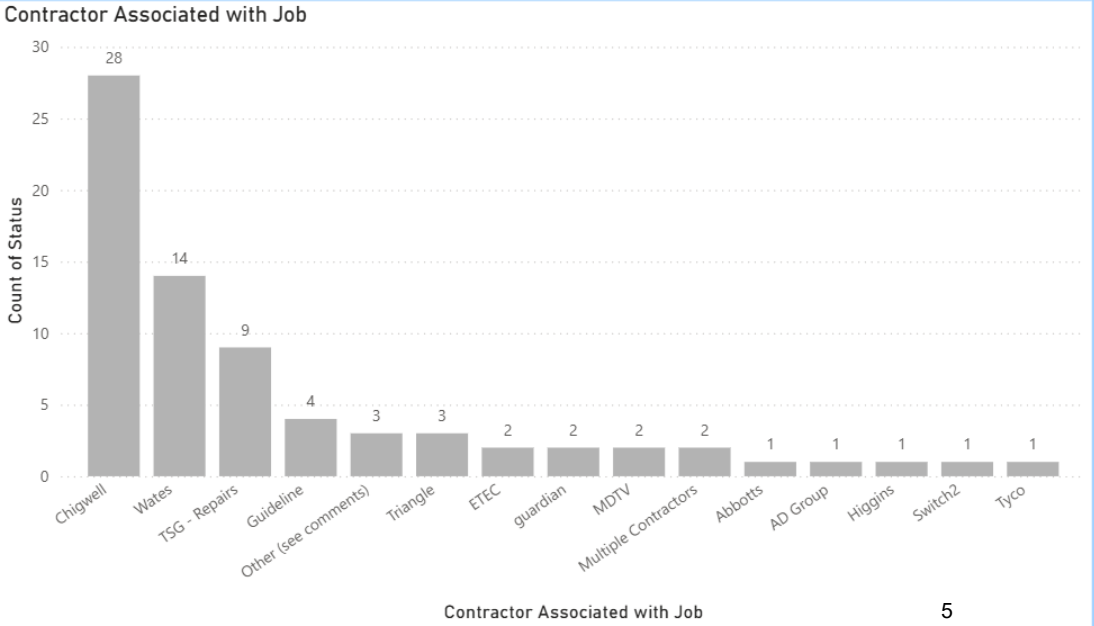
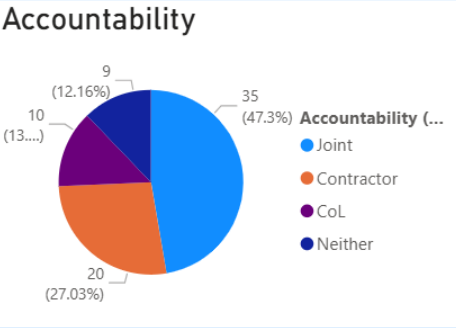
98
Responses Sent

£2,199
Compensation Paid



Please note, 100% of complaints are responded to in statutory timescale - the above reflects those responded to within the initial agreed period (without extension)

34.91
Average Working Days
from Complaint to Case
Closed (R&M)



Complaints Received:
HRA (Stage 1,
Leaseholder)

Estate

All

Source

Leaseholder

Date of Complaint

28/03/202528/10/2025

Date of Acknowledgment

01/04/202530/09/2025

Team Responsible

All

Investigating Officer

All

Category

All

Status

All

Quarter

All

Stage

1

25

Complaints Received

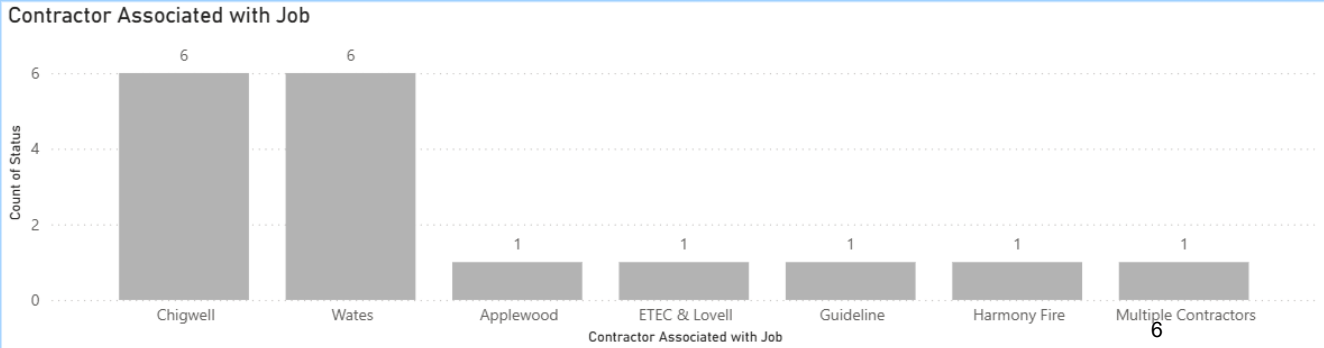
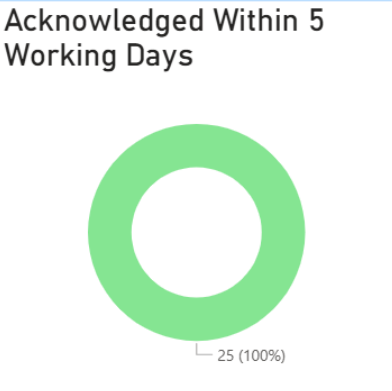
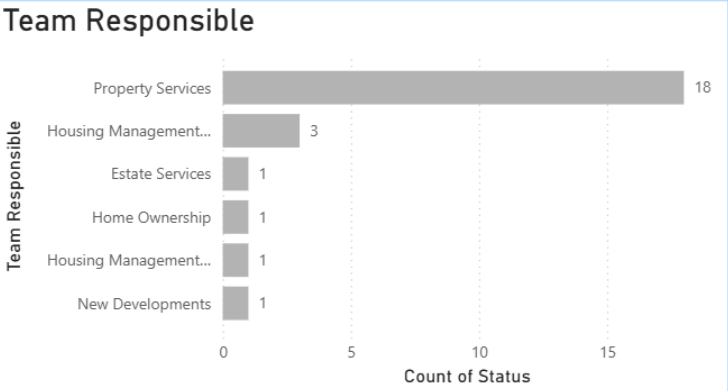
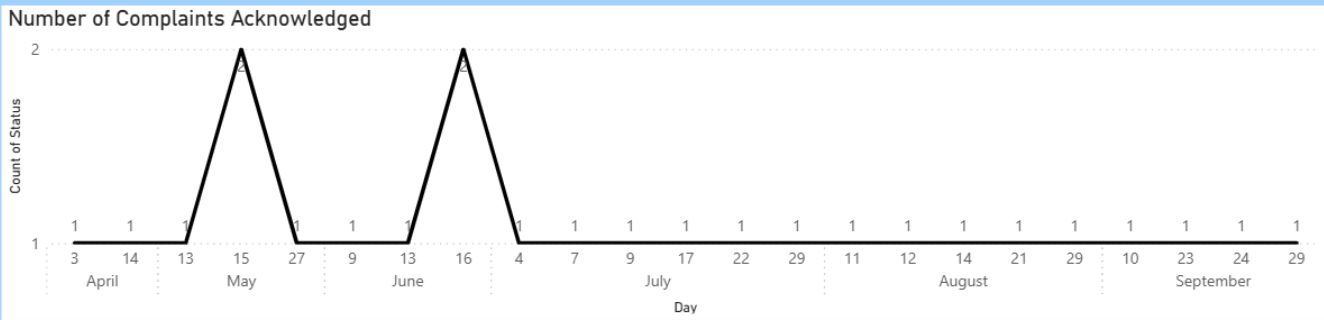
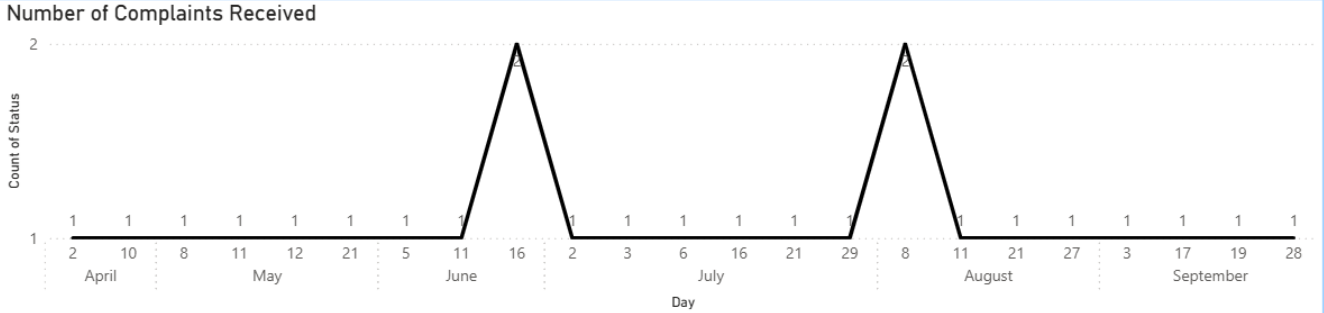
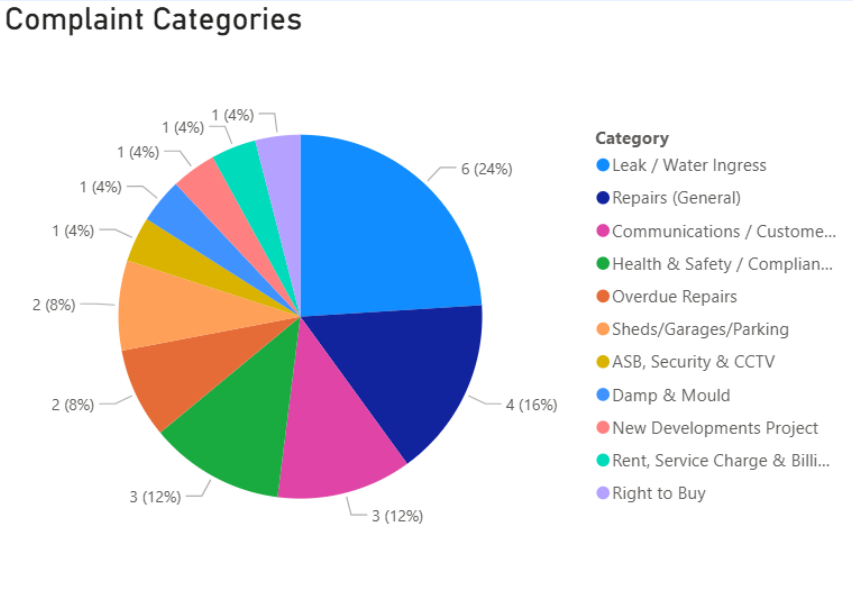
1

Complaints Withdrawn

Page 74

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Complaints In Progress



Complaint Responses:
HRA (Stage 1,
Leaseholder)

Estate
All

Source
Leaseholder

Response Date
01/04/2025 30/09/2025

Team Responsible
All

Category
All

Quarter
All

Stage
1

Investigating Officer
All

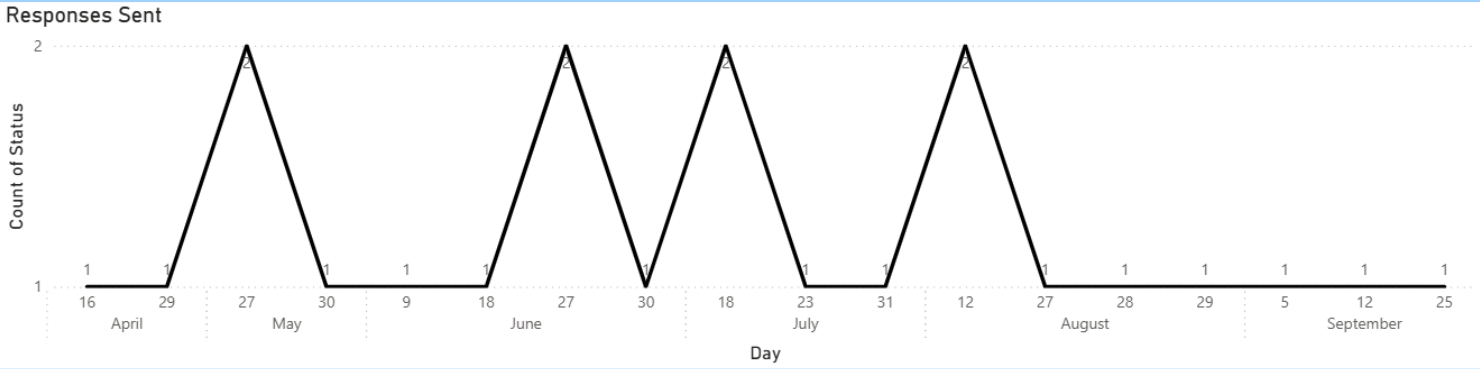
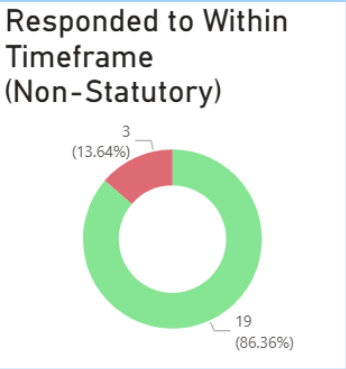
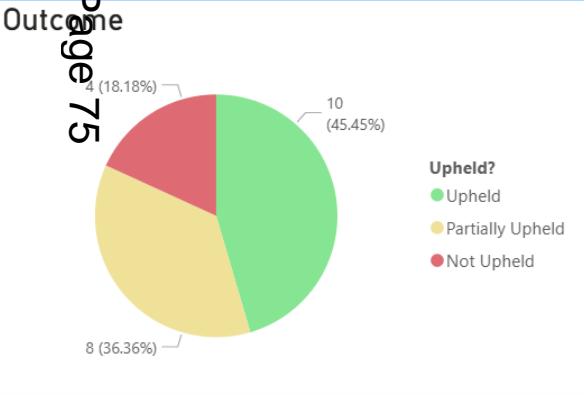
Status
All

22

Responses Sent

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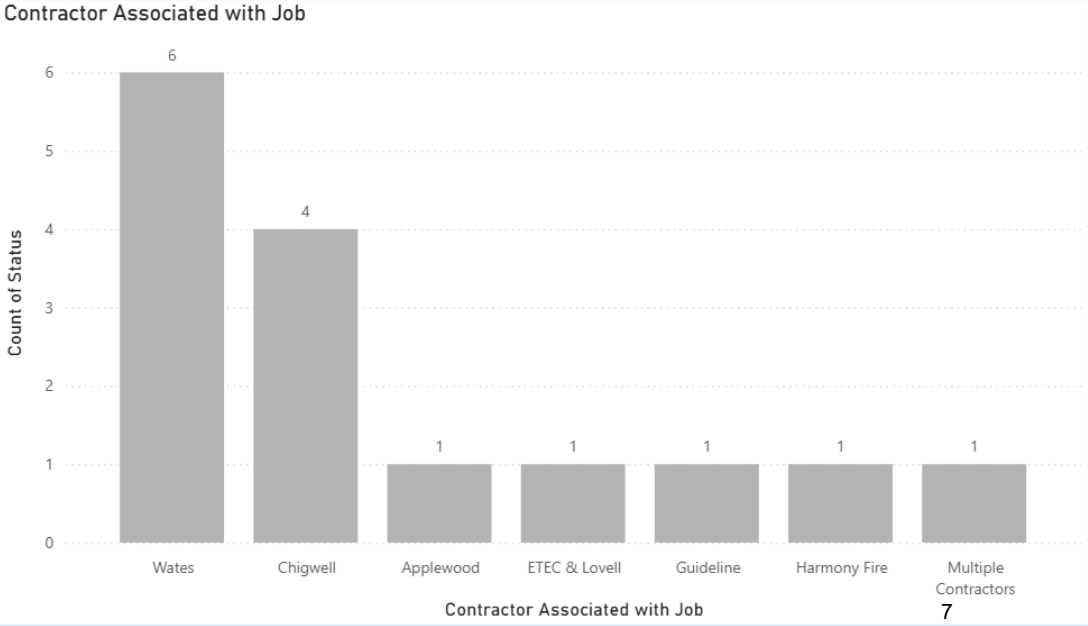
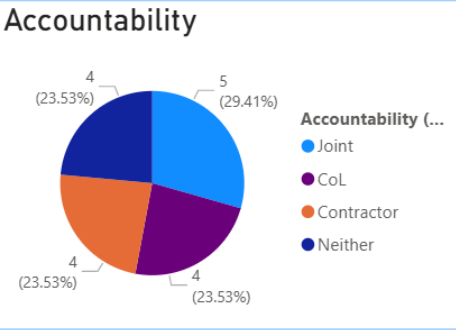
Compensation Paid



Please note, 100% of complaints are responded to in statutory timescale - the above reflects those responded to within the initial agreed period (without extension)

26.17

Average Working Days from Complaint to Case Closed (R&M)



Complaints Received:
HRA (Stage 2,
Leaseholder)

Estate

All

Source

Leaseholder

Date of Complaint

28/03/202528/10/2025

Date of Acknowledgment

01/04/202530/09/2025

Team Responsible

All

Category

All

Quarter

All

Stage

2

Investigating Offi...

All

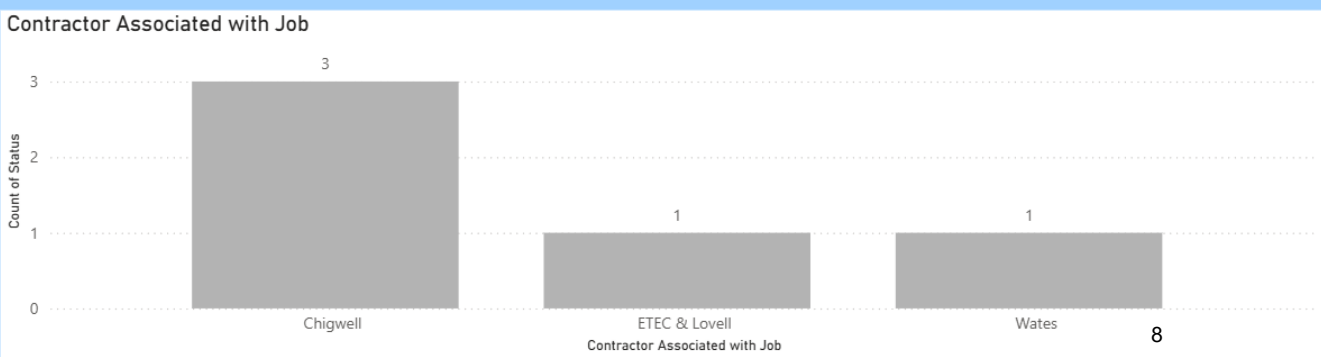
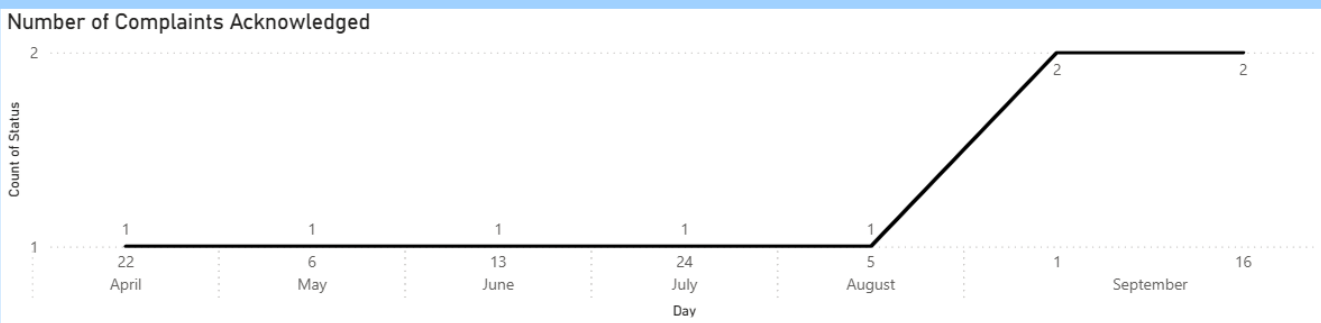
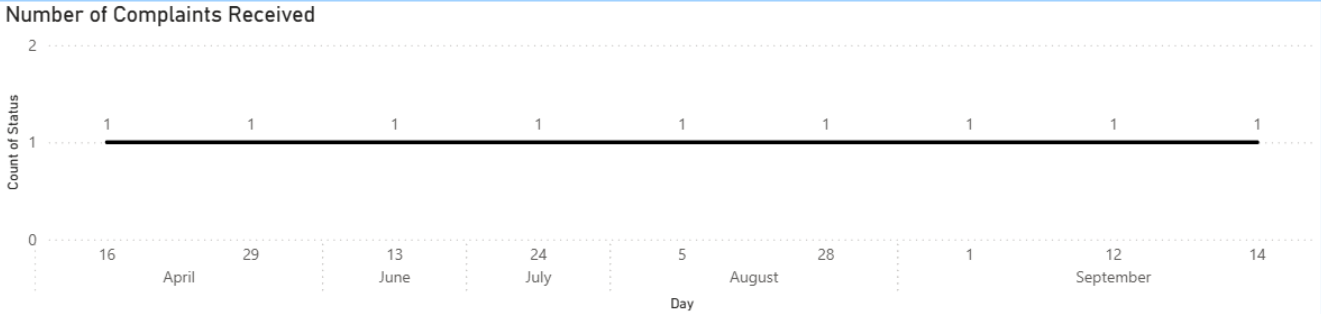
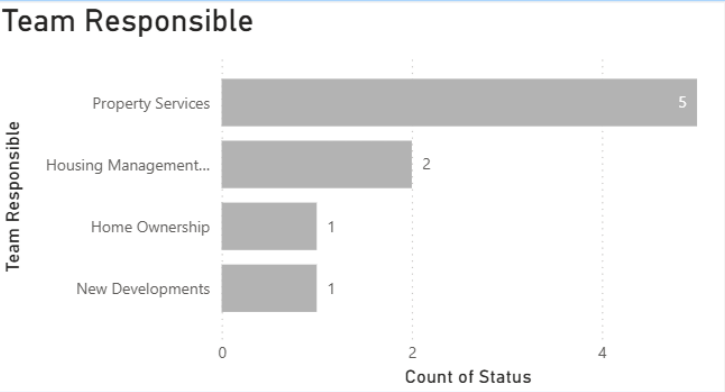
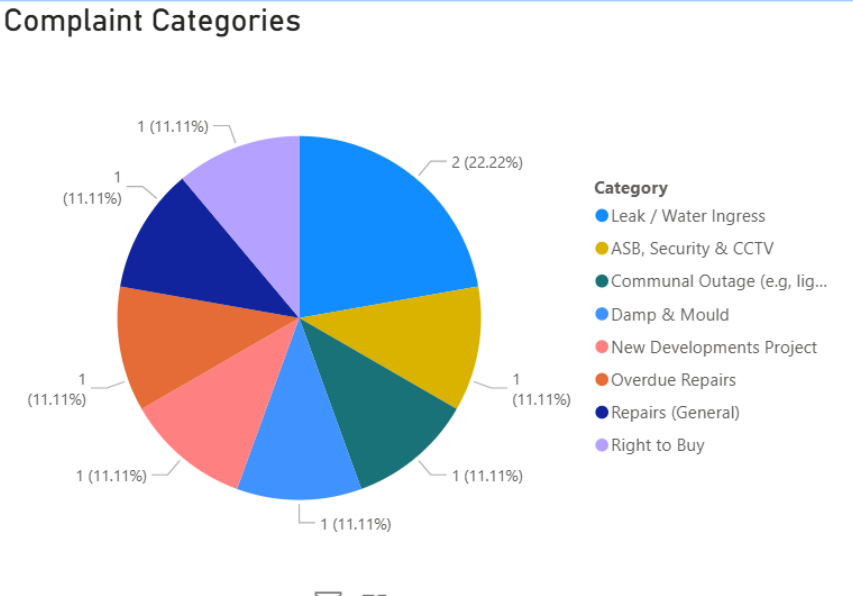
Status

All

9Complaints Received

(Blank)Complaints Withdrawn

(Blank)Complaints In Progress



Complaint Responses:
HRA (Stage 2,
Leaseholder)

Estate

All

Source

Leaseholder

Response Date

01/04/202530/09/2025

Team Responsible

All

Category

All

Quarter

All

Stage

2

Investigating Offi...

All

Status

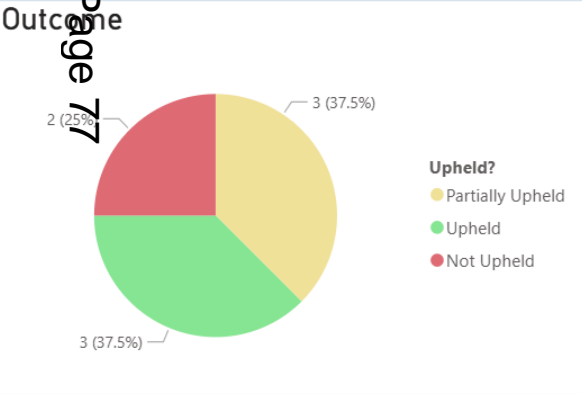
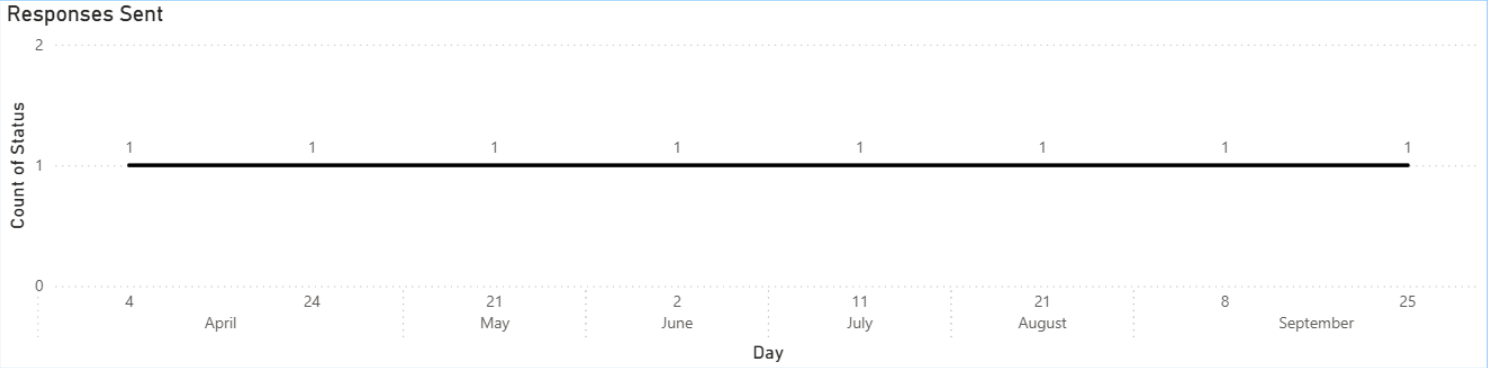
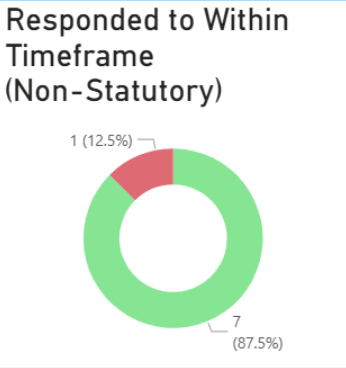
All

8

Responses Sent

£233

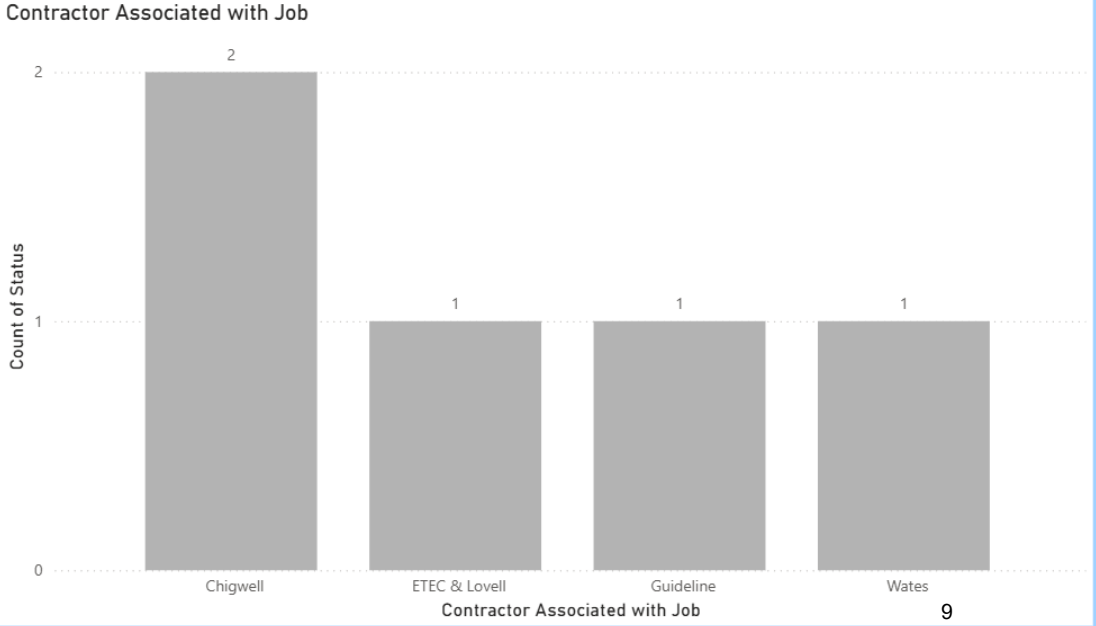
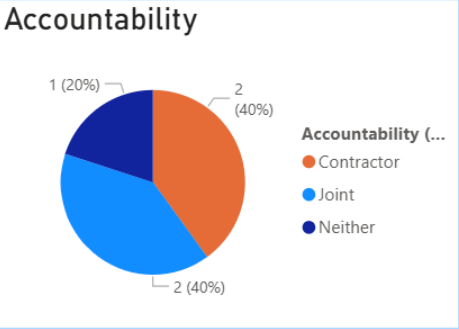
Compensation Paid



Please note, 100% of complaints are responded to in statutory timescale - the above reflects those responded to within the initial agreed period (without extension)

26.00

Average Working Days from Complaint to Case Closed (R&M)

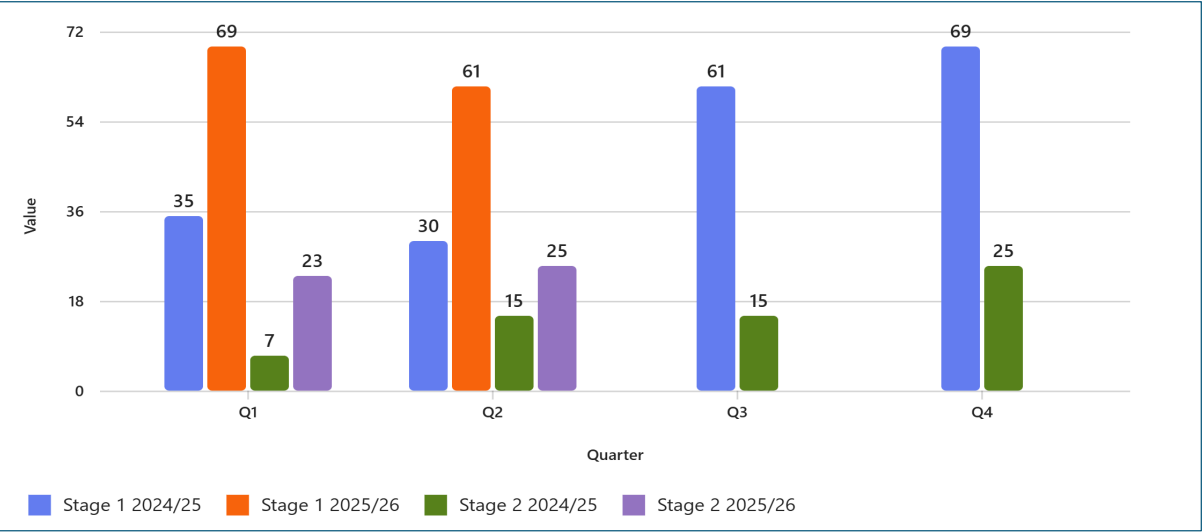


Complaints Received (Based on ‘Date Received’): 2024/25 vs 2025/26:

Stage 1	2024/25	2025/26	Stage 2	2024/25	2025/26	% increase from 24/25:
Q1	35	69	Q1	7	23	Q1 S1: 97.14%
Q2	30	61	Q2	15	25	Q1 S2: 228.57%
Q3	61	N/A	Q3	15	N/A	Q2 S1: 103.33%
Q4	69	N/A	Q4	25	N/A	Q2 S2: 66.66%

Key Considerations:

- In Q3 of 2024/25, the Housing Complaints Team undertook a significant campaign to raise awareness of the service. This likely explains the sharp increase in complaints during that period. The campaign included publishing an updated complaints process on the website and distributing leaflets to all Estate Offices, and encouraging staff staff to actively support residents in escalating issues where appropriate.
- Stage 1 complaints increased steadily throughout 2024/25, reflecting wider industry trends, and have remained relatively high.
- Similarly, Stage 2 complaints rose towards the end of 2024/25 and have continued at a consistently high level throughout 2025/26.



Team Responsible/Categories:

In 2025/26, we have further refined categorisation of complaints (and broken Housing Management Teams down further)

Teams Responsible:

2024/25 Q1 & 2:

Team Responsible	Count of Status
Property Services	186
Housing Management	44
Major Works	18
Other (See Comments)	4
Rents	4
New Developments	2

In 2024/25,

- 72% of complaints at both stages were allocated to Property Services
- 17% at both stages were for Housing Management.

In 2025/26,

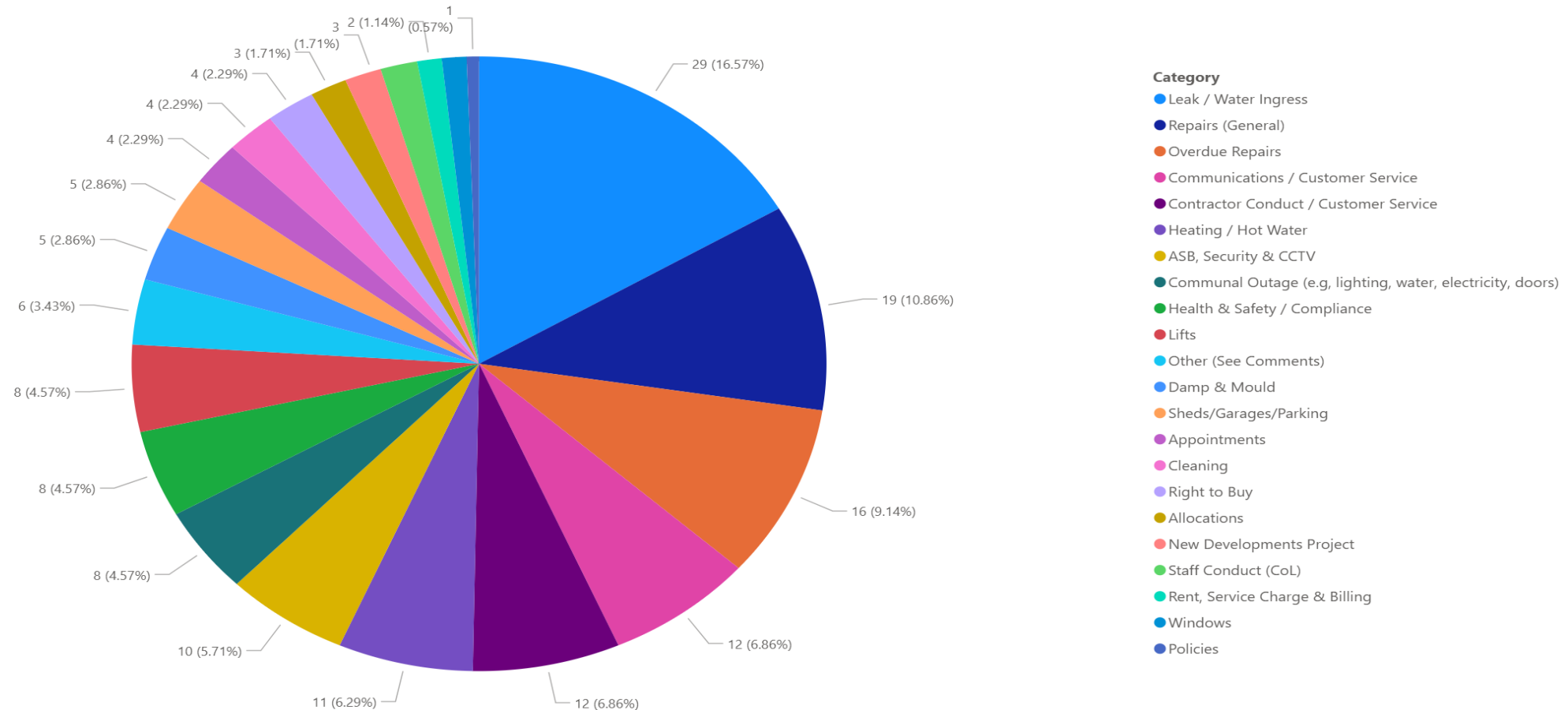
- 74% of complaints at both stages were allocated to Property Services
- 24% at both stages were for Housing Management.

2025/26 Q1 & 2:

Team Responsible	Count of Status
Property Services	127
Housing Management North	15
Estate Services	8
Housing Management South	7
Home Ownership	4
Allocations	3
Housing Management General	3
Major Works	3
New Developments	3
Housing Management Sheltered	2

Team Responsible/Categories:

Categorisation: (all complaints, Q1 – 2 2025/26)



In 2025/26, we took steps to avoid using 'other' as a category where possible. Categories look similar to 2024/25, but the number of complaints relating to lifts have reduced (11% of complaints in 2024/25 related to lifts, vs. 4.57% in 2025/26)

Housing Ombudsman Cases:

Metric	2024/25	2025/26 (Q1–Q2)
New Cases Received	11	7
Determinations	5	3
Findings	12	5
Maladministration / Service Failure	9 of 12 findings	4 of 5 findings
No Maladministration Findings	1	1
Maladministration Rate	75%	80%
Redress Ordered	2	0
Compensation Payment Orders	£4,500 (avg £375/finding)	£1,080 (avg £270/finding)

Note: Out-of-jurisdiction and Barbican cases have been excluded from this data.

We are currently projecting an increase in Housing Ombudsman Service (HOS) cases and determinations for 2025/26. While the average cost per maladministration finding has decreased, our maladministration rate is higher than last year’s total and exceeds both the national and London averages from the previous year.

It’s important to note that many of these cases are legacy cases, which may have contributed to the elevated rate. Continued focus on improved case handling will be key to reversing this trend.

Determination 1: (Stage 2 issued August 2024) *Maladministration & Service Failure*Lessons Learned:**Repair Handling**

- Ensure urgent repairs are correctly categorised and addressed within timescales.
- Improve coordination between landlord, contractors, and subcontractors to prevent delays.
- Maintain clear communication with residents, providing regular updates and accurate records.
- Conduct thorough inspections (e.g., full roof surveys) to resolve issues effectively.

Complaint Handling

- Acknowledge and explain delays in Stage 1 responses.
- Ensure Stage 2 responses comply with the Ombudsman's Complaint Handling Code, clearly outlining outcomes and next steps.
- Strengthen record-keeping and transparency throughout the complaints process.

Determination 2: (Stage 2 issued July 2023) *Maladministration & Service Failure*Lessons Learned:**Delays**

- Major works must be scheduled and monitored to prevent expiry of planning permissions.
- Strengthen project management processes to avoid multi-year delays.

Communication Failures

- Respond promptly to resident queries and follow through on promised updates.
- Proactively address concerns early to prevent escalation.

Complaint Handling

- Ensure Stage 1 responses meet timescales or formally request extensions.
- Stage 2 responses should clearly outline actions, timescales, and next steps.
- Reduce the need for residents to chase updates by improving follow-up processes.

Determination 3: (Stage 2 Withdrawal August 2024 – due to disrepair case) No Maladministration / Out of JurisdictionLessons Learned:

In this case, the HOS noted that due to an ongoing legal disrepair case, they could not comment on the case itself but did make a judgement on the complaint handling/decision to withdraw.

- The formal complaint (13 June 2024) was acknowledged 2 days late, outside the 5-day policy timeframe.
- The landlord requested and received agreement for a 10-day extension to the Stage 1 response due to staff absence, this was reasonable.
- The Stage 2 escalation (24 July 2024) was acknowledged promptly, but the landlord declined to respond further due to ongoing legal proceedings, this was in line with policy.
- While the landlord could have handled the initial contact better, the Ombudsman found no maladministration, as the overall handling was within reasonable bounds.
- The landlord received no orders in relation to this case.

Please note, 100% of HOS orders have been complied with within timescale. All HOS determinations are discussed in detail at Complaints Learning Panel Meetings with Heads of Service.

Benchmarking:

The CoL are a Member of Housemark, who provide benchmarking figures in relation to a number of measures, including complaints:

Q1:

Measure	London Median	National Median	CoL Performance
Formal Stage 1 and Stage 2 Complaints Received per 1000 Properties	8.8	4.94	12.67
Stage 1 and Stage 2 Complaints Resolved Within Timescale (Statutory)	88.3%	95.4%	100%

Q2:

Measure	London Median	National Median	CoL Performance
Formal Stage 1 and Stage 2 Complaints Received per 1000 Properties	8.89	5.25	10.4
Stage 1 and Stage 2 Complaints Resolved Within Timescale (Statutory)	82.99%	98.18%	100%

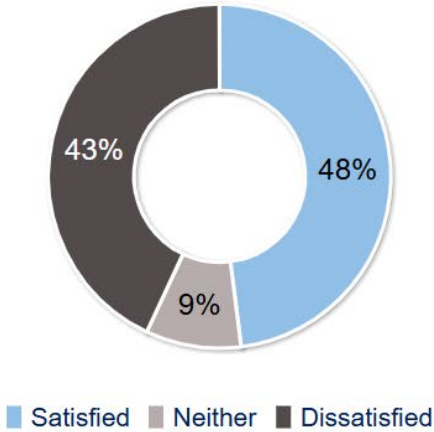
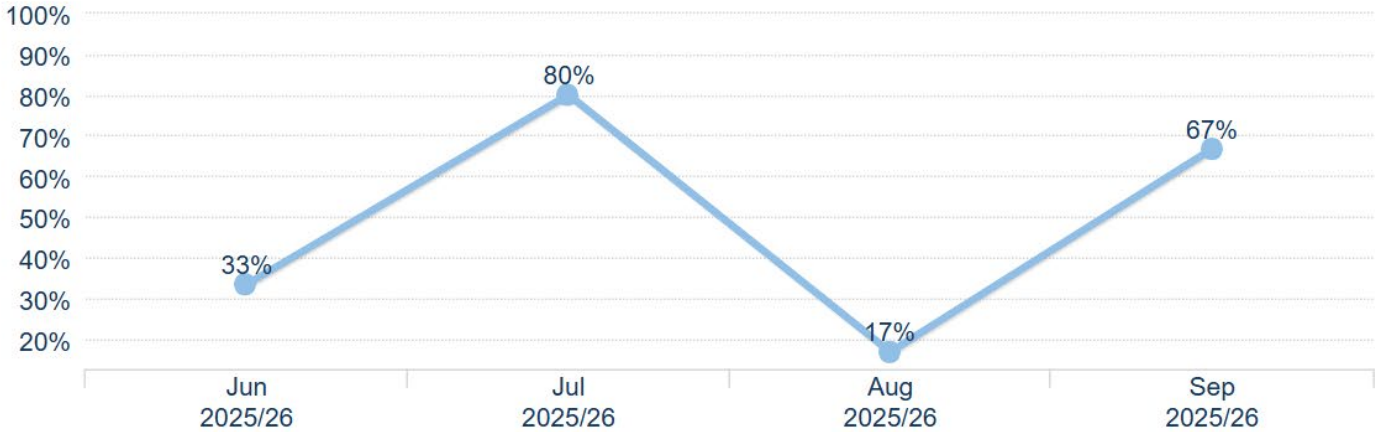
CoL exceeds National and London medians in terms of complaints received. We do not necessarily see this as a bad thing, as it shows we have an accessible service. We out-perform National and London medians in terms of complaints responded to within statutory timescale (100% compliance)

Staff Member	Date	Compliments
Housing Needs Team	04/04/2025	The Team are the most person-focused and best application experience of the multiple applications the applicant had made. It was refreshing to speak to a person rather than email/automated phone. The assessment questionnaire is well designed.
Melissa McPherson	03/04/2025	I would also like to take this opportunity to acknowledge Melissa, who has been incredibly helpful throughout this process. Her assistance has been greatly appreciated.
Isaac Orlebar-Oye	08/04/2025	I want to acknowledge Isaac, who has been genuinely helpful and supportive throughout the years. His efforts are appreciated and have not gone unnoticed.
Sophie Caley	16/04/2025	Thank you so much for your help and patience with my case. i just have to congratulate you for being very professional.
Charlotte Gliniecki	24/04/2025	I was most impressed with you and most impressed with the e-mail you sent me. You have been the most helpful person I've come across
Matthew Bowler	16/05/2025	I'm sending this email to express my gratitude for the outstanding work and dedication towards Dron tenants that our duty caretaker, Matthew provides on a daily basis. Matthew's consistent efforts to maintain a safe and comfortable environment are greatly appreciated. Matthew has personally helped me and gone above his duty, his willingness to go the extra mile has truly made a difference.We are fortunate to have Matthew as Dron's duty caretaker. Please thank him for his hard work, dedication and commitment.
Rebecca Southin & Rachel Montague	19/05/2025	Two hand written cards from residents thanking them for organising the VE Day celebration.
Ripa Ali & York Way Estate Team	30/05/2025	Colleagues have been really kind and supportive in instances of lift outages. Ripa is a very lovely young lady!
York Way Estate Team	11/07/2025	I wanted to pass on some very positive comments a tenant made about the work that the estate team have done in terms of how well maintained the estate is despite all the issues of the building site, and the maintenance and upkeep of the spaces, communal areas and so on. She ended the call with a resound ‘well done, brilliant’ for the staff, so wanted to pass that along.
Sergio Argos, Hanan Latif, Chigwell	10/07/2025	Chigwell supported very well in a case with a vulnerable resident. They worked until 9pm to clear the property and their customer service was excellent. Hanan and Sergio stayed on site and supported.
Noreen Heslop	01/08/2025	Supported a resident with the return of found stolen items.
Complaints Team	08/08/2025	I would like to say thank you very much for the helpful quick response I have had from you all. Made me feel very reassured.
Anna Donoghue	03/09/2025	Thank you very much for your continued support and clear communication throughout the lift outage and beyond. Your efforts in keeping us updated and ensuring that residents concerns were acknowledged are genuinely appreciated.
Wendy Giaccaglia	17/09/2025	Wendy you are a legend! I sincerely appreciate all you’re help

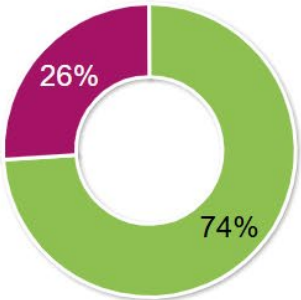
Transactional Survey Data:

We started to collect transactional survey data in June 2025, following complaint responses. 6 tenants are interviewed each month for feedback.

Outcome Complaint

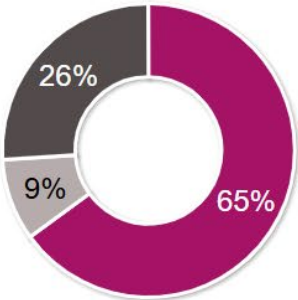


Understand Complaint? (Y/N)

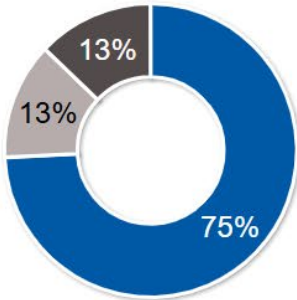


● Yes ● No

Ease of Reporting

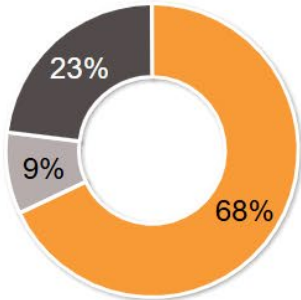


Kept Informed



Coloured = Satisfied ● Neither ● Dissatisfied

Explained Outcome



Transactional Survey Specific Feedback:

6 tenants are interviewed each month through transactional surveys following complaint responses.

We review specific feedback on a case-by-case basis and discuss improvements in detail at Complaints Learning Panel sessions.

Actions Taken To Date:**1. Missed Calls**

- The Housing Complaints Team set up ‘group calling’ on teams, meaning that if one person could not pick up the phone, the call would be forwarded to other Members of the Housing Complaints Team.

2. Streamlined Process & Updates

- **Case Tracking Numbers:** Reference numbers were added to complaint acknowledgements and responses in October 2025 for closer tracking of cases.
- **Regular Updates:** Specific PSOs are allocated as a point of contact during complaint investigations.

Topics for Discussion at Complaints Learning Panel:**1. Contractor Management & Sharing of Lessons Learned****2. Anti-Social Behaviour (ASB) Handling****3. Communication & Complaint Accuracy**

Housing
Ombudsman Service

LANDLORD PERFORMANCE REPORT

2024/2025

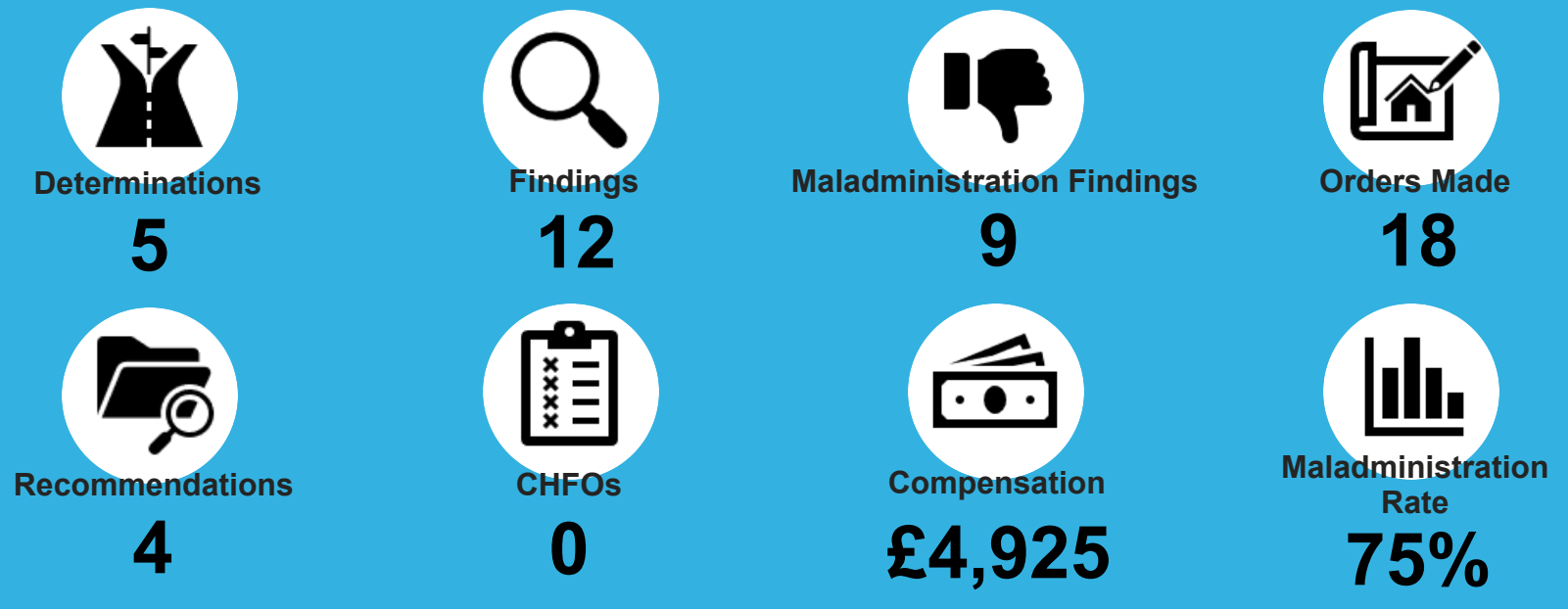
City of London Corporation

City of London Corporation

Landlord: City of London Corporation

Landlord Homes: 2,802Landlord Type: Local Authority / ALMO or TMO

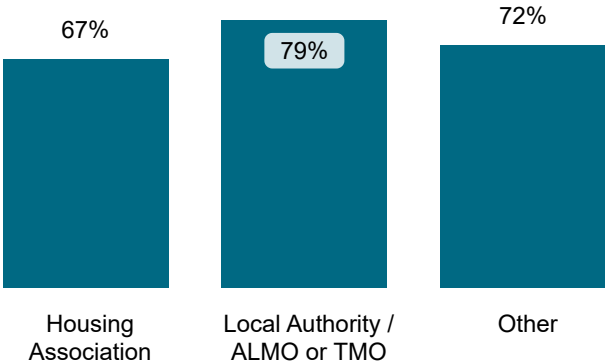
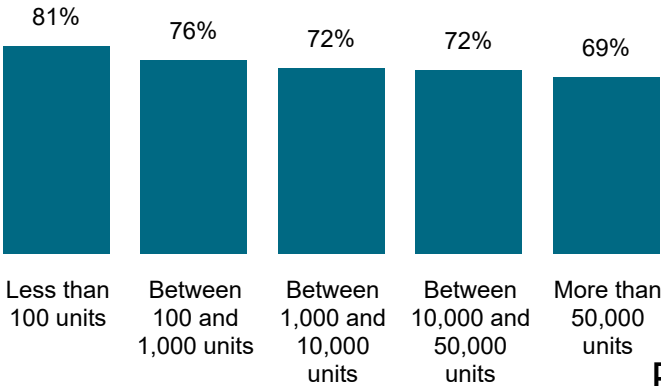
PERFORMANCE AT A GLANCE



Maladministration Rate <i>Comparison</i> Cases determined between April 2024 - March 2025	
NATIONAL MALADMINISTRATION RATE: 71%	National Maladministration rate for Landlords of a similar size <i>and</i> type: 77%

National Mal Rate by Landlord Size: Table 1.1

by Landlord Type: Table 1.2



Findings Outcome Comparison | Cases determined between April 2024 - March 2025

National Performance by Landlord Size: Table 2.1

Outcome	Less than 100 units	Between 100 and 1,000 units	Between 1,000 and 10,000 units	Between 10,000 and 50,000 units	More than 50,000 units	National	Landlord Findings
Severe Maladministration	5%	10%	5%	5%	4%	5%	0%
Maladministration	38%	36%	41%	41%	41%	41%	67%
Service failure	32%	24%	22%	22%	20%	21%	8%
Mediation	0%	0%	1%	2%	2%	2%	0%
Redress	3%	6%	10%	12%	17%	13%	17%
No maladministration	14%	17%	15%	13%	10%	13%	8%
Outside Jurisdiction	8%	7%	6%	6%	6%	6%	0%
Withdrawn	0%	0%	0%	0%	0%	0%	0%

National Performance by Landlord Type: Table 2.2

Outcome	Housing Association	Local Authority / ALMO or TMO	Other	National	Landlord Findings
Severe Maladministration	4%	6%	3%	5%	0%
Maladministration	39%	45%	35%	41%	67%
Service failure	21%	22%	27%	21%	8%
Mediation	2%	1%	1%	2%	0%
Redress	16%	7%	10%	13%	17%
No maladministration	13%	11%	15%	13%	8%
Outside Jurisdiction	5%	7%	8%	6%	0%
Withdrawn	0%	0%	0%	0%	0%

Landlord Findings by Category | Cases determined between April 2024 - March 2025

Table 2.3

Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total
Property Condition	0	7	0	0	0	0	0	0	7
Complaints Handling	0	1	1	0	2	0	0	0	4
Anti-Social Behaviour	0	0	0	0	0	1	0	0	1
Total	0	8	1	0	2	1	0	0	12

Findings by Category Comparison | Cases determined between April 2024 - March 2025

Top Categories for City of London Corporation

Table 3.1

Category	# Landlord Findings	% Landlord Maladministration	% National Maladministration
Property Condition	7	100%	73%
Complaints Handling	4	50%	77%
Anti-Social Behaviour	1	0%	66%

National Maladministration Rate by Landlord Size:

Table 3.2

Category	Less than 100 units	Between 100 and 1,000 units	Between 1,000 and 10,000 units	Between 10,000 and 50,000 units	More than 50,000 units	% Landlord Maladministration
Anti-Social Behaviour	100%	71%	70%	61%	70%	0%
Complaints Handling	100%	86%	84%	81%	70%	50%
Property Condition	65%	79%	73%	74%	72%	100%

National Maladministration Rate by Landlord Type:

Table 3.3

Category	Housing Association	Local Authority / ALMO or TMO	Other	% Landlord Maladministration
Anti-Social Behaviour	63%	71%	79%	0%
Complaints Handling	72%	87%	86%	50%
Property Condition	70%	79%	68%	100%

Findings by Sub-Category | Cases Determined between April 2024 - March 2025

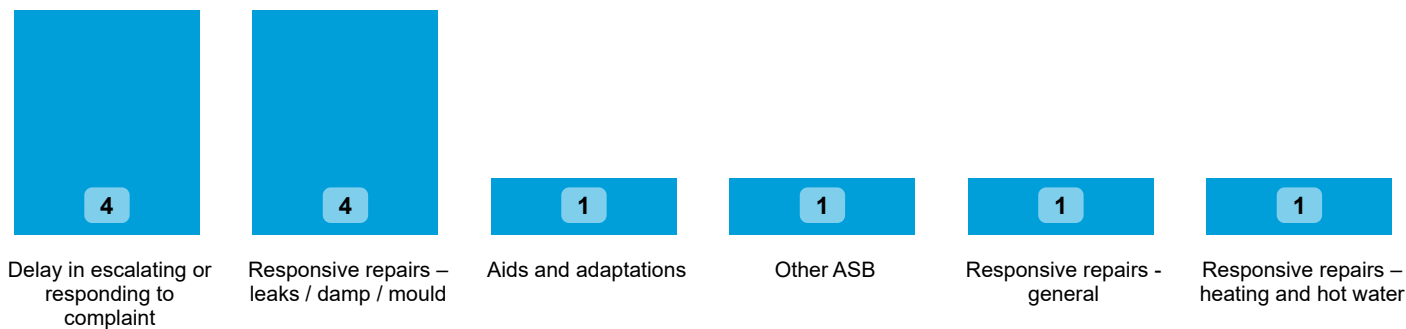
Table 3.4

Highlighted Service Delivery Sub-Categories only:

Sub-Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total
Responsive repairs – leaks / damp / mould	0	4	0	0	0	0	0	0	4
Responsive repairs - general	0	1	0	0	0	0	0	0	1
Responsive repairs – heating and hot water	0	1	0	0	0	0	0	0	1
Total	0	6	0	0	0	0	0	0	6

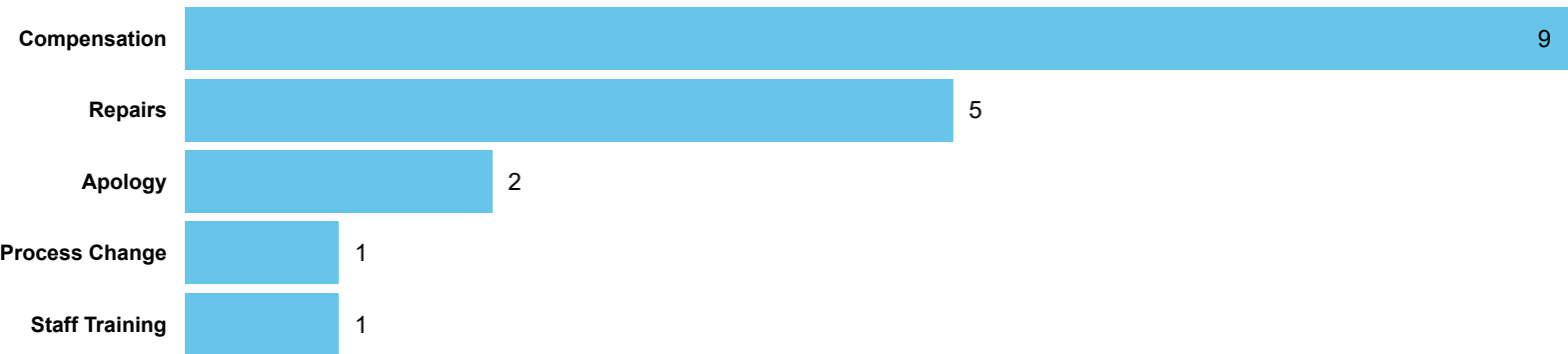
Top Sub-Categories | Cases determined between April 2024 - March 2025

Table 3.5



Orders Made by Type | Orders on cases determined between April 2024 - March 2025

Table 4.1



Order Compliance | Order target dates between April 2024 - March 2025

Table 4.2

Order Complete?	Within 3 Months	
	Count	%
Complied	15	100%
Total	15	100%

Compensation Ordered | Cases Determined between April 2024 - March 2025

Table 5.1

Ordered Recommended



Introduction | *Notes on your figures in this report*

The Housing Ombudsman's 2024-25 landlord reports are for landlords with 5 or more findings made in cases determined between 1 April 2024 and 31 March 2025.

The data comes from our casework management system. The reports include statistics on cases determined in the period. If we published a performance report for the landlord last year, then its individual report will also include limited statistics about cases determined between 1 April 2022 and 31 March 2024 for year-on-year comparison. Where a landlord has merged, we have merged the 2022-24 data and it may therefore be different to the published figures last year.

Determinations | *Cases Determined*

The number of cases determined (decided upon) for this landlord by the Ombudsman. 7 determinations were recorded for City of London Corporation, this includes OSJ and Withdrawn determinations. 5 determinations were made excluding OSJ and Withdrawn.

In this report we are only counting the determinations excluding OSJ and Withdrawn overall - this is a change from previous years to where we counted all Determinations. We have also adjusted the determined figures for 22/23 and 23/24 referenced on the first page of this report to exclude OSJ and Withdrawn so that it is comparable. This means these figures may not match the published reports for those years.

Findings | *Category Findings*

The number of findings on cases determined. Each category on a determined case has one finding. When we count findings, we exclude any cases where the entire case was declared outside our jurisdiction (OSJ) or all elements of the complaint were entirely Withdrawn, usually prior to the case being allocated for investigation.

On this basis, we are only counting the findings made in the 5 determinations. 12 findings were recorded for City of London Corporation in these 5 determinations.

Maladministration Rate | *Calculated from Category Findings*

Under our Scheme, maladministration includes findings of severe maladministration, maladministration and service failure. The number of findings of maladministration are expressed as a percentage of the total number of findings (excluding findings of 'outside jurisdiction' and 'withdrawn'). This is referred to as 'mal rate'.

The number of findings recorded for City of London Corporation to calculate the Maladministration rate is 12. This excludes the findings of Outside Jurisdiction or where elements of the case were Withdrawn during our investigation, but we made other findings on the case.

The number of 'Mal' findings recorded for City of London Corporation is 9, which gives the Maladministration rate of 75.0% (9 / 12). The national Mal rate is calculated on the same basis and is comparable to previous reports.

Orders | *Calculated from Orders issued on Cases Determined*

We issue Orders when the case investigation has resulted in a category finding of some level of maladministration or mediation. They are intended to put things right for the resident. We can issue multiple orders for each category of a case, so if we issue compensation of £50 for one category, and £50 for another category - we will count this as two orders even though the Landlord may just see it as one order of £100 compensation for the case.

The number of orders recorded for City of London Corporation is 18, these orders are across 9 category findings.

Unit Numbers | *Homes owned by the Landlord*

The number of homes (or 'units') owned or managed by the member landlord under the Housing Ombudsman Service's jurisdiction as of 31 March 2024. This is based on information available from the Regulator of Social Housing and provided by landlords.

Reviews | *Determination reviews*

The Landlords and residents may request a review of our determinations in circumstances set out in the Housing Ombudsman Scheme. This report includes data on cases originally determined between 1 April 2024 and 31 March 2025. If a determination is changed at review and the revised determination is issued on or before 31 March, the revised decision is included in the data. If the revised determination is issued on or after 1 April, only the original determination is included in the data.

Department of Community and Children's Services

Judith Finlay

Executive Director of Community and Children's Services



Insight and Development Team

Housing Ombudsman Service

landlordreports@housing-ombudsman.org.uk

Email

Housing.complaints@cityoflondon.gov.uk

Date 25 September 2025

Dear Insight and Development Team,

Thank you for your email of 19 September, and for highlighting your concerns regarding the City of London's performance as reflected in the Annual Landlord Performance Report for 2024/25.

We acknowledge that the City of London's maladministration rate currently stands at 75%, which is 4% above the national average and 2% below the average for landlords of a similar size and type. We recognise that this is an area where improvement is needed and we are already taking steps to improve our performance in this area.

Our Housing Team is dedicated to fostering a culture of learning and transparency. We regularly hold Complaints Learning Panel meetings and report to our Senior Officers and Members Responsible for Complaints, ensuring that lessons learned are shared and acted upon through service improvement measures.

On receiving the Ombudsman's Landlord Report in June 2025, we promptly shared the findings with our Members Responsible for Complaints and relevant Senior Officers. We plan to present this report as part of our six-monthly Complaints Update to the Housing Management and Almshouses Sub-Committee in November 2025. Following this, we will publish the Annual Landlord Performance Report on our Housing Complaints and Customer Feedback website to ensure transparency and accessibility for all residents, and share it in the resident newsletter.

[Housing complaints and customer feedback - City of London](#)

In line with national trends, the City of London saw an increase in complaints during 2024/25, which we believe is in part due to our efforts to make the complaints process more visible and accessible to residents. We view this as a positive step towards greater accountability and resident engagement.

Throughout 2024/25, we have taken several actions to improve our complaints service and overall service to residents, as detailed in our Annual Complaints Performance & Service Improvement Report. We have also set clear ambitions for further improvement in 2025/26: [Annual Complaints Performance & Service Improvement Report 2024-2025](#)

All Ombudsman determinations are discussed in our quarterly Complaints Learning Panels, attended by Heads of Service. In these meetings, we assess current complaint trends, discuss

lessons learned and service improvements, and report on findings from the Housing Ombudsman Service. We also report to Members Responsible for Complaints and ensure that lessons learned inform operational service improvements. Updates on lessons learned and implemented improvements are included in our six-monthly sub-committee reports, with the most recent papers available online for reference: [Agenda for Housing Management and Almshouses Sub \(Community and Children's Services\) Committee on Monday, 30th June, 2025, 2.00 pm - Modern Council](#) (Item 15 – Housing Complaints Update).

All staff involved in complaints handling receive training from the City of London's Housing Complaints Team and many of our complaint handlers attended an external training session on Complaint Handling towards the end of 2024. We will circulate the Annual Landlord Performance Report to the Housing Team, and direct staff to the Centre for Learning and the available resources from the Housing Ombudsman Service.

We fully recognise that there is more work to be done, and we are listening closely to our tenants' voices to ensure we deliver consistent, high-quality services. Thank you for your continued engagement and support as we work to address these challenges and improve outcomes for all residents.

Please contact me if you would like to discuss this any further.

Kind Regards,

Anna Donoghue

Information, Performance and Quality Assurance Manager

Spotlight on Damp and Mould: Self-Assessment (November 2025)

Housing Ombudsman Service Recommendations to Senior Managers:	Current Position:	Future Ambitions:
<p>Recommendation 1: Landlords should adopt a zero-tolerance approach to damp and mould interventions. Landlords should review their current strategy and consider whether their approach will achieve this.</p>	<p>The City of London has adopted a Damp, Mould & Condensation Policy, with Version 2 presented to the Housing Management and Almshouses Sub-Committee in October 2025. Amendments were made to ensure the policy and associated procedures align with the requirements of Awaab's Law, which came into effect on 27 October 2025. The policy outlines a structured, risk-based approach to assessing all reported cases of damp and mould. A risk matrix is used to evaluate two key factors:</p> <ul style="list-style-type: none"> • Severity of Damp and Mould: The physical extent and location of the issue within the property. • Household Composition: Consideration of residents who may be more vulnerable to the effects of damp and mould, such as young children, older adults, or individuals with health conditions. <p>This approach ensures that cases are prioritised appropriately and that legal obligations are met while safeguarding resident health and wellbeing.</p>	<p>Ongoing training is being delivered to both technical and non-technical staff to ensure they are fully aware of the requirements of new legislation, including the implementation of Awaab's Law. This training supports consistent, informed responses to damp and mould cases and reinforces the importance of compliance, resident safety, and effective communication across all roles involved in the Repairs and Maintenance service.</p>
<p>Recommendation 2: Landlords should consider whether they require an overall framework, or policy, to address damp and mould which would cover each area where the landlord may be required to act. This would include any proactive interventions, its approach to diagnosis, actions</p>	<p>The Damp, Mould & Condensation Policy (Version 2) provides a comprehensive framework that aligns with sector expectations for managing damp and mould. It outlines proactive interventions, a structured risk-based assessment process, and tailored responses based on severity and household</p>	<p>The Damp, Mould and Condensation Policy is subject to review every 3 years. The Damp & Mould Self-Assessment will be reviewed on an annual basis.</p>

<p>it considers appropriate in different circumstances, effective communication and aftercare.</p>	<p>vulnerability. The policy incorporates clear procedures for diagnosis, prioritisation, and follow-up, and emphasises effective communication with residents, including empathy, clarity, and accessibility. It also includes provisions for aftercare, monitoring, and ongoing staff training to ensure compliance with legislation such as Awaab's Law. Overall, the policy demonstrates a robust and resident-focused approach to addressing damp and mould across the housing stock.</p>	
<p>Recommendation 3: Landlords should review the accessibility and use of their systems for reporting repairs and making complaints to 'find their silence'.</p>	<p>The City of London has taken steps to improve the accessibility and visibility of its repair reporting and complaints systems to ensure that all residents feel empowered to raise concerns. Residents can report repairs via phone, email, or Microsoft Forms, and are encouraged to submit photos to aid initial diagnosis. Information and guidance on repairs and damp and mould management are also available on the City's website.</p> <p>In November 2024, a targeted campaign was carried out to raise awareness of the Complaints Service, including leafleting across all estates, which led to an increase in complaint volumes and greater insight into resident concerns. A simplified version of the Complaints Leaflet is available for residents with additional communication needs. The City promotes a positive complaints culture, encouraging residents to speak up when dissatisfied. Contractors are also asked to act as the City's "eyes and ears" on estates, reporting any concerns around damp and mould encountered during other works. These measures, alongside ongoing monitoring and feedback</p>	<p>The ongoing stock condition survey is playing a key role in identifying priority issues across the housing portfolio, including cases of damp and mould. Several instances have already been flagged through this process and are being actioned by the relevant teams within appropriate timescales. This proactive identification supports early intervention, ensures compliance with health and safety standards, and contributes to the wider strategy for improving housing conditions and resident wellbeing.</p>

	analysis, help identify gaps in engagement and ensure that silent voices are heard.	
Recommendation 4: Landlords should identify opportunities for extending the scope of their diagnosis within buildings, for example by examining neighbouring properties, to ensure the response early on is as effective as possible.	The City of London's current approach to diagnosing damp and mould issues is carried out on a case-by-case basis, with effective solutions often extended to neighbouring properties where similar conditions exist. Contractors are also asked to act as the City's "eyes and ears" on estates, reporting any signs of damp and mould encountered during unrelated works. These proactive measures, combined with ongoing monitoring and feedback analysis, help identify hidden or unreported issues and ensure that early interventions are as effective and wide-reaching as possible. This approach supports the principle of extending the scope of diagnosis within buildings to prevent recurrence and protect vulnerable households.	<p>The City of London is committed to strengthening its diagnostic approach to damp and mould by identifying opportunities for early and wider intervention. There is an ambition to develop a heat map of current and historic cases, which will help assess the likelihood of occurrence in neighbouring properties and inform long-term investment planning.</p> <p>In addition, the ongoing stock condition survey, which following completion will continue on a 20% rolling basis annually, supports early identification of issues across the housing stock. These measures will enable a more strategic and data-informed response, ensuring that interventions are not only reactive but also preventative and targeted.</p>
Recommendation 5: Landlords should implement a data driven, risk-based approach with respect to damp and mould. This will reduce over reliance on residents to report issues, help landlords identify hidden issues and support landlords to anticipate and prioritise interventions before a complaint or disrepair claim is made.	<p>The Damp, Mould & Condensation Policy clearly meets the requirement for landlords to implement a data-driven, risk-based approach to managing damp and mould. The policy outlines a structured process for assessing reported cases using a risk matrix that evaluates both the severity of the issue and the vulnerability of the household. This ensures that interventions are prioritised appropriately and tailored to individual circumstances.</p> <p>Beyond reactive reporting, the policy commits to proactive identification of issues. It states that the Major Works Team will periodically evaluate repairs and stock data to identify property archetypes more</p>	The City of London is strengthening its data-driven approach to managing damp and mould through improved reporting and system integration. A dedicated module within the Civica CX system to track damp and mould cases is being tested with a plan to fully implement by the end of 2025, allowing for close monitoring of each stage of the process and enabling more accurate reporting. This complements the ongoing stock condition survey, which will continue on a 20% rolling basis annually and supports early identification of issues. In parallel, ongoing training is being

	<p>prone to damp and mould. This includes reviewing properties with lower EPC ratings, blocks with multiple reports, and historically affected archetypes. These insights are used to inform planned maintenance programmes and targeted inspections, reducing reliance on residents to report problems.</p> <p>Additionally, the policy mandates that all opportunities to identify damp and mould, such as during repairs, stock condition surveys, tenancy inspections, and contractor visits, are utilised. This approach supports early detection and intervention, helping to prevent escalation into complaints or disrepair claims. All cases are recorded, monitored, and overseen by the Head of Repairs and Maintenance, ensuring accountability and continuous improvement through performance data and feedback analysis.</p>	<p>delivered to ensure staff consistently apply the risk-based approach outlined in the Damp, Mould & Condensation Policy. Together, these measures reduce reliance on resident reporting, help uncover hidden issues, and support timely, targeted interventions before problems escalate.</p>
<p>Recommendation 6: Where properties are identified for future disposal or are within an area marked for regeneration, landlords should proactively satisfy themselves that residents do not receive a poorer standard of service or lower living conditions, that steps are taken to avoid homes degrading to an unacceptable condition and that they regularly engage and communicate with these residents.</p>	<p>We encourage all residents, frontline staff, and contractors to remain vigilant and report any signs of damp and mould. We are committed to responding to these reports within our policy target timescales, regardless of any planned major works or regeneration in the area.</p> <p>We recognise that some homes may experience persistent or recurring issues. In such cases, a longer-term resolution plan may be necessary. This could include scheduled inspections, mould treatments, and planned investment works.</p> <p>Where significant repairs or future regeneration are required to achieve a lasting solution, we will</p>	<p>Our ongoing stock condition survey will provide clearer insight into the current state of our homes, identifying existing hazards and levels of risk. It will also help highlight where urgent intervention is needed, even if those properties are not currently included in major works programmes.</p>

	consider temporary or permanent alternative accommodation to support affected residents.	
<p>Recommendation 7: Landlords should avoid taking actions that solely place the onus on the resident. They should evaluate what mitigations they can put in place to support residents in cases where structural interventions are not appropriate and satisfy themselves they are taking all reasonable steps.</p>	<p>We understand that damp and mould can result from a range of contributing factors, and that a holistic approach to diagnosis and remediation is essential.</p> <p>When issues are linked to condensation and an imbalance between heating, ventilation, and insulation, we assess the effectiveness of the building's components alongside any practical steps residents can take to help manage the problem.</p> <p>As part of our service, we typically carry out a mould wash of affected areas, followed by appropriate redecoration. We also check overall airflow, upgrade extractor fans in kitchens and bathrooms, and address any leaks or defects in heating systems, windows, or doors that may contribute to heat loss.</p> <p>In addition, our Tenancy Support Officers are available to assist residents across our estates. They provide support with tenancy management and can signpost residents to our City Advice page for help with issues such as fuel poverty or refer them to external agencies where appropriate.</p>	<p>We recognise that identifying the route causes of damp and mould issues requires an appropriate level of skill, training and diagnostic tools.</p> <p>We will invest in further enhanced diagnostic training for our Property Services team including the use of tools and equipment to aid diagnostics. We will also identify external specialist surveyors who can assist for more complex cases, beyond the skillset of the existing team.</p>
<p>Recommendation 8: Together with residents, landlords should review the information, materials and support provided to residents to ensure that these strike the right tone and are effective in helping residents to avoid damp and mould in their properties.</p>	<p>Version one of the policy included resident consultation as part of its development. It was subsequently reviewed at HMA SC in October 2025. Following feedback from Members, the policy was adapted to reflect their input.</p>	<p>Building on the recent review of the Damp, Mould and Condensation Policy, we are committed to continuously improving how we communicate with and support residents.</p> <p>The November edition of the @Home newsletter issued to residents will include</p>

	<p>The policy directly addresses the Housing Ombudsman’s recommendation by ensuring that residents receive clear, empathetic, and practical information to help prevent and manage damp and mould. It commits to accessible communication, avoids placing blame, and provides tailored advice that takes individual circumstances into account.</p> <p>Guidance is shared through multiple channels, including estate offices, tenancy sign-ups, the City of London website, resident publications, and a dedicated damp and mould booklet. The policy also includes follow-up visits after repairs, offers support for vulnerable residents through tenancy support officers and signposting, and commits to learning from individual cases to improve future communication and service delivery.</p> <p>This holistic, resident-focused approach ensures that the tone and effectiveness of materials are regularly reviewed and remain aligned with residents’ needs.</p>	<p>updated information for residents relating to Damp & Mould in accordance with policy and procedural changes that are being implemented.</p>
<p>Recommendation 9: Landlords should be more transparent with residents involved in mutual exchanges and make the most of every opportunity to identify and address damp and mould, including visits and void periods.</p>	<p>A mutual exchange inspection is carried out before any exchange takes place. This inspection records any identified damp and mould issues, along with the actions required, ensuring full transparency for the incoming resident. Where significant issues are identified, the exchange may be delayed until appropriate remedial works have been completed.</p> <p>In 2024, we updated our void lettable standard to strengthen our approach to damp and mould. This includes ensuring that any issues are properly diagnosed and addressed during the void period.</p>	<p>We plan to use improved damp and mould data to identify a property at risk of damp and mould prior to any exchange taking place and even if there was no evidence of damp and mould during a mutual exchange inspection. Information can be provided to residents to help them spot early warning signs and how to report them if they occur.</p>

	<p>We also check that extractor fans are operational and meet performance standards, and that heating systems are fully functional before a new tenancy begins.</p> <p>To support new tenants, we carry out a series of introductory tenancy visits at 6 weeks, 6 months, and 9 months. These visits help us identify and resolve any emerging repair or maintenance issues early, ensuring residents feel supported and their homes remain safe and comfortable.</p>	
<p>Recommendation 10: Landlords should ensure their strategy for delivering net zero carbon homes considers and plans for how they can identify and respond to potential unintended consequences around damp and mould.</p>	<p>In line with the PAS 2035 Standard, all of our energy performance upgrade projects and programmes include measures to improve ventilation. This helps reduce the risk of unintended damp, mould, and condensation issues, ensuring a healthier living environment for residents.</p> <p>Recognising the unique challenges posed by our heritage housing stock, including properties with listed building status, we work with a range of specialist consultants. These experts ensure that all designs are sensitive to the historic character of the buildings while also addressing potential unintended consequences, such as damp and mould, through appropriate, compliant solutions.</p>	
<p>Recommendation 11: Landlords should review, alongside residents, their initial response to reports of damp and mould to ensure they avoid automatically apportioning blame or using language that leaves residents feeling blamed.</p>	<p>The Damp, Mould and Condensation Policy reflects a clear commitment to reviewing its initial response to reports of damp and mould in partnership with residents. The policy avoids automatically apportioning blame and ensures that language used in communications is empathetic, respectful, and non-judgmental. It explicitly states that residents will not be blamed for damp and mould in their</p>	<p>Our Resident Involvement Strategy outlines five key objectives, including inclusive and accessible engagement and consistent, timely communication. As part of this commitment, we will consult with residents on our policy approach, particularly the content and tone of our communications, to ensure that no resident feels blamed or stigmatised.</p>

	<p>homes and that the cause will not be prejudged. This approach fosters trust and encourages early reporting, enabling a more effective and collaborative response to resolving issues. We actively encourage and listen to resident feedback through a variety of channels, including satisfaction surveys, complaints, focus groups, and resident associations. Our published <i>Service Standards - Involvement & Communications</i> document sets out our commitment to treating residents with respect and responding constructively to their feedback. We use this feedback to inform continuous service improvement, including reviewing the tone and clarity of our communications. This ensures that residents feel heard and that our materials remain accessible, supportive, and free from language that could be perceived as blaming.</p>	<p>There will be future opportunities for residents to be actively involved in assessing the quality and effectiveness of our damp and mould service. Their feedback will be essential in shaping a responsive, transparent, and resident-centred approach.</p>
<p>Recommendation 12: Landlords should consider their current approach to record keeping and satisfy themselves it is sufficiently accurate and robust. We would encourage landlords to go further and consider whether their record keeping systems and processes support a risk-based approach to damp and mould.</p>	<p>In October 2025, a new Damp and Mould module was introduced, allowing 'cases' to be traced from start to finish. This process has been implemented, and ongoing testing and training is being carried out to ensure that record keeping is robust.</p> <p>In November 2025 we are introducing new inspection software that enables the digital recording of inspections on site and the immediate production of a digital report that can be shared with residents, with copies held on record for future reference.</p>	<p>Ongoing training is being delivered to staff across the Housing Team to ensure that record keeping is consistent, accurate, and robust. The introduction of the new Damp and Mould module in October 2025 supports this by enabling comprehensive case tracking from initial report through to resolution. The module is being tested before rolling out to the wider team during November and December 2025. The case management module represents a new way of working for the repairs team as a whole and will take time for adoption and embedding of the new module.</p>

	<p>This will mean that reports, inspections, actions, and follow-ups are systematically logged, creating a reliable and auditable record.</p> <p>The updated policy and process enacts a risk-based approach to damp and mould. A risk matrix is used, centred around severity, recurrence, and resident vulnerability. For complex or high-risk cases—such as those involving serious health risks or requiring intrusive works—additional assessments and interventions are triggered, including temporary decanting if necessary.</p>	<p>Looking ahead, future iterations of the Housing Performance Dashboard will incorporate data from this module, providing enhanced insights into damp and mould case performance. This will further strengthen the City’s ability to monitor trends, identify high-risk cases, and target interventions—reinforcing a proactive, risk-based approach to managing damp and mould.</p>
<p>Recommendation 13: Landlords should ensure that their responses to reports of damp and mould are timely and reflect the urgency of the issue.</p>	<p>In April 2025, a new Repairs and Maintenance Contract commenced, which includes a specific Repair Priority for damp and mould. This ensures that cases are treated with urgency and that appropriate resources are allocated.</p> <p>The Damp and Mould module within Civica CX supports this by enabling cases to be tracked from report to resolution. It facilitates prompt investigation and action, guided by a risk matrix that considers severity, recurrence, and resident vulnerability. This integration of contract delivery and case management systems ensures that high-risk cases are prioritised and resolved efficiently, reinforcing a structured, risk-based approach to damp and mould management.</p> <p>The new risk based approach assists with the identification of emergency hazards that require investigation within 24 hours and significant hazards that require investigation within 10 working days.</p>	<p>Whilst training on Awaab’s Law regulations has already been delivered to technical staff and the wider Property Services Team, a dedicated training session has been scheduled for January 2026 to support non-technical staff. This session will refresh their understanding of how to respond to damp and mould cases appropriately and in a timely manner. It will also reinforce the importance of early identification, empathetic communication, and effective escalation, ensuring that all staff, regardless of role, are equipped to support residents in line with the regulatory requirements and the City’s risk-based approach.</p> <p>In addition to external training we will also ensure that the Housing Department are familiarised with the updated damp and mould policy, the procedures for reporting issues and the risk based approach that we have adopted</p>

<p>Recommendation 14: Landlords should review the number of missed appointments in relation to damp and mould cases and, depending on the outcome of any review, consider what steps may be required to reduce them.</p>	<p>The Repairs and Maintenance Contract that commenced in April 2025 includes enhanced reporting requirements, including the tracking of missed appointments. This data is incorporated into the Housing Performance Dashboard, providing greater visibility of contractor performance.</p> <p>Where appointments are missed or not completed within the agreed timescales, each case is reviewed individually, this includes damp and mould cases, to ensure appropriate follow-up action is taken. This approach supports accountability, improves service delivery, and ensures that delays in addressing potentially high-risk issues are promptly addressed.</p>	<p>The data collected through the Repairs and Maintenance Contract is continuously monitored however we cannot currently capture accurate data on missed appointments based on information supplied from our contractors system. We will continue to work with our technology teams to find a suitable solution to the issue.</p> <p>Our contractor is required to make 2 reasonable attempts at access before completing an order as no access, however where a health and safety risk exists, the current process is for the contractor to leave the order open and to escalate to COL for further action and decision as to next steps.</p>
<p>Recommendation 15: Landlords should ensure that their staff, whether in-house or contractors, have the ability to identify and report early signs of damp and mould.</p>	<p>Our contractors, housing, and estate staff act as our ‘eyes and ears’ across our estates. There is an established process in place for them to report any concerns related to damp and mould, ensuring that potential issues are identified early and addressed promptly. This frontline vigilance plays a key role in our proactive, risk-based approach to managing damp and mould in residents’ homes.</p>	<p>An updated training session titled “<i>Awaab’s Law for Non-Technical Staff</i>” is being rolled out in January 2026 to ensure that all staff are equipped to support and report damp and mould cases effectively. This training will refresh knowledge and reinforce the importance of timely, appropriate responses in line with regulatory requirements. It also aims to strengthen awareness of the roles non-technical staff play in identifying risk, supporting residents, and ensuring cases are escalated and recorded accurately.</p>
<p>Recommendation 16: Landlords should take steps to identify and resolve any skills gaps they may have, ensuring their staff and contractors have appropriate expertise to properly diagnose and respond to reports of damp and mould.</p>	<p>Alongside the updated Damp and Mould Policy and process, developed in line with Awaab’s Law, extensive training has been delivered across the Property Services Team. This includes targeted training for the Repairs Service Desk, who are</p>	<p>We will invest in enhanced diagnostic training for our Property Services team over the next 6 months, including the use of tools and equipment to aid diagnostics. We will also identify external specialist surveyors who can</p>

	responsible for logging repair reports. Ensuring that frontline staff are equipped with the knowledge to respond appropriately and escalate damp and mould cases in a timely manner is a key part of our commitment to compliance, early intervention, and resident safety.	assist for more complex cases, beyond the skillset of the existing team.
Recommendation 17: Landlords should ensure that they clearly and regularly communicate with their residents regarding actions taken or otherwise to resolve reports of damp and mould. Landlords should review and update any associated processes and policies accordingly.	The Property Services Team are rolling out the use of iAuditor for survey reports, to ensure that the resident receives a copy of any reports within 72 hours of investigation. These reports will contain information about the cause, actions that will be taken, and who will be involved in the resolution.	Moving forward, the use of Civica CX cases will support in tracking case activities and actions until resolution. There will still need to be proactive communications with residents by the Property Services Team, especially where works are more complex.
Recommendation 18: Landlords must ensure there is effective internal communication between their teams and departments, and ensure that one individual or team has overall responsibility for ensuring complaints or reports are resolved, including follow up or aftercare.	<p>There is a weekly coordination meeting between the Property Services Team and the Housing Complaints Team, during which any damp and mould-related cases are flagged as part of the complaint allocations process.</p> <p>During these meetings:</p> <ul style="list-style-type: none"> • Follow-up responsibilities for each complaint are clearly assigned. • Complaints remain open on the tracker until a post-inspection has been completed. • A dedicated staff member (Property Services Complaints Officer) is responsible for monitoring the progress of repairs linked to complaints. • Both teams use shared trackers to ensure transparency and continuity. <p>The recently implemented Damp & Mould module on CX will enable a case management approach. It supports tracking cases and all required actions,</p>	<p>We continue to use feedback from transactional surveys to inform and improve our service delivery.</p> <p>As part of this commitment, updated training on Awaab's Law is being rolled out for non-technical staff. This training will enhance the Complaints Team's understanding of damp and mould issues and further strengthen collaboration with the Property Services Team, ensuring a more coordinated and informed response to residents' concerns.</p>

	through to completion and helps ensure compliance with statutory requirements.	
Recommendation 19: Landlords should ensure that their complaints policy is effective and in line with the Complaint Handling Code, with clear compensation and redress guidance. Remedies should be commensurate to the distress and inconvenience caused to the resident, whilst recognising that each case is individual and should be considered on its own merits.	<p>The City of London's Housing Complaints Policy is fully aligned with the Housing Ombudsman's Complaints Handling Code.</p> <p>Each complaint is assessed on its individual merits. Where compensation is being considered, a discussion takes place between the complaint investigator, the Housing Complaints Manager, and any other relevant staff with direct knowledge of the case. This ensures that decisions are fair, informed, and consistent with policy standards.</p> <p>Amendments were made to the Housing Compensation Policy in June 2025 in response to resident feedback. We also introduced a 'compensation calculator' guided by the updated policy, to help investigators consistently apply compensation.</p>	The Information, Performance and Quality Assurance Manager will be coordinating updated training for complaint investigators. This training will be informed by current regulatory requirements and resident feedback, with the aim of ensuring greater consistency in decision-making and continued compliance with service standards.
Recommendation 20: Landlords need to ensure they can identify complex cases at an early stage and have a strategy for keeping residents informed and effective resolution.	<p>We acknowledge that complex cases, particularly those requiring further investigation, diagnosis, or involving major repairs or planned improvements, can make it more challenging to maintain regular communication and provide timely updates to residents.</p> <p>To support effective case management, Property Services Officers act as the main point of contact for residents experiencing complex damp and mould issues. Their work is supported by colleagues in the Housing Management and Estates Teams to ensure a coordinated and responsive approach.</p> <p>When complex cases are identified—often through complaints—case conferences or multi-agency</p>	<p>We have identified the need for a robust case management approach where complex repair issues exist, as well as being able to create and track cases and associated activities in our IT system. In October 2025 we have set out a definition and criteria for identifying a complex repairs case, that may include damp and mould issues.</p> <p>Sometimes complex cases cannot be resolved within standard repairs timescales and may be of a longer duration. We recognise a need for increased involvement from the COL Repairs team to manage these cases, which includes improved planning, co-ordination and</p>

	<p>meetings are convened with relevant parties to discuss and agree on appropriate resolutions.</p> <p>The updated Damp, Mould and Condensation Policy and Procedure, implemented in 2025, includes a risk rating matrix to help identify and prioritise high-risk cases, ensuring that the most urgent issues are addressed promptly and in line with statutory requirements.</p>	<p>supervision of work, setting out and agreeing clear plans of work and actions with residents, to manage expectations and ongoing proactive resident communications until a case is resolved.</p> <p>We expect to develop the Case Management approach for complex cases over the next 12 months, which includes upskilling team members to support this process.</p>
<p>Recommendation 21: Landlords should identify where an independent, mutually agreed and suitably qualified surveyor should be used, share the outcomes of all surveys and inspections with residents to help them understand the findings and be clear on next steps. Landlords should then act on accepted survey recommendations in a timely manner.</p>	<p>While most damp and mould investigations are carried out by our in-house Property Services Team and specialist suppliers, we also have access to qualified external surveyors through our membership of professional frameworks. This allows us to bring in additional expertise when needed.</p> <p>In disrepair cases, which may include damp and mould issues, we aim to agree on a joint expert with the resident wherever possible. We act on the findings of these independent reports, which are shared with residents to ensure transparency and build trust in the resolution process.</p>	<p>We will invest in enhanced diagnostic training for our Property Services team over the next 6 months, including the use of tools and equipment to aid diagnostics.</p> <p>We will also identify a pool of external specialist surveyors who can assist for more complex cases, beyond the skillset of the existing team.</p>
<p>Recommendation 22: Where extensive works may be required, landlords should consider the individual circumstances of the household, including any vulnerabilities, and whether or not it is appropriate to move resident(s) out of their home at an early stage.</p>	<p>Where extensive works are required, particularly in cases involving damp, mould, or condensation, we take into account household vulnerabilities as part of our planning process.</p> <p>This includes assessing whether it is appropriate to offer alternative accommodation to minimise disruption and safeguard resident wellbeing.</p> <p>If a case progresses to the complaints stage, the Housing Complaints Team maintains a log of any</p>	<p>The Tenancy Audit, currently being mobilised, will enhance the City of London's understanding of resident vulnerabilities and support needs. This initiative will build on existing data and provide an additional layer of insight to inform future case management and service planning.</p>

	reasonable adjustments required for the household. These considerations are factored into discussions around major works or potential household moves, ensuring that individual needs are recognised and appropriately addressed.	
Recommendation 23: Landlords should promote the benefits of their complaints process and the Ombudsman to their residents as an appropriate and effective route to resolving disputes.	<p>The Housing Complaints Team actively promotes a positive complaints culture and encourages residents to engage with the service. All communications from the team include a direct link to the Housing Ombudsman Service, and every complaint response letter clearly outlines the availability of this independent service. Residents are informed that they can contact the Housing Complaints Team at any stage of the complaints process for support or clarification. To reinforce the importance of the complaints service, team members regularly attend meetings across the Housing Team, advocating for a constructive approach to complaints and encouraging staff to promote the service.</p> <p>In November 2024, informational leaflets detailing the Complaints Service were distributed across all Housing Estate Offices to raise awareness and improve accessibility for residents.</p>	<p>To continue promoting awareness of the Housing Complaints Service, leaflets will be redistributed to all Estate Offices during Winter 2025/26. These materials provide residents with clear information on how to access the service and the support available.</p> <p>In addition, updated training for complaint investigators will be delivered to ensure continued alignment with regulatory standards and best practice, reinforcing consistency and quality in complaint handling.</p>
Recommendation 24: Landlords should continue to use the complaints procedure when the pre-action protocol has commenced and until legal proceedings have been issued to maximise the opportunities to resolve disputes outside of court. Landlords should ensure their approach is consistent with our jurisdiction guidance and their legal and complaint teams work together	The Housing Complaints Team maintains regular communication with the City of London's Legal Team to ensure there is no overlap between active complaints and legal proceedings. Residents are made aware of the relevant exemptions outlined in the Housing Complaints Policy where legal action is involved.	

effectively where an issue is being pursued through the complaints process and protocol.	In cases that begin as complaints and later progress to legal proceedings, the Housing Complaints Team continues to monitor them through weekly meetings with the Property Services Team. This ensures that any required works remain on track and are not delayed due to the change in case status.	
Recommendation 25: Landlords should consider how best to share learning from complaints and the positive impact of changes made as a result within the organisation and externally. Systems should allow the landlord to analyse their complaints data effectively and identify themes, trends and learning opportunities.	<p>A two-monthly Complaints Learning Panel has been established, with active involvement from Housing Management. These meetings provide a forum to review Housing Complaints statistics in detail, analyse Housing Ombudsman findings and determinations, and flag any high-profile cases for discussion with senior management.</p> <p>To support this work, a Power BI dashboard has been developed to enable clear visualisation of trends and patterns in complaints data, helping to identify areas for improvement and track progress over time.</p> <p>In addition, a bi-annual strategic meeting, introduced in January 2024, provides a deeper dive into complaints learning. This session focuses on reviewing long-term patterns, identifying systemic issues, and setting ambitions for service improvement across the Housing Team.</p>	<p>From the end of October 2025, the Housing Complaints Team began cascading key themes and lessons learned from complaints to all staff involved in complaints handling. The aim is to ensure that each lesson leads to specific, actionable improvements, with clearly allocated action owners responsible for implementation.</p> <p>These actions will be reviewed and discussed at the Complaints Learning Panel, supporting a culture of continuous learning and service improvement across the Housing Team.</p>
Recommendation 26: Landlords should ensure they treat residents reporting damp and mould with respect and empathy. The distress and inconvenience experienced by residents in this area is some of the most profound we have	One of the core aims of the updated <i>Damp, Mould and Condensation Policy</i> is to treat residents reporting damp and mould with empathy and respect. This principle is embedded throughout the revised processes and reflected in our customer	Regular customer service training is being rolled out to staff across the Housing Team, with a particular focus on supporting vulnerable residents. This training aims to strengthen staff confidence in handling sensitive cases and ensure that all interactions

seen, and this needs to be reflected in the tone and approach of the complaint handling.	service standards, ensuring that all staff approach these cases with sensitivity and professionalism.	reflect empathy, professionalism, and a consistent standard of care.
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Version Control:

Version	Date
Version 1 Published November 2025: HMASC Nov 2024 Complaints Report - Appx (Damp & Mould Self Assessment)	28 November 2024
Version 2 (Housing Management and Almshouses Sub Committee)	26 November 2025

Housing Ombudsman Service Recommendations to Landlord Leadership:	Current Position:	Future Ambitions:
Systems		
<p>Implement advanced information management Landlords should ensure they know their residents as well as their homes and use this information to manage service delivery. This includes considering the information needed to support the core objectives of a high-quality, modern repairs and maintenance service. This may include allowing residents to track and reschedule appointments.</p>	<p>A stock condition survey has been mobilised across all tenanted properties and communal areas, with completion targeted for March 2026. Following this, a rolling programme covering 20% of the stock annually will be implemented. The data collected will provide accurate, up-to-date insights into property conditions and the status of building components, enabling informed planning for short-, medium-, and long-term maintenance strategies.</p> <p>In parallel, we are advancing our use of IoT smart technologies, including Building Management Systems, remote monitoring, and sensor-based diagnostics. These innovations will enhance the quality and timeliness of data, supporting greater efficiency and precision in the delivery of repairs and maintenance services.</p>	<p>The Housing Management Team is currently mobilising an audit to gather detailed and up-to-date information about our residents. This will support improved service delivery and ensure our records accurately reflect current household circumstances.</p> <p>We aim to assess the feasibility and implementation of online repairs booking, tracking, and appointment rescheduling through the Civica Customer Portal module. This initiative aligns with our commitments under the new Repairs and Maintenance contract that commenced in April 2025. Residents will be actively consulted throughout the design and implementation phases to ensure the portal meets their needs and expectations.</p> <p>As part of the procurement process for the new gas repairs, gas servicing, and electrical servicing contracts, we will also explore opportunities for IT system integration with the appointed contractor. This will include assessing further capabilities for online repairs booking</p>

		and tracking to enhance customer experience and operational efficiency.
Data and Analysis		
<p>Collect and analyse service-impacting data</p> <p>Gather qualitative and quantitative feedback to better analyse their repairs service and share with governance and Members Responsible for Complaints periodically.</p>	<p>Repairs-related issues continue to be the leading cause of complaints received by the Housing Service. The Housing Complaints Team actively uses insights from complaint handling to drive service improvements.</p> <p>Members responsible for complaints receive a weekly summary outlining the types of complaints received, alongside a comprehensive monthly report. This report includes key data such as:</p> <ul style="list-style-type: none"> • Complaint categories • Percentage adherence to acknowledgement and response timescales • Responsible service teams • Complaint outcomes • Compensation awarded <p>Regular complaints reporting is embedded within our governance structure, with updates shared at Housing Management Senior Management Team meetings and the Housing Management and Almshouses Sub-Committee.</p> <p>In addition to complaints data, we monitor and report monthly on wider service performance</p>	<p>Throughout 2025/26, the Housing Complaints Team will begin reporting more granular data to Members responsible for complaints. This will include:</p> <ul style="list-style-type: none"> • The contractor associated with each complaint (where applicable) • Accountability <p>This enhanced reporting will enable the team to provide more targeted feedback during contract monitoring meetings, supporting improved accountability and service delivery.</p> <p>Additionally, we aim to continuously expand our reporting on repairs performance data to better identify trends and inform the tailoring of repairs services to meet resident needs more effectively.</p>

	indicators. These include call handling metrics, repair timescales, appointment scheduling, number of visits, inspections, quality assurance checks, and qualitative feedback from resident satisfaction surveys.	
<p>Leverage insights for service improvements</p> <p>Use insights gained from data analysis to drive meaningful changes that enhance the repairs and maintenance service for residents. This should help identify any underlying factors stopping a high-quality repairs service. This may include issues such as failure to gain access, repeated resident contact for reassurance, or exceeding reasonable repair timescales and appointment frequencies</p>	<p>The Information, Performance and Quality Assurance Manager chairs a regular Complaints Learning Panel, attended by Heads of Service including the Head of Repairs & Maintenance and the Property Services Team Manager. These sessions focus on identifying recurring themes in complaints and establishing 'lessons learned' to inform and drive service improvements.</p> <p>The Head of Repairs & Maintenance has applied insights from previous complaints and lessons learned under the former Repairs & Maintenance contract to strengthen service delivery during the mobilisation of the new contract, which commenced in April 2025. This included a comprehensive review and update of core operational processes such as:</p> <ul style="list-style-type: none"> • Repair order requests • Triage and prioritisation of repairs • Appointment scheduling • Management of live jobs and variations • Completion and closure of repair jobs 	<p>In 2025/26, the Housing Complaints Team will begin reporting more detailed data, including the contractor associated with each complaint and their level of accountability. This enhanced granularity will enable more targeted feedback to be shared with contractors, supporting continuous service improvement through contract management and performance discussions.</p> <p>We also plan to expand our monitoring of repairs performance data, including tracking the volume of cancelled repairs. In parallel, we are developing our telephony system to capture and analyse repeat contact volumes, which will help identify areas where service delivery may be falling short and inform targeted interventions.</p>

	Additionally, analysis of data from the Repairs Performance Dashboard supports the identification of problem areas and informs targeted interventions to improve service outcomes.	
<p>Conduct learning exercises post-contract termination</p> <p>When a repairs or maintenance contract ends, conduct an in-depth learning exercise. Use the insights gained to improve future contract management practices or inform any re-procurement. This includes how the complaints team will support recovery of any repairs backlogs.</p>	<p>The Housing Complaints Team holds weekly meetings with the Property Services Team to review current complaints and those with outstanding actions. These sessions help manage the backlog and ensure residents are kept informed about the status of their outstanding repairs.</p> <p>During the mobilisation of the new Repairs and Maintenance contract, which commenced in April 2025, lessons learned from the previous contract were embedded into process reviews and service redesign. Key improvements included:</p> <ul style="list-style-type: none"> • Co-location of the main contractor to support prompt communication and faster decision-making • Integration of IT systems to enable real-time information sharing • Streamlined priorities and service level agreements (SLAs) to improve the accuracy of initial repair allocation • An expanded suite of performance KPIs to measure various aspects of service delivery <p>Additionally, analysis of data from the Repairs Performance Dashboard continues to play a vital</p>	<p>In 2025/26, we will be re-procuring several key compliance and maintenance contracts, including lift maintenance, water safety, asbestos management, and gas repairs and servicing. To strengthen contract management and ensure improved service delivery, we have appointed a dedicated Compliance M&E Contracts Manager.</p> <p>As part of the new procurement process, we are embedding more robust Key Performance Indicators (KPIs), enhanced contract terms, and clear provisions for IT integration and data development. These improvements will support better performance monitoring, accountability, and continuous service enhancement across all compliance areas.</p>

	role in identifying problem areas and informing targeted service improvements.	
Policy and Procedures		
Collaborative policy review Involve residents in reviewing repairs and maintenance policies to ensure alignment with the recommendations in this report.	<p>Draft Repairs and Compliance policies are shared with the Housing User Board (HUB) consultation group for review. Feedback from HUB members, focused on clarity, fairness, and alignment with resident priorities, is carefully considered and integrated into the final versions of the policies. Once approved by the Housing Management and Almshouses Sub-Committee (HMASC), a summary of the final policies and an explanation of how resident feedback was incorporated is reported back to the HUB, ensuring transparency and closing the feedback loop.</p> <p>Two online workshops were held as part of the Tenant Handbook consultation. These sessions gave residents the opportunity to shape key sections of the handbook, including responsibilities for repairs, expectations for communal areas, and escalation procedures. Feedback from these workshops directly informed the final version of the handbook and was acknowledged in committee reporting.</p>	<p>To enhance resident involvement, the service is mobilising the use of the Commonplace platform across 2025/26. This will enable broader, more inclusive consultation on policy drafts, service standards, and estate-specific issues, making engagement more accessible and data-driven.</p> <p>Policy reviews will embed co-design principles, ensuring residents are not only consulted but actively involved in shaping the content and structure of repairs policies. This approach includes piloting digital forms and feedback tools and leveraging Commonplace analytics to identify emerging trends and resident priorities.</p>
Develop and review a code of conduct Create and promote a Code of Conduct for all staff and contractors visiting residents' homes. Regularly review this code with resident involvement and	<p>The City of London already operates a Code of Conduct for staff and contractors visiting residents' homes. This code is reinforced through contract management and forms a key part of our</p>	<p>In 2025/26, we aim to undertake a review of the Code of Conduct for staff and contractors visiting residents' homes, ensuring it reflects current sector guidance and incorporates</p>

consider any relevant national or sector guidance, especially by any future national resident body.	<p>expectations for professional behaviour and respectful engagement.</p> <p>Where a potential breach of conduct is reported, typically through a complaint, each case is reviewed individually in collaboration with the relevant parties. This ensures a fair and thorough approach to resolving concerns and maintaining high standards of service delivery.</p>	<p>resident input. This review will be carried out in collaboration with residents to ensure the code remains fair, clear, and aligned with community expectations.</p> <p>As outlined above, the Commonplace platform will be used continuously to support resident engagement in the development and updating of policies and procedures. This will help ensure that future revisions are inclusive, transparent, and informed by real-time feedback and priorities.</p>
<p>Involved procurement design</p> <p>Engage residents in designing the procurement criteria and process for selecting repairs and maintenance contractors.</p>	The procurement of our new Repairs and Maintenance contract included active participation from a panel of residents. Their involvement was embedded throughout the process, including the evaluation of contractors' quality submissions. This collaborative approach ensured that resident priorities and expectations were reflected in the selection and mobilisation of the new service provider.	As part of the re-procurement of the new gas and electrical servicing contracts in 2025/26, we aim to establish a resident panel who can take part in the tender responses and evaluation process. This panel will help ensure that resident perspectives are embedded in key stages of procurement, from shaping service expectations to reviewing contractor proposals and performance standards.
<p>Establish a damage compensation procedure</p> <p>Implement a clear procedure to determine responsibility for replacing or compensating damaged items.</p>	The Housing Compensation Policy outlines the City of London's approach to direct reimbursements or replacements for loss or damage to residents' belongings caused by CoL staff or contractors. The policy states that the City will repair, replace, or offer compensation equivalent to the current value of the item.	<p>To support consistent decision-making, the Housing Complaints Team has developed a Compensation Calculator aligned with the updated compensation policy. This tool ensures fair and consistent application of compensation across all cases.</p> <p>In 2025/26, the team will deliver updated investigator training, reinforcing the use of the</p>

	This updated policy was formally reviewed and approved by the Housing Management and Almshouses Sub-Committee in June 2025.	calculator and promoting consistent implementation of the policy across the service.
<p>Clarify repairs procedures</p> <p>Ensure repairs policies include:</p> <ul style="list-style-type: none"> • documented justification, adhering to legal obligations, including around hazards, for deferring responsive repairs in anticipation of planned works • a detailed schedule for complex works, including anticipated timelines, shared with residents before commencement 	<p>Our Repairs and Maintenance (R&M) policy clearly states that where repairs are required to support compliance responsibilities, such as gas servicing, asbestos management, or fire prevention, those compliance policies take precedence. Responsive repairs not impacted by these requirements will proceed under the R&M policy. This approach provides a clear, documented rationale for deferring certain repairs in favour of planned or compliance-led works, ensuring legal obligations are met.</p> <p>The policy explicitly references compliance with a wide range of statutory health and safety regulations, including:</p> <ul style="list-style-type: none"> • Health and Safety at Work Act 1974 • Control of Asbestos Regulations 2012 • Gas Safety (Installation and Use) Regulations 2018 <p>While the policy does not include a standalone section titled “complex works,” it does outline the following provisions:</p> <ul style="list-style-type: none"> • Certain jobs may require a pre-inspection to determine the scope of work. • Following inspection, tenants will be informed of the required repair and its assigned priority. 	<p>Planned upgrades to the asset management system will enhance our ability to track deferred repairs and integrate with the CRM platform. This will enable automated updates to residents and ensure all communications are logged and auditable, improving transparency and accountability.</p> <p>In 2025/26, we will also review our approach to complex repair work, establishing clear procedures for how such repairs are identified and managed, both operationally and through IT systems. This will support a Case Management approach, ensuring complex repairs are handled consistently and efficiently, with improved oversight and resident communication.</p>

	<ul style="list-style-type: none"> Planned maintenance programmes, such as kitchen or bathroom replacements, are managed separately and include tenant consultation and communication regarding scheduling. 	
Quality assurance		
Implement robust quality assurance processes Develop comprehensive quality assurance processes to evaluate completed works, ensuring they meet established standards.	<p>Quality assurance and post-inspection processes are embedded across our Repairs and Maintenance service to ensure standards are met and issues are identified promptly.</p> <ul style="list-style-type: none"> Property Services Officers are expected to carry out sample post-inspections based on the value of completed works orders: <ul style="list-style-type: none"> Repairs under £500: 10% sample Repairs under £3,000: 20% sample Repairs over £3,000: 100% inspection Void works: 100% inspection Our Repairs and Maintenance contractor is required to undertake a 20% sample of post-inspections, as set out in the contract terms and conditions. An independent consultant conducts monthly sample audits of completed gas safety checks, providing an external layer of assurance. We have also recently implemented independent audits of lift servicing and 	<p>In September 2025, a post-inspection module was implemented in Civica CX, resulting in a significant increase in the number of recorded post-inspections. We will continue to closely monitor this data to ensure quality assurance and identify any emerging trends.</p> <p>Throughout 2025/26, we are also introducing transactional surveys on completed repair orders. These surveys are conducted monthly by an independent consultant to promote transparency and encourage honest resident feedback. As data is collected, it will be subject to continuous analysis to inform service improvements and enhance the resident experience.</p>

	maintenance activity, carried out by our appointed lift consultant.	
Communication and relationships		
Communication strategies Review communication to ensure it is timely, transparent, tailored, and the tone is respectful of residents.	<p>The Tenant Satisfaction Measures (TSM) 2024/25 report highlights that residents consistently request more empathetic, timely, and clear communication, particularly around repairs and emergency contact procedures. Many residents expressed a desire to be listened to more attentively and to receive updates without needing to chase for information.</p> <p>To address these concerns, a regular Complaints Learning Panel brings together senior officers, including the Head of Repairs & Maintenance, to review recurring communication issues. Common themes, such as repeated contact for reassurance or lack of timely updates, are used to inform and drive service improvements.</p> <p>The Housing Complaints Policy reinforces our commitment to using plain language, making outcomes clear, and acknowledging service failures with appropriate remedies.</p> <p>In addition, internal customer service workshops have been delivered to reinforce best practice in communication. Staff are encouraged to adopt a respectful tone, practice active listening, take</p>	<p>We have now begun collecting transactional survey data on completed repairs, as well as complaints and are actively analysing resident feedback. This insight will be brought into Complaints Learning Panel discussions to inform service improvements and implement resident-led suggestions.</p> <p>In 2025/26, Housing Complaints Investigator training will reinforce the importance of transparent, tailored, and respectful communication with residents. Investigators will be encouraged to adapt their approach to meet individual needs, ensuring that communication is clear, empathetic, and aligned with our commitment to high-quality service.</p>

	ownership of issues, avoid jargon, provide honest updates, and follow through on commitments.	
Publicise maintenance and improvement plans Regularly publish and update planned maintenance and major improvement programmes as they evolve.	<p>The City of London currently publishes updated information about planned maintenance and major improvement works through multiple channels to ensure accessibility and transparency. These include:</p> <ul style="list-style-type: none"> • The City’s website, where residents can view programme updates • Face-to-face engagement sessions, held both during and outside of working hours to accommodate different schedules • Information letters sent directly to residents affected by upcoming works <p>This multi-channel approach supports proactive communication and helps ensure residents are well-informed about planned activities in their homes and communities.</p>	<p>Where residents express dissatisfaction with communication or gaps are identified, we will use this feedback to improve our approach. Feedback from transactional surveys, complaints, and engagement activities will be reviewed regularly and used to inform changes to how we communicate, ensuring updates are timely, clear, and responsive to resident needs.</p>
Address communication gaps Consider mandatory communication training for operatives or contractors and test effectiveness via feedback.	<p>Where communication gaps are identified—such as recurring complaint trends linked to specific areas, feedback is shared directly with relevant teams to support targeted improvements.</p> <p>To support quick and consistent messaging, shared communication templates have been provided to estate offices and Property Services for common issues such as communal outages. These templates</p>	<p>Starting in October 2025, the Complaints Team began circulating a monthly ‘lessons learned’ summary to Team Managers. This summary highlights recurring issues identified through complaints, with a particular focus on communication gaps.</p> <p>By sharing these insights, we aim to support continuous improvement and ensure that</p>

	<p>help ensure timely and clear communication with residents.</p> <p>Complaints data continues to be a valuable source for identifying areas of improvement, particularly around communication practices.</p> <p>In addition, internal customer service workshops have been delivered to reinforce best practice. Staff are encouraged to:</p> <ul style="list-style-type: none"> • Use a respectful and empathetic tone • Practice active listening • Take ownership of issues • Avoid jargon • Provide honest, timely updates • Follow through on commitments 	<p>feedback is used proactively to enhance service delivery.</p>
<p>Facilitate feedback sharing</p> <p>Establish mechanisms for sharing feedback about performance outside the Key Performance Indicator (KPI) process. Include discussions on successes, emerging issues, and potential improvements</p>	<p>Contract management meetings regularly review performance and service delivery, including feedback from complaints and compliments.</p> <p>The Complaints Learning Panel also reviews both complaints and compliments to identify recurring themes and areas for improvement, particularly around communication and resident experience.</p> <p>The Performance Dashboard is presented at internal meetings, the Housing Management and Almshouses Sub-Committee, and the Housing</p>	<p>A simplified version of the Performance Dashboard is currently being developed to support future meetings. This version will highlight areas of strong performance and those requiring improvement, making the data more digestible and accessible for a wider range of stakeholders.</p> <p>In addition, the monthly 'Lessons Learned' summary, introduced in October, is being shared in a straightforward format with Team Managers. This helps teams quickly identify key</p>

	<p>Improvement Board. The Dashboard's creation and contextualisation is a collaborative process involving Heads of Service. This enables:</p> <ul style="list-style-type: none"> • Identification of areas falling below expected standards • Discussion of emerging trends • Agreement on targets and actions for improvement <p>This integrated approach ensures that performance data, resident feedback, and service insights are used collectively to drive continuous improvement.</p>	<p>areas for improvement, particularly where communication gaps or recurring service issues are identified through complaints and resident feedback.</p>
<p>Develop trust recovery plans</p> <p>When a repairs or maintenance contract is terminated, implement a recovery plan to rebuild trust among affected residents.</p>	<p>The main Repairs and Maintenance contract concluded on 31 March 2025, with a new provider appointed and the contract implemented from 1 April 2025.</p> <p>As part of the mobilisation process and our commitment to continuous improvement, a Repairs Recovery Action Plan has been developed. This plan incorporates feedback from residents, colleagues, and stakeholders, and is focused on improving service delivery and rebuilding trust in the repairs service.</p>	<p>The service will focus on strengthening communication, enhancing resident engagement, and improving service delivery.</p> <p>Resident feedback, gathered through transactional surveys, complaints, and platforms like Commonplace, will be actively analysed and used to shape improvements.</p>
Training		
<p>Invest in operative training</p> <p>Commit to a cyclical training programme for operatives, ensuring they remain informed about</p>	<p>Ongoing training is being delivered to Property Services Officers and operatives on the Repairs Service Desk to ensure alignment with new</p>	<p>Resident feedback, insights from the Performance Dashboard, and evolving statutory requirements will continue to shape future</p>

evolving technologies. Encourage contractors to adopt similar training practices.	legislation and evolving best practice. This includes continuous development in preparation for the implementation of Awaab's Law procedures, reinforcing the importance of timely, safe, and legally compliant responses to repair requests. Training is designed to support staff in delivering a responsive, resident-focused service that meets both regulatory requirements and organisational standards.	training needs across the service. This feedback will be regularly shared with contractors to ensure alignment and drive service improvements. By incorporating these insights into training programmes, we aim to strengthen communication, responsiveness, and compliance across all aspects of the Repairs and Maintenance service. Our new Repairs Contracts Manager will continue to work closely with our contractor to ensure that operative training meets the need of the current and future service and that evidence of training is regularly provided.
Positive actions taken by landlords to improve empathy and understanding		
Proactive Maintenance They keep homes and shared spaces in good condition to help prevent bigger problems later.	The Estate Services Teams, based at local estate offices, carry out regular maintenance and compliance inspections of shared spaces. These inspections are digitally recorded, and any identified repairs or health and safety issues are raised for further action. In addition, estate walkabouts are periodically conducted with City of London staff and resident representatives, providing an opportunity for collaborative review of estate conditions and resident concerns.	The ongoing stock condition survey will further support this work by identifying priority areas and informing the actions required to improve the quality and safety of the housing stock. The Estate Services team is expanding to include staff dedicated to compliance-related inspections. Other team members will focus on cleaning, maintaining standards, reporting issues, and following up on repairs.
Clear Communication They let residents know what to expect regarding repairs and maintenance. This includes:	The Repairs and Maintenance (R&M) Policy, approved by the Housing Management and Almshouses Sub-Committee (HMASC) in November	The Tenancy Handbook and Agreement is currently being updated and will reinforce key information about repairs and resident

<ul style="list-style-type: none"> • clear agreements outlining landlord and tenant responsibilities • easy-to-find repair policies and timelines. • codes of conduct for staff and contractors 	<p>2024, sets out clear expectations, responsibilities, and timescales for repairs. It provides a transparent framework for service delivery and resident understanding.</p> <p>A Code of Conduct is embedded within contracts with contractors, while City of London staff are governed by the corporate Code of Conduct. These standards ensure professional and respectful behaviour during all resident interactions.</p> <p>In addition, the R&M Service Standards outline specific expectations for service quality, communication, and response times, supporting consistent delivery and accountability across the service: City of London Corporation Housing Service Standards: Repairs</p> <p>These are all available online.</p>	<p>expectations. This includes clearer guidance on responsibilities, service standards, and communication procedures, helping residents better understand what to expect and how to engage with the Repairs and Maintenance service.</p> <p>In the November @Home Newsletter, a safety and security reminder is being issued to residents about checking contractor ID and refers residents to the contractor code of conduct.</p>
<p>Appointment Communication</p> <p>They provide a clear schedule for repair visits, so residents know what to expect.</p>	<p>Appointments for repairs are currently scheduled and communicated directly to residents by our contractors, including the main Repairs and Maintenance provider. Through IT system integrations, details of scheduled or cancelled appointments are visible within the Civica CX system, allowing staff to access real-time updates and maintain accurate records.</p> <p>This supports improved coordination and transparency across the service.</p> <p>Tenants receive a text message to confirm when an operative is on route to an appointment</p>	<p>There is an ongoing ambition to assess the feasibility and implementation of online repairs booking, tracking, and appointment rescheduling through the Civica Customer Portal module. This initiative aligns with our commitments under the new Repairs and Maintenance contract that commenced in April 2025.</p>

<p>Consider Resident Experience If past issues exist, these landlords consider appointing a liaison officer to help manage repairs smoothly.</p>	<p>To support improved communication and engagement, a dedicated Liaison Officer has been appointed for the Golden Lane Estate, in response to the high volume of communal repair issues and the scale of upcoming major works programmes. This role ensures consistent, proactive communication with residents, Residents' Associations, and other stakeholders.</p> <p>A similar approach has been adopted at the York Way Estate, where a resident and staff working group has been established. This group focuses on strengthening communication around repairs, planned major works, and new development programmes, ensuring residents are informed and involved throughout.</p>	<p>We will closely monitor trends across estates to determine whether similar approaches, such as appointing dedicated liaison officers or establishing resident-staff working groups, are required elsewhere. This will ensure that estates experiencing high volumes of repairs or major works receive tailored communication and engagement support, helping to maintain transparency and build resident trust.</p>
<p>Access to Information They ensure staff have information about the resident and property history, including any individual needs of the household or ongoing repairs.</p>	<p>Staff have access to detailed resident and property history via the Civica CX Housing Management system, which includes all live repair orders. This allows staff to view key information such as the date the order was raised, a description of the repair, expected completion dates, and any notes or documents added. For the main Repairs and Maintenance contractor, IT integrations provide additional real-time data, including scheduled appointment dates, orders awaiting approval, and completion dates. Upon completion, operative notes and before-and-after photos are also available in CX.</p> <p>To further support transparency and coordination, all Repairs and Estates team staff have direct access to the main contractor's client portal, as well as the</p>	<p>In August 2025, we piloted the use of the CX Contractor Portal with an additional contractor. This portal allows contractors to directly update repair order information in CX, including adding notes, appointment details, photos, and requesting variations. They can also mark orders as complete. If successful, we plan to roll out this functionality to other regular repair providers, aiming to reduce administrative burden and improve the quality of real-time data.</p> <p>Currently, there is no standardised format for conveying household needs or service adjustments to contractors. Addressing this gap will be a priority to ensure that contractors are</p>

	portal for the gas repairs provider , enabling them to view detailed progress on live orders.	equipped to respond appropriately to individual resident circumstances.
Ensuring Quality Work After repairs, they gather feedback from residents and contractors, and conduct inspections to ensure the work is satisfactory. This is crucial, especially if the repair was part of a complaint, to avoid further issues and build trust.	Transactional surveys on completed repair orders are carried out monthly by an independent consultant, with a target of surveying at least 65 residents. This represents approximately 10–15% of all repair orders raised each month and supports transparent, resident-led service evaluation. To ensure quality assurance, post-inspections are automatically generated by the Civica CX system for completed repairs across all contractors. A percentage sample is selected based on the value of the completed work, ensuring proportional oversight.	Where repairs are linked to formal complaints, an inspection is carried out wherever possible upon completion. While this is not yet guaranteed in every case, it remains a priority area for strengthening quality assurance and resident confidence.

Version Control:

Version	Date
Version 1 – Housing Management and Almshouses Sub Committee	26 November 2025

City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub-Committee – For information	Dated: 26 November 2025
Subject: Rent Convergence and Government Rent Settlement	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
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?	
Report of:	Peta Caine, Director of Housing
Report author:	Wendy Giaccaglia, Income Manager

Summary

The Government has confirmed it will reintroduce rent convergence as part of a new 10-year rent settlement starting in April 2026. This policy aims to align rents for similar social housing properties across local authorities and housing associations, addressing disparities between long-standing and new tenants.

Currently, 648 households (35%) pay below formula rent, resulting in a significant annual shortfall for the Housing Revenue Account (HRA). The report outlines the financial and operational implications of these changes and highlights the need for targeted support and communication with affected residents.

Recommendation(s)

This report provides Members a briefing on the Government’s proposed reintroduction of rent convergence from April 2026, outlines its implications for the

City of London Corporation's housing stock, and presents modelling scenarios to inform strategic planning and resident communications.

Members are asked to note the report.

Main Report

Background

1. The government's consultation on the reintroduction of rent convergence concluded in August 2025. The consultation sought feedback on several key issues:
 - a). The scale and pace at which rent convergence should be implemented
 - b). Safeguards to ensure affordability for tenants; and
 - c). Mechanisms to protect vulnerable households.
2. Rent convergence is a mechanism to gradually bring housing rents closer to formula rent, ensuring that tenants in comparable homes pay the same weekly rent. This also increases much-needed income for major works and necessary safety improvements.
3. Since rent convergence was paused in 2015, some existing tenants have continued to pay less than the "target rent"—the amount new tenants pay for similar properties. As a result, these tenants have not reached the rent level set for new tenancies, creating a difference between what long-standing and new tenants pay for comparable flats.
4. For the past ten years, formula rent has only been applied to new tenancies when a property becomes empty.
5. A plain-English explainer was shared with residents through newsletters and Resident Involvement channels. This explained the rationale behind rent convergence, its potential impacts, and how tenants could participate in the consultation process.

Current Position

6. Under the recently confirmed 10-year rent settlement, local authorities may increase rents annually by the Consumer Price Index (CPI) plus 1%. The CPI figure published in September 2025 was 3.8%, allowing housing providers to increase rents by 4.8% from April 2026.
7. The Government's convergence strategy is expected to be detailed in the Autumn Budget. Early indications suggest an uplift of £1–£3 per week for properties below formula rent levels. London Councils have advocated for a £3/week uplift, while internal modelling has conservatively assumed £2/week.

8. There are currently 648 households (35%) paying below formula rent. The shortfall in the rent from these 648 households costs the HRA £11,036 per week, or nearly £575,000 per year.
9. If an increase of only £1 extra per week is approved, it will take an average of 17 years to reach formula rent. At £2 extra per week, it will take an average of nine years to reach target. At £3 extra per week, however, it will only take an average of six years to reach target.
10. Once a household reaches target rent, no more deductions will be made.
11. Applying convergence to those households paying less than their comparable neighbours will bring much-needed revenue to the HRA to fund the ambitious and necessary major works projects and safety improvements.
12. Once we know the permitted weekly increase for households paying below formula rent, we can conduct more in-depth analysis with those affected and plan how to support the most vulnerable residents.
13. We will send out a letter and questionnaire to tenants to assess the impact of the extra amount and will contact any tenant who responds indicating potential hardship. **(Appendix 1)**

Proposals

14. Once the details on convergence have been announced in the Chancellor's Autumn Budget on 26 November 2025, we will bring a more detailed paper to Members for decision on what rate of convergence if any we will apply to rent charges from April 2026. The report will include an Equalities Impact Assessment.

Key Data

15. Initial modelling by the Housing Income Team and Finance colleagues has assessed the impact of £2 and £3/week convergence scenarios. These models estimate the number of households affected and the projected income uplift. The modelling is being refined to incorporate the 4.8% CPI+1% increase.
16. A £3/week uplift will add £93,280 of additional income to the HRA in the first year and will reduce the number of households not paying target rent by 71 households. **(Appendix 2)**
17. The same modelling for a £2/week uplift on those paying less than target rent will add £63,610 of additional income to the HRA in the first year.

Corporate & Strategic Implications

Strategic Alignment: The convergence strategy supports the Corporate Plan 2024–2029 by promoting financial sustainability and equitable rent-setting.

Financial Implications: Additional rental income will support investment in our homes and services, though implementation costs (e.g. system updates, communications) must be factored in.

Equalities Considerations: An Equality Impact Assessment is underway to ensure compliance with the Public Sector Equality Duty 2010.

Operational Readiness: Work is ongoing with IT and Finance to automate convergence tracking in Civica and ensure accurate rent account adjustments.

Conclusion

18. Once the announcement is made as to how convergence will be applied starting in April 2026, we will submit a paper to Members for decision.

19. We will prepare targeted communications for tenants affected by the increase and will work with City Advice and Housing Benefits to explore what financial help can be accessed to mitigate the impact of the increase. We will take into account tenants whose first language is not English and offer face to face support for those who need it.

Appendices

- Appendix 1 – Draft letter and survey to affected households
- Appendix 2 – Data Visualisations for the convergence modelling

Background Papers

[City of London Rents Policy \(v.2 Approved 03/06/2024\)](#)

Wendy Giaccaglia
Income Manager

T: 020 7332 3649

E: Wendy.Giaccaglia@cityoflondon.gov.uk

Appendix 1 – Draft Questionnaire

Department of Community and Children's Services
Judith Finlay
Executive Director of Community and Children's Services



[Tenant Name]

[Address]

[Address]

[Address]

[Address]

Email RentsTeam
@cityoflondon.gov.uk

Date [Date]

Rent Convergence Questionnaire

Dear [Tenant],

As we highlighted to tenants over the summer, the government has reintroduced rent convergence beginning in April 2026. Your household has been identified as being affected by this change.

Many tenants across the country are paying less rent than their neighbours in comparable homes, so the government has allowed Registered Housing Providers to adjust the rents on these properties by an additional £x/week.

Your current rent is £[rent] per week, whereas your neighbours who have moved in more recently are paying formula or 'target' rent of £[rent] per week. This new policy allows us to gradually increase your rent by a set amount each week until you are paying the same as new tenants.

This extra amount is in addition to the 4.8% increase in your rent that will take effect in April 2026.

As part of the upcoming changes to rent policy (rent convergence), we are seeking to better understand the circumstances of your household so that we can make sure you are able to access advice support to manage this additional increase. Your response will help us plan support and ensure we communicate effectively with you. All information will be treated confidentially.

1. About Your Household

How many people live in your household?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 or more

Are there any children (under 18) in your household?

- ☐ Yes
- ☐ No

Are there any adults in your household aged 65 or over?

- ☐ Yes
- ☐ No

Does anyone in your household have a disability or long-term health condition?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

2. Financial Circumstances

What is your main source of income? (Select all that apply)

- ☐ Employment (full-time/part-time)
- ☐ Self-employment
- ☐ Pension
- ☐ Benefits (please specify below)
- ☐ Other (please specify)

Do you or anyone in your household receive any of the following benefits?
(Select all that apply)

- ☐ Universal Credit
- ☐ Housing Benefit
- ☐ Pension Credit

- ☐ Employment and Support Allowance (ESA)
- ☐ Personal Independence Payment (PIP) or Disability Living Allowance (DLA)
- ☐ Income Support
- ☐ Jobseeker's Allowance (JSA)
- ☐ Child Benefit
- ☐ Other (please specify)
- ☐ None

If you receive Universal Credit or Housing Benefit, does it cover your full rent?

- ☐ Yes, it covers all my rent
- ☐ It covers part of my rent
- ☐ No, I pay all my rent myself
- ☐ Not sure

3. Financial Resilience

In the past 12 months, have you experienced any difficulties paying your rent?

- ☐ Yes
- ☐ No

If yes, would you like to be contacted for advice or support?

- ☐ Yes
- ☐ No

4. Additional Comments

Is there anything else you would like us to know about your circumstances or concerns about the upcoming rent changes?

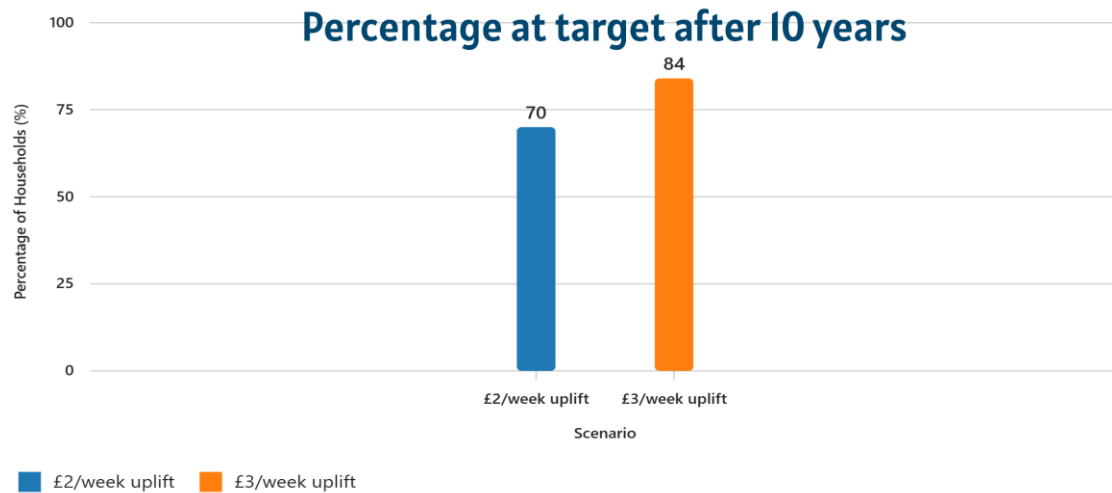
Update Your Contact Information

Please provide your current contact details so we can reach you with important updates regarding your tenancy and the rent convergence process. If any information has changed recently, update the relevant fields below.

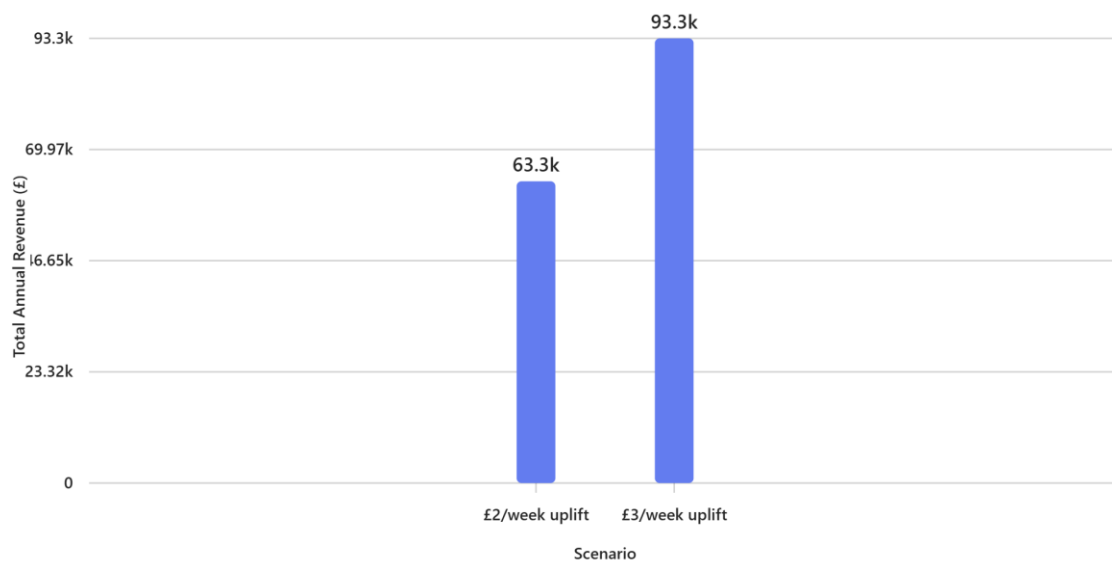
[Name], [First line of address]

- Phone Number: _____
- Email Address: _____
- Alternative Contact (optional): _____

Appendix 2 – Data visualisations for Convergence



Total additional revenue



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Committee: Housing Management and Almshouses Sub (Community and Children's Services) Committee	Dated: 26/11/2025
Subject: Housing sustainability update	Public report: For Information
This proposal: <ul style="list-style-type: none"> Delivers Corporate Plan 2024-29 outcomes 	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: Executive Director of Community and Children's Services	Judith Finlay
Report author: Senior Sustainability Manager, DCCS Housing	Rachel Evans

Summary

The purpose of this report is to update Members of the Housing Management and Almshouses Sub Committee on the progress that has been made in sustainability housing projects to date and advise on upcoming work.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

- Through the Climate Action Strategy, the City of London Corporation has committed to achieve operational net zero (Scopes 1 and 2 emissions) by 2027, and net zero across the full value chain by 2040 (Scope 3 emissions).
- The Climate Action Strategy (CAS) has an Operational Properties and Housing Estates project to reduce emissions generated from the operation and use of buildings that the Corporation control, including our housing estates. Sustainability initiatives in Housing are summarised below.

Heat Network Optimisation and Compliance

3. The Corporation has over 700 homes connected to a communal heat network with a centralised heating source. Full regulation for heat networks is being introduced through the Energy Act 2023, aimed at providing the same levels of consumer protection to those living on heat networks as there is for those who have more conventional utilities arrangements. The Heat Networks (Market Framework) (Great Britain) Regulations 2025 will result in the Corporation being regulated as an energy supplier by Ofgem, in a similar way to gas and electricity companies.

4. Key components of the new regulations:

Consumer protection: The regulations will ensure heat network operators are customer focussed, provide the best service, protect those with vulnerabilities, and have a fair and transparent cost recovery strategy.

Technical standards: To be established through the Heat Network Technical Assurance Scheme (HNTAS) to help improve the reliability and operating standards of both existing and new heat networks, which in turn will help to ensure positive low cost, low carbon outcomes for consumers.

5. The Corporation is working to become compliant in both areas, as detailed in the initiatives below:

Isleden House

6. Isleden House, home to 80 households including 33 in sheltered accommodation, has undergone major upgrades to its communal heating system to improve efficiency and affordability. The works included replacing Heat Interface Units (HIUs) in residents' homes, installing new heat meters and upgrades to plantroom controls and pipework. Works were jointly funded by CAS and the government Heat Network Efficiency Scheme (HNES) grant.
7. The heating improvements at Isleden House are expected to save up to 500,000 kWh of energy (approx. £17,000 per year) and cut carbon emissions by 70 tCO₂e each year (equivalent to taking 40 petrol cars off the road). The network was calculated to be only 16% efficient before the upgrade works, with an estimated post-works efficiency of 58%. This is a good level of performance for a legacy network of this age.
8. The efficiency of a communal heat network represents the heat delivered into the individual dwellings (either calculated or metered) as a % of the heat generated in the plantroom. The performance is calculated based on the efficiency of the existing boilers (which are nearing end of life at Isleden House so network efficiency will increase further at the point of boiler renewal) and a proportion of unavoidable heat loss and friction via the distribution network. The best practice benchmark for a legacy heat network is 65-70% efficiency.

9. In addition to reducing carbon emissions and lowering running costs, the upgrades at Isleden House will improve comfort for residents through better local control and will also ensure compliance with the new heat network regulations and technical standards.

Middlesex Street and York Way Estates

10. Chirpy Heat were commissioned to carry out optimisation studies of the existing gas communal heating systems at Middlesex Street and York Way Estates to identify opportunities to increase the efficiency of the systems.
11. The studies estimated the current baseline efficiency of the heating system to be 30% at York Way Estate and 20% at Middlesex Street Estate. Carrying out optimisation measures including increasing pipework insulation, reviewing bypass arrangements, pump controls and flow & return temperatures, maintaining inhibitor levels, balancing radiators and installing meters could increase the efficiency of the networks up to 75% at York Way and 63% at Middlesex Street.
12. The table below summaries the anticipated carbon, energy and cost savings of carrying out further enhancements to the plantroom, distribution pipework and dwelling heating equipment.

Site	Annual CO2e Savings (tCO2e)	Annual Energy Savings (kWh gas)	Annual Cost Savings (£)
York Way Estate	301	1,633,500	£60,000
Middlesex Street	492	2,726,000	£98,000
Total	793	4,359,500	£158,000

13. The HRA Property Services team plan to carry out plantroom works this winter and dwelling upgrades from next April. These works will have a number of benefits:
- Reducing heating costs and increasing thermal comfort for a further 470 families
 - Reducing revenue costs associated with reactive repairs
 - Compliance with Heat Network Regulations and Technical Standards

Metering and Billing

14. The new metering equipment installed at Isleden House will ensure that residents are billed fairly based on usage (PAYG billing only), rather than being charged based on an estimated average via their service charge. Watkins Energy has been appointed as the new metering and billing partner. Payment cards, Welcome packs and Introductory phone calls have been arranged for residents ahead of the new billing process commencing 1st December.
15. In November, The Corporation will procure a fully outsourced Heat Metering and Billing Service for the remaining residential communal heat networks. The appointed service provider will take on end-to-end responsibility for metering,

billing and customer support. Key drivers for this procurement include Ofgem heat network regulations, the need to meet accuracy standards, and the Corporation's commitment to protecting residents (especially vulnerable customers) and providing fair, continuous heat supply.

EPC Programme and collaboration with the Adult Skills and Education Service

16. The Housing team is embarking on a new initiative working with the Adult Skills and Education Service to carry out Energy Performance Certificates across our housing estates.
17. The Adult Skills and Education Service (ASES) has been at the forefront of a structured training programme for Domestic Energy and Retrofit Assessors. This delivery programme of green construction training to Londoners through the GLA has resulted in 22 fully qualified level 3 Domestic Energy Assessors (DEA) and 6 fully qualified level 4 Domestic Retrofit Assessors (RA). The majority of these newly qualified Londoners are currently unemployed and looking to gain a new opportunity in the workplace.
18. A joint initiative between the ASES and HRA Property Services teams aims to engage newly qualified assessors to carry out a rolling survey programme of the Corporation's residential tenanted stock where EPCs are missing or expired. Before the wider survey programme commences in April, we will be carrying out a pilot programme of 30 homes at the Avondale Square Estate in November-December '25. This pilot will be an opportunity for newly qualified surveyors to gather on-site experience working alongside a Senior Surveyor before wider roll-out from April.
19. The EPC pilot and wider survey programme will be funded by the Climate Action Strategy. Completing new EPCs is a crucial exercise to fill the gap in data and understand the energy efficiency measures required to meet not only the Corporation's ambitious climate targets but also the government's proposed new Minimum Energy Efficiency Standards (MEES) for the social rented sector at Energy Performance Certificate (EPC) Band C or equivalent by 2030.
20. Current HRA EPC position:

	Number of homes	%
Total rented properties	1,922	100%
Properties with a lodged EPC	1,518	79%
No EPC data	404	21%
Lodged EPC below Band C	544	36%
Expired EPCs	712	47%

Warm Homes: Social Housing Fund

21. The Corporation were successful in securing £864,298.00 under the Government's Warm Homes: Social Housing Fund Wave 3 (SHF 3). The funding will be used to upgrade 170 homes with Energy Performance Certificate (EPC) ratings below band C, thereby reducing carbon emissions, lowering energy bills, and enhancing the comfort and well-being of tenants.
22. The Corporation will use the grant to complement the work of the Major Works Programme, installing double glazing, roof insulation, heating controls and ventilation measures to 170 sub-C properties in our housing portfolio. The SHF 3 delivery window runs until 2028, with the Corporation match-funding 50% of the works. Work has begun to identify opportunities for energy efficiency upgrades, with consultants Ambue surveying properties at the William Blake, Southwark and Sydenham Hill estates.
23. The Corporation is one of 27 members in London's Social Housing Fund Strategic Partnership consortium, made up of London councils and housing associations supported by London Councils. This is England's largest government appointed Strategic Partnership consortia. In addition to SHF, The Corporation work closely with Warmer Homes London (a new organisation jointly funded by the Mayor of London and London Councils) on initiatives to increase London retrofit at scale, including participating in working groups on retrofitting heritage and high-rise buildings.

Lighting projects

24. Housing has an allocation of CAS funding to retrofit end-of-life inefficient communal lighting with low energy equivalents.
25. Work is underway at Golden Lane Estate where consultants Graham Festenstein and Studio Partington have issued a Lighting Design Framework which respects, protects and enhances the listed buildings and landscape at Golden Lane Estate, whilst addressing the important need for a sustainable and environmentally responsible design solution in accordance with the Corporation's Climate Action Strategy (2020- 2027). Replacement work is due to commence on site this winter.
26. Opportunities to upgrade lighting are also being considered at the York Way and Sydenham Hill estates.

Post-2027 work

27. HRA Property Services are working closely with the Climate Action Strategy team to ensure planned long-term collaborative working in our sustainability efforts post-2027, aligning the 10-year Major Works programme with energy efficiency and decarbonisation works.

Rachel Evans

Senior Sustainability Manager, Housing

T: 07516 974901

E: rachel.evans@cityoflondon.gov.uk

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Committee: Housing Management and Almshouses Sub Committee	Dated: 26/11/25
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 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 Information and Discussion

- *Decent Homes – Current Status and Future Changes*
- *Housing Action Plan – 2025 - 2026*
- *Tenant Handbook Update*
- Regulator of Social Housing Inspection Update
- Performance Dashboard - April – September 2025
- Housing Key Risk Matrix – October 2025

1. Decent Homes – Current Status and Future Changes

Members are asked to review and comment on the Decent Homes Update

Summary

Decent Homes standards are changing. The UK Government has recently carried out a consultation on revised standards which are forecast to come into effect between 2035 and 2037. These revised standards, although welcome, will increase the compliance burden on landlords and put further pressure on already stressed resources. When assessed against the current standards, 2025 has seen a significant uplift in the non-decency of City of London Housing, with the reported figure rising to a non-decency rate of 17.6%. This is principally due to the delays

experienced in three major refurbishment projects where increasing complexity, changing regulations and funding constraints have caused programmes to be substantially revised. These projects, subject to funding and approval, are now set to enter delivery from 2027 but will take a number of years to complete. Other identified works, essential to preventing more of the City's homes being assessed as non-decent have also been scheduled for delivery over the next 10 years (again subject to funding and approval). The latest stock condition survey, currently underway, may identify further works which will need to be addressed. In the short term at least, the City's non-decency levels will remain high.

Background

The City's housing is diverse in terms of both age and archetype; our oldest social housing blocks date back to the 1880s, our newest from the 2020s. The Golden Lane Estate is Grade II and II* listed. Properties at Lammas Green, Sydenham Hill and the City of London Almshouses are also Grade II listed. There are also 22 Higher Risk Buildings across our estates.

The City has made significant investment in maintaining its ageing housing with £110 million committed over the past ten years. Of that £110 million, £70m has been spent to date bringing homes up to the required standard.

Works delivered include:

- Replacement of windows, kitchens, bathrooms
- Electrical installation upgrades
- Lift refurbishments
- Heating system replacements
- Fire safety improvements (e.g. modern fire doors, sprinklers in high-rise blocks, compartmentation works)
- Water tank replacements
- Internal and external redecorations
- Roof replacements/upgrades
- Refurbishment of communal play and ball game areas

The remaining £40 million is committed to projects already in delivery or development, with approximately £30 million allocated to the Golden Lane Estate Investment Programme. Despite this investment, buildings continue to age and just as some components are replaced, others approach the end of their lifecycle. To maintain decency, ongoing consistent capital expenditure will be required. Informed by detailed stock data records and the forecast impacts of legislative changes (including the Building Safety Act 2022, Net Zero Targets, Awaab's Law and the forthcoming revisions to the Decent Homes Standard) a further significant investment has been identified as necessary to meet compliance and new maintenance needs over the next decade for which funding is currently being sought.

Current Decent Homes Legislation

The Decent Homes Standard was originally introduced in 2000. It was updated in 2006 to reflect the introduction of the Housing Health and Safety Rating System (HHSRS) under Part 1 of the Housing Act 2004.

The four assessment criteria are set to ensure homes are:

Criterion A: Free from serious health and safety hazards (as measured by the 29 HHSRS criteria), such as severe damp, fire risks, or structural instability.

Criterion B: In a reasonable state of repair. Key building components (e.g. roofs, windows, heating systems) must not be old **and** in poor condition, or two or more non-key components must not be simultaneously old **and** in need of repair.

Criterion C: Equipped with modern facilities. Includes reasonably modern kitchens (under 20 years old), bathrooms (under 30 years), and adequate layouts.

Criterion D: Thermally comfortable. Must have effective insulation and heating systems to maintain a comfortable indoor temperature.

Calculation Methodology

Stock condition data is held within the Keystone Asset Management software platform. Data is informed by the 2018 Stock Condition Survey (a 100% survey of internal properties, communal and external areas) which is updated on completion of Major Works, VOID works, via interim inspection & remedial action from R&M officers and subsequently applied to these Decent Homes calculations on a monthly basis. While the current stock condition data is now seven years old, the City's relatively small housing portfolio allows for a reasonably high degree of confidence in its overall condition. The accurate age of building components is known, and their condition is regularly monitored by onsite teams. Feedback from these teams is integrated into planned maintenance programmes. A new 100% Stock Condition Survey is currently underway via Potter Raper, with outcomes once received to be uploaded to Keystone and Decent Homes calculations to be fully refreshed informed by this new data set.

Current Decent Homes Status

As of the latest assessment, dated 14 October 2025, 338 homes are classified as non-decent, this represents 17.6% of our total tenanted housing, a significant uplift from the figure of 9.6% reported through 2024. To place this figure in a wider industry context, the English Housing Survey 2022 to 2023: Headline Report, published by the Department for Levelling Up, Housing and Communities found that 10% of socially rented dwellings in England failed to meet the Decent Homes Standard (with 9% non-decency rate for London local authorities).

Of the 338 homes currently assessed as non-decent, 336 fail on the Criterion B: Reasonable State of Repair. Major external fabric refurbishment programmes have been delayed at three of our estates (Golden Lane Estate, William Blake Estate and George Elliston & Eric Wilkins Houses on the Avondale Square Estate) due to funding issues and a need to revise scopes of work following regulatory changes which has caused a significant rise from figures reported in the previous financial year. The remaining 2 homes currently assessed as non-decent fail to meet the Criterion A Minimum Standards due to water penetration/damp issues which are considered to be a HHSRS Category 1 Hazard; remedial works are being addressed by the R&M team as a matter of urgency.

A further 293 homes are currently assessed as 'Potentially non-Decent'. This classification gives an indication of properties which will tip over into non-decency in the short term if identified remedial works are not addressed.

Planned Works

Major refurbishment projects are being progressed for all three sites where the significant remedial action to address Reasonable State of Repair issues have been

identified. Works are dependent on planning approvals (including Listed Building Consent at Golden Lane), Building Safety Regulator approvals, and availability and approval of funding from governance bodies. The Golden Lane Estate Investment Programme is complex with works currently valued at circa £100m scheduled over a ten-year period. It should be noted that non-decency levels will remain high until these works are complete. Furthermore, with new data incoming shortly from the ongoing stock condition survey, the reported non-decency figure is expected to get worse before it gets better. A new 10-year Major Works programme has been produced to ensure 'Potentially Non-Decent' homes are addressed in due time. The programme anticipates the impact of forthcoming changes in legislation and will be fully updated pending the outcomes of the ongoing Potter Raper stock condition survey. Delivery of this will be dependent on confirmation of funding and sufficient human resource within the Major Works and wider Housing teams.

Forthcoming Legislation – Decent Homes 2.0

The UK Government's consultation on a reformed Decent Homes Standard has recently closed. The consultation proposed to retain and update the four core Decent Homes criteria while introducing a fifth explicitly to address damp and mould. The new standard also proposes extending its mandate to the private rented sector for the first time, anticipated through the Renters' Rights Act, which is currently progressing through parliament.

The proposed changes can be summarised as follows:

Criterion A: Free of serious hazards (HHSRS)

This criterion is expected to remain unchanged. A home must be free of any Category 1 hazard as defined by the HHSRS.

Criterion B: Reasonable state of repair

Under the proposed standard, building components no longer need to be both old and in disrepair to fail the standard, with age thresholds set to be removed from the definition. Key building components (those that, if in disrepair, could compromise the structure or present major health or safety risks - roofs, external walls, windows, boilers, chimneys, heating systems and electrics etc) must not be in poor condition with the standard of what constitutes disrepair expected to be more clearly defined. Other building components such as internal doors, flooring, plasterwork, skirting boards and rainwater goods must also be in a reasonable state of repair. Under the revised standards, a property will be considered non-decent if it has either:

- One or more **key** building components that are not in a reasonable state of repair, or
- Two or more **other** building components that are not in a reasonable state of repair.

Criterion C: Reasonably modern facilities and services

As before, this criterion focuses on the functionality, safety and usability of facilities. The consultation proposes a shift away from rigid age thresholds towards a condition and layout-based assessment. For example, a home should have a kitchen and bathroom in functional condition, with a safe layout, appropriate storage, lighting and usability. In addition to kitchen and bathroom usability, it is proposed that a decent home must have appropriate window restrictors for safety, a safe and compliant electrical system, effective ventilation and suitable flooring. The consultation also considers introducing minimum security standards and requiring floor coverings to be provided in all rooms when a tenancy starts.

Criterion D: A reasonable degree of thermal comfort

The proposed changes strengthen expectations around energy efficiency and whole-home warmth. It introduces a broader requirement for fixed, efficient heating systems capable of providing adequate warmth throughout the entire home. The revised standard also proposes alignment with other energy-related policies, such as the Minimum Energy Efficiency Standards (MEES) (itself also under consultation) and the target for all homes to reach EPC Band C by 2030. In addition to heating, the criterion includes adequate insulation and fabric improvements to ensure homes are thermally efficient and are affordable to run.

Criterion E: Free of damp and mould likely to cause harm to health

This new proposed criterion underpins the recent regulatory changes introduced in Awaab's Law (which came into effect 27 October 2025) which established a clear legal duty for landlords to act within prescribed timescales to remedy occurrences of mould and damp (24 hours for emergency hazards and within 7 days for more standard repairs). Under the proposed Criterion E, homes are required to be free of:

- Black mould growth (regardless of cause)
- Structural damp penetration or rising damp
- Persistent condensation, typically from poor ventilation or insulation
- Inadequate heating or ventilation systems, or damaged building fabric.

This goes far beyond the existing standards whereby under the current criterion A, only an identified Category 1 (i.e. emergency) damp and mould hazard would be sufficient to trigger non-decency. The suggestion from the current proposals is that more minor occurrences would now be enough.

As with the run up to the launch of the original legislation, there is industry expectation that appropriate time will be allowed for landlords to prepare to meet these proposed changes. Currently floated timescales suggest that the changes will come into effect between **2035 and 2037**.

Expected Impact

In preparation for the public consultation, the Ministry of Housing, Communities and Local Government (MHCLG) published a briefing (English Housing Survey Briefing: Modelling a Revised Decent Homes Standard (2024)), outlining how the proposed changes to the standards would impact the classification of non-decent homes. The modelling, undertaken by the Building Research Establishment (BRE) uses data from the 2019 English Housing Survey to estimate how the new and updated criteria would affect compliance levels. The model forecast that, for the social housing sector, the proposed new standards would have increased from the 2019 non-decency rate of 12% up to 40% (an increase from 504,000 to 1.6 million homes). They predict that this would equate to an additional £836m of required expenditure for the sector over and above existing commitments to bring deficient properties up to the current standards. The study notes that there 'will be significant cost variation at the dwelling level, depending on the current condition of the property and the steps needed to bring it up to standard' but calculates a median additional compliance cost per property of £3,439.

A significant portion of this new cost burden is expected to fall on responsive repair services due to the need to expedite remedial works ahead of planned works programmes in order to minimise the length of time a given property is classed as

non-decent. For example, under the current Criterion B standards, a bathroom, no matter its assessed condition, could only be classed as non-decent if it was more than 40 years old. The City has only a handful of bathrooms of this age (typically where residents have refused works) and therefore reports virtually no non-decent bathrooms. Under the new proposals age is irrelevant. On inspection, a bathroom identified as in need of replacement would immediately cause that property to become non-decent. The next planned bathroom renewal programme for that Estate may be several years away, so that property would either need to sit as non-decent until the programme mobilises or be referred for a reactive renewal where cost efficiencies (via bulk buying and shared site set up expenses for instance) would not be realised.

2. Housing Action Plan – 2025-2026

Members are asked to review and comment on the progress made against the items detailed in the Housing Action Plan

The Housing Action Plan was approved in principle in November 2024, with an updated version noted in January 2025. Members are now asked to note the latest progress update.

The plan continues to be actively implemented, with regular monitoring of key actions and milestones to ensure delivery against our strategic objectives. Recent progress reflects ongoing work to address priority areas identified in previous committee meetings, with updates provided on both completed actions and those currently in progress.

The Housing Service remains committed to transparent reporting and continuous improvement. Further updates will be shared as the plan advances and as we prepare the Housing Action Plan for the next year. Members are encouraged to review these developments and note the positive momentum achieved to date.

Key achievements include:

- **Repairs and Maintenance Contract:** A new contract was effectively mobilised in early 2025, ensuring a smooth transition from the previous provider. Service improvements have already delivered higher resident satisfaction, as evidenced by Tenant Satisfaction Measures (TSM). Robust contract management practices are now in place, and the repairs and maintenance budget has been reviewed to strengthen transparency.
- **Complaints Management Transformation:** Work is underway to enhance the complaints process, supported by regular staff training and improved reporting. These measures will ensure stronger accountability and full compliance with the Housing Ombudsman Code of Conduct.

These achievements demonstrate our continued commitment to compliance, high-quality service delivery, and the provision of resident-focused housing services.

Appendix 1 - Housing Strategy 2024-29 Year 1 Action Plan - October Update

Housing Strategy Action Plan – 2025-26

Blue = Milestone complete

Green = Milestone on target

Amber – Some delay to delivery of the milestone

Red = Risk to meeting the milestone

1. Improve quality of housing services

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
1.1 Undertake a mock inspection and develop and implement improvement plan	Specification for inspection developed	Q2 2025/26	Head of Housing Management	Clear independent assessment of our position in relation to inspection SMART improvement plan for delivery produced and implementation of the plan.	Mock inspection completed and improvement plan developed and agreed.	Mock inspection completed in June 2025 and detailed report following the mock inspection has been received.	Completed
	Organisation commissioned to undertake mock inspection	Q2 2025/26	Head of Housing Management				Completed
	Mock inspection takes place	Q2 2025/26	Head of Housing Management			Action plan from the mock inspection will be reported to Housing Management and	Completed
	Detailed report following the mock inspection delivered	Q2 2025/26	Head of Housing Management				Completed

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Improvement plan developed with SMART actions and reported to Housing Management and Almshouses Sub-Committee	Q3 2025/26	Head of Housing Management				In progress and on track
1.2 Provide an effective, compliant and resident focused repairs and maintenance service	Delivery of the repairs and maintenance one year action plan	Q1 2025 – new repairs contract implemented .	Head of Repairs & Maintenance	Service improvement and therefore improved tenant satisfaction	Improved resident satisfaction with repairs reported in TSM.	End to end Repairs processes under review including damp and mould process.	In progress and on track
	Extend or plan the procurement of repairs, maintenance and compliance contracts due to expire in 2025	Q1 2025 - Incumbent contract demobilised -	Head of Operations Head of Repairs & Maintenance	Provider held to account for performance Smooth transition between existing repairs & maintenance contract and the new contract.,	Improved satisfaction of speed of latest repair report in TSM.	New fire equipment and electrical contracts mobilised.	In progress and on track

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Establish robust contract management practice for the repairs service.			<p>with minimal disruption to service.</p> <p>Compliance with procurement regulations.</p> <p>Providing value for money to the HRA.</p>		Gas, Asbestos, lifts and water contracts extended to be procured during 25/26.	In progress and on track
	Repairs and maintenance budget reviewed and made more transparent.					Compliance and Repairs contracts Manager have been recruited.	Complete
	Post mobilisation of new contract to ensure smoothness of transition.					Reinstated regular performance meetings with main repairs contractors.	Complete
	Awarding and signing of new repairs contract					Repairs budget codes and budget allocation has been redefined and streamlined	Complete
	Mobilisation of a new repairs contract						Complete

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
						<p>Actively monitoring performance in key areas.</p> <p>New repairs and maintenance contract and provider mobilised and has gone live from 1 April. Contract stabilisation until Sept 2025.</p>	
1.3 Delivery of accurate reporting of statutory compliance	Recruitment of a Compliance Manager with further recruitment to take place	Q4 2024/25	Head of Repairs and Maintenance	Quality and Safety with compliance	Compliance Manager recruited and in post.	Recruitment completed, compliance manager is in post as of September 2024.	Complete
	Develop a gap analysis in	31 January 2025	Head of Repairs and Maintenance	Quality and Safety with compliance	Gap analysis and action plan completed.	Gap analysis completed	Complete

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	regard to statutory compliance and implement the findings	Q1 2025/26	Head of Repairs and Maintenance		Compliance KPIs including as part of regular reporting suite.	January 2025. Risk register and compliance recovery plan in place, as well as compliance processes have been documented.	
	Confirm document and processes for Big 6 (lifts, legionella, gas, fire, electrics, asbestos).				Compliance matters specified for inclusion in Civica Keystone development.	Risk register created as an interim dashboard for compliance status of the Big 6	Complete
	Creation of a dashboard to display information regarding compliance	Q2 2025/26	Housing Business Support Manager				Complete
	Define system requirements for Civica compliance management system and	Q2 2025/26	Housing Business Support Manager				Discussions about CX compliance management have commenced

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	implementation						
1.4 Complete the transformation of the complaints management process	Demonstrate lessons learnt from the complaints process – Annual report from Complaints Panel.	Q1 2025/26	Housing Business Support Manager	Improved accountability and transparency of complaints. Compliance with the Housing Ombudsman Code of Conduct.	100% of complaints acknowledged within 5 working days 100% of complaints responded to within the required timescales, including committed extensions. Increased score in TSM measure - handling of complaints	Complaints learning panel refreshed – now drawing specifically on lessons learned from complaint outcomes.	Completed
	Develop a complaints dashboard.	Q4 2024/25				Tracking of complaints is now completed and reported via a dashboard and shared at SMT and HMT level, as well as HMASC on a 6-monthly basis.	Completed
	Complaints reporting to DLT and HMSC on a 6-monthly basis.	Ongoing				This data is fed into a wider performance dashboard for housing.	Completed
	Regular staff complaints training being held by	Ongoing					HQN training carried out in November 24. Refresher training being

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Business Support	Q4 2025/26					provided for front line staff and for teams as required.
	Evidence collected of complaint outcomes influencing service delivery						In progress – being carried out and can evidence with tracker
1.5 Develop and deliver performance management framework	Performance reported to Housing Management and Almshouses Sub-Committee quarterly	Q1 2024/25	Housing Business Support Manager	Strengthened performance management and monitoring which informs service development. management and accountability	Achievement of Housing KPIs	Performance dashboard reported to each HMASC from Q2 24/25. Performance management framework has been agreed and implemented.	Completed
	Agree performance management framework	Q4 2024/25	Director of Housing				Completed
1.6 Co-ordinate a robust, housing wide	Coordinate a data cleansing process to	Q4 2024/25	Housing Business	System readiness for implementation of	Data cleansing exercise completed	5000 historic repairs data	Regular meetings scheduled and

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
data cleansing process	make sure that new modules are fit for purpose	Q4 2024/25	Support Manager	new Civica modules.		cleansed from Civica	taking place in preparation for the implementation of Civica Assets.
	Data cleansing completed to ensure that new modules are optimised		Housing Business Support Manager				Work to cleanse data has been timetabled. Historic repairs and alerts have been updated. Expected to be complete by end Q1 26/27
1.7 Complete Phase 2 of Civica implementation	Co-ordinate the Implementation of the next 4 Civica modules - CRM, generic cases, forms, enhanced voids.	Q1 2025/26	Housing Business Support Manager	Full scope and benefit of system used and impacts on service delivery, tenant satisfaction and performance management	Civica modules implemented by end of Q1 2025. Training of all housing staff on new Civica modules by Q2 2025.	Q2 25/26 Training survey completed. Four Civica basic refresher training sessions set up. Weekly Civica CX drop in sessions	Phase 2 Civica implementation in progress. Prioritisation meeting held July 25 to review and map and plan.
	Complete any training for	Ongoing					Completed

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	staff as required on new modules					available for all staff.	
1.8 Complete Phase 3 of Civica Implementation	Co-ordinate the migration from keystone to Civica Asset Management System.	Q4 2026-27	Housing Business Support Manager	Greater accessibility of asset management data and improved data management and monitoring on assets.	Training of all housing staff on Civica Asset Management System		Project manager allocated from Civica. Meeting planned to identify resources internally
	Testing of the system to ensure compatibility and effectiveness.	Q4 2026-27					Civica resource allocation. Timetable to be devised. First meeting 14/10/25
	Carry out any training for staff as required	Ongoing					Training to be rolled out following migration
1.9 Conduct a review of our	Produce a report setting out the options	Q4 2024/25	Director of Housing &	Opportunity for increased income	Setting out options for our commercial	City surveyors carried out minor review.	Complete

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
commercial portfolio	for our commercial portfolio, the pros and cons of each option and the impact on the HRA.	Q3 2025/26	City Surveyors	generation for the HRA. Assurance on the future direction of the HRA's commercial portfolio.	portfolio reported to CCS Committee in Quarter 4 2024-25. Delivery and implementation of actions approved by CCS Committee	Recommended actions went to HMASC June 2025.	
	Develop a strategy for the operating model of the HRA's commercial portfolio.						Work progressing with City Surveyors
1.10 Develop an effective training and development plan for housing staff.	Develop plan in response to key areas from staff survey and results of TSMs.	Q2 2025/26	Housing Business Support Manager	Improved customer service Further professionalisation of the housing service	Increased score in staff survey (job satisfaction) Enhanced customer standard	Developing list to capture non-corporate training. Training implemented and ongoing, with a focus on customer service and	Complete
	Improve how we record training information across teams to	Q2 2025/26		Increased staff morale and satisfaction	Improved training offer within Housing.		Ongoing and reliant on the completion of some other projects being

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	improve consistency	Q2 2025/26			100% of staff up to date in mandatory training Contribution to increase in overall TSM rating	health and safety.	delivered i.e. HR's SAP
	Develop an overall plan for training						Complete
	Role specific training introduced across Housing.	Ongoing					Staff being encouraged to study for professional role related qualifications, such as with CIH and data apprenticeships
1.11 Continuous improvement in customer service standards	Refresh and embed customer service training as set out in the Customer Service training plan.	Q2 2025/26	Housing Business Support Manager	Improved customer service offer Improved staff training Further professionalisation of the housing service	Increase in tenant satisfaction 70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them	Customer service improvement plan in place with regular meetings taking place to discuss and review. 3 customer service back to	Complete
	Refresh the Mary Gober	Q3 2025/26					Online MGI refresher

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	training for all staff.				70% TSM target – satisfaction that the landlord treats residents fairly and with respect	basics sessions held for staff Q2 25/26. 33 staff attended	launched October 2025.
1.12 Review our estate office service	Review completed	Q2 2025/26	Head of Housing Management	Further professionalisation of the housing service Higher customer satisfaction	70% TSM target - proportion of respondents who report that they are satisfied with the overall service from their landlord 70% TSM target – satisfaction that the landlord treats residents fairly and with respect	Customers service training carried out for front-line service staff. Mystery shopping scheme being launched.	Core group met in October and discussed feedback and actions. Carrying out data analysis on services. Update due for respondents.
	Action plan produced and implemented	Q4 2025/26				Consultation carried out on office opening times and seeking resident views about what they'd like to see in offices.	On target

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
						Feedback shared in Aug 2025.	
1.13 Refresh the HRA business plan and budget	Work with finance colleagues to review and stress test the HRA business plan. All relevant staff involved	Q2 2025/26	Director of Housing	A business plan in place to support the work of the Housing Department.	Increased ownership of budget holders and tighter management of our finances.		In progress
1.14 Review, streamline and bring our data and data management into the twenty first century	Work with the recruited system support and Implementation Manager to establish a business information and data integrity regime across housing	Q4 2024/25 to ongoing	Housing Business Support Manager	Improved data management Increases staff efficiency Improved customer service	Establish a strong working relationship with the recruited System Support and Implementation Manager. Plan in place and being implemented	ASB cases logged on Civica – ensuring single source of data and monitoring Damo and mould cases being tested on Civica	In progress

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
					by the end of Q4 2025-26. Increased score in staff survey (job satisfaction) Enhanced customer standard.	3 x staff on Data Driven Apprenticeship	

2. Engage and listen to residents

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
2.1 Develop a resident engagement and influencing framework	Co-produce the framework with residents	Q4 2024/25	Head of Housing Management	Strengthened resident engagement and influence	70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them	Framework produced	Completed
	Consult on framework	Q4 2024/25		Increase in number of active resident associations		Consultation carried out on Commonplace	Completed
	Framework agreed and implemented	Q1 2025/26			75% TSM target – satisfaction that the landlord keeps tenants	Approved at CCS 17 September 2025	First meeting being held on 22 October 2025

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Development of Mail Chimp for residents in emergency situations (texting service)	Q4 2024/25	Business Support Manager	Increased resident involvement in service development Improved emergency resilience	informed about things that matter to them 70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them	No longer exploring Mailchimp. Civica has capability to send out alerts. Completed alerts carried out when there was water outage. Training for how to send alerts to be rolled out to relevant staff – logged on Civica prioritisation list.	Completed
2.2 Strengthen resident profile information	Specification for inspection developed	Q4 2024/25	Head of Housing Management	Updated profile leads to improved service and policy	100% resident profile completed	Form co-designed with digital delivery team	Completed

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Finalise audit form and the project plan	Q1 2025/26		process development Robust data on each household.		Final testing of form carried out in June 2025. Project Manager New data planned to be updated as audits are completed once project is fully launched An action plan will be put in place which has been developed as a result of this specific project and the Resident	Completed
	Recruit a project team to carry out data gathering exercise	Q1 2025/26					Project Manager in role from 22/9. Planning and resourcing for team in progress.
	Record the new data on Civica	Q4 2025/26					New data to be uploaded as audits are completed once project is launched. Ongoing
	Use the improved data on residents who live on our estates to inform improvements to resident communication	Q4 2025/26					Ongoing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	and improve customer access to housing services.					Involvement strategy.	
2.3 Improve how we communicate with housing staff	Improved staff satisfaction within housing as reported in the staff survey	Q1 2025/26-ongoing	Housing Business Support Manager	Improved staff retention and satisfaction with job	<p>Increased number of staff engaging with the staff survey</p> <p>Increased job satisfaction score within the staff survey</p> <p>Increased staff survey score for 'senior leaders in my department/team are visible and make the effort to listen to staff'</p>	Monthly briefings being sent to all staff following SMT – these include key updates from SMT members and messaging around H&S	Ongoing
	Establish a team briefing regime					@home newsletters & magazine being shared with all staff	Completed
	Develop a Staff Communication Strategy					Staff forum has been refreshed with new membership	Draft strategy in consultation
	Introduce of quarterly staff awards associated with the achievements of the TSMs.						Complete

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
						Hug in a mug – staff incentive launched in August 2025	

3. Increase the supply of housing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
3.1 Deliver high quality affordable homes	270 new affordable homes over 2 years and development of local lettings plan for each scheme. These schemes are: <ul style="list-style-type: none"> Black raven Court (COLPAI) 66 new homes 	Q4 2025/26	Head of New Developments and Special Projects	Meeting housing need Reducing the housing waiting list. Increase in the quality of homes Reduction in carbon emissions.	Net increase in available homes. 90% Satisfaction of new residents surveyed about satisfaction with their new home	Occupation is due to start: Black Raven Court– January 2026 York Way – Spring 2026 Sydenham Hill – February 2026	Ongoing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	<ul style="list-style-type: none">Sydenham Hill – 110 new homesYork Way Development – 91 new homes	Ongoing		Increase in revenue for the Housing Revenue Account.	Increase in options of future housing delivery.	Identified opportunities at Sumner Buildings and Collinson Court.	
	Identify opportunities for further delivery of housing through partnership with GLA and other external providers.			Achieve resident satisfaction with new homes.		Endorsed at Committee, taking forward. Feasibility study to be completed by September 2025 exploring opportunities at Avondale Estate and Windsor	Ongoing
				Identifying areas for increased level of home delivery			
				Explore potential for more grants and funding.			

4. Improve housing quality

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
4.1 Undertake Stock condition survey	Specification for stock condition survey developed	Q4 2024/25	Head of Operations	Clear picture of stock condition Better data about our stock condition	Findings approved and implemented	Specification designed Potter Raper commissioned	Complete
	Organisation commissioned to stock condition survey	Q4 2024/25				A KGI sheet (excel captures the assessor's findings which is periodically uploaded to Keystone.	Complete
	Stock condition survey undertaken	Q1 2025/26				Photos captured to support the assessors finding are uploaded to SharePoint.	Pilot surveys completed in July 2025. Main programme started in August, 441 surveys completed as of 16/10/25
	Detailed report delivered and findings recorded on Keystone	Q3 2025/26					The goal is to transfer everything to Civica once the

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
							asset module is implemented
4.2 Develop an Investment Strategy	Investment Strategy drafted Comments provided on draft Governance process Implementation of strategy	Q4 2025/26	Director of Housing	Clear strategy to manage our assets Better data about our building assets	Strategy approved and implemented	Approved at CCS 17 September 2025 To be reviewed in 2026 on completion of the stock condition survey so strategy is data-driven	Complete
4.3 Achieve Net Zero on our estates by 2027	Look into renewable alternatives to gas boilers within homes where appropriate. Maximise the use of	Ongoing	Head of Major Works and Head of Repairs and Maintenance	Reduced carbon emissions on our estates. Reduced cost in use for residents Help achieve the 2027 target as set out in the City	Energy Performance Certificates for homes minimum of a Band C.	London Councils bid successful and potential schemes now at Feasibility stage	Ongoing – Paper to go to November HMA SC

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	<p>government grants and funding for carbon reduction schemes.</p> <p>Review existing policies and procedures in regard to sustainable equipment introduced into homes.</p>			Corporation's Climate Action Strategy.			
4.4 Deliver successful Major Works on our estates	Develop our Major Works plan for 2026-2036 schemes of work, which includes fire safety.	Q4 2025/26	Head of Major Works	<p>A clear programme for major works up to 2036 which is efficient and improves tenant satisfaction and minimises the disruption.</p> <p>Resident input on design and</p>	Major works plan 2026-36 approved in principle.	Ensure that funding-approved projects are on track for delivery and that pipeline projects are clearly identified for next steps in the approvals	Now in implementation. Further refinement and development of the capital programme is needed -this is ongoing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
				implementation of major work programmes		process (once funding has been confirmed)	

5. Improve building safety

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
5.1 Strengthen health and safety	Review the Health and Safety structure	Q4 2024/25	Director of Housing	Compliance with health and safety regulations	Achievement of relevant KPIs	In progress, draft structure approved.	In progress
	Identify the new structure and responsibilities to remain statutorily compliant	Ongoing		Improved health and safety work practices on our estates and the expectations as set out in the Quadriga report.	Recruitment of team.	Positions to be filled. H&S Charter in final phases of draft.	In progress
	Co-ordinate implementation from Safe365 review	Ongoing	Housing Business Support Manager	Improved health and safety work practices on our estates	Safe365 review approved and implemented. Resident Engagement Strategy approved and implemented.	Safe 365 action plan in place, documentation gathered.	In progress
	Roll out a Resident	Q3 2025/26	Director of Housing				In progress

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Engagement Strategy for building safety			Compliance with health and safety regulations Improved communication with residents		Strategy drafted, pending rollout.	
5.2 Deliver the fire safety works programme for 2025-26	Rolling fire door replacement programme	Q3 2025/26	Head of Major Works	Improved fire safety of our buildings	75% TSM target – satisfaction that the home is safe	Lot 4 of the fire door replacement programme has been priced, next step will be approval and then mobilisation / lead in times – anticipated commencement Autumn 2025 Petticoat Tower (Middlesex Street Estate) - Access issues, partly resolved, tenants given options on insulation.	Gateway 5 report now in circulation for review prior to Chief Officer sign-off under delegated authority
	Sprinkler replacement programme	Q4 2025/26	Head of Major Works and Head of New Developments and Special Projects	Compliance with building regulations			In progress

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
						<p>Progress being made.</p> <p>Point Blocks (Avondale Square Estate) – contractual dispute. Installed, but not yet certified. Great Arthur House (Golden Lane Estate) incorporated into the wider Fire Safety and Investment package, which is now undergoing design development with a newly assembled team</p>	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
5.3 Compliance with Fire Risk Assessments	Compliant fire risk assessments available for all our social housing blocks.	Ongoing	Housing Business Support Manager	Improved fire safety of our buildings	100% compliance TSM measure – proportion of homes for which all required fire risk assessments have been carried out	Data has transitioned to new management system Riskbase, includes a built-in reporting suite for enhanced monitoring and data accuracy. More efficient tracking of FRA actions, enable better oversight of remedial actions, and improve data transparency across housing services. Training on Riskbase took place on 15 October 2025,	In progress
	Co-ordination and reporting of fire risk assessment actions.			Compliance with building regulations			Ongoing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
						<p>and full integration into reporting is expected by November 2025.</p> <p>New H&S advisor to carry out 100% check to review FRAs and actions have been logged.</p>	

3. Tenant Handbook Update

Members are asked to review and comment on the Decent Homes Update

The revision of the Tenant Handbook, noted by members in June 2025, has been delayed to allow for some extra updates to ensure the document reflects current policies and regulatory requirements, and aligns with pending proposed changes to the Tenancy Agreement scheduled for consultation with tenants early next year. The handbook is being revised to include updates to key policies such as the Empty Properties (Void) Policy and Damp and Mould Policy, alongside further improvements to accessibility to meet non-digital requirements and ensure inclusivity for all residents. While these updates are being finalised and approved, residents continue to receive essential information through existing channels such as the website, newsletters, and direct communications. The revised handbook will be circulated with the updated tenant agreement once these changes have been completed and signed off.

4. Regulator of Social Housing Inspection 2025

Members are asked to note the update regarding the ongoing Regulator of Social Housing (RSH) inspection.

The City of London Corporation is currently undergoing a scheduled inspection by the Regulator of Social Housing (RSH), which began in September 2025. This inspection forms part of the RSH's four-year cycle for landlords with over 1,000 homes and will assess compliance with the four consumer standards: Safety & Quality, Transparency & Accountability, Neighbourhood & Community, and Tenancy.

Inspection Process

On 15 September, the RSH provided a detailed scope outlining the areas to be assessed through a data and documentation review. All required documents were submitted on time on 30 September 2025. The RSH is now reviewing these submissions and may request clarification; we may also provide progress updates throughout the inspection process. A summary of the submitted documents is provided in Appendix 3.

Inspectors are expected to be on-site at the Barbican Estate Office during the week commencing 3 November. The on-site phase included interviews with members, tenants and staff. We understand that there will be no home or estate visits. We are likely to know the outcome late January / February 2026.

Progress to Date

Operational Improvements

- **Electrical Safety Compliance:** Completion rates for domestic electrical installation checks have risen to 80%, with a target of 100% by April 2026.
- **Fire Safety:** A fire safety task group and a monthly fire risk assessment tracking group continue to monitor progress.

- **Repairs and Maintenance:** Additional resources have been allocated to improve contract and compliance management.

Strategic Developments

- **Health and Safety Management System (HSMS):** A comprehensive overhaul is underway, focusing on social housing. Gaps identified in planning, leadership, and worker participation are being addressed using the HSG65 framework and ISO 45001 standards.
- **Resident Engagement:** A new Resident Involvement Strategy (2025–2029) has been developed to improve communication and participation.
- **Asset Management:** Migration from Keystone to Civica Asset Management System is in progress to enhance oversight and data accuracy.

Self-Evaluation and Performance

- The Housing Self-Evaluation Framework (SEF) highlights areas needing improvement, including, to which great progress is being made and reflected on the performance dashboard:

The Housing Self-Evaluation Framework (SEF) highlights areas for improvement, with significant progress reflected on the performance dashboard. Key areas include:

- Estate inspections
- Completion rates for fire door and playground checks
- Timeliness of emergency repairs

Governance and Coordination

- Regular meetings have been held to review regulatory document checklists, clarify action ownership, and ensure contingency planning during staff absences.

Communications Plan

A comprehensive communications plan is in place to ensure timely updates to all stakeholders:

- Regular updates to HMASC and CCS Committee members.
- Resident communications via newsletters updates
- A public news release and resident letter planned for February following the inspection outcome.

Next Steps

- Continued delivery of priority actions identified by gap analysis.
- Maintain momentum on compliance improvements, especially electrical safety and fire risk actions.
- Develop and implement a clear action plan following receipt of the inspection outcome.

- Update members on inspection outcomes and improvement plans.

5. Performance Dashboard – April – September 2025

Members are requested to note the content of the Performance Dashboard – April – September 2025

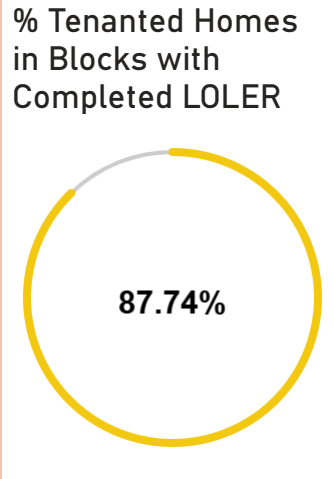
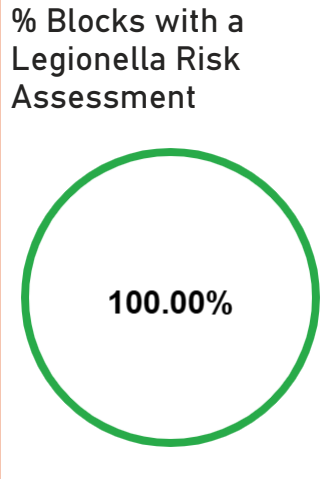
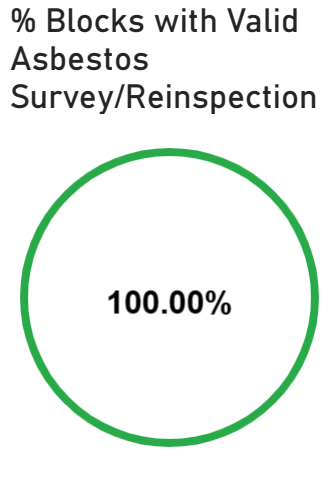
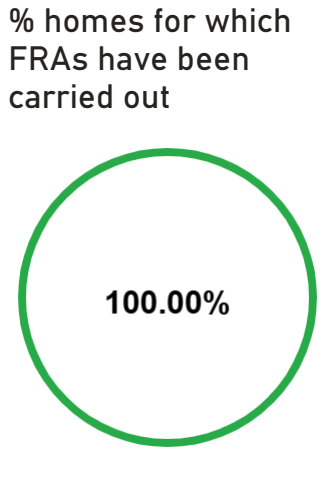
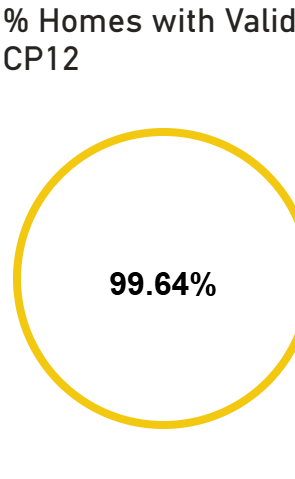
Members are asked to note the detail of the Performance Dashboard. Revised again following comments made at the last Committee meeting. We would welcome further comments. Members will receive a verbal update at the meeting on key compliance matters.

Housing Performance Summary: TSM Management Measures:

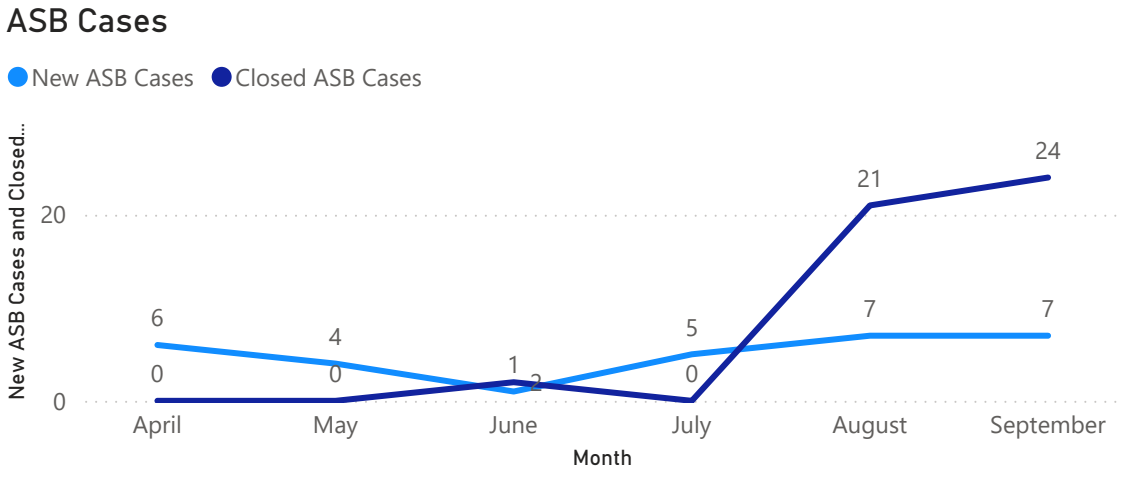
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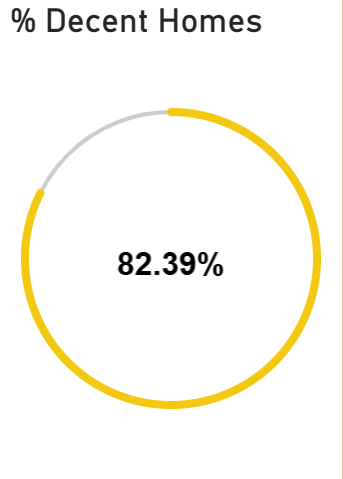
Compliance Measures (Target 100%) Totals at Quarter End:



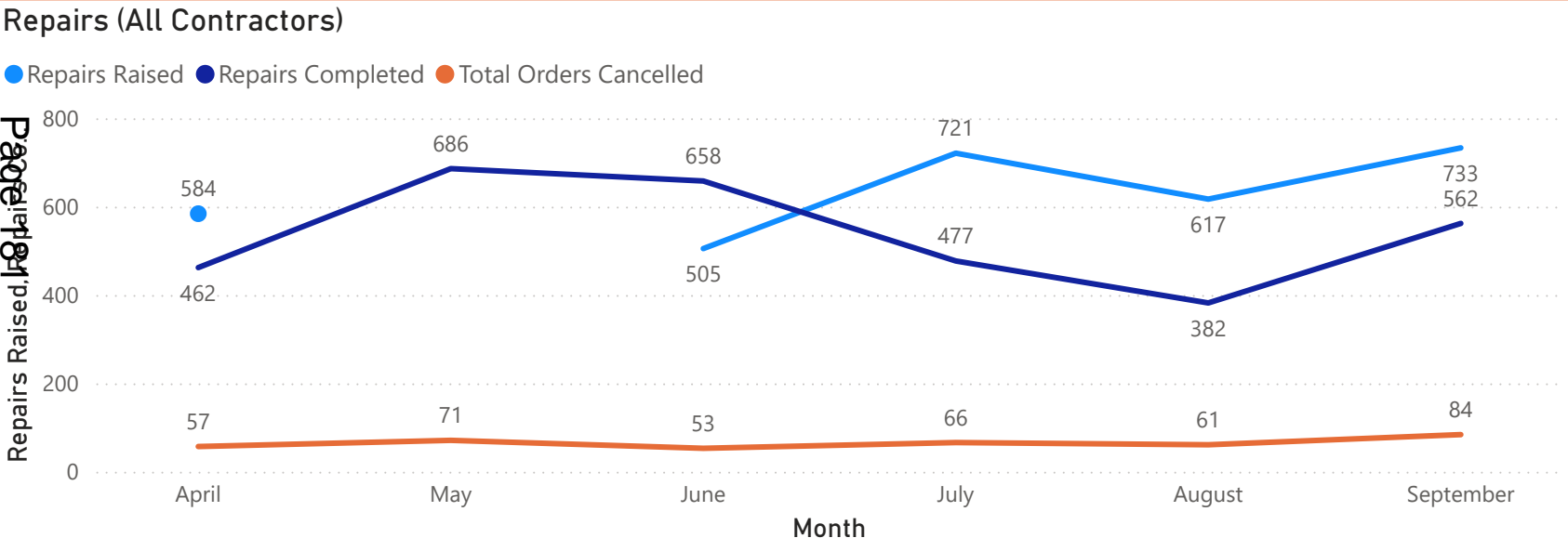
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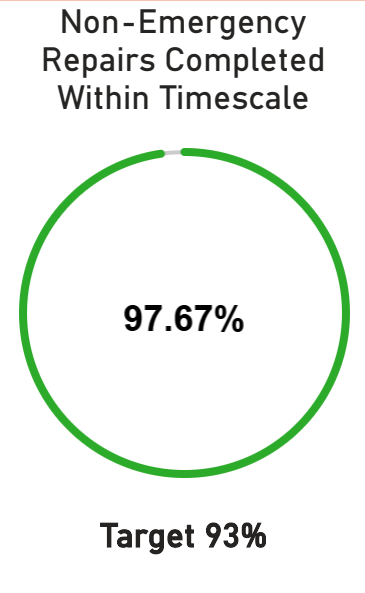
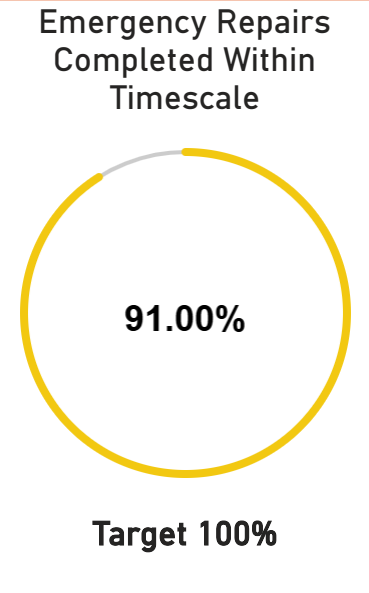
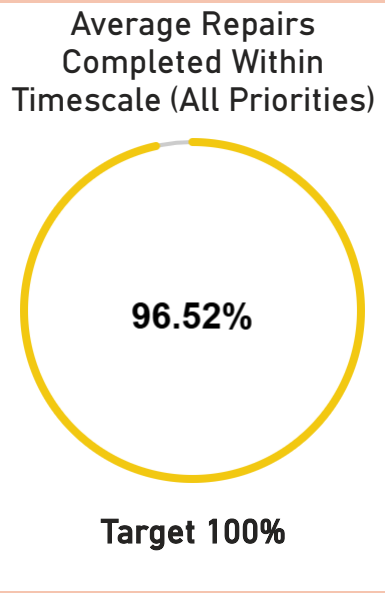
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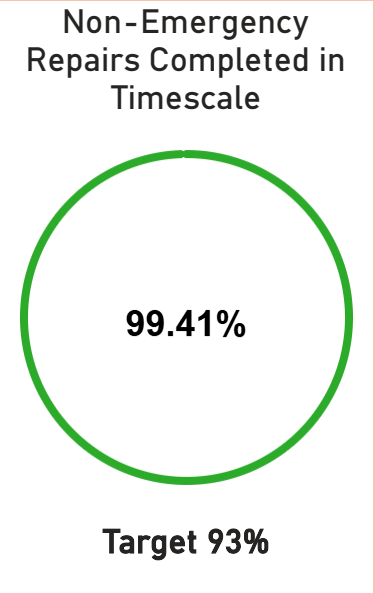
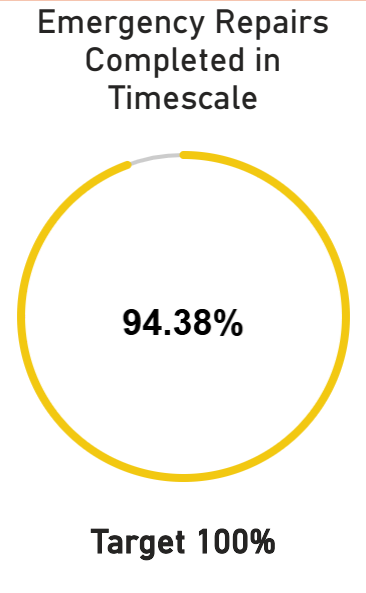
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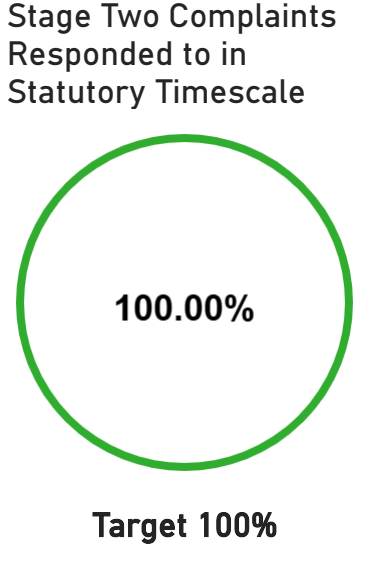
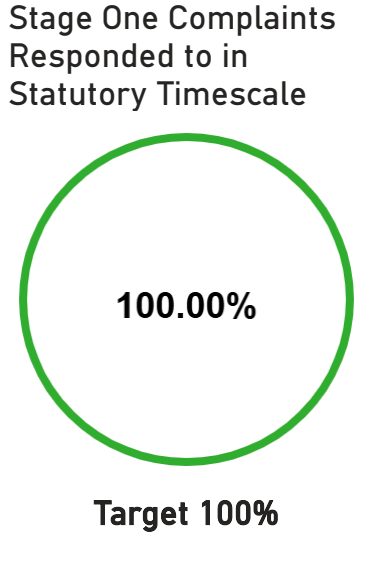
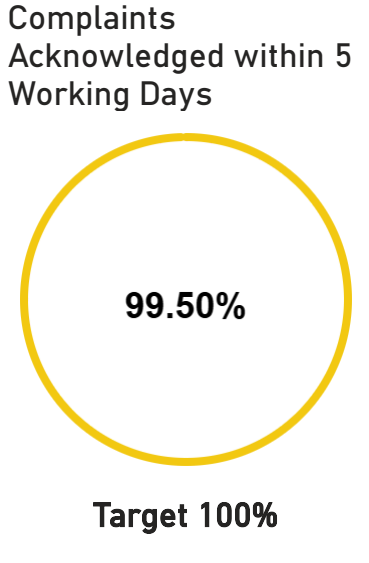
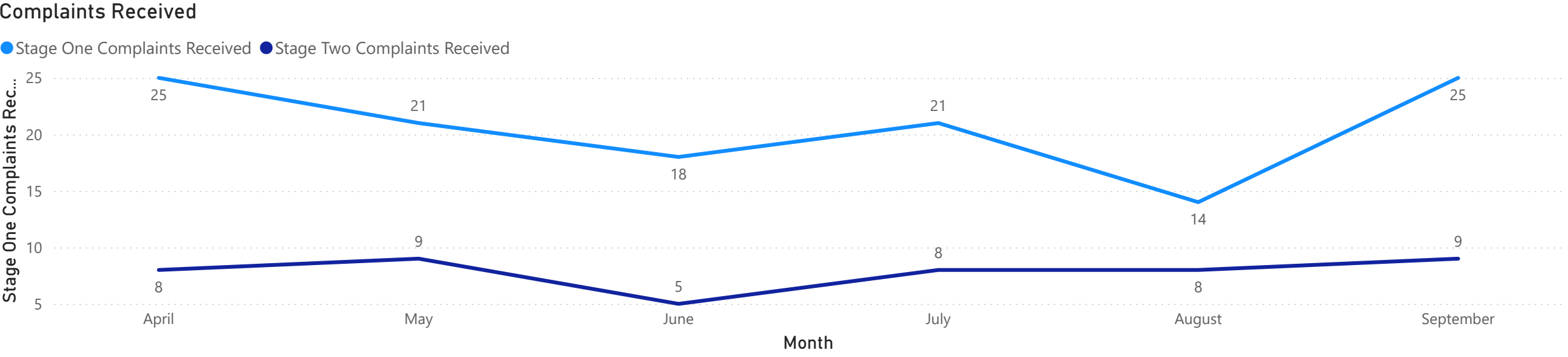
Repairs: Chigwell:



Repairs: TSG:



Complaints:



TSM Management Measures:

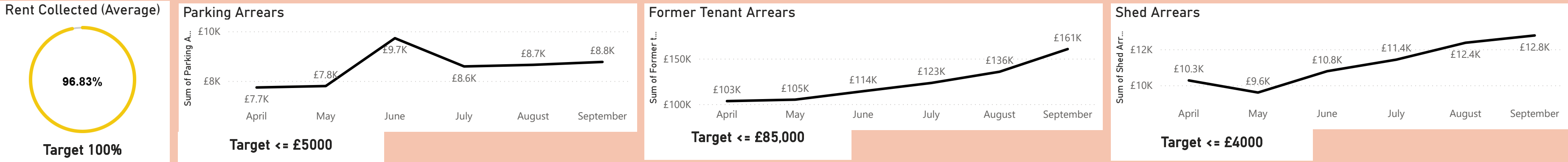
Measure:	Context:	Mitigations:	Progress at Q2 End:
Compliance Measures (Target 100%) – please note, these figures represent the position at Q2 end.			
% Homes with Valid CP12	Performance has remained consistent with 2024/25-year end figures.	Legal proceedings are initiated where access is denied to ensure CP12 testing is completed. Gas safety is tightly managed with testing scheduled on a 10-month cycle. This allows a two-month window for a structured three-stage access process, including legal escalation if necessary. Upcoming risks are actively monitored.	As of 1 October 2025, three properties were identified as not having a valid CP12 gas safety certificate. Legal proceedings are underway to seek possession of one property due to repeated noncompliance. For the remaining two properties, we are actively engaging with the tenants' representatives to agree access dates, with support from Housing Management colleagues.
% Tenanted Homes in Blocks with Completed LOLER	As of September 2025, reporting period, one lift at Lambfold House and two at Harman Close did not have a valid LOLER inspection.	Lambfold House has two lifts, so one remains in service and operational. There are long-term plans in place for the refurbishment, replacement, or upgrade of high-priority lifts to improve reliability and compliance.	The number of lifts with valid LOLER inspections dropped from 50 to 48 in August/September. The platform lift issue at Horace Jones House was resolved in September, but the Lambfold House still does not have a LOLER as it was out of service at the time that inspection was scheduled. As of 7 October, only one of the lifts at Harman Close which does not have a valid LOLER due to an administrative issue – a requirement from Guideline to provide documentation for verification.
Anti-Social Behaviour			
Closed ASB Cases	Civica CX was adopted for Anti-Social Behaviour (ASB) case management from 1 September	Area Managers conducted audits of all live Anti-Social Behaviour (ASB) cases, which confirmed general	ASB Case Management is now being closely monitored through regular audits and the use of Civica CX CRM.

	2025, streamlining processes and improving oversight.	compliance with procedures. A recurring issue identified was the failure of Resident Services Officers to formally close cases. During the transition to Civica CX, the audit prompted the closure of several legacy cases.	
Decent Homes - please note, this figure represents the position at Q2 end.			
% Decent Homes	During the 2024/25 year-end submission to the RSH, data discrepancies were identified in the Decent Homes figures shown on the Performance Dashboard at Year End. The Team has since updated and corrected the data.	Ongoing monitoring is in place to track properties at risk of falling into non-decency. The Stock Condition Survey has now commenced, and survey data is being successfully received and loaded into Keystone.	The Stock Condition Survey will give us a clear picture of our decency levels, and support with the planning and implementation of mitigations. The collection of accurate data marks a positive step forward in improving our asset data and planning capabilities. However, it is currently too early to draw conclusions or predict how condition percentages may evolve over time. Continued data collection and analysis will be required before any meaningful trends can be identified.
Repairs – please note, % figures represent an average covering Q1 – Q2.			
Repairs Completed within Timescale (All Priorities)	In August 2025, 99% of repairs were completed in timescale. In September, 97% were completed within timescale.	Figures are being closely monitored, and where repairs are not completed within the agreed timescale, they are reviewed on a case-by-case basis.	Weekly reviews are conducted in collaboration with our primary repairs contractor, Chigwell, to proactively identify any instances where repairs have exceeded the agreed timescales. The incidence of such delays remains consistently low, enabling a focused, case-by-case assessment and resolution of each outlier. This targeted approach ensures that any exceptions are promptly addressed, supporting our commitment to timely service delivery and continuous improvement

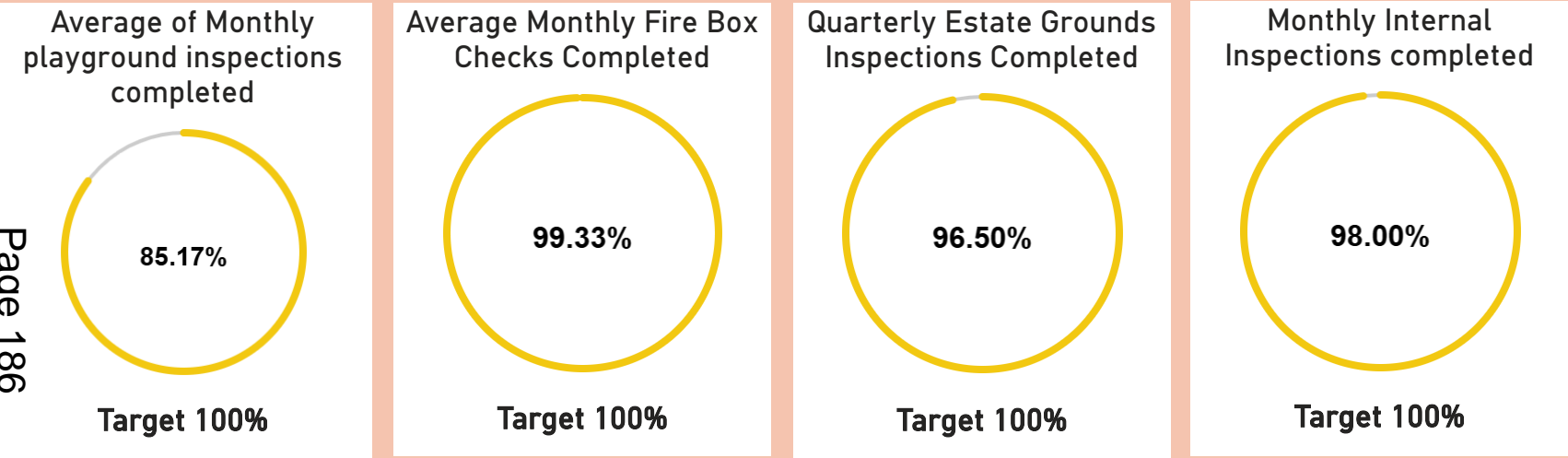
Emergency Repairs Completed Within Timescale	This covers both Chigwell and TSG figures. Failures are primarily due to data recording issues, such as jobs being raised retrospectively by contractors (e.g., out of hours), which automatically flags them as late. Analysis confirms these are not due to actual delays in attendance.	Weekly contract monitoring includes review of failed KPIs. The Repairs Service Desk is receiving training on raising retrospective orders with accurate start and completion dates. Civica CX allows backdating for completed jobs to ensure accurate reporting.	We remain in regular dialogue with Chigwell to improve the timeliness and accuracy of job updates. This includes addressing issues related to emergency repairs completed within the required timescale, particularly where jobs raised late on Fridays may fall into out-of-hours service windows. Each failure to meet timescale requirements is reviewed on a case-by-case basis, with evidence requested to understand the cause. These cases are addressed directly during contract monitoring meetings with Chigwell to ensure accountability and drive service improvements.
Complaints – please note, % figures represent an average covering Q1 – Q2.			
Complaint Numbers are High	The number of complaints received at Stage 1 and Stage 2 have increased, alongside sector averages. The Complaints Team have taken steps to promote the complaints service, including through the creation and distribution of our updated Housing Complaints Leaflet to all Estate Offices.	The Information, Performance and Quality Assurance Manager has benchmarked performance against other LA's and Housing Providers. We exceed national and London Averages, but this is not necessarily seen as a bad thing. This demonstrates a transparent and accessible service, and a commitment to a positive complaints culture.	Detailed analysis of complaint trends has taken place (please see Housing Complaints Update Report Appx 1) which is discussed in detail at the Complaints Learning Panel. Patterns and Regularly occurring themes are assessed, and lessons learned/improvement plans are implemented in collaboration with Heads of Service.
Complaints Acknowledged Within 5 Working Days	One complaint was acknowledged outside the required timeframe due to a delay in it being passed to the	The Information, Performance & Quality Assurance Manager delivered a training session for RSOs, reinforcing the process and	Since May 2025, 100% of complaints have been acknowledged within 5 working days. This is closely monitored. 1 complaint was

	Complaints Team.	their responsibilities in escalating complaints on behalf of residents.	not acknowledged within timescale in April 2025.
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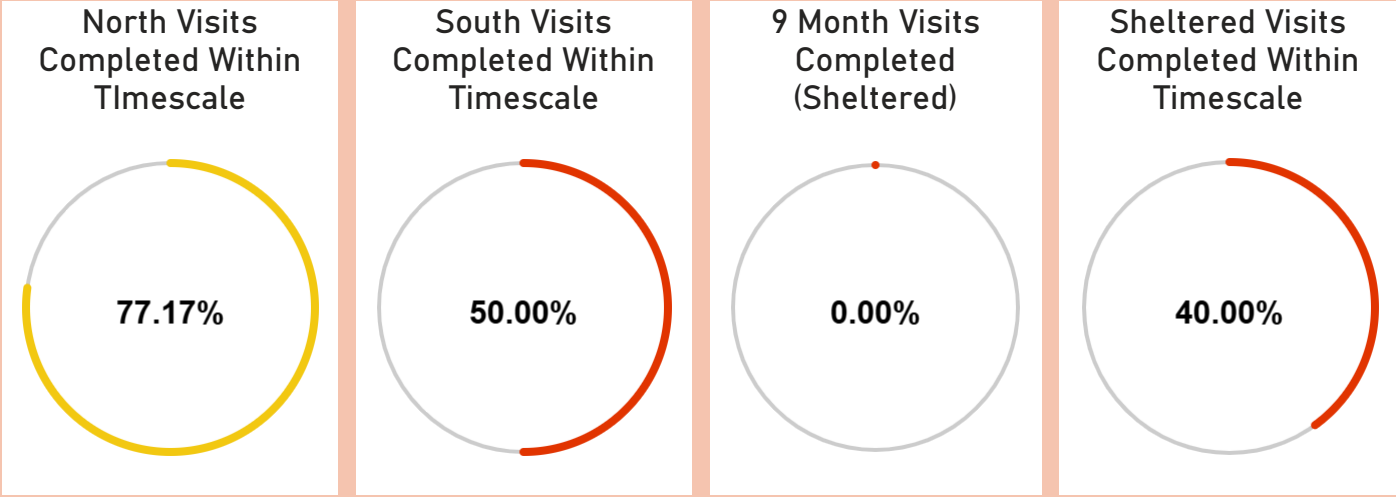
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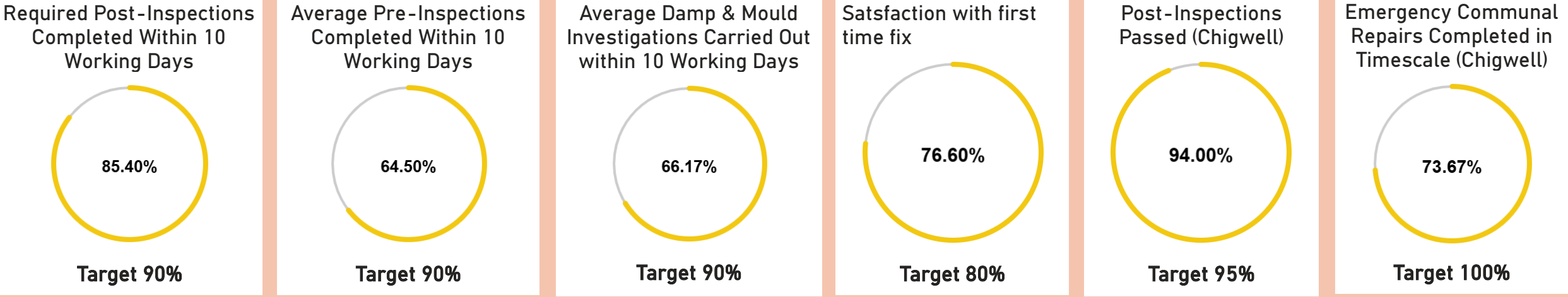
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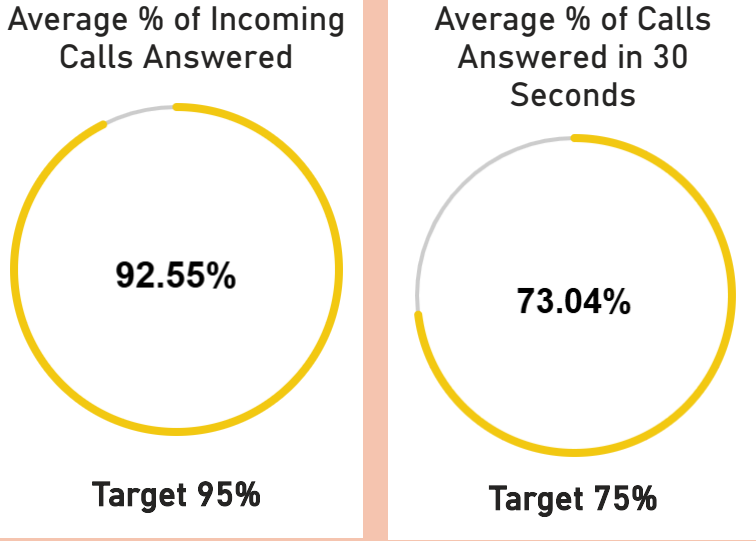
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Repairs:

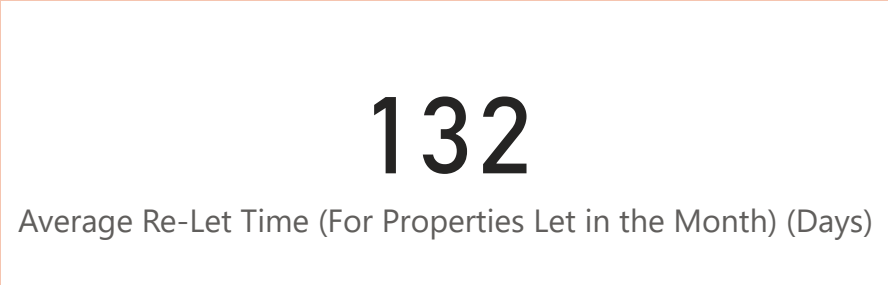


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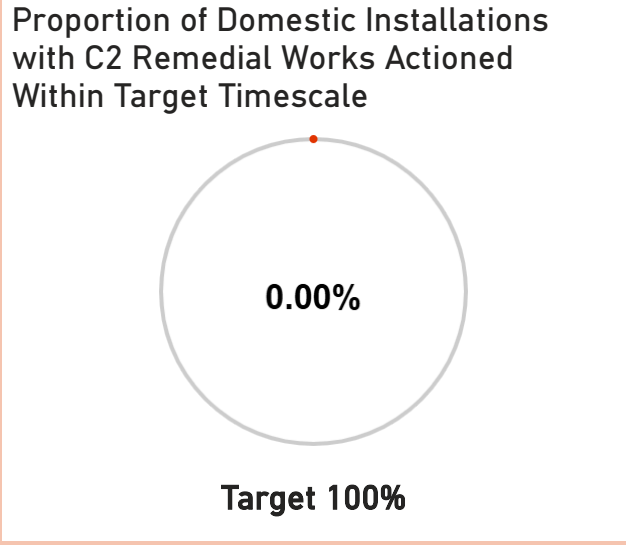
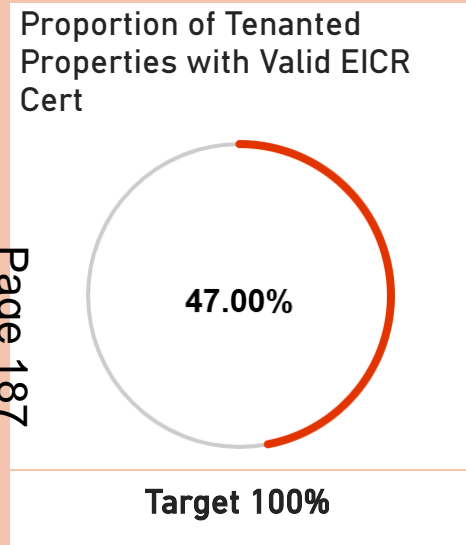


Housing Performance Summary: Out of Target Measures (Non-TSM):

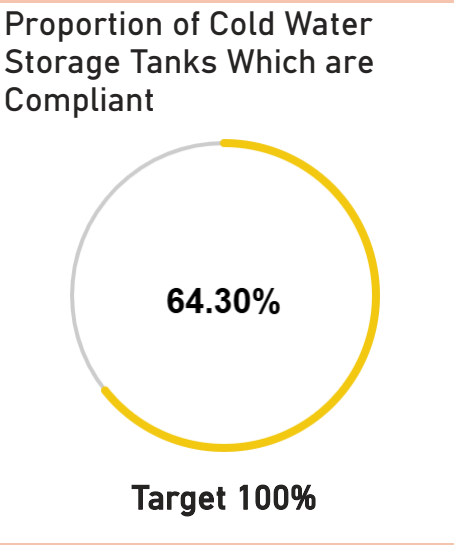
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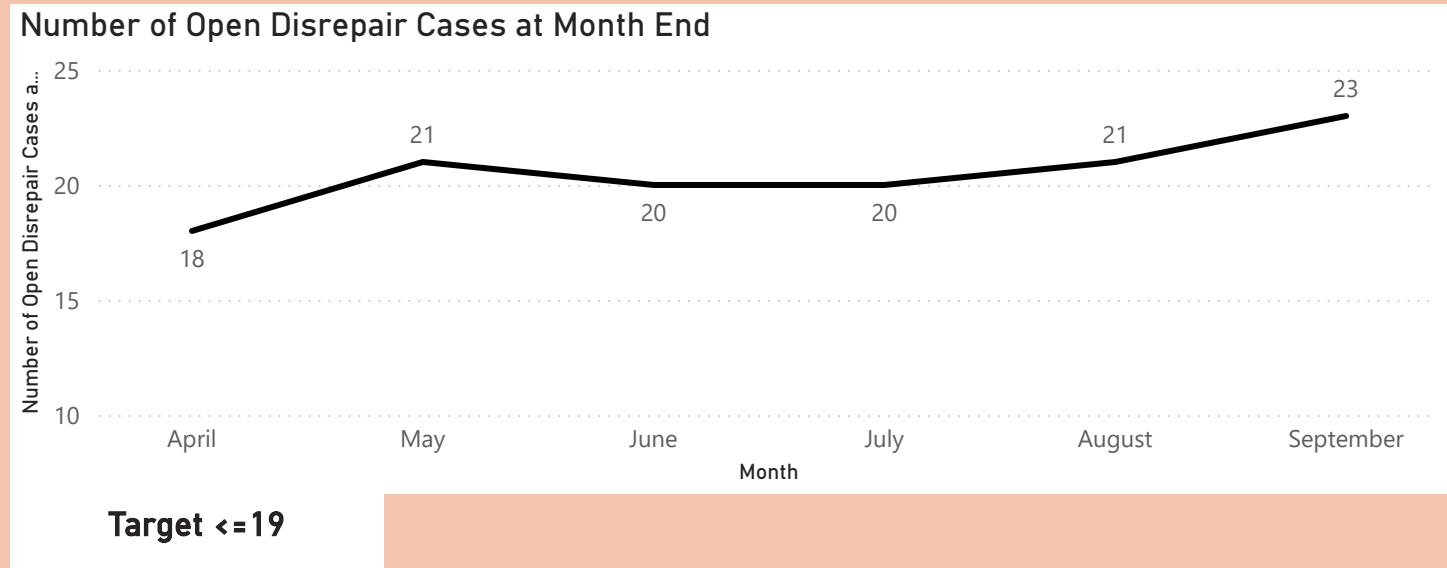
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Water Safety:



Disrepair:

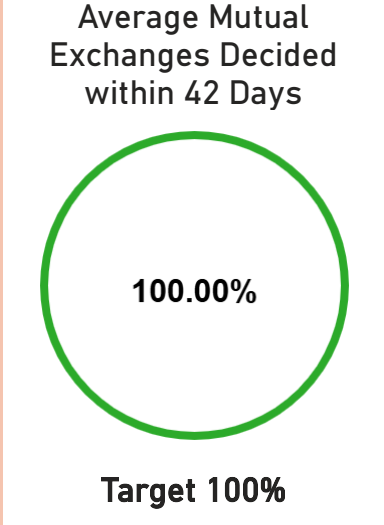


Housing Performance Summary: Highlights (Non-TSM):

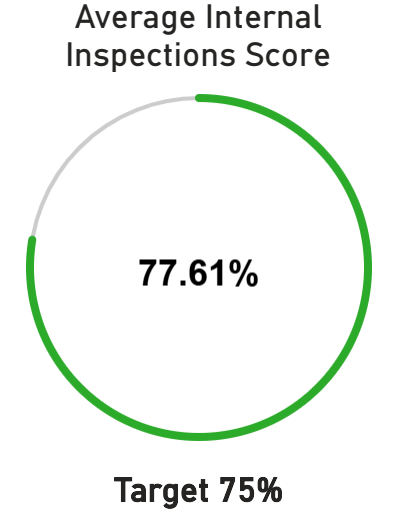
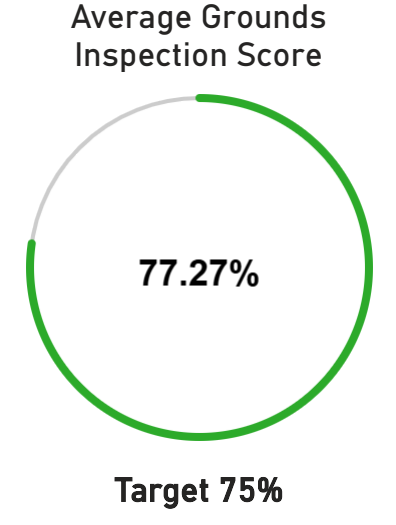
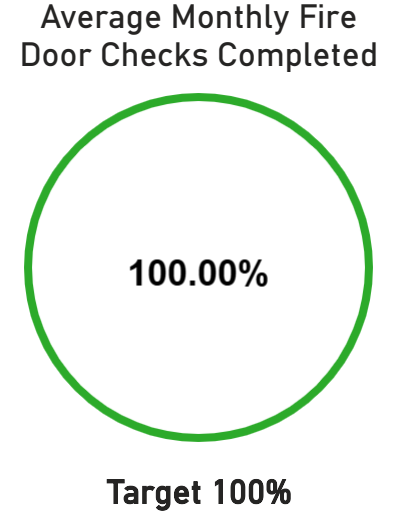
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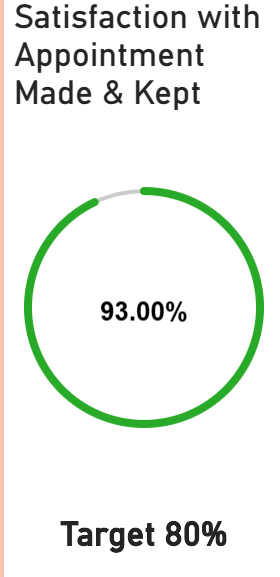
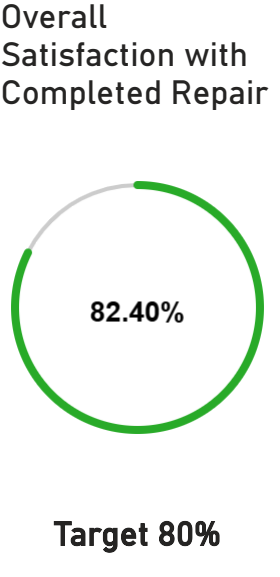
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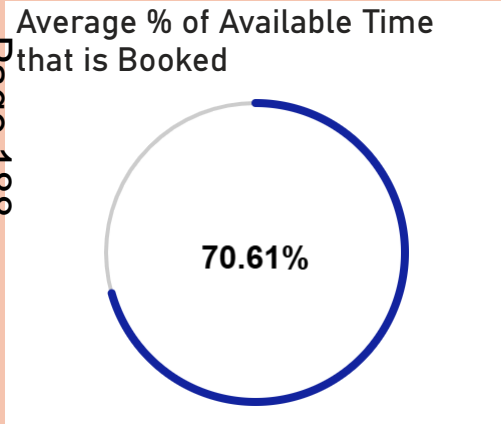
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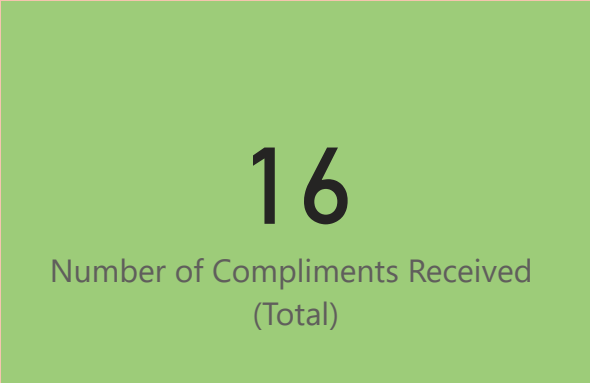
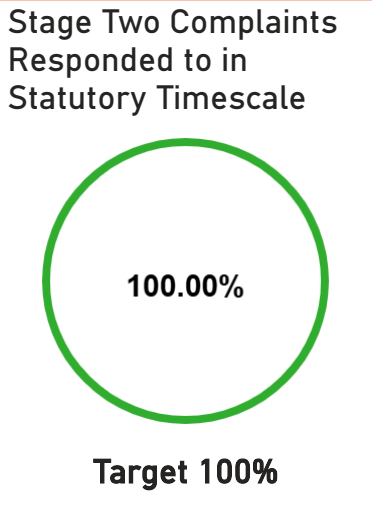
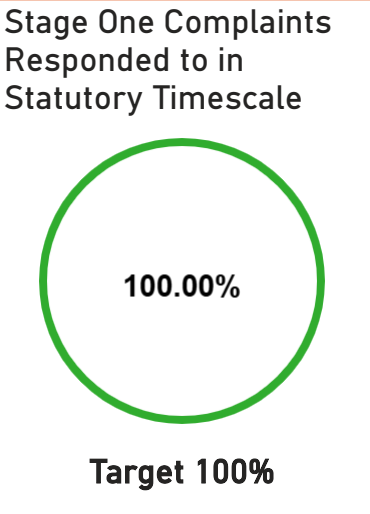
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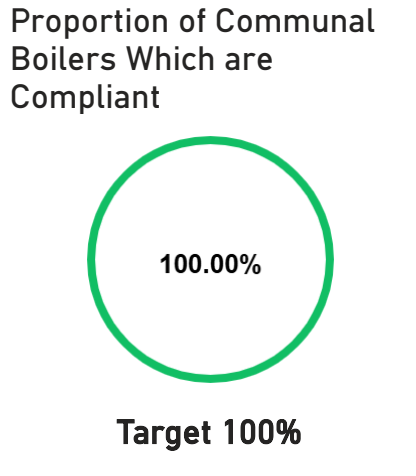
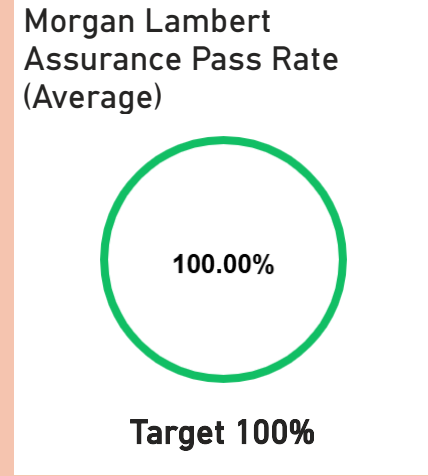
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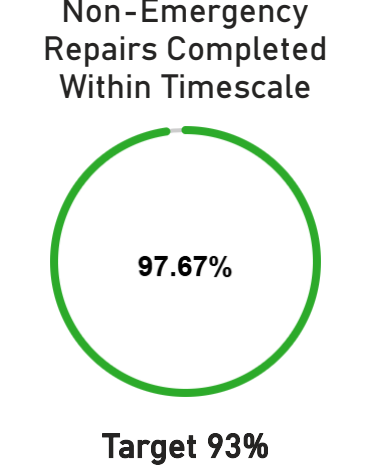
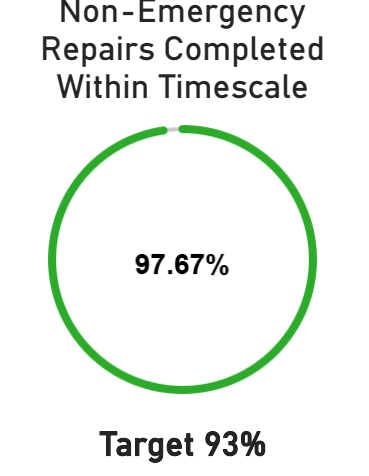
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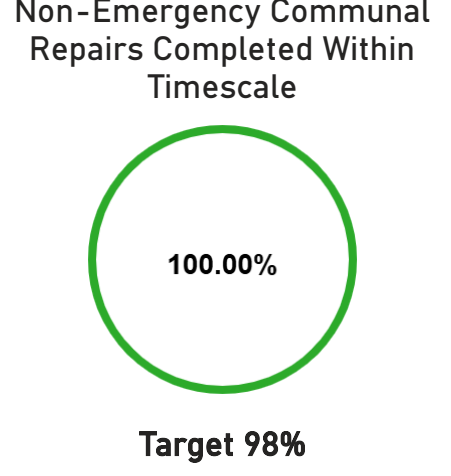
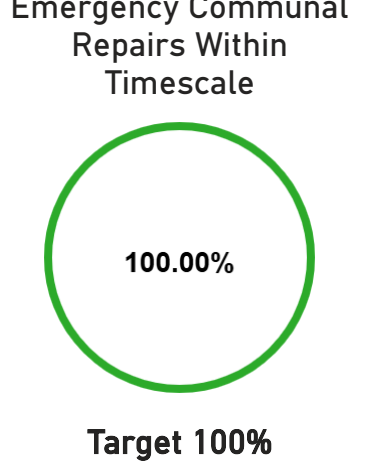
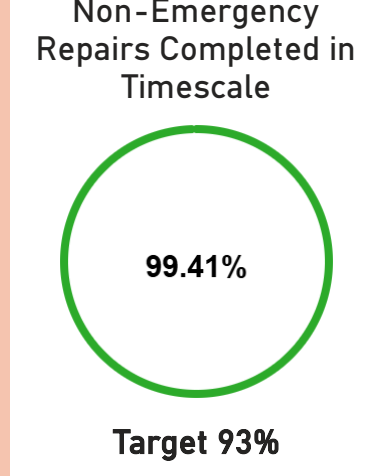
Gas Safety:



Chigwell:



TSG:



Out of Target Measures (Non-TSM):

Measure:	Context:	Mitigations:	Progress at Q2 End:
Income			
Rent Collected	In 2024/25, the average amount of rent collected was 96.86%. The target for rent collection is set at 100%. However, Housing Management acknowledges a 2% tolerance to account for operational variances. The 'rent collected' performance indicator applies solely to residential properties. It excludes income generated from ancillary assets such as parking spaces and sheds.	Progress is expected as historic possession cases are now being processed by High Court Bailiffs, with court dates for evictions being scheduled.	We continue to work in line with scheduled court dates for evictions. While a backlog remains, steady progress is being made. Eviction is always treated as a last resort and pursued only after all other avenues of engagement and resolution have been fully exhausted. Nonetheless, enforcement activity continues to advance. Sheds, parking, and garages arrears modules are now available for testing in the Civica CX Test environment. All associated arrears letters have already been loaded into the Live system, enabling automatic or ad hoc generation depending on the scenario. Current and former arrears policies are already active in Cx Live.
Former tenant arrears, parking arrears, and shed arrears exceed targets	The former tenant arrears module in Civica CX is not yet live. This limits our ability to automate arrears collection and may result in tenants receiving fewer notifications (currently only four times a year).	We have prioritised the implementation of the Civica CX module for rent arrears. Once live, automated letters will be triggered as soon as arrears are identified.	On 12 September, the Income Manager met with the team responsible for Civica CX to discuss the implementation of the relevant module. A confirmed timescale is still pending, as the team is currently prioritising modules required for inspection readiness. Efforts are underway to ensure that tenants transitioning from Temporary Accommodation arrive with the lowest possible arrears balance that can be

			reasonably accepted. An audit of garages and sheds is currently in progress. This will enhance the accuracy and context of the data we hold in relation to these assets.
Estate Services – please note, % figures represent an average covering Q1 – Q2			
Monthly Playground Inspections Completed	In September 2025, all compliance areas improved and exceeded targets except for Grounds Inspections 93%. The target for playground inspections is under review, as some sites have been transferred to the New Developments Team, which may affect future reporting figures.	Inspections exceed the minimum statutory requirement. Mandatory checks are conducted by external providers. The shortfall is attributed to staff leave during the holiday period. No statutory duties were missed. An annual inspection by the Playground Inspection Company was successfully passed. Quarterly inspections are carried out by Kompan and monthly by the internal team. The Estate Services Manager is monitoring performance in team meetings and 1:1s.	Completion rates have significantly improved, rising from 22% in July 2025 to 89% in August 2025 and 100% in September 2025 demonstrating a strong upward trend in performance. However, due to the relatively small number of inspections required, even a single missed inspection can disproportionately affect the overall percentage.
Monthly Fire Box Checks Completed	The dip in compliance during August 2025 is attributed to a missed internal inspection. Fire Box Checks have otherwise been completed at 100% compliance throughout the 2025/26 reporting period. For all estates except Golden Lane, Fire Box Checks are incorporated into the routine internal inspection regime. Previously at Golden Lane, not all blocks had fire boxes installed. Fire Boxes were installed to all blocks in Golden Lane in September 2025.	With 100% completion of internal inspections anticipated in September 2025, Fire Box Checks were expected to return to full compliance.	In September 2025, 100% compliance was achieved for Fire Box Checks. Monitoring will continue to ensure this standard is consistently maintained.

Quarterly Estate Grounds Inspections Completed	For Q1, 100% were completed. For Q2, 93% were completed.	The Information, Performance and Quality Assurance Manager attended the Estate Services Team Meeting on 26 September to reinforce the importance of accurate and timely data input and shared the performance dashboard to highlight areas where compliance is currently falling below target. This session supported the team in understanding how their input directly impacts performance monitoring outcomes.	The Estate Services Manager will continue to closely monitor these inspections to ensure full compliance, with an aim to return to 100% for Quarter 3.
Monthly Internal Inspections Completed	Q1 performance was at 100%, but July saw a slight drop, which could be accounted for by incomplete job closures on the system.	Reminders are issued to staff to ensure inspections are properly closed. The Estate Services Manager continues to monitor adherence in team meetings and 1:1s.	The Estate Services Manager continues to conduct monthly audits to ensure inspections are being properly completed and closed. Any inspections not finalised within a reasonable timeframe are subject to close review. To enhance accuracy and timeliness, Estate Services staff are being encouraged to complete the administrative component of inspections during the site visit. This approach reduces the risk of missed entries and delays in recording. In September 2025, one grounds inspection was missed due to a scheduling issue within the system, resulting in a completion rate of 93%. This will be addressed in the current month.
Tenancy Management – please note, % figures represent an average covering Q1 – Q2			
Introductory Tenancy Visits Carried Out Below Target	Due to the low number of introductory tenancy visits conducted each month, even a single missed or delayed visit	While streamlining via Civica CX is planned, it is not currently a priority. In the meantime, RSOs and Scheme Managers are expected to provide context when visits are	Sheltered Tenancy Visits: No visits were scheduled for September 2025, but the Area Manager is monitoring the outstanding 9 month visit overdue from August 2025 which the tenant requested to

	can significantly affect overall performance figures.	missed. Area Managers have reinforced the importance of these visits and continue to monitor progress through 1:1 meetings.	be rearranged. General Tenancy Visit Completion: All scheduled introductory tenancy visits for both North and South areas were completed, achieving 100% compliance for the month.
Visits Within Timescale Falling Below Target	In some cases, introductory tenancy visits may be delayed due to lack of resident engagement. Where tenancy issues arise, Resident Services Officers (RSOs) or Scheme Managers may extend the introductory tenancy period. If visits are not completed within the expected timeframe, RSOs or Scheme Managers are required to report to Area Managers with a justification. It is important to note that due to the small number of visits each month, even one missed or delayed visit can significantly impact overall performance figures.	The Head of Housing Management met with Area Managers to review performance on Introductory Tenancy visits. In August 2025, 100% of visits were completed within the required timescale, reflecting the success of improved monitoring. In July 2025, 50% of the two scheduled visits were completed on time. The one delayed visit was completed just one day outside the 7-day tolerance period.	In September 2025, 100% of scheduled visits were carried out within timescale. Visits were only scheduled on North and South Estates.
Repairs – please note, % figures represent an average covering Q1 – Q2			
Post-Inspections Completed within 10 Working Days	There was a significant increase in post-inspections during September 2025. Civica CX post-inspection functionality was activated in mid-August, contributing to the rise. Of the	System changes were implemented in August 2025 to automate post-inspection triggers: 10% of orders under £500 20% of orders £500 - £2999 100% of orders £3000+	Post inspections completed within timescale will be closely monitored by the Head of Repairs and Maintenance. 91% of post inspections were completed within timescale in August, but this dipped in September, likely due to the swift increase.

	total inspections reported, 56 were completed in September.		
Pre-Inspections Completed Within 10 Working Days	Historically, pre-inspections were being under reported. Property Services Officers have been asked to create an inspection record in Civica for themselves, complete the inspection, and mark it as completed on the system. This will enhance record keeping.	Property Services Officers will be trained on how to raise an inspection for themselves. We will implement this process starting in November 2025, and we expect monthly improvements in data and a steady increase in volume as this becomes part of normal working practice.	A reminder has been issued to PSOs to begin logging pre-inspections. Training will be required to embed this process effectively. The rollout of PSO-led inspections is planned to begin once the implementation of Awaab's Law and the regular post-inspection process are fully underway.
Damp & Mould Investigations Carried Out within 10 Working Days	The team completed an end-to-end process review for Damp & Mould, from the reporting process to completion. The updated process was implemented in August 2025 and embedded throughout September and October ahead of Awaab's Law (27 October 2025).	As part of the updated process, the team will be applying 'risk ratings' to damp and mould cases (high, medium and low). This is to ensure that our initial response is appropriate to the severity of the issue and complies with Awaab's Law timescales. These risk ratings will also allow us to correctly manage severe damp and mould cases identified through the stock condition survey. Civica CX 'Cases' is being used to manage damp & mould.	<p>Repairs Service Desk Training: Six training sessions were delivered throughout September 2025 to support the Repairs Service Desk team.</p> <p>Civica CX Testing: Testing of Civica CX case management is underway in preparation for its use following the implementation of Awaab's Law.</p> <p>Damp & Mould Risk Rating Rollout: Weekly meetings with Property Services Officers (PSOs) are being held to support the rollout of the Damp & Mould risk rating system. These sessions include guidance on required actions and expected timescales.</p> <p>New Software Implementation: New software is being introduced to enhance the inspection and reporting process for damp and mould cases, supporting improved oversight and responsiveness.</p>

Satisfaction with First Time Fix	Satisfaction is ascertained through transactional surveys with residents following the completion of repairs.	Initial satisfaction with first-time fixes was low, likely due to legacy issues from the previous Repairs & Maintenance contract. However, satisfaction exceeded targets in May, June, and August. Data is submitted to Acuity monthly, who then conduct the surveys. Once received, survey results will be backdated to ensure accurate reporting.	Satisfaction was at 85% in September 2025.
Post-Inspections Passed (Chigwell)	Post-inspection figures for Chigwell are now being reported from August 2025 onwards, following the activation of relevant functionality.	Since reporting began, it has prompted several discussions with Chigwell to clarify expectations and processes. One key point is that post-inspections should only be triggered once an order is marked as completed. All data is jointly validated by both parties to ensure accuracy and consistency in reporting.	Discussions are currently taking place on a case-by-case basis to determine whether post-inspections should be triggered. This approach allows for greater accuracy and ensures that inspections are only initiated when appropriate. The process is being continuously refined to improve reliability and ensure that the results are as accurate and meaningful as possible.
Emergency Communal Repairs Completed in Timescale (Chigwell)	Failures are primarily due to data recording issues, such as jobs being raised retrospectively by contractors (e.g., out-of-hours), which automatically flags them as late. Analysis confirms these are not due to actual delays in attendance.	Weekly contract monitoring includes review of failed KPIs. The Repairs Service Desk is receiving training on raising retrospective orders with accurate start and completion dates. Civica CX allows backdating for completed jobs to ensure accurate reporting.	In September 2025, there were four instances where Chigwell failed to attend emergency repairs within the required timescale. Each case is reviewed individually, with supporting evidence requested to understand the reasons for the delay. In contrast, TSG achieved 100% compliance for emergency repairs during the same period, with all appointments attended within the designated timeframe.
Repairs Service Desk – please note, % figures represent an average covering Q1 – Q2			
% of incoming calls answered and % answered within 30	In June and July 2025, over 76% of calls were answered within 30 seconds, and more than 95% of incoming calls were answered—both	As of September 2025, the new colleague on the Repairs Service Desk is nearing completion of their training. This is expected to further strengthen the team's capacity and improve service delivery once fully onboarded.	The correct management and oversight are in place, and we are actively monitoring call data to identify trends and areas for improvement. We anticipate a steady

seconds both below target	exceeding minimum targets. However, performance dipped slightly below target in August and September 2025.		improvement in performance over the coming months. An enquiry has been raised with the telephony provider to explore the possibility of separating call data between new repair requests and follow up enquiries. This distinction will help us better understand repeat contact patterns, which in turn will support the identification of potential service issues and improve contractor performance monitoring.
Voids			
Average Re-Let Time (Days)	The total number of void properties has remained consistent with the end of 2024/25, averaging 25 properties per month. The average re-let time continues to exceed both London and national medians by a significant margin	Two voids workshops have been held to date with relevant team managers to discuss and refine the process in the interest of reducing this number. This has become a regular meeting to track improvements over time.	A second Voids workshop was held in early October 2025. During this session, the team mapped the process, which is now being built in the Civica Test environment. The draft process will be presented to a small group of staff at the end of October to gather feedback and support further refinement. The next meeting is scheduled for 4 December 2025, where the team will agree on an updated, written key-to-key Voids process.
Electrical Safety			
Proportion of Tenanted Properties with Valid EICR Certificate	Historical staffing and leadership changes led to a lack of clear ownership over compliance. No dedicated team was in place, resulting in gaps in oversight and continuity. These are recognised as legacy issues.	Two contracts have now been mobilised with Goom and Sureserve to complete overdue domestic electrical tests. The full programme is expected to be completed by April 2026. This has been communicated to the Regulator, along with mitigations to manage risk during delivery.	Electrical testing compliance has improved since the last reporting period. A small number of properties were initially identified as potentially overdue by the end of the year, and these have now been added to the inspection programmes for Goom and Sureserve, increasing the total number of required checks.

			In addition, changes to electrical regulations coming into effect in November 2025 mean that properties previously on a 10-year testing cycle will now require testing every 5 years. As a result, 66 properties falling under the older cycle have been identified and added to the programme. In total, approximately 80 additional properties have been scheduled for testing to ensure compliance with the updated legislation. As of October 2025, the number of properties due imminently (by the end of the year) has dropped to just 9, reflecting strong progress in addressing the backlog.
Communal Installations with C2 Remedial Works Actioned Within Target Timescale	The Major Works Team is leading the delivery of all overdue communal remedial works.	Identified C2 communal remedial actions are being progressed by Major works Team in 25/26. Quality assurance is being provided by consultant David Miles and Partners. Large scale remediation works & lateral mains renewal will require new planned programmes to deliver work. Previously identified domestic C2 remedials are also being progressed via Major works Team.	This is being closely monitored.
Proportion of Domestic Installations with C2 Remedial Works Actioned	For any C2 remedial actions identified through upcoming/ongoing electrical testing, the contractor will be expected to carry out any remedial works on the day of testing. If the works can be done on site at the time, we will	Contractors are expected to carry out remedial works on the day of testing wherever possible to avoid generating additional unsatisfactory certificates.	Return to Compliance for Domestic remedial actions is targeted for April 2026.

Within Target Timescale	expect contractors to resolve the actions. In cases where the issues cannot be resolved on site, these will be handled by the Compliance Team and remedial works will be progressed with the contractor as quickly as possible.		
Water Safety - please note, these figures represent the position at Q2 end.			
Proportion of Cold-Water Storage Tanks Which Are Compliant	Tank inspections are carried out on an annual basis. We have requested feedback from the contractor to ascertain a reason for the drip in inspections within timeframe. They have explained that they are reliant on Estate Staff providing access.	<p>Advance Scheduling: Tank inspections will be scheduled earlier in the year to reduce the risk of delays caused by seasonal factors such as staff leave.</p> <p>Improved Communication: Estate Staff will be regularly informed in advance of scheduled inspections to ensure access is coordinated effectively.</p> <p>Formal Escalation: Once written confirmation is received from the contractor regarding access issues linked to Estate Office availability, the matter will be formally escalated with Housing Management colleagues to support resolution.</p>	<p>A new supplier has been identified for cold water storage tank inspections, and an award is imminent.</p> <p>However, we are currently unable to report accurately on the total number of tanks due to ongoing data issues.</p> <p>Reconciliation of tank numbers is being addressed through the stock condition survey, which runs until March 2026. While this survey will provide an additional source of information, our aim is to reconcile the data ahead of its completion.</p> <p>In the meantime, we are actively cleansing the data using multiple methods to improve accuracy and ensure the inspection programme is comprehensive and fully aligned with compliance requirements. Compliance has steadily improved from July – September 2025.</p>
Disrepair			

Disrepair Cases Open at Month End Exceeding Target	Delays can sometimes be due to outstanding solicitor invoices, which can take months to resolve.	The Property Services Team meets regularly with the Legal Team to monitor case progress. The team is exploring the use of Civica CX 'cases' to improve the management and tracking of disrepair claims.	The team has demonstrated the newly developed process for managing Damp & Mould cases. Once this process is fully embedded, it will also be applied to disrepair cases to ensure consistency and efficiency in case handling.
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Appendix 1: Benchmarking Data available from Housemark (Q2 2025/26):**(Based on Monthly Averages)**

Measure	CoL 2025/26 (Q2)	National Median (Q2 End)	London Median (Q2 End)	CoL 2025/26 (Q1)
Rent Collected (Average)	97% (Av)	97.22%	95.74%	96.75%
Homes with a valid gas safety certificate (%)	99.64% (Q end)	99.97%	99.88%	99.59%
Domestic Properties with EICR Certificates up to 5 years old (%)	47% (Q end)	99.45%	98.02%	38%
Responsive Repairs Completed per 1000 Properties	246.36 (Av)	284.55	258.76	All priorities: 313.05
Responsive Repairs Completed within timescale (%)	98% (Av)	89.16%	90.7%	All priorities: 95.15%
Average re-let time in days (standard re-lets)	114 (Av)	43.4	63.86	149
New ASB Cases Reported per 1000 properties (tenants)	3.29 (Av)	3.50	2.86	2.08
Formal Stage 1 and Stage 2 Complaints Received Per 1000 Properties (tenants)	10.4 (Av)	5.12	9.09	6.32
Stage 1 and 2 complaints resolved within timescale (tenants)	100% (Av)	96.99%	78.95%	100%
Satisfaction with Repairs (Transactional)	85% (Av)	90.27	85.83%	N/A

Appendix 2: Benchmarking of 2024/25 – Tenant Satisfaction TSM and Management Data**Benchmarking Against London Housing Providers (all types) with stock less than 3000 homes: (data from 14 providers)****TSM Perception 2024/25**

Measure	Quartile 1	Median	Quartile 3	CoL Performance
Overall satisfaction - LCRA (TP01)	67.78%	64.25%	56.02%	67.7%
Satisfaction with repairs - LCRA (TP02)	69.03%	63.05%	59.5%	67.4%
Satisfaction with the time taken to complete the most recent repair - LCRA (TP03)	68.47%	60.25%	55.75%	64.7%
Satisfaction that the home is well maintained - LCRA (TP04)	68.85%	64.2%	57.2%	70.8%
Satisfaction that the home is safe - LCRA (TP05)	74.03%	70%	66.8%	71.6%
Satisfaction that the landlord listens to tenant views and acts upon them - LCRA (TP06)	56.55%	51.45%	47.85%	55.4%
Satisfaction that the landlord keeps tenants informed about things that matter to them - LCRA (TP07)	74.4%	67.25%	62.75%	74.3%
Agreement that the landlord treats tenants fairly and with respect - LCRA (TP08)	75.22%	67.25%	69.58%	74.8%

Satisfaction with the landlord's approach to handling complaints - LCRA (TP09)	36%	30.4%	22.8%	30%
Satisfaction that the landlord keeps communal areas clean and well-maintained - LCRA (TP10)	70.12%	64.55%	62.6%	66.6%
Satisfaction that the landlord makes a positive contribution to neighbourhoods - LCRA (TP11)	68.6%	62.05%	57.6%	67.8%
Satisfaction with the landlord's approach to handling anti-social behaviour - LCRA (TP12)	63.6%	58.1%	49%	63.9%

TSM Management 2024/25

Measure	Quartile 1	Median	Quartile 3	CoL Performance
Gas safety checks % (BS01)	100%	100%	99.9%	100%
Fire risk assessments % (BS02)	100%	100%	100%	100%
Asbestos safety checks % (BS03)	100%	100%	97.6%	100%
Water safety checks % (BS04)	100%	100%	100%	100%
Lift safety checks % (BS05)	100%	100%	97.2%	76.8% (Quartile 4)

Anti-social behaviour cases per 1,000 homes (NM01 1)	19	22.1	24.8	20.3
Anti-social behaviour cases - hate incidents per 1,000 homes (NM01 2)	0	0.5	1.2	0.5
Homes that do not meet the Decent Homes Standard % (RP01)	0.1%	2%	4%	17.6% (Quartile 4)
Repairs completed within timescale (non-emergency) % (RP02 1)	85.96%	82.05%	78.42%	83.1%
Repairs completed within timescale (emergency) % (RP02 2)	99%	91.32%	84%	74.2% (Quartile 4)
Complaints per 1,000 homes (stage one) - LCRA (CH01 1)	56	74.4	89.4	74.4
Complaints per 1,000 homes (stage two) - LCRA (CH01 2)	12.5	16.8	22.4	22.4
Complaints responded to within CHC timescales (stage one) - LCRA (CH02 1)	98%	84.3%	71%	100%
Complaints responded to within CHC timescales (stage two) - LCRA (CH02 2)	99%	89.1%	74%	97.7%
Non-emergency responsive repairs maximum target timescale	21	28	28	20 WD

Emergency responsive repairs maximum target timescale	24	24	24	24 Hours
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Benchmarking Against London Local Authorities: (data from 26 providers)**TSM Perception 2024/25**

Measure	Quartile 1	Median	Quartile 3	CoL Performance
Overall satisfaction - LCRA (TP01)	66.38%	62.05%	53.65%	67.7%
Satisfaction with repairs - LCRA (TP02)	68.68%	64.55%	58%	67.4%
Satisfaction with the time taken to complete the most recent repair - LCRA (TP03)	65.9%	61.25%	54.88%	64.7%
Satisfaction that the home is well maintained - LCRA (TP04)	66.82%	63.15%	54.52%	70.8%
Satisfaction that the home is safe - LCRA (TP05)	72.53%	69.15%	63.2%	71.6%
Satisfaction that the landlord listens to tenant views and acts upon them - LCRA (TP06)	58.52%	53.05%	44.48%	55.4%
Satisfaction that the landlord keeps tenants informed about things that matter to them - LCRA (TP07)	74.3%	72.55%	62.42%	74.3%
Agreement that the landlord treats tenants fairly and with respect - LCRA (TP08)	76.88%	72.2%	62.4%	74.8%

Satisfaction with the landlord's approach to handling complaints - LCRA (TP09)	29.52%	26%	22.4%	30%
Satisfaction that the landlord keeps communal areas clean and well-maintained - LCRA (TP10)	67.22%	62.8%	58.08%	66.6%
Satisfaction that the landlord makes a positive contribution to neighbourhoods - LCRA (TP11)	70.95%	67.5%	61.1%	67.8%
Satisfaction with the landlord's approach to handling anti-social behaviour - LCRA (TP12)	63.12%	59.6%	56.35%	63.9%

TSM Management 2024/25

Measure	Quartile 1	Median	Quartile 3	CoL Performance
Gas safety checks % (BS01)	99.93%	99.84%	99.63%	100%
Fire risk assessments % (BS02)	100%	100%	99.57%	100%
Asbestos safety checks % (BS03)	100%	100%	99.34%	100%
Water safety checks % (BS04)	100%	100%	98.99%	100%
Lift safety checks % (BS05)	100%	99.1%	96.5%	76.8% (Quartile 4)

Anti-social behaviour cases per 1,000 homes (NM01 1)	13.98	24.1	40.55	20.3
Anti-social behaviour cases - hate incidents per 1,000 homes (NM01 2)	0.3	0.6	0.9	0.5
Homes that do not meet the Decent Homes Standard % (RP01)	4.55%	7.15%	18.27%	17.6%
Repairs completed within timescale (non-emergency) % (RP02 1)	86.07%	83.3%	76.78%	83.1%
Repairs completed within timescale (emergency) % (RP02 2)	97.71%	93.6%	84.75%	74.2% (Quartile 4)
Complaints per 1,000 homes (stage one) - LCRA (CH01 1)	58.95	73.15	104.7	74.4
Complaints per 1,000 homes (stage two) - LCRA (CH01 2)	10.95	16.85	25.12	22.4
Complaints responded to within CHC timescales (stage one) - LCRA (CH02 1)	82.9%	68.8%	56.52%	100%
Complaints responded to within CHC timescales (stage two) - LCRA (CH02 2)	82.48%	67.3%	46.95%	97.7%
Non-emergency responsive repairs maximum target timescale	18	28	39	20 WD

Emergency responsive repairs maximum target timescale	19	24	24	24 Hours
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6. Housing Key Risk Matrix – October 2025

Members are asked to note the Key Risk Matrix and commentary

- The key risks were reviewed in October and November 2025.
- The major risk because of its impact on our ability to achieve decent living conditions for residents whilst achieving the Consumer Standards and Decent Homes is the Major Works programme, substantial work has been done to secure the funding for the estimated works and the remainder of the funding required for the optimism bias allowance will not be finalised until the end of this financial year. The rating reflects this position.
- The other key risks cover a range of health and safety, compliance and financial risks which are all being actively managed.

HMA SC - DCCS HS - Summary Report

Report Type: Risks Report

Report Author: Liane Coopey

Generated on: 11 November 2025



Rows are sorted by Risk Score – High to Low

Risk Level Description Departmental

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
DCCS HS 005	Major works programme	Possible	Major	16	Red	11-Nov-2025	8	31-Mar-2026	Constant	Reduce
DCCS HS 003	Lone Working	Possible	Major	12	Amber	11-Nov-2025	8	31-Mar-2026	Constant	Reduce
DCCS HS 009	Statutory Compliance Requirements	Possible	Major	12	Amber	31-Oct-2025	4	31-Mar-2026	Constant	Reduce
DCCS HS 004	Housing Finance Changes	Possible	Serious	12	Amber	11-Nov-2025	4	31-Mar-2026	Constant	Reduce
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	Unlikely	Major	8	Amber	11-Nov-2025	4	31-Mar-2026	Constant	Reduce

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
DCCS HS 006	Failure to deliver new homes programme	Likely	Serious	8	<i>Amber</i>	11-Nov-2025	6	31-Mar-2026	Constant	Reduce
DCCS HS 001	Health and Safety procedures	Possible	Serious	6	<i>Amber</i>	31-Oct-2025	4	31-Mar-2026	Constant	Reduce
DCCS HS 008	Delivery of Repairs & Maintenance services to City of London Housing residents	Possible	Serious	6	<i>Amber</i>	31-Oct-2025	4	31-Mar-2026	Constant	Reduce

Conclusion

Members are asked to note:

- *Decent Homes – Current Status and Future Changes*
- *Housing Action Plan – 2025 - 2026*
- *Tenant Handbook Update*
- Regulator of Social Housing Inspection Update
- Performance Dashboard - April – September 2025
- Housing Key Risk Matrix – October 2025

Peta Caine

Director of Housing

E: peta.caine@cityoflondon.gov.uk

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