



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

Date: TUESDAY, 27 JANUARY 2026

Time: 11.00 am

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

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| Members: | Steve Goodman OBE (Chairman) Deputy Helen Fentimen OBE JP Deputy John Fletcher Deputy Ceri Wilkins (Deputy Chair) Leyla Boulton Deputy Anne Corbett | Sarah Gillinson Sandra Jenner Charles Edward Lord, OBE JP Deputy James Thomson CBE Philip Woodhouse Mark Wheatley |
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Enquiries: **Kelila Perry**
Kelila.Perry@cityoflondon.gov.uk

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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**

For Decision

 - a) Minutes - Tuesday 21st October 2025 (To Follow)
To approve the public minutes and non-public summary of the meeting held on Tuesday 21st October 2025 – *to follow*.
 - b) Minutes - Wednesday 26th November 2025 (Pages 7 - 16)
To approve the public minutes and non-public summary of the meeting held on Wednesday 26th November 2025.
4. **OUTSTANDING ACTION TRACKER**

Report of the Executive Director of Community and Children's Services – *to follow*.

For Information
(To Follow)
5. **ANTI-SOCIAL BEHAVIOUR POLICY REVIEW**

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

For Decision
(Pages 17 - 38)
6. **GATEWAY 6 REPORTS – CLOSURE OF LEGACY PROJECTS**

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

For Decision
(Pages 39 - 42)

 - a) Harman Close Decent Homes (Pages 43 - 48)
Report of the Executive Director of Community and Children's Services.

b) William Blake and Dron House Door Entry System Replacement (Pages 49 - 56)

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

7. HOUSING MAJOR WORKS PROGRAMME 2026-36

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

For Information
(Pages 57 - 64)

8. QUARTERLY FIRE SAFETY STATUS REPORT

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

For Information
(Pages 65 - 70)

9. RESIDENT VOICE GROUP UPDATE

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

For Information
(Pages 71 - 78)

10. ALLOCATED MEMBERS REPORT - MIDDLESEX STREET

Report of the Allocated Member for Middlesex Street.

For Information
(Pages 79 - 90)

11. HOUSING MATTERS UPDATE

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

For Information
(Pages 91 - 100)

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

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

14. 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

15. NON-PUBLIC MINUTES

For Decision

a) Non-Public Minutes - Tuesday 21st October 2025 (To Follow)

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

b) Non-Public Minutes - Wednesday 26th November 2025 (Pages 101 - 102)

To approve the non-public minutes of the meeting held on Wednesday 26 November 2025.

16. POLICY AND ADMINISTRATION REVIEW: THE CITY OF LONDON ALMSHOUSES (REGISTERED CHARITY NUMBER: 1005857)

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

For Decision
(Pages 103 - 112)

17. DOMESTIC & COMMUNAL GAS & ELECTRICAL APPLIANCE TESTING AND MAINTENANCE AT DEPARTMENT OF CHILDREN'S AND COMMUNITY SERVICES HOUSING PROPERTIES PROCUREMENT STAGE 1 STRATEGY REPORT

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

For Decision
(Pages 113 - 120)

18. HOUSING MAJOR WORKS PROGRAMME 2026-36 NON-PUBLIC APPENDIX

To be read in conjunction with Item 7.

For Information
(Pages 121 - 124)

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

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

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Agenda Item 3b

HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE

Wednesday, 26 November 2025

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 26 November 2025 at 11.00 am

Present

Members:

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

Observing Virtually

Mark Wheatley

Officers:

Peta Caine
Paul Barton
Sam Bedford
Helen Chantry
Lianne Coopey
Anna Donoghue
Rachel Evans
Wendy Giaccaglia
Sadhari Perera
Gregory Wade
Judith Dignum
Kelila Perry

- Community & Children's Services Department
- Comptroller & City Solicitor's Department
- Community & Children's Services Department
- Town Clerk's Department
- Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy James Thomson.

Mark Wheatley observed the meeting virtually.

Members were advised that the Regulator of Social Housing was observing the meeting as part of their inspection.

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

There were no declarations of interest.

3. MINUTES

With sincere apologies from the Town Clerk, the Chairman advised the Sub Committee that the minutes of the previous meeting held on Tuesday 21st October 2025 had not been finalised and would be deferred to the next meeting.

4. OUTSTANDING ACTION TRACKER

The Sub Committee received the outstanding action tracker.

The Chairman advised Members that officers would update timeframes.

RESOLVED – That, the action tracker be noted.

5. ANTI-SOCIAL BEHAVIOUR POLICY UPDATE AND SPOTLIGHT ITEM

The Sub Committee received a report of the Executive Director of Community and Children's Services providing an update on Anti-Social Behaviour (ASB) 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 Community and Safety Standard.

Officers also gave a presentation about ASB on Avondale Estate, including data and information about engagement and ongoing actions to address ASB.

In response to Member's questions about ASB:

- Officers advised that staff last underwent ASB training in April 2024 and the next training is planned for April 2026.
- Officers acknowledged a point raised by a Member that DIY noise is a particular concern, and they would investigate this issue with contractors.
- In response to a question how ASB is determined given that residents may have different thresholds of tolerance, officers noted that when resident's report ASB, it is often an issue that has escalated over time. Officers hope that the ASB campaign planned for early 2026 encourages residents to report incidents earlier so they can be managed at a lower level. A key message for residents is that they can report ASB anonymously.

In response to Member's questions about ASB on the Avondale Estate:

- Officers noted the mural project has been well-received by residents, and residents have asked for an anti-graffiti cover to protect the mural. Officers would circulate photos of the mural to the Sub Committee.
- Officers are happy to take suggestions on a south London football club that could be involved in the planned youth engagement work.
- Officers noted there were challenges working with the Metropolitan Police, for example when requesting data, however they were working

on improving the relationship. Officers would also be working with Community Safety and Safer Neighbourhood teams in Southwark Council to manage ASB on the estate.

- Officers advised that short-term funding would focus on managing areas that are hot spots for stashing drugs and weapons.

Members requested to see the full ASB policy and to be provided data about ASB on other estates to compare and identify trends. Officers agreed to share the full policy when this issue next comes back to the Sub Committee, and to provide data on other estates.

RESOLVED – That, Members:

- Note the report and shared responsibilities between Housing Management and Community Safety (Appendix 3 to the report).
- Approve the policy amendments and new insertions covered in Appendices 1 & 2 to the report.

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

The Sub Committee received a report of the Executive Director of Community and Children's Services, introducing four Gateway Six reports seeking authority to close four legacy projects as delivered between 2020-2023 by the Housing Major Works Team which remain live on the City's reporting and financial systems.

The Sub Committee agreed to consider items 6a) – 6d) together.

A Member noted it would be helpful to understand the cost the leaseholders. The Chairman confirmed officers would do this moving forward.

RESOLVED – That, Members 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

With regard to 6a (Petticoat Tower Balcony Screens):

RESOLVED – That, Members:

- Note the contents of this report,
- Note the lessons learnt,

- Authorise closure of this project.

With regard to 6b (Petticoat Tower Fire Doors)

RESOLVED – That, Members:

- Note the contents of this report,
- Note the lessons learnt,
- Authorise closure of this project.

With regard to 6c (Middlesex Street Estate - Cold Water Distribution System Replacement)

RESOLVED – That, Members:

- Note the contents of this report,
- Agree and authorise closure of this project.

With regard to 6d (York Way Estate - Cold Water Distribution System Replacement)

RESOLVED – That, Members:

- Note the contents of this report,
- Agree and authorise closure of this project.

7. TENANT SATISFACTION MEASURES - PERCEPTION MEASURES ACTION PLAN

The Sub Committee received a report of the Executive Director of Community and Children's Services in relation to the Tenant Satisfaction Measures (TSM), updating Members on the improvement plan and actions to ensure continued improvement.

Regarding the TSM survey, officers advised Members that the goal response rate is 475 (25% of tenants), meeting the statutory requirement, and they aim to collect 80% of responses online and 20% by telephone. This year's survey had received 321 responses so far, and the deadline would be extended to the end of December 2025. A potential issue affecting response rates is that residents may not answer the researcher's call, so leaflets with the researcher's contact number had been shared so residents would know the why they are being contacted. Posters had also been put up, and gift vouchers are being provided to incentivise engagement.

A Member enquired about what was being done to address challenges regarding staff communication and responsiveness. Officers noted these issues

were raised in the Pennington Choices review of customer services and are addressed in the Annual Plan and the Housing Strategy. Staff are undergoing the Mary Gober programme of customer care training which is used across the sector to give managers and staff the tools to promote and improve customer service. Eighty eight staff were trained last year and an online refresher course has been launched. Officers hope to track resident's experience of customer service through the TSM survey.

There was discussion about response timeframes for fixing damp and mould issues. Officers advised the stock condition survey led to a jump in cases from 8 to approximately 50-60, so contractors were experiencing challenges meeting repairs deadlines. They explained the survey identified cases not reported by residents, however very few were considered 'significant hazards' under Awaab's Law. The Chairman asked for a report on this at the next meeting.

Members asked for more specific information on targets and timelines, noting the importance of clear delivery dates, and whether there were any differences between estates. The Action Plan provides more detailed information and officers agreed to share this at the next meeting. Officers will also share a deep-dive paper on the results, noting that Golden Lane Estate and York Way Estate scored the lowest.

RESOLVED – That, the report be noted.

8. RESIDENT VOICE GROUP UPDATE

The Sub Committee received a report of the Executive Director of Community and Children's Services updating Members on the progress of the Resident Voice Group.

Officers corrected an error in the report about where members of the group are from, clarifying they are from Southbank Estates, Golden Lane Estate, Isleden House, and Avondale Square Estate.

During discussion, Members sought clarification from officers about purpose of the group. Officers advised the group intends to enable strategic scrutiny across all estates, and the group would be given training to understand how to strategically assess issues all residents are facing. The group does not intend to replace the role of estate-specific residents associations.

The Chairman highlighted the importance of bringing the Sub Committee up to date with the work of the group. A report would be brought to the next Sub Committee meeting about the different ways the Corporation communicates and consults with tenants.

RESOLVED – That, the report be noted.

9. QUARTERLY FIRE SAFETY STATUS REPORT

The Sub Committee received a report of the Executive Director of Community and Children's Services providing a quarterly oversight of status and outcomes of fire safety management in the Corporation's social housing.

In response to questions from Members, officers advised:

- All City of London blocks have up to date fire risk assessments.
- The Resident Services Team and Estate Officers are responsible for advising residents what to do in case of a fire, and communicating fire safety compliance to residents.
- In relation to the stay put policy, Residential Personal Emergency Evacuation Plans are in place for residents with vulnerabilities and additional government funding would be provided in 2026 to do more work and training on this. These plans will also be updated as part of the Household survey. Members noted the importance of residents knowing what their responsibilities are.

Officers would provide a written response to questions from Members about:

- What training is given to estate supervisors.
- What contractual relationship is in place with leaseholders regarding their responsibilities in relation to fire.
- How long it will take to get through the backlog of actions.
- What a 'good' state of the fire safety status would look like.

Officers agreed to bring a more detailed report back to the next meeting. This would include information about timescales for completing each priority of actions, as this was currently being reviewed.

RESOLVED – That, the report be noted.

10. HOUSING COMPLAINTS UPDATE

The Sub Committee received a report of the Executive Director of Community and Children's Services providing a comprehensive overview of Housing Complaints data covering Quarters 1 and 2 of the 2025/2026 financial year, progress made by the Housing Complaints and Customer Feedback Team to date and the team's objectives for the remainder of the year.

Officers advised Members there was incorrect data on page 5 of Appendix 1 and provided revised information.

During discussion, Members commended the improvement in response times and how complaints are responded to. In response to a query about the Quarter 1 complaint that was acknowledged out of timescale, officers explained the complaint was handed over late to the Housing Complaints team. A Member highlighted that many complaints arose from dissatisfaction with contractors, to which officers responded they were sharing feedback and lessons learnt with Chigwell to address contractor issues. Officers also advised Members that they attend meetings with complaints staff from other London councils to share best practice and lessons learnt. The Housing Ombudsman attended one of these meetings recently.

There was a discussion about the disparity between Housing Complaints data and TSM data on how satisfied tenants were with how their complaint was handled. Officers noted TSM data covered a different timeframe (complaints

made in the 12 months prior to September 2024). The Housing Complaints and Customer Feedback Team carried out monthly transactional surveys, which have highlighted longer term issues that officers are following up on. Officers are also working on improving follow ups, meeting weekly with the Repairs Team and keeping complaints open until the resident has verified it can be closed.

RESOLVED – That, the report be noted.

11. RENT CONVERGENCE AND GOVERNMENT RENT SETTLEMENT

The Sub Committee received a report of the Executive Director of Community and Children's Services briefing Members on the Government's proposed reintroduction of rent convergence from April 2026, outlining implications for the Corporation's housing stock, and presenting modelling scenarios to inform strategic planning and resident communications. Officers were still awaiting the release of Government guidance.

Officers advised the decision about whether to apply rent convergence and at what rate would go to the Community and Children's Services Committee. Officers would contribute information about this decision to a budget report going to the next meeting of the Community and Children's Services Committee in January 2026.

During discussion, officers clarified the working assumption of £2 per week uplift for properties below formula rent levels would contribute towards the Housing Revenue Account. There were 648 tenants paying below formula rent levels, with the majority living in Southbank Estates, Dron House and York Way Estate. Officers noted some tenants were paying £30-£40 less per week than their neighbours.

Members highlighted the significance of this decision to residents and to the Corporation's finances. They noted that it would be helpful if the future report outlined current rent levels to contextualise increases and suggested the draft questionnaire be reviewed for plain English.

RESOLVED – That, the report be noted.

12. HOUSING SUSTAINABILITY UPDATE

The Sub Committee received a report of the Executive Director of Community and Children's Services updating Members on the progress that has been made in sustainability housing projects to date and advise on upcoming work.

RESOLVED – That, the report be noted.

13. HOUSING MATTERS UPDATE

The Sub Committee received a report of the Executive Director of Community and Children's Services updating Members of key issues being dealt with by the Housing Team.

Decent Homes – Current Status and Future Changes

Officers advised Members the revised standards are forecast to come into action between 2035 to 2037, so the Corporation has time to prepare. Officers have used data from the last stock condition survey in 2018, which found 80% of homes were up to standard, responsive repairs data and planned works data is being used to estimate how many homes meet the standard.

Members highlighted the importance of identifying the capital investment and work required to meet the decent homes standard and address the lack of repairs and maintenance to date, particularly in relation to damp and mould. Officers responded there is work being done to estimate the financial impact of repairs and secure funding through the Major Works Programme and the Climate Action Strategy. They are also identifying less funding-intensive work specified by the revised standard. Major Works Programme funding will be considered at the next Court of Common Council meeting.

Tenant Handbook Update

A Member asked if the handbook would include information about fire safety. Officers responded that it would cover health and safety, which includes information about flammable obstructions, and would refer to the stay put policy. However, there will be separate fire strategies for high-risk buildings, sheltered homes and almshouses, which the handbook will refer to.

Regulator of Social Housing Inspection Update

Officers advised Members that the Regulator of Social Housing would observe the next Resident Voice Group meeting.

Performance Dashboard – April – September 2025

Officers advised Members the most recent Electrical Safety testing update in November 2025 showed completion rates were up to 86% against the target of 100%.

Housing Key Risk Matrix – October 2025

Officers noted the Major Works programme is the highest risk. Members requested a report be brought to the next meeting detailing what work was being done to build up the programme. The programme would be considered by the Court of Common Council, and members noted the importance of commencing resident involvement and consultation as soon as funding is secured.

RESOLVED – That, the report be noted.

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

There were no public questions.

15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no public urgent items of business.

16. EXCLUSION OF THE PUBLIC

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

17. NON-PUBLIC MINUTES

With sincere apologies from the Town Clerk, the Chairman advised the Sub Committee that the non-public minutes of the previous meeting held on Tuesday 21st October 2025 had not been finalised and would be deferred to the next meeting.

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

The Sub Committee received a report of the Executive Director of Community and Children's Services regarding 36 Proctor House, Avondale Square Estate, SE1 5EZ.

19. ACCESSIBILITY PROGRAMME - PROGRESS REPORT

The Sub Committee received a report of the Executive Director of Community and Children's Services regarding the Accessibility Programme – Progress Report.

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

There were no non-public questions.

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

There were no non-public urgent items of business.

The meeting ended at 12.45 pm

Chairman

Contact Officer: Kelila Perry
Kelila.Perry@cityoflondon.gov.uk

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City of London Corporation Committee Report

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|--|--|
| Committee(s): Housing Management and Almshouses Sub-Committee – For Decision | Dated: 27 January 2026 |
| Subject: Anti-Social Behaviour Policy Review | Public report: For Decision |
| This proposal: • 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? | n/a |
| What is the source of Funding? | n/a |
| Has this Funding Source been agreed with the Chamberlain's Department? | n/a |
| Report of: | Judith Finlay, Executive Director of Community and Children's Services |
| Report author: | Interim Head of Housing Management |

Summary

Victim-Centred Amendments to City of London Housing 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 approve the policy amendments and new insertions covered in Appendix 1 which is listed in the draft document as detailed in Appendix 2 as tracked changes.

Main Report

Background

Tackling Anti-Social Behaviour: Our Role as a Landlord

1. As a social landlord, we have a clear responsibility to support tenants who are affected by ASB and to take prompt, effective action.
2. 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

3. 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.
4. 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."
5. 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.

6. In tandem, the 2025 Police Bill introduced new enforcement tools and statutory duties, including Respect Orders, mandatory ASB data sharing, and enhanced dispersal powers.
7. 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

8. 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.
9. The following additional policy points were agreed by members at their meeting on 26 November 2025.

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

Proposals

10. A further report will be provided to Members once the Housing Management team have transitioned to the new ASB module in Civica CX, the Housing Management System.

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 following tracked changes approval.

Appendices

Appendix 1

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

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 6.1 – 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 8.1 – Multi-Agency Risk Assessment Conference (MARAC)

The MARAC 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 9.1 – 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

The Anti-social Behaviour Policy with tracked changes following the meeting held 26 November 2025.

Background Papers

[Antisocial Behaviour Policy for the City of London Corporation Housing](#)
(v.3 Approved 03/06/2024)

[Housing Service - Hate Incidents Policy](#)

[ASB-research-report-COPY-FOR-FULL-PUBLICATION-.pdf](#)

References

[Harm Centred Approaches to Anti-Social Behaviour \(ASB\) - Chartered Institute of Housing](#)

Helen Chantry

Interim Head of Housing Management

E: helen.chantry@cityoflondon.gov.uk

APPENDIX 2

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City of London Corporation

Department of Community and Children's Services

Housing Service

Anti-Social Behaviour Policy

| | |
|--------------------------------|--|
| Approved by: | <i>Housing Management & Almshouses Sub-Committee</i> |
| Original Approval Date: | <i>23/07/2018 (v.1)</i> |
| Review Date: | <i>23/07/2021</i> |
| Re-approval date: | <i>24/05/2021 (v.2)</i> |
| Review Date: | <i>24/05/2024</i> |
| Re-approval date: | <i>03/06/2024 (v.3 – this version)</i> |
| Next review date: | <i>January 2026</i> |

Commented [CH1]: Updated review date

1. Introduction

This policy outlines the City of London Corporation's approach to managing instances of anti-social behaviour affecting its residents, or which relate to, or affect, its ability to manage its estates and related premises.

Anti-social behaviour is prohibited by the City's tenancies, leases and licences. This policy is intended to describe how housing management staff will deal with breaches of these agreements by residents and others who commit acts of anti-social behaviour.

We recognise that anti-social behaviour can have a severe impact on the wellbeing of residents and we are committed to taking appropriate action to resolve cases when they occur. We will work in partnership with other agencies to tackle anti-social behaviour effectively.

Public Sector Equality Duty & Protected Characteristics Commitment

Commented [CH2]: new policy section

The City of London Corporation is committed to creating safe, supportive and respectful communities across all its housing estates. Anti-Social Behaviour (ASB) can have a significant and sometimes devastating impact on individuals, families and neighbourhoods.

This policy outlines how the City of London prevents, responds to, and manages ASB fairly, proportionately and in compliance with statutory obligations, including the Equality Act 2010 and the Public Sector Equality Duty (PSED).

1.1 Purpose of the Policy

This policy aims to:

- Provide a clear definition of ASB
- Set out how residents can report ASB
- Describe how the City of London will investigate and resolve cases
- Ensure consistency, fairness and transparency in decision-making
- Demonstrate compliance with the Public Sector Equality Duty (PSED)
- Promote early intervention, prevention and proportionate enforcement

2. Aims & Scope

The City's Housing Service aims to do the following:

- Take effective action in cases of anti-social behaviour to minimise its impact on residents
- Set realistic expectations around how we can help resolve cases
- Promote an environment on our estates where residents feel confident in coming forward to report anti-social behaviour
- Provide appropriate support and advice to complainants and perpetrators
- Work in partnership with key agencies to tackle anti-social behaviour
- Protect City of London staff and contractors from anti-social behaviour at work and take effective action when it occurs
- Take a Harm-Centred approach

Harm-Centred Approach

To ensure a genuinely harm-centred approach, ASB reports need to be categorised not only by the type of behaviour (for example, whether there has been violence, threats, harassment or nuisance), but also by the impact on the individual or household affected. This includes considering how the behaviour is affecting the person's emotional wellbeing, mental health, daily functioning, feelings of safety, and overall quality of life. Placing equal weight on impact and behaviour type ensures that cases causing significant harm are identified, prioritised, and responded to appropriately.

Commented [CH3]: new policy point

This policy applies to:

- the Corporation's Housing Revenue Account ("HRA") housing estates
- the City of London and Gresham Almshouses
- commercial properties managed as part of HRA estates

This policy covers anti-social behaviour affecting our residents and their households or visitors, our commercial tenants and our staff, agents and contractors. It applies to incidents whether they are in person, or threatening, abusive or insulting language in other communications, such as telephone calls, letters, e-mails, text messages or in posts on websites.

3. Definition of Anti-Social Behaviour

There is no single definition of anti-social behaviour but the most relevant for housing management purposes is contained in the Anti-Social Behaviour, Crime and Policing Act 2014:

- conduct that has caused, or is likely to cause, harassment, alarm or distress to any person

- conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises, or
- conduct capable of causing housing-related nuisance or annoyance to any person

This definition also covers behaviour that affects the City's ability to manage its housing stock and premises. Unacceptable conduct towards the City's staff, agents and contractors is also specifically covered in the legislation.

The term "anti-social behaviour" covers a wide range of unacceptable activity that causes harm to individuals, to the community or to the environment. It also includes behaviour that lead to fear of crime, or cause people to feel less safe.

3.1. Unacceptable Behaviour

Our anti-social behaviour policy covers a wide range of unacceptable behaviour. Anti-social behaviour may or may not be criminal; what is important is the effect the behaviour has on others.

The behaviour in question will normally fall into one of four broad categories:

- Misuse of public or communal spaces
- Disregard for the community and personal wellbeing
- Acts directed at people
- Environmental damage or nuisance

Specific examples of anti-social behaviour include:

- Physical violence
- Domestic violence and abuse - **Signposted to specialist agencies**
- Vandalism and damage to property
- Hate-related incidents based on race, religion or belief, disability, age, sexual orientation, sex, gender identity or marriage/civil partnership status
- Verbal abuse, harassment, intimidation and threatening behaviour
- Prostitution, public sex acts and kerb crawling
- Drug misuse and drug-dealing
- Alcohol misuse and related behaviour
- Misuse of communal areas and public spaces
- Using City property for an illegal or immoral purpose (or threatening to do so)
- Noise nuisance
- Nuisance caused by pets or animals
- Vehicle-related nuisance

Commented [CH4]: updated point

- Fly-tipping
- Making malicious or unfounded complaints of anti-social behaviour
- Other criminal activity

This is not an exhaustive list, and our standard tenancy agreement, leases and licences include clauses relating to anti-social behaviour and what the City regards as unacceptable behaviour. The Tenancy Handbook includes more detailed examples of nuisance behaviour and should be read in conjunction with this policy.

Certain other breaches of tenancy, lease or licence may amount to anti-social behaviour if they are sufficiently serious or persistent. Example breaches include:

- Using a property for business purposes where this causes a nuisance
- Failing to keep a property in a clean and habitable condition

If a resident's inability to meet the obligations of their tenancy or lease is due to vulnerability, we will offer appropriate support to them in the first instance.

3.2. Acceptable Behaviour

Most of our housing stock is made up of blocks of flats and many of these properties are situated in busy areas of central London. Some noise disturbance and other minor annoyances are to be expected when living in such proximity to other people.

Certain behaviour is therefore not usually regarded as being capable of amounting to anti-social behaviour and will not be dealt with under this policy, though it may be addressed by other means. This includes 'reasonable living noise' from residential properties, such as people talking, babies crying, noise from the use of kitchens and bathrooms, people walking around in their homes, doors and cupboards being opened and closed and the use of household electrical appliances at reasonable times of day.

We will not take enforcement action under this policy in the above situations. When neighbours are in dispute about any of the above issues we will normally, with their consent, refer the parties to independent mediation.

3.3 'Reasonable times' for noisy works

Our Tenants' Agreement & Handbook specifies that noisy works or DIY should be confined to the hours of 8:00am to 6:00pm Monday to Friday and 9:00am to 1:00pm on Saturdays. No noisy work should be carried out on Sundays or public holidays. These times are adopted by this policy and will be taken to apply to all residents regardless of tenure when this policy is being relied on. Allowance will be made for emergency repairs made outside these hours.

3.4 Other domestic noise

Noise from other sources (e.g. televisions, radios and other electrical appliances) should be kept to a reasonable level at all times. We do not specify timings for the use of appliances, as what is considered reasonable depends on several factors. We expect residents to be mindful of any noise in their home that might be heard by others, especially at night or early in the morning.

4. Reporting Anti-Social Behaviour

Complaints of anti-social behaviour affecting City of London Corporation residents will be accepted from any source and can be made in person, in writing or via telephone. We accept reports via third parties and support agencies assisting residents.

4.1 Investigation Procedures

Commented [CH5]: tracked changes

The Corporation commits to a responsive and supporting process for all complainants, ensuring a fair and thorough investigation.

Commented [CH6]: tracked changes

When a City of London Corporation resident or lessee complains about anti-social behaviour from someone who is not our resident, we will support the complainant to resolve the case by working with relevant agencies, such as the Police and community safety teams.

We will act on anonymous complaints where possible and will seek evidence from other sources to corroborate the complaint and take appropriate action. Complainants will be encouraged to make named complaints and leave contact details as this will enable a more effective investigation into the complaint.

We will publish clear information on our estates (and elsewhere as appropriate) explaining how to report anti-social behaviour to local estate teams and other agencies.

4.1 Victim Support and Rights

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

Commented [CH7]: tracked change

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. The victim has the legal right to request an ASB Case Review if they believe their repeated complaints have not been sufficiently addressed by Agencies.

Commented [CH8]: tracked change

4.3 Vulnerability and Risk

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

The decision to pursue legal action must conclude that it is needed because of the effects of ASB on either the wellbeing of the victim and/or the perpetrator. This ensures a harm-centred approach.

Commented [CH9]: tracked change

Commented [CH10R9]: tracked change

5. Residents' Responsibilities

The City of London Corporation expects its residents to show consideration for their neighbours and the wider community by not behaving anti-socially or allowing their household members or visitors to do so. Responsibilities are outlined in the City's tenancy, lease and licence agreements.

We will encourage and support residents to:

- Report incidents of anti-social behaviour, harassment and domestic abuse
- Report incidents to the Police as appropriate
- Take responsibility for minor personal disputes with their neighbours and to try to resolve any such problems themselves in a reasonable manner, for example by participating in mediation

6. Addressing the Causes of Anti-Social Behaviour

We recognise that anti-social behaviour has many causes and many factors may lead to someone behaving anti-socially. These may include mental health issues, drug or alcohol dependency, family breakdown or exploitation by others.

We aim to address the causes of anti-social behaviour by working with statutory and voluntary agencies, by providing support directly, or through community development initiatives. Where appropriate, we will make referrals to other agencies to address the root causes of an individual's anti-social behaviour. We may also take enforcement action alongside supportive measures where this is appropriate.

6.1 Risk Assessment

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

Commented [CH11]: tracked changes

7. Taking a Preventative Approach

We aim to prevent anti-social behaviour wherever possible, and our preventative approach includes:

- Inserting clear clauses in tenancy, lease and licence agreements prohibiting anti-social behaviour and detailing resident responsibilities
- Promoting our commitment to dealing with anti-social behaviour
- Training staff to deal effectively with minor issues to prevent them escalating
- Assessing vulnerability and support needs of our residents and providing support, or referring to appropriate external agencies
- Ensuring new residential developments are designed with security and crime-reduction in mind
- Considering physical improvements to properties to reduce or eliminate crime and anti-social behaviour
- Operating sensitive lettings where appropriate
- Using introductory tenancies for new tenants
- Considering refusing housing applicants with a known history of causing serious anti-social behaviour

8. Supporting Complainants and Witnesses

The action we take to support complainants and witnesses will vary depending on the type of anti-social behaviour experienced. We will deal sympathetically and confidentially with complainant and witnesses. We will also take the following action, as appropriate to each case:

- Formulate an agreed action plan with the complainant at the outset
- Provide appropriate support to the complainant until the case is closed, including regular updates on progress (frequency of contact will be agreed at the outset)
- Take swift and proportionate action to stop intimidation, including legal remedies
- Inform the complainant and any witnesses about services that our partners and local agencies can provide, such as victim support
- Provide witnesses with information and support to help them make a decision about signing a witness statement and going to court. Witnesses in court proceedings will be offered appropriate support
- Protect complainants' and witnesses' identities where they request to remain anonymous

- Where attendance at court is required, reimburse witnesses for travel expenses, explain court procedures and accompany witnesses to court
- Take practical measures to protect complainants and witnesses, for example by providing extra security measures at their home

Alternative housing options, such as transfers for complainants, will normally only be considered when other options have been exhausted or where there is evidence of significant risk to the complainant. Our focus is on stopping the anti-social behaviour, rather than transferring complainants elsewhere. Decisions on housing need will be made in accordance with our housing Allocations Scheme. In cases where we do consider someone's housing options, the Police and other relevant agencies will normally be consulted for their assessment of the risks involved.

8.1 Multi-Agency Risk Assessment Conference (MARAC)

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

Commented [CH12]: tracked changes

9. Perpetrators with Support Needs

We recognise that perpetrators may need help and support to sustain their tenancy, lease or licence. We will ensure that the action we take is proportionate and takes due account of any vulnerability the perpetrator has.

Where appropriate we will provide support directly, or work with external specialist agencies, to seek to moderate the anti-social behaviour and sustain the perpetrator's tenancy, lease or licence. We recognise that in these circumstances changes in behaviour may be gradual and not immediately achieved.

We may arrange for perpetrators to receive support in the following ways:

- Referral to community mental health teams
- Referral to substance misuse programmes
- Referral to social services
- Advice on adult learning
- Referrals to floating support services

Perpetrators of anti-social behaviour may be part of a vulnerable household, with children, young people or adults who are in need of support; the anti-social behaviour may be a trigger which alerts us to wider problems the household is experiencing. This may include child protection and safeguarding issues. We will respond to such situations in line with our Safeguarding Policy.

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

Commented [CH13]: tracked changes

10. Early Intervention and Informal Remedies

In many cases anti-social behaviour can be stopped if challenged early enough. We will usually attempt to use informal remedies before taking legal action, though in some cases it will be appropriate to commence legal action immediately (for example in cases involving violence, threats of violence, damage or threats of damage to property or other serious criminal activity). If we decide to proceed straight to legal action, we will make our reasoning clear.

Informal measures we may consider include:

- Referrals to support agencies
- Warnings (written or verbal)
- Acceptable Behaviour Agreements
- Referral to independent mediation

In cases where neighbours are in dispute, we expect the parties to participate in independent mediation. This may be the only remedy open to us in some cases.

12. Legal Action

We may pursue legal action where the behaviour is deemed to be sufficiently serious, is a criminal offence, or other intervention has failed to stop or prevent persistent anti-social behaviour. We will encourage and support complainants to report crimes to the Police. We will work in a way that supports the Police's investigation, which may involve taking no action of our own until the outcome of the Police investigation.

Legal remedies include:

- Possession Orders
- Injunctions
- Demotion of tenancy
- Forfeiture of lease
- Criminal Behaviour Orders (in conjunction with the Police and prosecuting authorities)
- Closure Notices and Closure Orders (in conjunction with the Police and other Local Authorities)
- Either taking or supporting action under environmental protection legislation (for example, in cases of noise nuisance)

- Taking or supporting action under the Anti-Social Behaviour, Crime and Policing Act 2014

Seeking a perpetrator's eviction is normally regarded as a last resort, though in more serious cases it may be both reasonable and proportionate to commence legal action without first attempting other solutions. Action to end a tenancy, lease or licence will be authorised by a senior manager, normally an Area Manager or higher. We will seek possession where there is serious risk to other people or property, or other measures have not been successful in resolving persistent anti-social behaviour.

The action taken will vary depending on:

- The level of risk involved in the case
- The seriousness of any criminal offence involved
- Any history of anti-social behaviour involving the same person
- The success of previous measures taken
- The complainant's personal circumstances including support needs or vulnerabilities
- The perpetrator's personal circumstances including support needs or vulnerabilities
- The willingness of the perpetrator to engage with the City or other agencies

When seeking possession of a property, we may use mandatory or discretionary grounds as appropriate. When using mandatory grounds, we will comply with our obligation to provide the tenant the opportunity to seek a review of our decision. This review will be undertaken by a senior manager who was not involved in the original decision, normally an Area Manager in the first instance.

13. Taking Appropriate Action

Explicit Equality Act considerations require the City of London to consider any vulnerabilities identified within the Equality Act 2010 when deciding to proceed with legal action against a perpetrator.

Commented [CH14]: tracked changes

We are under a duty to ensure that any action we take, especially legal action, is both a reasonable and proportionate response to the behaviour in question. Any measures we put in place must also have a reasonable chance of working.

We will often have to make difficult decisions when dealing with anti-social behaviour cases and will have to balance several competing considerations. Sometimes, this may mean that we take action that the complainant does not consider to be

adequate. We will explain the reasoning behind our decisions to ensure that complainants and perpetrators understand them clearly.

All parties in an anti-social behaviour case will be treated fairly. Counter allegations will be treated as separate cases and action will be taken based on the evidence available.

14. Partnership Working

We recognise that working in partnership with other agencies is key to dealing effectively with issues of anti-social behaviour. We will participate in initiatives designed to improve information exchange and better joint working, with the aim of improving responses to anti-social behaviour.

Our housing stock is in the City of London and in six surrounding boroughs. Partnership working will take different forms depending on the location, though we are committed to forming partnerships with relevant agencies, both in the City and in our host boroughs.

Where other agencies have more effective powers and resources to deal with anti-social behaviour, we will refer the case to the relevant agency and support any action they take.

We will also work with agencies providing support for both complainants and perpetrators, including social services, floating support and tenancy sustainment services, victim support and more specialist agencies.

We will also refer to and participate in multi-agency panels such as domestic violence MARACs (Multi-Agency Risk Assessment Conferences) and similar panels relating to anti-social behaviour and community safety issues.

15. Service Standards

We will publish our service standards relating to anti-social behaviour. These standards will outline how we will respond to reports of anti-social behaviour and our commitment to resolving cases fairly and effectively.

16. Closing Cases

We will write to complainants when ceasing investigation and closing cases. We will advise of our reasons for closing the case and offer further advice as appropriate.

Cases may be closed for a variety of reasons, but we will typically do so when:

- the anti-social behaviour has ceased, been addressed or resolved
- appropriate legal or enforcement action has commenced
- the behaviour, on investigation, is not objectively anti-social
- the complainant has failed to engage appropriately
- the allegations cannot be substantiated
- the allegations are deemed vexatious or malicious

17. Monitoring and Performance

We will monitor our use of this policy and the way in which it is implemented, ensuring that any relevant information is reported at appropriate intervals. Performance data will be monitored by senior officers and submitted to the relevant Committee at regular intervals.

18. Training

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

19. Equality and Diversity

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

20. Accessibility

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

21. Data Protection and Information Exchange

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

There are some circumstances in which we are required by law to disclose information given to us. We will normally discuss this with the party giving us the information, but this may not always be possible.

22. Policy Review

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

22. Statutory and Regulatory Framework

This policy is informed by the following legislation and regulation:

Neighbourhood and Community Standard 2012
Anti-Social Behaviour, Crime and Policing Act 2014
Anti-Social Behaviour Act 2003
Crime and Disorder Act 1998
Data Protection Act 2018
Equality Act 2010
Housing Act 1996
Housing Act 1985
Housing Act 1988

23. Associated Documents

This policy is supported by the following documents:

- Anti-Social Behaviour Procedure
- Hate Incidents Policy
- Safeguarding Policy
- Domestic Abuse Policy
- Tenancy Policy

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|---|---|
| Department of Community & Children's Services |  |
| Housing Service | |
| Policy Title: Anti-Social Behaviour Policy | |
| Document Owner: Head of Housing Management, DCCS | |
| Date Approved: <ul style="list-style-type: none">• 23/7/2018 (original – v.1)• 24/5/2021 (version 2)• 03/06/2024 (version 3) | |
| Version: 3 | Last amendment: N/A |
| Effective date: 23/7/2018 | Next review date: January 2026 |
| Changes: <ul style="list-style-type: none">• None | |

Commented [CH15]: Updated review date

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City of London Corporation Committee Report

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|---|---|
| Committee(s): Housing Management & Almshouses Sub-Committee – For Decision | Dated: 27/01/2026 |
| 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 two Gateway 6 reports on the Committee agenda which seek authority to close off legacy project delivered between 2019-21 by the Housing Major Works Team which still remain live on the City's reporting and financial systems. The Gateway 6 Outcome Report has been a mandatory part of the outgoing project procedure and forms the final part of a project's journey through the City's current governance procedures. With the recent launch of the new P3 Portfolio Management Framework, these will be the last Gateway 6 reports submitted to this Committee in this old format.

The two Gateway 6s which follow this report present successfully delivered projects which came in under budget 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 two Gateway Six Reports:

- Harman Close Decent Homes, Avondale Square Estate
- William Blake and Dron House Door Entry System Replacement

Main Report

Background

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

Harman Close Decent Homes, which was predominantly delivered between 2019-21.

William Blake and Dron House Door Entry System Replacement, which was predominantly delivered between 2019-20.

Current Position

3. Both 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 recent changes to the City's project procedures with the launch of the new P3 Framework in mind, 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

4. Members are asked to review and authorise the two Gateway 6 Reports which follow relating to the historic projects detailed above. As per the outgoing 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 |
|--|---|---------------------------------------|--------------------|
| Harman Close Decent Homes | £990,383.00 | £986,695.10 | -£3,687.90 |
| William Blake and Dron House Door Entry System Replacement | £414,958.00 | £353,958.00 | -£61,000 |
| Total | £1,405,341.00 | £1,340,653.10 | -£64,687.90 |

6. The Gateway 6 outturn cost across both projects was within reasonably expected tolerances of the Gateway 5 (Authority to Start Work) costs.
7. A total of £126,893.36 was recovered from leaseholders for the Door Entry project. As a sheltered scheme, there is no leaseholder recovery at Harman Close.

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 for both projects were within reasonable expected tolerances of the Gateway 5 (Authority to Start Work) costs with a small underspend against each.

Resource implications – Both 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

8. The Gateway 6 reports submitted for approval form part of a housekeeping exercise ahead of adoption of the new P3 Project Framework. Both projects presented here were completed successfully in the challenging Covid and immediately post-Covid environments with both closing at a minor underspend against expected sums at Gateway 5. Works on both 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

Agenda Item 6a

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|---|---|
| Committees: Corporate Projects Board - <i>for information</i> Housing Management and Almshouses Sub - <i>for decision</i> Projects and Procurement Sub - <i>for information</i> | Dates: 12 November 2025 27 January 2026 25 March 2026 |
| Subject: Harman Close Decent Homes Unique Project Identifier: 11569 | Gateway 6: Outcome Report Regular |
| Report of: Director of Community & Children's Services Report Author: Lochlan MacDonald, Asset Programme Manager | For Decision |
| PUBLIC | |

Summary

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| 1. Status update | <p>Project Description: All homes at Harman Close meet the decent homes criteria in terms of internal facilities, to increase comfort and well-being of residents, and to ensure less works will be required to future void properties to attain this standard</p> <p>RAG Status: Green (not noted at last report to Committee)</p> <p>Risk Status: Low (not noted at last report to committee)</p> <p>Costed Risk Provision Utilised: £0 (of which £0 amount was drawn down at the last report to Committee);</p> <p>Final Outturn Cost: £986,695.10</p> |
| 2. Next steps and requested decisions | <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That the contents of this report are noted. 2. That approval to close the project is authorised. |
| 3. Key conclusions | <p>All 48 dwellings at Harman Close had some works undertaken, the extent of which depended upon the existing conditions within each dwelling.</p> <p>The following works were carried out in all flats:</p> <ul style="list-style-type: none"> • Electrical Rewire • New flooring |

v.April 2019

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| | <ul style="list-style-type: none"> • New electric heating installations • Asbestos Surveys • Internal redecoration <p>The scope of works within flats differed due to some properties already having had new bathroom, kitchens etc installed under previous void maintenance works. Some flats required extra works to bring these up to standard.</p> <p>New fire-resistant front doors were omitted from the main project and were undertaken separately. As these works did not form part of the decent homes standard they were removed from this contract.</p> |
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Main Report

Design & Delivery Review

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|--------------------------------|--|
| 4. Design into delivery | <ul style="list-style-type: none"> • The design of the project did fulfil the objectives in that all homes attained the Decent Homes Standard. The Covid Pandemic impeded works towards the end of the contract but ultimately objectives were met. |
| 5. Options appraisal | <ul style="list-style-type: none"> • Whilst the contract sum at final account was slightly less than the original order amount, it should be noted that fire doors were omitted from the contract and undertaken separately. However, due to delays caused by Covid during the contract, and the fact that extra works were identified in flats following the initial pricing survey, costs rose overall. • As noted above, the fire doors were omitted from the Decent Homes works but the same contractor, TSG Building Services Ltd, undertook these works separately. This helped keep costs down and minimise disturbance to residents. |
| 6. Procurement route | <ul style="list-style-type: none"> • As TSG had previously carried out decent homes works at other estates to a proven standard, Chief Officer authorisation was obtained to extend the contract, on the same schedule of rates as had previously been used. |
| 7. Skills base | <ul style="list-style-type: none"> • The City of London project team had the required skills and experience to manage the delivery of the project. Whilst the Covid-19 pandemic was challenging environment to deliver works, the decent homes standard was achieved in all homes. |
| 8. Stakeholders | <ul style="list-style-type: none"> • The major stakeholders, the residents, were directly affected by the works, in terms of providing access, disturbance, delays etc. However, the contractor arranged works directly and checked with the residents as to their satisfaction following the completion of works. |

Variation Review

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| 9. Assessment of project against key milestones | <ul style="list-style-type: none"> Whilst works were started on time, the Covid pandemic delayed works within flats, and as such works were not completed on time. A delay in reconciling the final account with the contractor has delayed the completion of this outcomes report but that has now been resolved. |
| 10. Assessment of project against Scope | <ul style="list-style-type: none"> The project achieved its intended objective of making all homes at Harman Close compliant with the decency standard. |
| 11. Risks and issues | <ul style="list-style-type: none"> No identified risks were realised As noted above, the Covid pandemic delayed works and made the contractor's job more difficult. No CRP was utilised |
| 12. Transition to BAU | <ul style="list-style-type: none"> The refurbished properties meant residents were living in better conditions, were safer and more secure than previously. As the works addressed the conditions within homes, this should result in less required reactive repairs and reduce the need for works as and when properties become void. |

Value Review

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|-----------------------------|---|-----------------------------|--|--|--|--|--|--|---------------------------------|--------------------|------|------------|------------|-------------|------------|------------|-------|----------|-------------|-------|-------------|-------------|
| 13. Budget | <table border="1"> <tr> <td>Estimated Outturn Cost (G2)</td><td colspan="2">Estimated cost (including risk): £982,660</td></tr> <tr> <td></td><td colspan="2">Estimated cost (excluding risk): £982,660</td></tr> <tr> <td></td><td>At Authority to Start work (G5)</td><td>Final Outturn Cost</td></tr> <tr> <td>Fees</td><td>£17,360.00</td><td>£14,760.00</td></tr> <tr> <td>Staff Costs</td><td>£24,000.00</td><td>£23,997.65</td></tr> <tr> <td>Works</td><td>£949,023</td><td>£947,937.45</td></tr> <tr> <td>Total</td><td>£990,383.00</td><td>£986,695.10</td></tr> </table> <p>As a sheltered scheme, there is no leaseholder recovery at Harman Close.</p> <p>Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.</p> | Estimated Outturn Cost (G2) | Estimated cost (including risk): £982,660 | | | Estimated cost (excluding risk): £982,660 | | | At Authority to Start work (G5) | Final Outturn Cost | Fees | £17,360.00 | £14,760.00 | Staff Costs | £24,000.00 | £23,997.65 | Works | £949,023 | £947,937.45 | Total | £990,383.00 | £986,695.10 |
| Estimated Outturn Cost (G2) | Estimated cost (including risk): £982,660 | | | | | | | | | | | | | | | | | | | | | |
| | Estimated cost (excluding risk): £982,660 | | | | | | | | | | | | | | | | | | | | | |
| | At Authority to Start work (G5) | Final Outturn Cost | | | | | | | | | | | | | | | | | | | | |
| Fees | £17,360.00 | £14,760.00 | | | | | | | | | | | | | | | | | | | | |
| Staff Costs | £24,000.00 | £23,997.65 | | | | | | | | | | | | | | | | | | | | |
| Works | £949,023 | £947,937.45 | | | | | | | | | | | | | | | | | | | | |
| Total | £990,383.00 | £986,695.10 | | | | | | | | | | | | | | | | | | | | |
| 14. Investment | N/A | | | | | | | | | | | | | | | | | | | | | |

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| 15. Assessment of project against SMART objectives | <ul style="list-style-type: none"> • Specific – Works changed according to conditions within homes • Measurable – all 48 dwellings achieved some measures of improvements, so all met the decent homes standard. • Achievable – all properties met the decent homes standard • Relevant – The works tied in with the department's strategies of maintaining homes and ensuring residents safety. • Time Bound – The covid pandemic meant that we could not finish the project the within the given timescale |
| 16. Key benefits realised | <ul style="list-style-type: none"> • That all homes at Harman Close now meet the Decent Homes standard in terms of internal facilities, thereby increasing the comfort and wellbeing of residents. • The requirement for void works in the future will decrease. |

Lessons Learned and Recommendations

| | |
|------------------------------------|--|
| 17. Positive reflections | <ul style="list-style-type: none"> • The contractor, estate staff and the project team worked well together to help vulnerable residents through having the works done in particularly challenging times. |
| 18. Improvement reflections | <ul style="list-style-type: none"> • A more structured approach is required at pre-tender survey stage to robustly identify works required and prevent variations within contracts. |
| 19. Sharing best practice | <ul style="list-style-type: none"> • This will be used to ensure an understanding of the decent homes criteria for future projects. |
| 20. AOB | N/A |

Appendices

| | |
|-------------------|--------------------|
| Appendix 1 | Project Coversheet |
|-------------------|--------------------|

Contact

| | |
|-------------------------|--|
| Report Author | Lochlan MacDonald |
| Email Address | Lochlan.macdonald@cityoflondon.gov.uk |
| Telephone Number | 020 7332 3939 |

Project Coversheet

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|--|
| [1] Ownership & Status |
| <p>UPI: 11569 Core Project Name: Harman Close Decent Homes Programme Affiliation (if applicable): N/A Project Manager: Lochlan MacDonald Definition of need: All dwellings at Harman Close are to be brought up to meet the decent homes standards in terms of internal facilities, to increase comfort and wellbeing of residents. Key measures of success:</p> <ol style="list-style-type: none"> 1) All 48 dwellings to meet Decent Homes Standards 2) Minimise disruption for sheltered scheme residents 3) That facilities are improved so that void works required in the future will decrease. <p>Expected timeframe for the project delivery: 2019-2020 Key Milestones: Project Complete Are we on track for completing the project against the expected timeframe for project delivery? Project delivery was delayed by the Covid-19 public health crisis. Works are fully complete. Has this project generated public or media impact and response which the City of London has needed to manage or is managing? N/A</p> |

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|---|
| [2] Finance and Costed Risk |
| <p>Headline Financial, Scope and Design Changes: Project complete without material price, scope or design changes.</p> <p>'Project Briefing' G1 report (as approved by Chief Officer 21/07/15):</p> <ul style="list-style-type: none"> • Total Estimated Cost (excluding risk): £986,695.10 • Costed Risk Against the Project: N/A • Estimated Programme Dates: Summer 2018 – Spring 2019 <p>Scope/Design Change and Impact: N/A</p> <p>'Project Proposal' G2 report (as approved by PSC 21/07/15):</p> <ul style="list-style-type: none"> • Total Estimated Cost (excluding risk): £986,695.10 • Resources to reach next Gateway (excluding risk): £12,000 • Spend to date: £0 • Costed Risk Against the Project: N/A • CRP Requested: N/A • CRP Drawn Down: N/A • Estimated Programme Dates: Summer 2018 – Spring 2019 <p>Scope/Design Change and Impact: None</p> <p>'Options Appraisal and Design' G3-4 report (as approved by PSC 17/01/18):</p> <ul style="list-style-type: none"> • Total Estimated Cost (excluding risk): £982,660 • Resources to reach next Gateway (excluding risk): £16,130 • Spend to date: £4,771 |

APPENDIX 1

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| <ul style="list-style-type: none">• Costed Risk Against the Project: N/A• CRP Requested: N/A• CRP Drawn Down: N/A• Estimated Programme Dates: Summer 2018 – Spring 2019 |
|--|

Scope/Design Change and Impact: None

'Authority to start Work' G5 report (as approved by Chief Officer 08/11/18):

- Total Estimated Cost (excluding risk): £990,383
- Resources to reach next Gateway (excluding risk): £974,253
- Spend to date: £16,130
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: December 2018 – June 2019

Scope/Design Change and Impact: None

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

Programme Affiliation [£]: N/A

Agenda Item 6b

| | |
|---|---|
| Committees: Corporate Projects Board - <i>for information</i> Housing Management and Almshouses Sub - <i>for decision</i> Projects and Procurement Sub - <i>for information</i> | Dates: 12 November 2025 27 January 2026 25 March 2026 |
| Subject: William Blake and Dron House Door Entry System Replacement Unique Project Identifier: 11905 | Gateway 6: Outcome Report Regular |
| Report of: Director of Community & Children's Services Report Author: Lochlan MacDonald, Asset Programme Manager | For Decision |
| PUBLIC | |

Summary

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| 1. Status update | <p>Project Description: The door entry systems at these blocks were nearing the ends of their useful lives, it was very difficult to get replacement parts for repairs to the old systems, so replacement was required.</p> <p>RAG Status: Green (Red at last report to committee)</p> <p>Risk Status: Low (Not noted at last report to committee)</p> <p>Costed Risk Provision Utilised: £0 (of which £0 amount was drawn down at the last report to Committee);</p> <p>Final Outturn Cost: £353,958.00</p> |
| 2. Next steps and requested decisions | <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That the contents of this report are noted. 2. That approval to close the project is authorised. |
| 3. Key conclusions | All 116 Flats at William Blake Estate and 79 Flats at Dron House benefitted from the works. All flats had new handsets installed and fobs issued to residents for network and cloud-based systems respectively. All panels at main block entrances were |

v.April 2019

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| | <p>renewed. Cabling throughout was tested to ensure its integrity and repairs carried out where needed. Minor repairs were also undertaken to front entrance doors.</p> <p>The project was delivered with an underspend against the Gateway 5 sum of £61,000.</p> |
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Main Report

Design & Delivery Review

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| 4. Design into delivery | <ul style="list-style-type: none"> The design of the project fulfilled the objectives in that all homes had new equipment installed, and the new networks and cloud-based control systems work as planned. |
| 5. Options appraisal | <ul style="list-style-type: none"> The final account figure of £353,958.00 is considerably less than the original contract sum of £414,958.00. This reduction is due to variations in works on items that were originally priced for but then found not to be required. The sum allowed for preliminaries was not needed. No consultants were needed in the delivery of the project. |
| 6. Procurement route | <ul style="list-style-type: none"> The City of London Procurement Service were consulted on this report. Whilst the estimated amounts could be included under the measured term contract with Wates, it was agreed that the best approach was to seek a design and build contract with three specialist firms. |
| 7. Skills base | <ul style="list-style-type: none"> The Major Works team from the City of London ran the project successfully with no requirement for external support. |
| 8. Stakeholders | <ul style="list-style-type: none"> The major stakeholders, the residents, were directly affected by the works, in terms of providing access, disturbance, delays etc. However, the contractor arranged works directly and this method worked satisfactorily. |

Variation Review

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| 9. Assessment of project against key milestones | <ul style="list-style-type: none"> • Works were started and completed on time. • A delay over the final figures has delayed the completion of this outcomes report but that has now been resolved. |
| 10. Assessment of project against Scope | <ul style="list-style-type: none"> • The project achieved its intended objective of installing the bespoke door entry systems required at each estate. |
| 11. Risks and issues | <ul style="list-style-type: none"> • No identified risks were realised. • No CRP was utilised. |
| 12. Transition to BAU | <ul style="list-style-type: none"> • The new equipment installed means that residents are more secure than previously. The previous door entry systems did not provide adequate security, which allowed intruders into the blocks and led to anti-social behaviour. As the old systems were virtually obsolete and spare parts were unavailable, these works will have reduced the amount of required reactive repairs. |

Value Review

| 13. Budget | Estimated Outturn Cost (G2) | Estimated cost (including risk): £262,000.00 Estimated cost (excluding risk): £262,000.00 | | | | | | | | | | | | | | |
|--|---|--|---------------------------------|--------------------|------|------------|-------|-------------|------------|-----------|-------|-------------|-------------|--------------|--------------------|--------------------|
| | <table border="1"> <thead> <tr> <th></th> <th>At Authority to Start work (G5)</th> <th>Final Outturn Cost</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>£19,750.00</td> <td>£0.00</td> </tr> <tr> <td>Staff Costs</td> <td>£10,000.00</td> <td>£5,000.00</td> </tr> <tr> <td>Works</td> <td>£385,208.00</td> <td>£348,958.00</td> </tr> <tr> <td>Total</td> <td>£414,958.00</td> <td>£353,958.00</td> </tr> </tbody> </table> | | At Authority to Start work (G5) | Final Outturn Cost | Fees | £19,750.00 | £0.00 | Staff Costs | £10,000.00 | £5,000.00 | Works | £385,208.00 | £348,958.00 | Total | £414,958.00 | £353,958.00 |
| | At Authority to Start work (G5) | Final Outturn Cost | | | | | | | | | | | | | | |
| Fees | £19,750.00 | £0.00 | | | | | | | | | | | | | | |
| Staff Costs | £10,000.00 | £5,000.00 | | | | | | | | | | | | | | |
| Works | £385,208.00 | £348,958.00 | | | | | | | | | | | | | | |
| Total | £414,958.00 | £353,958.00 | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> • The total amount recovered from leaseholders was £126,893.36, approximately 36% of the total project spend. • No external fees needed to be expended in the completion of the project. • Final accounts have been subject to an independent verification check undertaken by a suitably experienced officer within the relevant implementing department. | | | | | | | | | | | | | | | | |

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| 14. Investment | N/A |
| 15. Assessment of project against SMART objectives | <ul style="list-style-type: none"> • Specific – Works targeted specific needs at each estate. • Measurable – All affected dwellings were connected to the new systems. • Achievable – Works were completed on time and under budget. • Relevant – The works tied in with the department's strategies of maintaining homes and ensuring residents safety. • Time Bound – The works were completed in line with expected time frames. |
| 16. Key benefits realised | <ul style="list-style-type: none"> • All dwellings have been connected to the new systems. • Response repairs have reduced. • Residents feel safer due to the works. |

Lessons Learned and Recommendations

| | |
|------------------------------------|--|
| 17. Positive reflections | <ul style="list-style-type: none"> • The contractor, estate staff and the project team worked well together to complete the project. • The project was completed with an underspend of £61,000 from the Gateway 5 sum. |
| 18. Improvement reflections | <ul style="list-style-type: none"> • A more structured approach is required at pre-tender survey stage to robustly identify the individual building fabric repairs that were required. |
| 19. Sharing best practice | <ul style="list-style-type: none"> • This will be used to ensure an understanding of the similar projects in the future. |
| 20. AOB | N/A |

Appendices

| | |
|-------------------|--------------------|
| Appendix 1 | Project Coversheet |
|-------------------|--------------------|

Contact

| | |
|-------------------------|--|
| Report Author | Lochlan MacDonald |
| Email Address | Lochlan.macdonald@cityoflondon.gov.uk |
| Telephone Number | 020 7332 3939 |

Project Coversheet

[1] Ownership

Unique Project Identifier: 11905

Core Project Name: William Blake Estate and Dron House Door Entry System Replacement

Programme Affiliation (if applicable): N/A

Project Manager: Lochlan MacDonald

Next Gateway to be passed: Gateway 5

[2] Project Brief

Project Description: To replace the door entry systems at Dron House and William Blake estates with new cloud based and networked controlled systems respectively.

Definition of need: The current systems are approaching the end of their useful lives and repair parts are becoming unavailable. The new controls will make these systems easier to administer.

Key measures of success:

1. Less response repairs required
2. Improved facilities for residents
3. Easier for staff to administer.

[3] Progress Status

Expected timeframe for the project delivery: June 2019 – June 2020

Key Milestones:

Appoint Contractor: June 2019

Start Works: July 2019

Complete Works: March 2020

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.

[4] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

Since 'Project Briefing' G1 report:

- Total Estimated Cost (excluding risk): £197,000
- Costed Risk Against the Project: None/N/a.

Scope/Design Change and Impact:

Since 'Project Proposal' G2 report (PSC Approval 18/07/17):

- Overall programme: From June 2017 – December 2018
- Total Estimated Cost £262,000
- Resources to reach next Gateway (excluding risk): £24,750
- Spend to date: £0
- Costed Risk Against the Project: None
- CRP Requested: No
- CRP Drawn Down: No

APPENDIX 1

| <p><i>Scope/Design Change and Impact:</i></p> <p>Since 'Options Appraisal and Design' G3-4 report (PSC Approval 13/06/18): Overall programme: From June 2018 – September 2018 (start date, expected completion was not given)</p> <ul style="list-style-type: none"> • Total Estimated Cost (excluding risk): £235,125 • Resources to reach next Gateway (excluding risk) £24,750 (unspent from Gateway 2) • Spend to date: £5,000(staff costs) • Costed Risk Against the Project: None • CRP Requested: None • CRP Drawn Down: None <p><i>Scope/Design Change and Impact:</i></p> <p>Issues Report: Increase in Costs: (PSC Approval to be sought April 2019):</p> <ul style="list-style-type: none"> • No overall programme given in this report • Total Estimated Cost (excluding risk): £414,958 • Resources to reach next Gateway (excluding risk): £5000 (staff costs) • Spend to date: £5,000 (Staff Costs) • Costed Risk Against the Project: None • CRP Requested: No • CRP Drawn Down: No <p><i>Scope/Design Change and Impact:</i></p> <p><i>Due to extra items not envisaged at Gateway 3/4, increases in prices since original estimates, and likely uplift for design and build approach, the requested budget has increased.</i></p> <p>Since 'Authority to start Work' G5 report (CO Approval 19 May 2019):</p> <ul style="list-style-type: none"> • Overall programme: From May 2017 – June 2020 • Total Estimated Cost (excluding risk): £414,958.00 • Resources to reach next Gateway (excluding risk) £390,208.00 • Spend to date: £5,000 (accounted for separately) • Costed Risk Against the Project: £0 • CRP Requested: £0 • CRP Drawn Down: £0 <p><i>Scope/Design Change and Impact:</i> None.</p> | | | | | | |
|--|--|--|----------------------|--------------------|--|----------|
| <p>Total anticipated on-going commitment post-delivery [£]: Unquantifiable (reactive repairs as and when required)</p> <p>Programme Affiliation [£]: £0</p> | | | | | | |
| <p>Top risk:</p> <table border="1"> <tr> <td><i>Risk description</i></td> <td><i>That wiring for door entry system has degraded more than expected and that this will need replacement</i></td> </tr> </table> | <i>Risk description</i> | <i>That wiring for door entry system has degraded more than expected and that this will need replacement</i> | | | | |
| <i>Risk description</i> | <i>That wiring for door entry system has degraded more than expected and that this will need replacement</i> | | | | | |
| <p>Top issue realised</p> <table border="1"> <thead> <tr> <th><i>Issue Description</i></th> <th><i>Impact and action taken</i></th> <th><i>Realised Cost</i></th> </tr> </thead> <tbody> <tr> <td>Increase in Costs:</td> <td>Requires Committee approval and is being sought.</td> <td>£150,488</td> </tr> </tbody> </table> | <i>Issue Description</i> | <i>Impact and action taken</i> | <i>Realised Cost</i> | Increase in Costs: | Requires Committee approval and is being sought. | £150,488 |
| <i>Issue Description</i> | <i>Impact and action taken</i> | <i>Realised Cost</i> | | | | |
| Increase in Costs: | Requires Committee approval and is being sought. | £150,488 | | | | |
| <p>[5] Member Decisions and Delegated Authority</p> <p>C/O to approve Gateway 5, as per PSC authority.</p> | | | | | | |

APPENDIX 1

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City of London Corporation Committee Report

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|---|---|
| Committee(s): Housing Management & Almshouses Sub-Committee – For Information | Dated: 27/01/2026 |
| Subject: Housing Major Works Programme 2026-36 | 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? | 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: | Greg Wade, Head of Major Works (HRA) |

Summary

This report provides an overview of the intended strategic approach for delivery of the Housing Major Works Programme from 2026-36, which will be led by the Major Works Team (HRA) and supported by the New Developments and Special Projects Team within DCCS' Housing Department.

The works will encompass comprehensive upgrades to the City of London Corporation's social homes in respect of comprehensive upgrades to kitchens, bathrooms, heating systems, lifts, roofs, and communal spaces. Extensive fire safety and electrical works will also be undertaken as part of the programme, to meet the City Corporation's statutory landlord obligations. Furthermore, decarbonisation will be a key focus, with a view to actively supporting the organisation's investment and supply chain net zero targets of 2040.

Recommendation(s)

Members are asked to:

Note the report and consider the future commitments, targets and challenges in delivering the Housing Major Works Programme.

Main Report

Background

1. In 2014/15 the City Corporation committed to investing circa £110million on a Major Works Programme for the maintenance, refurbishment, and improvement of its entire social housing portfolio (including the Golden Lane Estate). The works, in the main comprised the following:
 - Window repairs / replacements;
 - Re-roofing (including repair / replacement of rainwater goods);
 - Decent Homes (new kitchens and bathrooms);
 - Electrical rewiring and upgrades (communal landlord supply and domestic);
 - Heating replacements and upgrades (communal and domestic);
 - Concrete and external fabric repairs;
 - Fire safety improvement works (fire door replacement, compartmentation works, fire-stopping, fire alarm upgrades, sprinkler installation);
 - Energy efficiency works (co-funded through Climate Action Strategy funding);
 - Estate Improvement works (minor landscaping / security / fencing / waste storage / external drainage).
2. The programme was originally intended to be a 5-year one. However, the size and complexity of certain high-profile projects, along with persistent staff resourcing issues and the addition of unprogrammed works, meant that delivery of the works had to be re-profiled into an elongated programme, which was considered both realistic and achievable.
3. Works to the value of £70m have been successfully completed since the original commitment in 2014/15, with the remaining £40m committed to projects in active development (the majority being those on the Golden Lane Estate).
4. Furthermore, despite the significant improvements undertaken since 2014/15 and the £30m already committed to the Golden Lane Estate in particular, further work is essential to:
 - Meet Building Safety Act 2022 standards
 - Achieve Net Zero targets
 - Comply with Awaab's Law
 - Complete the Golden Lane Estate Major Works Renewal Programme

5. Consequently, on 12 December 2025, the Court of Common Council approved a £211 million funding package to accelerate improvements across all 12 City Corporation housing estates. This funding package includes an allocation of £152 million from the City's Fund to support the Housing Major Works Programme, which will be delivered from 2026-36.
6. These additional funds include a further £75m commitment to the Golden Lane Estate, taking the overall investment to £105m, with a deadline of all 9 blocks being successfully completed by 2035.
7. The Housing Major Works Programme will be monitored and managed at several levels, both corporately and within the department. This includes:
 - The new Gateway Process (via the Corporation's Project P3 framework);
 - Community & Children's Services Committee (C&CS);
 - Projects and Procurement Sub Committee;
 - Housing Management & Almshouses Sub Committee;
 - Housing Programme Board.
8. The Housing Programme Board (HPB) is a cross-departmental group which will now meet on a monthly basis to oversee the Major Works Programme and provide an approvals route for the new Gateway process. It is chaired by the Director of Housing and comprises of senior officers from:
 - Housing Management;
 - Major Works Team (HRA);
 - City Surveyors;
 - Planning;
 - Finance;
 - Town Clerks;
 - City Procurement.

Current Position

Current and Future Projects already in development

9. The Major Works Team currently has a small crop of mid value projects which are being progressed through the early design stages and are expected to start on site in 2027/28:
 - George Elliston and Eric Wilkins Lift Refurbishment and Upgrade
 - York Way Estate Lift Refurbishment and Upgrade
 - York Way Communal Ceiling Reinstatement and Communal Areas Refurbishment
 - William Blake Estate Window Replacement and Associated Works
 - George Elliston and Eric Wilkins External Refurbishment

10. These have provided a useful thread of continuity for the team, alongside the completion of the following legacy projects in 2024/25:

- Holloway Window Replacement and Associated Works
- Southwark Window Replacement and Associated Works
- Windsor House Window Replacement and Associated Works
- Sydenham Hill Window Replacement and Associated Works

11. Furthermore, in 2026, the following projects are intended to commence on site:

- Harman and Iselden Fire Safety and Compliance Works
- Electrical Upgrade Programme
- Middlesex Street and York Way Estate Heating Optimisation Works

Statutory Compliance Considerations

12. In addition to the works detailed by Savills' stock condition survey in 2018, further compliance-related planned programmes have since been identified:

- Electrical Planned Maintenance Works originating from Electrical Installation Condition Reports (upgrades to communal landlord's supply, distribution boards and communal lighting)
- Fire Safety Works originating from Fire Risk Assessments (compartmentation works, fire-stopping, fire alarm upgrades)

13. In early 2025, an M&E consultant was appointed to undertake a review of the EICRs across the entire portfolio, followed by individual site visits and a priority assessment of all landlord installations, accompanied by budget costs for the identified works.

14. This exercise has culminated in an Electrical Upgrade package, which is currently being developed with the appointed consultant and an appropriately competent and experienced contractor. This package is intended to commence in April 2026 and will address the quick wins in terms of electrical remedial work across the entire portfolio. The intention will be to complete this programme within 12 months of commencement i.e. by the end of March 2027.

15. Given the scale of identified electrical major work, the decision has been made to also incorporate this element into all pipeline and future projects, with the intention of addressing the overwhelming majority of the housing stock within the next 3 years. Typical examples of major electrical work would include lateral mains replacement and/or complete communal lighting upgrades. These works will also be subject to section 20 consultation.

16. In respect of fire safety considerations, The Major Works Team has commissioned a multidisciplinary consultant to undertake a review of the FRAs and fire strategies across the entire portfolio. This will be followed by individual site visits and a priority assessment, accompanied by budget costs for the identified works. This survey programme is scheduled to commence in January 2026 and is expected to be completed by July 2026, following which a fire safety planned maintenance works

programme can be developed for implementation in 2027. It is still to be determined whether these works will be subject to section 20 consultation.

Decarbonisation

17. The City of London Corporation is in receipt of Social Housing Decarbonisation Funding, as part of a successful bid lodged as part of the London Councils Consortium in 2024. The Major Works and Climate Action Strategy Teams are working closely and have established a Retrofit Assessor and Coordinator for the past 12-18 months, commissioned to identify potential opportunities for expenditure in respect of the allocated grant funding.
18. The decision has been taken to explore the possibility of 'bolting-on' decarbonisation works to two existing major works packages, as part of a 'fabric first' approach:
 - William Blake Estate Window Replacement and Associated Works
 - George Elliston and Eric Wilkins External Refurbishment
19. Both packages have lead consultants appointed and a delivery timeline, which aligns with the rigid expectations of the grant funding. Currently this is considered to be the most pragmatic and effective solution, given the time pressures in existence. Discussions are underway with both sets of consultants and the Major Works Team is working proactively to combine the planned maintenance and decarbonisation elements at the design stage. This process will be closely monitored at senior-level over the coming months.

Interim Works

20. Given that the expected timeline for commencement of major works projects is in excess of 2 years, there will be a requirement for interim works in priority cases.
21. In respect of electrical compliance, an emergency package of work is being developed at pace (see item 6 above).
22. It is highly likely that some identified fire safety works will have to be treated in similar fashion, which will likely be led by the Repairs and Maintenance Team.
23. An interim repairs initiative has been implemented on the Golden Lane Estate, where individual homes are being assessed for potential Health & Safety risks (i.e. the potential for glazing to fall out of deteriorated timber frames and sashes). High quality repairs are consequently being instructed where deemed necessary.

Options – Procurement and Delivery

24. Various procurement options can be considered in respect of long-term planning. In the interest of expediency, the City of London Corporation could consider the formation of its own bespoke framework. This could offer the following advantages:

- Accelerated procurement process
- More transparency
- Greater certainty in terms of quality
- Opportunity to build strong market relationships with established contractors
- Potential economies of scale through repeat business
- Greater satisfaction from Leaseholders

25. It should be acknowledged this process could take 2+ years to implement and so it should be considered in tandem with traditional procurement methods for the existing crop of pipeline projects.

26. In respect of portfolio-wide programmes which do not require section 20 consultation (i.e. Decent Homes, Estate Planned Maintenance etc), given the relatively small number of tenanted homes within the portfolio (i.e. less than 2000 units) and limited number of estates, there is a strong argument to suggest that a single procurement exercise involving a constructor-partner could be a viable approach.

27. This approach is not without risk but could offer benefits in terms of accelerated delivery and also the potential to use external frameworks (as opposed to multiple single stage competitive tendering exercises on an estate-by-estate basis).

Proposals

28. Members are asked to review the report and offer insights / commentary to the suggested approach and rationale.

Key Data

29. See Appendix 1 for Housing Major Works Delivery Programme (high-level budget costs) for a snapshot of the current assumptions and anticipated expenditure.

Corporate & Strategic Implications

Strategic implications

These projects form part of the current and future Housing Major Works Programme which originally commenced in 2014 but has now been re-profiled to be delivered from 2026-36.

Financial implications

There is now a firm commitment to successfully spend £211m by 2036. Consequently, expenditure will need to be monitored on a periodic basis (monthly / quarterly / annually) from April 2026 and benchmarked against an anticipated spend profile.

Resource implications

All projects will be delivered by the Major Works Team (HRA), supported by the New Developments and Special Projects Team.

Legal implications

Key considerations will be the requirement for Leaseholder recovery, the potential for legal challenge based upon whether the costs are recoverable, statutory breach in respect of compliance

Risk implications

Key risks largely relate to potential programme delays, relating to the following:

- Governance Approvals process
- Statutory procurement requirements
- Successfully managing substantial works in and around residents' homes
- Section 20 consultation and Leaseholder anxiety in respect of billing
- Planning and Listed Building consent
- Higher Risk Buildings requiring Gateway 2 Applications to the Building Safety Regulator
- The challenges of large-scale resident decanting (GLE)
- Appropriate resourcing in terms of personnel and management
- Multiple concurrent contractor activity within estate boundaries (CDM)

Equalities implications

These will be assessed project by project.

Climate implications

Net Zero targets 2040 should be considered in terms of the City Corporation's aspirations.

Security implications

None.

Conclusion

30. The City Corporation's decision to significantly invest in its social housing stock presents an excellent opportunity to upgrade, modernise and also to meet its statutory landlord obligations. However, extensive planning is also required, if the targets for achievement are to be successfully met over the next decade.

31. Significant challenges are apparent, given that the Major Works Team has not traditionally had the opportunity to exhibit flexibility or dynamism in respect of project delivery. The historical approach has been driven largely by urgent need and severe budgetary restrictions.

32. Consideration should be given to various alternative procurement and delivery options, in order to maximise efficiencies wherever possible. It should also be noted that significant spend should not be expected until years 2/3 of the programme, given the length of time it will take to mobilise and progress projects through the early design stages. However, provided that planning is effective and the strategy is adhered to, successful completion of the programme within 10 years should achievable.

Appendices

Housing Major Works Programme – January 2026 (High-level)

Greg Wade

Head of Major Works (HRA), DCCS

T: 07598 064435

E: gregory.wade@cityoflondon.gov.uk

City of London Corporation Committee Report

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| Committee: Housing Management and Alms Houses Sub-Committee – For information | Dated: 27 January 2026 |
| Subject: Quarterly Fire Safety Status Report | Public report: For Information |
| This proposal: • delivers Corporate Plan 2024-29 outcomes • provides statutory duties | |
| 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, Chief Officer DCCS |
| Report author: | Paul Barton, Interim Head of Health and Fire Safety DCCS |

City of London Corporation's Corporate Plan 2024-2029

Diverse Engaged Communities: Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.

Vibrant Thriving Destination: Attracting businesses and people to a safe, secure, and dynamic location is vital to our future. A world-leading culture and leisure offer is integral to creating a vibrant, thriving destination where everyone prospers.

Providing Excellent Services: Supporting people to live healthy, independent lives and achieve their ambitions is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.

Flourishing Public Spaces: From our markets and cultural icons, such as the Barbican, to our world-famous bridges and amazing green spaces, we are stewards of unique national assets. Major capital investment into our civic fabric will secure flourishing public spaces, enabling a more successful London overall.

Summary

The purpose of this report is to provide members with a 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 introduction 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.

The report responds to items and questions raised by the committee at its previous meeting on 26th November 2025.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The fire safety management programme is spearheaded by third party risk assessments. Actions arising from assessments that are recommended to eliminate or reduce risks to the lowest level reasonably practicable are the spine of the programme.
2. 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 actions to major works, repairs and maintenance, housing management, new builds and special projects, plus health and safety.
3. Actions are currently tracked on a Microsoft Excel spreadsheet and progress scrutinised by the director of housing and social housing heads of service at a fortnightly meeting.
4. 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 repairs and maintenance compliance.

Current Position

5. Responses to the points and questions raised by the committee at its previous meeting held 26 November 2025, are as follows:

- The committee asked that links to relevant legislation quoted in the status report be added to the report. This has been included in this report and will be in future quarterly fire safety status reports.
- The committee enquired what fire safety training is provided for estate supervisors. Estate supervisors must complete the corporate fire safety awareness course, which is delivered online and part of the SAP programme. They additionally complete fire door inspection training (basic level) for quarterly inspection of communal fire doors and practical use of fire extinguisher training.
- The committee enquired how did fire safety management affect the contractual agreement with leaseholders. The home ownership team advise that a standard clause on the lessee's fire safety responsibilities is included in every lease.
- The committee enquired on how long it would take to rectify the high number of actions outstanding from fire risk assessments and what a 'good state' of affairs would look like. Bulk actions earmarked for major works programmes will show a reduction in the number of outstanding actions over a period of five years. For example, the rolling programme of fire door replacement across the portfolio. Elsewhere, an anticipated new health and fire safety team will be instrumental in reducing outstanding actions in areas such as external wall assessment, structural assessment, full implementation of Residential Personal Emergency Evacuation Plans (RPEEPS), Person Centred Fire Risk Assessments (PCFRAs), site plans being up to date and retrospective fire strategies being in place and actioned across the HRA portfolio. A steady state would be achieved once these key actions currently in progress have been completed. Additionally, there is also the recent appointment of a multidisciplinary consultant that will provide technical support in the development of a long-term fire safety planned maintenance programme. A timeframe is indicated in the overall action plan for DCCS alignment to the Corporation safety management framework. A copy of the action plan is available from the DCCS head of health and fire safety and is pending approval CCS and CSC committees.
- The committee asked for more information on timescales for completing priority actions as this was under review. Following the review with Corporate Health and Safety, it was agreed that no change to the timescales on fire risk assessment action priorities will take place. Therefore, action priority timescales shown in current fire risk assessment reports and future reports until further notice will remain as before. These timescales are given at Appendix 1, where a code for each action timescale is also shown.
- Fire risk assessment completion rates to date within Q3 (FY 2025 - 2026) are 4.32%, which shows a slowing down of actions completed in this quarter so far compared to Q1 and Q2 combined. There have been 27 new actions added so far in Q3.
 - As of 23 December 2025, there were 45 high priority actions, 646 medium priority actions and 537 low priority actions outstanding.

- 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 GERDA™ 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 undertaken. 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.

- The major works team has completed a procurement exercise and has appointed 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. Work will commence at the end of January 2026 and complete by July 2026.

- 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 three blocks with this type of balcony arrangements were given 14-days to remove items that were obstructing their secondary means of escape (SME), having previously been given 28-days. Progress has shown improved compliance, but the blocks still had items stored on the balconies. The head of health and fire safety visited these residents on 22 December to explain the requirement to them and gave them a leaflet with photographs comparing a clear balcony with a cluttered one. These three blocks are the initial part of a wider programme to clear SME balconies across the remainder of Golden Lane and out to the rest of the HRA portfolio, thus reducing fire risk assessment actions for this identified hazardous practice.

- The Health and Fire Safety team continue work on a revised fire management plan template for residential blocks. The current format has been superseded by the need for a version more suited to multiple occupancy residential premises but also suited to a residential engagement strategy.
- Building plans contained in (premises) secure information boxes were audited by the head of health and fire safety for compliance with the Fire Safety (England) Regulations 2022 [The Fire Safety \(England\) Regulations 2022](#). The audit found that revised plans are now required for most blocks to meet the regulations. Plans recently prepared for Petticoat Tower are the acceptable 'yardstick' for the type and quality of plans now required. A quotation has been received for all remaining HRBs to have plans brought up to this standard.

6. There were two fire safety incidents in HRA homes reported during Q3:

- A frying pan fire in the Brixton almshouses was attended by LFB. The resident, who had lost consciousness during the incident was given first aid at the scene by London Ambulance and deemed well enough to remain at home.
- Electrical intake switchgear was detected smouldering at Golden Lane Community Centre. The main supply was switched off, and repair work was prioritised. The centre was closed for a couple of days while remedial work to the electricity supply was carried out. There were no casualties.

7. A paper presented at Departmental Leadership Team (DLT) in July 2025 made recommendations for a fulltime fire safety professional team to support HRA and Barbican Residential Estate properties. The recommendation was supported in principle by DLT, and a business case will go to Community and Children's Services Committee with a recommendation for onward approval to Corporate Services Committee.

8. A software database system for fire risk assessment monitoring has been approved and purchased. The system, called Risk Base provides functionality for dashboard reporting of progress on actions. And will mean that we are no longer reliant on spreadsheets. Reports from the system will be shared with this committee once the system is tested and embedded. We anticipate the system to go live during Q4 25/26 / Q1 26/27.

Corporate & Strategic Implications

9. **Financial implications.** The Corporation can face substantial fines, ranging from thousands to potentially millions of pounds, depending on severity and recurrence, for not complying with fire safety regulations. For example, Camden council were fined £500,000 for a fire fatality at one their housing properties [Council fined over fatal fire | Fire Protection Association](#).

10. **Resource implications.** The Corporation can suffer loss from direct property damage and service disruption, insurance premium increases, reputational harm and human costs from inadequately resourcing fire safety management.

11. **Legal implications.** By virtue of being a regulator health and safety at work, the Corporation is expected to be an exemplar of health and safety management. The implication of fire safety mismanagement is not only a breach of statutory duty, especially in relation to [The Regulatory Reform \(Fire Safety\) Order 2005](#), [Fire Safety Act 2021](#), [The Fire Safety \(England\) Regulations 2022](#) but also its common law duty of care to its residents.

Conclusion

12. This report has provided an oversight of the status and outcomes of fire safety management in the Corporation's social housing during Q3 25/26.

13. Updates were provided on the fire risk assessment programme, the fire strategy programme, the introduction 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 higher risk buildings (HRBs) within social housing.
14. Items and questions raised by the committee at its previous meeting on 26th November 2025 were addressed in this report.

Appendix

Appendix 1.

Action priority codes and timeframes in HRA and Barbican Residential Estate fire risk assessment reports.

- Priority Action AA-Immediate action taken while on site-(P1) 2-hour attendance.
- Priority Action A-Immediate action required-(P2) 24 Hours
- Priority Action B -Action required in the short term-(P3) 4Days
- Priority Action C-Action required in the short term -(P4) 28 Days
- Priority Action D-Remedial action required in the long term -3 Months
- Priority Action E-Action to be consider when refurbishing-Project Planning Stage
- Priority Action H/S-Health &Safety Information -(P2) Action 24 hrs.
- P3A over weekend when attendance will wait until Monday for attendance not warranting a 24hr P2.

P Barton

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

Paul.barton@cityoflondon.gov.uk

City of London Corporation Committee Report

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| Committee(s): Housing Management and Almshouses Sub-Committee | Dated: 27/01/2026 |
| 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? | n/a |
| What is the source of Funding? | n/a |
| Has this Funding Source been agreed with the Chamberlain's Department? | n/a |
| Report of: | Judith Finlay, Executive Director of Community and Children's Services |
| Report author: | Sam Bedford, Resident Involvement Manager |

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 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. We ran an application and selection process, whereby 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 we received, we selected 7 residents to take part, 2 leaseholders and 5 tenants from across our estates.
3. The first meeting of the Resident Voice Group was held on 22 October 2025 in the Guildhall, North Wing. Members reviewed and agreed a Terms of Reference and Code of Conduct for the group. We provided members with our Performance Reporting Dashboard and our up-to-date Complaints Data Report to give them an introduction into where service levels and performance are. We also had a wide-ranging discussion about the role of the Resident Voice Group, what topics it could cover and how it could go about delivering good quality scrutiny and influence over our service delivery. Residents and officers felt the meeting was a positive start and are looking forward to working together to improve 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 an independent 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 second Resident Voice meeting took place 2 December where the real work of resident scrutiny of our services began. The agenda and notes of the meeting are attached at Appendix 1.
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 Subhash Patel, Repairs Contract Manager, attended to present information on the way the Repairs service functions and hear and discuss residents' concerns and feedback. They also requested a brief overview of the whole Housing division and the services it delivers, including how and by who.

7. 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.

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

8. The Resident Voice Group is underway after a good application process and two good meetings. 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 – Notes and agenda of meeting held 2 December 2025

Background Papers

Resident Involvement Strategy 2025-29

Sam Bedford

Resident Involvement Manager

T: 020 7332 3765

E: sam.bedford@cityoflondon.gov.uk

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APPENDIX 1



Resident Voice Group Meeting

Date: 2nd December 2025 6.30pm-8pm

Venue: Model Room, Barbican Estate Office, Lauderdale Tower Barbican, EC2Y 8BY

| Attendees | Apologies |
|-------------------------|------------|
| Peta Caine (Chair) – PC | 1 Resident |
| Helen Chantry - HC | |
| Sam Bedford – SB | |
| Beverley Andrews – BA | |
| Subhash Patel – SP | |
| 6 Residents | |
| (Names redacted) | |

| Item | Board Member | Action Points |
|--|--------------|---------------|
| Welcome and Introductions | All | |
| Actions from last meeting | All | |
| Brief Introduction to Housing Services | PC | |
| Introduction to Repairs and Questions | BA, SP | |
| Performance Data Review | All | |
| Next Steps and Actions Agreed | All | |
| Election of Resident Co-Chair | All | |

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| AOB | All | |
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Actions From Previous Meeting

- **ACTION SB** Provide a copy of the department wide recognition criteria for volunteering and engagement – SB has requested permission to share document, awaiting approval from Ellie Ward.
- **ACTION PC** to provide a brief introduction to the Housing Service at the next meeting. – On agenda
- **ACTION SB** Code of Conduct and Terms of Reference agreed – Shared with all members.
- **ACTION HC** Investigate to look at missed appointment numbers and report back to Subhash Patel as he is conducting a review of the first six months of the Chigwell contract. – on agenda
- **ACTION HC** Speak to Anna Donaghue about what kind of breakdown of complaints data we could provide. What do we capture before formal process? Complaints – Discussion had as group. Residents to input to make suggestions of what additional detail they'd like to see on complaints data.
- **ACTION SB** Complaints leaflet to be shared – completed
- **ACTION ALL** Process agreed, members to self-nominate. SB to actively remind people. – on agenda
- **ACTION HC** Consider how we can manage distribution of materials to resident members – SB picked up. Worked with estate offices to develop process. Successful in the most part with occasional teething problems. To be continuously monitored.
- **ACTION SB** Summary of group so far to be presented at November Housing Sub-Committee. – completed
- **ACTION SB** Invite Subash and Bev from Repairs to next meeting. Chigwell review. – completed, attending and on the agenda.

Housing Services Presentation

- PC shared organisational chart and used it as basis of presentation to explain the different areas that comprise the Housing Services work.
- **ACTION SB** to share organisational chart.
- Brief explanation of different roles provided. Particularly highlighted Raymond Ozogulu's role as extra pair of hands. Updated that we are at 88% compliance for electrical safety test. 58% stock condition survey. Received good feedback so far. Discovered new damp and mould cases which were not reported, really good by product for CoL. Updated on the improvement works at Spitalfields.
- A RESIDENT asked for clarity on PC meant by surveys re. the damp and mould. A RESIDENT shared her experience of the survey, felt it was absolutely fine.
- PC has received feedback that the surveys haven't actually been taking too long, so will update comms about that.
- A RESIDENT confirmed if stock condition survey is just inside tenanted homes, PC confirmed it is. Is it a possibility for leaseholders to be able to 'buy in' to improvement projects that have been discovered to be needed?
- PC updated on how we will do with the data, and themes, and then what programmes we need to follow, so that will be the moment for that as it goes back to tenants and leaseholders.
- Updated on developing the new H&S team under Paul Barton

Repairs

- BA gave brief intro to her role responsive repairs and big 7 compliance inc. damp and mould now as of October and Awaab's Law.
 - 3 teams in the service main teams in the service
 - Property Services team. Area based property services officers.
 - Repairs service desk – for reporting repairs as first point of contact.
 - Compliance team
- SP introduced his role as contracts manager for Chigwell contract.
- SP highlighted Prosper's role and how he is also responsible for stage 2 complaints, so getting direct resident feedback.
- Some resident questions followed SP presentation (slides provided)
- A RESIDENT asked regarding what the monitoring of performance is. SP explained the current quality control checks
- A RESIDENT asked if 10% quality control was enough to monitor the contract? BA explained the 10% and tier systems based on value of the repairs work. Approx 1400 reviews across 4 PSOs. Capacity to do more is an issue. Aim is to increase volume by doing more via desktop to allow visits.
- A RESIDENT suggested deep dive on info re repairs by estate and value to see what their strengths and weaknesses are, might give us a better understanding.
- A RESIDENT asked if vulnerable residents have different priorities for repairs, is it taken into account? SP yes it is considered and used to prioritise or take different approaches if needed. Give due care and attention to residents. Noted that an area for improvement for us is to know before, or in case, residents don't offer that information. Links into how we use Civica and the household survey.
- A RESIDENT asked where and why is there a gap for where people have not reported the mould found in surveys?
- A RESIDENT Is there anything around feedback around the whole process? What's it been like for you going through the process, end to end? SP mentioned the Acuity survey. A RESIDENT suggested from her experience that this is quite long, perhaps there's a better approach, online or so on that could encourage more take ups.
- A RESIDENT suggest 5 star rating system immediately after service provision. A RESIDENT raised issue of whether this can meet needs of not everybody can access online for example.
- **ACTION HC** to check in if the household survey will include communication preferences
- A RESIDENT suggested perhaps annually a more qualitative feedback process, via focus group or otherwise that might provide detailed feedback. PC said this is something that yes the group could look at and plan and schedule areas for us to focus on.
- HC discussed potential to use focus group model that we are using at Isleden as model for future workshops.
- **ACTION SB** to check in with A RESIDENT if they wished to be co-chair, if not A different resident will take up the role.

Any Other Business

- SP floated the idea of resident involvement in contract management quarterly reviews.
- **ACTION SP** to provide a brief outlining resident involvement in contract performance reviews from April 2026. Confirm whether there is interest from selected resident members of the group to attend quarterly review meetings which will help shape

ongoing service improvements and future contracts. SP will be happy to offer any necessary coaching and support during January–March 2026 to facilitate this.

- A RESIDENT suggested that PC provides some insight into what might be areas we feel are gaps. PC suggested reviewing the household survey. Welcomed in the room.
- A RESIDENT asked about is there a way of discussing how we build trust, comms etc. PC suggested this could be done through a deep dive on tenant satisfaction measures (TSMs). Bring background and current data on TSM at this point. To share previous results. Introduction on TSMs.
- **ACTION ALL** Agreed that next meeting focus will be on reviewing the household survey and a deep dive on TSM.
- **ACTION SB** to invite Liane Coopey and Allison Panks to next meeting.

Agenda Item 10

Community & Children's Services Members' Update

Allocated Member: John Fletcher Estate Name: Middlesex Street Date of Report: 13/01/2026

| Date of visit | Reason for visit | Who seen | Any outcomes |
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| Autumn 2024 | Multiple including one to one with community leaders, social events and RA meetings. | Community leaders and residents. | |

Issues.

| Issues completed since last report | |
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| Issues underway last report. | <ul style="list-style-type: none">Electric shocks from kids' playground Changes made but need to have right weather conditions to fully assess if resolved. The contractor is aware that this is being kept under review. Regrettably, mild static electric shocks were still being experienced on dry sunny days throughout Summer and Autumn 2024 on items of play equipment, despite numerous attempts to resolve with anti-static sprays and applications of sand and cork. In addition, soundproofing works to the MUGA at Middlesex Street were completed in summer 2024 but have been subject to vandalism. Further site meetings with designers and suppliers were held in Autumn 2024 to address these issues as a matter of priority. To be revisited in summer 2025 when the play areas will be back in regular use. Summary report has been drafted by Head of Major Works and legal advice and updated estimated cost is currently being sought before it is presented to Committee in March 2026.Installation of new Entrance Canopy to Petticoat Tower (Artisan Street) and Concrete Repairs The project to install a new canopy over the Artisan Street entrance to Petticoat Tower was handed over to the Major Works team in the second half of 2023 from the Department of the Built Environment. The works were originally commissioned a number of years ago, as part of improvements to the public realm. Post handover, progress was prevented by a lengthy delay in obtaining planning consent for the new canopy. This was finally received in May 2024. The project was subsequently allocated to the Major Works team to progress but subsequently stalled due to a lack of funding for staff costs and professional fees. There's a strong rationale to combine the canopy work with outstanding concrete repairs, which haven't progressed on the Middlesex Street estate. This is now a single project. The aim will be to deliver the combined package for Spring 2027 once the Eastern Base project has fully completed on site. The Major Works Team has already instructed the original Architect to explain the revised approach. Competitive fee proposals for Contract Administration, Quantity Surveying, Clerk of Works and Structural Engineering were received during summer 2025 and the consultant team has since been fully appointed. |

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| | <p>The newly appointed design team will be managed by the Major Works Team through the design and procurement process, which was initiated in November 2025. Initial site visits have been undertaken and preliminary meetings held to discuss the scope.</p> <ul style="list-style-type: none"> • Disabled access <p>There is now a timetable in place for consultants to re-assess the requirement on all estates and then implement.</p> <p>The Major Works Team began by liaising with the City's Access Advisor in order to engage a specialist NRAC access/inclusive design consultant with expertise in historic buildings, inclusive design, and community engagement. When it became apparent that the potential value of appointment would require formal procurement processes (with significant timescales), it was decided to split it into two distinct phases: the first to undertake a desktop review of the 2022 audits, carry out site visits and provide one report per estate with recommendations and budget costs; the second to carry design, specification, tendering and contract administration duties in relation to the identified works. Pick Everard was appointed following a mini-tender exercise for the first phase and commenced their site visits (including Dron House, York Way Estate and Windsor House) in late March 2025. The first six estate reports were issued at the end of May and the remainder at the end of July 2025.</p> <p>The Major Works Team has since reviewed all 13 estate-based reports and costings and a summary report was presented for consideration at HMASC in November 2025. Next steps in terms of budget allocation and consultant appointment will be confirmed over the coming months, once the strategy for delivery of the work is confirmed as a portfolio-wide approach.</p> <p>In January 2025 it was confirmed that the automation of the communal entrance door to Petticoat Tower will require an application to the Building Safety Regulator or BSR (which is expected to take upwards of 6 months). The application process could not be commenced without a contractor first being appointed and works have to be formally tendered before that. Quotations were successfully sought in October 2024, but a BSR application and approval are needed before the works can be commenced – confirmed by Local Authority Building Control.</p> <p>An appropriately competent consultant has since been appointed, and the application to the BSR was submitted in October 2025 with the Major Works Team monitoring progress. A decision was expected in late December, but the BSR has since requested an Extension of Time until 24/02/26. The Major Works Team will continue to monitor and chase in the meantime.</p> <ul style="list-style-type: none"> • Repaint where old signs taken down <p>Repair and clean grills Repair doors and replace spring covers. After Police works complete will access any additional works in the car parks and get it sorted.</p> <ul style="list-style-type: none"> • Communal fire doors being fabricated <p>Installation of the communal fire doors is expected to commence April to June 2026, but, critically, this is dependent upon Building Safety Regulation</p> |
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(BSR) approval. An appropriately competent consultant has been appointed, and the application was submitted in October 2025 with the Major Works Team monitoring progress. A decision was expected in late December, and an update is currently being chased by the appointed consultant, with a response from the BSR still pending. The Major Works Team will continue to monitor as a priority in the meantime and provide further updates as soon as possible.

Snagging and making good after repairs and maintenance work. A greater feature of new contract due to start on 1 of April.

- **Heating project**

Work underway with one-to-one visits. When completed by 31st January a full, comprehensive report on the system by independent consultants will then be commissioned. The review has been commissioned and will include an assessment of the heating project, we will share the outcome of the one-to-one visits with the consultants, and they will be given the report produced following the one-to-one visits this month. There is no intention to recharge for this.

The results of the troubleshooting and diagnostics exercise that was undertaken throughout December 2024 and January 2025 were shared with MSERA via a detailed email summary on 18.02.25 (complete with results of individual visits). Approximately 30 visits were carried out with nothing to indicate a fundamental issue with the system performance. The Corporation's appointed consultant Butler Young and Associates were commissioned to undertake a separate technical review of the heating system performance, which has since been shared with MSERA and key stakeholders in May 2025. The report did not highlight any fundamental issues in relation to the communal heating system.

Latest developments now relate to the implementation of a Heating Enhancement Project (funded exclusively with Climate Action Strategy funding). The enhancement works will include upgrading the existing insulation around pipework, installing better controls and re-balancing radiators within individual properties. It is anticipated this work will take approximately 1 day per home and should involve minimal disturbance or disruption.

The works will be carried out by TSG plc and will be taking place within 3 different areas over the next 15 months:

- Communal plant room – April 2026
- Communal areas – May 2026 – June 2026
- Individual dwellings – July 2026 – March 2027

This will need to be carefully coordinated with the ongoing heating replacement project, which is scheduled for completion in March 2026. The same contractor TSG Building Services will be used to minimise disruption.

- **Sprinkler project**

Communal areas – Sprinkler install and boxing complete

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| | <p>Movement of supply tank in carpark – Commenced, projected completion April 2026</p> <p>Flats: Option 1 – Sprinklers, Evac System, Alarms - 21 complete Option 2 – Evac System, Alarms - 8 complete Option 3 – Alarms - 14 complete (43 out of 88 flats complete)</p> <p>Please note that whilst the infrastructure for the Evacuation alert system is installed unless there is 100% take up by residents it cannot be commissioned. Also, the sprinkler system cannot be commissioned until the supply tank movement is complete.</p> |
| Not yet started since last report. | |
| New issues | <ul style="list-style-type: none"> Basement Car Park <p>Residents must now park in the basement. It leaks profusely. The floor is littered with construction detritus, such as and screws and nails, puncturing tires. Building materials, including paints etc. are still stored there. Fire risk?</p> <p>Several leaks were investigated and traced to the new heating system pipework, which have subsequently been repaired. A further inspection of the car park is being undertaken on 15/04/25 to assess the current situation and whether any further investigation and repair is needed.</p> <p>The Estates Services Team undertake regular estate inspections, which includes identification of any health and safety issues and arranging removal of any items of risk.</p> |

Any other matters to report.

- There are still questions over who pays for some of the works and if charges to leaseholders have always been correct. The Chair of the Leaseholders Association is working with Chamberlains to resolve.

Further to a review of the estimated works costs, DCCS officers provided key stakeholders with a break down of Leaseholder charges to date in early Autumn 2025, including a very high-level reconciliation of the estimated final account. This was confirmed via email communication in July 2025. Further discussion will take place post-completion of the project (anticipated for March/April 2026), once the final account has been agreed with the contractor and the total costs (and Leaseholder recharges) are determined.
- The heating system appears not to work properly unless the flats have a “full” installation. Residents were given the option of having less or smaller radiators, but it is unclear if they were properly warned about the performance consequences and agreed to accept them.

APPENDIX 1 – SNAGGING TRACKER

| ISSUE | PHOTO | RESPONSIBLE | NOTES | DATE COMPLETED |
|---|-------|--|--|---|
| Item 1 Entrance 4 (Gravel Lane) sign peeling away from wall | | Estate Services | | Completed 21 August- sign reattached properly. |
| Item 2 Paintwork scratched on communal entrance doors at Entrances 2, 3 and 4. Needs repainting | | Major Works Team Last communal redecoration project completed in 2018. When is next planned redecoration programme? | No planned redecoration works at this present time for MSE – will review the Major Works capital programme Q1 2026. Any works of this nature are likely to follow the MSE Canopy Installation and Concrete Repair project which will be delivered in 2027. | Entrance Doors 2, 3 & 4 were re-painted by cleaning staff – completed week 10th Nov – 14 th Nov Residents have noticed, happy & commented on the good work. |
| Item 3 Holes in wall near Entrance 4 secondary door. | | Estate Services Team to fill holes and repaint patch | | Completed 29/8/25 Gavin Orr Estate Supervisor Holes filled and area repainted. |
| Item 4 Faded sign on exterior (Gravel Lane) to be removed or replaced. | | Estate Services Estate Team to remove redundant sign and fill holes. | | Completed 28/8/25 Gavin Orr Estate Supervisor |
| Item 5 Outline of previous sign visible, holes need filling. | | Unknown This was a legacy from the lift replacement project 2021. Signage was renewed as part of project works. | Can the holes be filled please and the area be left tidy????? REPAIRS ***** | Location has been confirmed as in the ground floor entrance lobby of entrance No.3 and this was reported to Repairs on 09/01/26 to complete repair. Completed by Gavin Orr on 12/01/25 |
| Item 6 Wooden beading and putty to glazing repair (Entrance 3) badly applied and not painted to match door. This was a Wates repair job. | | Property Services Can an order be raised for Chigwell to complete the repair properly? | Requested repair be raised on the 01/09/25 Progress: Doesn't look like it has been raised. ES to follow up 14/10/25 | Repair now requested – target completion date 06/02/26 |
| Item 7 Cement residue from fire stopping after electrical installation. | | Estate Services Can this be cleaned off? If not, find a suitable cleaning contractor. | Progress: Estate services will attempt to clean the stain off the brickwork. Expected completion 17/10/25 | Completed 30/10/25 |
| Item 8 Broken steps (X2) on redundant Middlesex St Stairwell. | | Unknown Potentially Highways Team? | These steps are not part of the estate. Check with highways team. ES to raise with Highways 14/10/25 | Order has been raised with property services 29/10/25 : HSG2544846 Chigwell completed step repairs on 10/11/25 but advised further works required which are currently |

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| | | | | being reviewed - Lift up to 12sqm of slabs and relay - point up to 12sqm of slabs - flaunch treads where needed |
| Item 9 Graffiti on multiple shop shutters, Middlesex Street and Harrow Place |  | Estate Services Arrange for contractor to remove graffiti/repaint shutters as previously. | Estate team to liaise with surveyors on shop owners maintaining shutters. Estate services to follow up with vacant premises. | |
| Item 10 Graffiti on wall near 85 Middlesex Street |  | Estate Services Arrange contractor to remove OR Estate Staff to paint over in white. | Estate team to paint this wall. Expected to be completed by 22/10/25 | Completed 27/10/25 – re-painted with white paint by onsite staff member. |
| Item 11 Covers (X2) missing from door closer at Entrances No.3 and No.4 |  | Estate Services Estate Team to source replacement covers. | Awaiting quote for replacement covers from info.gb@dormakaba.com | |
| Item 12 Brackets from former sign at Entrances No.2, No.3 and No.4 to be removed. |  | Estate services Estate team to remove redundant brackets | All redundant brackets removed & nearby signs cleaned | Completed 28/8/25 Gavin Orr Estate Supervisor |
| Item 13 Damaged magnetic lock at Entrance No.2 |  | Property Services Arrange repair for magnetic lock to Petticoat Square communal entry door No.2 (Harrow Place) | Requested repair be raised in the 01/09/2025 | Repair Completed |
| Item 13 Damaged paintwork at Entrance No.2 (Harrow Place) |  | Major Works Team Last communal redecoration project completed in 2018. When is next planned redecoration programme? | No planned redecoration works at this present time for MSE – will review the Major Works capital programme Q1 2026. Any works of this nature are likely to follow the MSE Canopy Installation and Concrete Repair project which will be delivered in 2027. | Paint on order, waiting for delivery. Cleaner to touch up affected area in Buckingham Green 31/10/25 To be completed when weather warms up (18/11) Doors re-painted by staff:07/12/25 |
| Door is much heavier than others and is difficult to open. |  | Property Services Raise order to ease and adjust MED. | Requested repair on the 01/09/25 Progress: Estate team to follow up | Door closer adjusted by Estates Team 06/01/26 |

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| Item 14 Exposed cables at Entrance No.1 lobby area. |  | Estate Supervisor to establish what these cables may be. | These cables are existing fire cables for sounders/detectors | Fire cables to remain in place |
| Item 15 Exposed cable at Entrance No.1 lobby area. |  | Estate Supervisor to establish what these cables may be. | These cables are for power/lighting into the storage areas | Electrical cables to remain in place |
| Item 16 Sprinkler system apparatus at main entrance to Petticoat Tower |  | Sprinkler Project Team | Has already been agreed that these will be relocated as part of ongoing project works. To note, this is being led by Senior Principal Project Manager Dean Elsworth of the New Developments and Special Projects Team, not Major Works. | Sprinkler system apparatus has now been removed to new location, Making good to previous location wall/paintwork is incomplete – will chase |
| Item 17 Bin Chamber cover at Entrance No.1 (Harrow Place) small section of paintwork missing. This was caused when the bin chamber roller shutter was replaced with a different design. The unpainted section was previously covered by the old shutter. |  | Estate Services Neilcott may have matching paint in this colour (Buckingham Green). If so, can the estate team rectify this? | Paint is on order, awaiting delivery | Completed 11/11/25 |
| Item 18 Hyperoptic/fibreoptic cables outside various flats. |  | These were provided to each flat to allow residents to have fibreoptic connection if required. | Cables are coiled neatly and left in place for future upgrades. Unclear what action may be appropriate. | These cables are fibre optic, cannot be folded. No further action |
| Item 19 Stains on exterior walls. Example shown is Harrow place, but applies to all walls outside flats on the 4th floor. Caused when holes were made to install the pipework for the new heating system |    | TSG Heating Project Will TSG be addressing this as part of scheduled project works? Check with Clerk of Works Martin Oscar. | Will raise with Clerk of Works for further investigation. | As per site visit on 01/09/2025 These areas have now been power washed and scrubbed with a cleaning solution by TSG Martin Oscar Action closed out. |

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| Item 20 Redundant signage above bin chutes in various locations to be replaced. | | Estate Services Replace bin chute signage where required. | Work in progress. Some have been updated. | Completed in the week of 10th Nov – 14 th Nov |
| Item 21 Buildup of dirt/moss on painted walls in various locations around Petticoat Square | | Estate Services Cleaners to attempt cleaning. Otherwise, can this be repainted? | | Cleaning ongoing |
| Item 22 Damage to fire stopping adjacent trunking. 4 th floor near Lift No.2. | | Property Services Please raise an order for repair. | Repair requested on the 01/09/25. | Chigwell attended, awaiting survey/quote as engineer noted more firestopping damage to trunking on existing areas. The requirement for additional fire stopping is being reviewed with Head of Health and Fire safety |
| Item 23 Buildup of dirt/moss on painted walls in various locations around Petticoat Square | | Estate Services Cleaners to attempt cleaning. Otherwise, can this be repainted? | | Cleaning is ongoing. |
| Item 24 Damaged concrete and rust from corroding railings on Middlesex Street sub-stairwell. | | Property Services Arrange PSO Inspection to identify repairs required Major Works When is the next phase of concrete repairs due? | MSE Canopy Installation and Concrete Repairs project scheduled for delivery in 2027. Consultant team in the process of being appointed. PM Rafael Cardenas of the Major Works Team is the lead. First design team meeting scheduled for 13/11/25 | |

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| | | | with full consultant team in attendance. | |
| Item 25 Electrical junction boxes on 4 th Floor are in poor condition. | | Property Services Can these be replaced? | | Completed by cleaning staff - in the week of 10th Nov – 14 th Nov |
| Item 26 Temporary installation around heating system pipework. | | TSG Heating Project TSG have ordered a permanent solution. Project Manager/Clerk of Works to monitor. | Neil Clutterbuck and Martin Oscar to have oversight. | |
| Item 27 Redundant light fittings at various locations around Petticoat Square (almost all on private balconies). Can these be made safe and any redundant holes covered with a blanking plate where needed. | | Estate Services Create a list of locations. Explore options for fixing a blanking plate where required. | Repair requested on the 01/09/25. | List to be completed fully, and send to property services or to obtain a quote from electrical contractor. Guardian contractor's onsite week starting Monday 12 th , I will ask advice regarding blanking plates & quote. This is not a repair – this is historic unfinished project work. |

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| Item 28 Damaged paintwork on resident's shed, outside Flat 449. |  | Unknown This could be covered in the next external redecorations project. Unsure if it qualifies for repair? | | |
| Item 29 Holes in concrete walls around Petticoat Square where former pedestrian gates were removed. |  | Estate Services Estate Supervisor to explore options for how these could be addressed. Major Works Will these be addressed as part of the next round of concrete repairs? | Yes. MSE Canopy Installation and Concrete Repairs project scheduled for delivery in 2027. Consultant team in the process of being appointed. PM Rafael Cardenas of the Major Works Team is the lead. First design team meeting scheduled for 13/11/25 with full consultant team in attendance. | |
| Item 30 Rusted electrical box on Petticoat Square, exact location TBC, |  | Property Services Arrange replacement of rusted electrical box. Location TBC | Repair requested on the 01/09/25. | Completed by cleaning staff - in the week of 3rd Nov – 7th Nov |
| Item 31 Electrical containment missing and loose in various locations, exposing wires. |  | Unknown Does this qualify as a repair? Are there any alternative solutions? | Estate team to raise as repair. Locations need to be confirmed 14/10/25 | |



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| Committee: | Dated: |
| Housing Management and Almshouses Sub Committee | 27/01/26 |
| 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

- Damp and Mould Update
- Regulator of Social Housing Inspection Update
- Housing Key Risk Matrix – October 2025
- Estate Updates

1. Damp and Mould Progress – Current Status and Future Changes

In response for a request for further information made by members at the November committee Members are asked to review and comment on the Damp and Mould Update below:

Following the introduction of Awaab's law on 27 October 2025, COLC has needed to make changes to the way that damp and mould cases are reported, assessed, prioritised, and actioned.

Action Taken To Date

- Better damp and mould triage at first point of contact
- A risk rating system to support the Repair Service Desk with prioritising response times and actions
- Emergency procedures for high-risk cases
- A Damp and Mould priority of 10 working days, for any initial mould treatments and inspections
- Basic performance reporting on compliance with timescales for mould treatments
- Updates to help and advice pages on the website
- Updates to residents, colleagues, and stakeholders about our approach to managing damp and Mould
- Awaab's Law training for frontline teams and clear expectations about accountability across the Housing Department.

Current Performance

At 31 December 2025 compliance with completing an initial investigation within 10 working days was 60% for Chigwell and 73% for our Property Services Officers. The current levels of performance are largely due to difficulties in contacting residents to make appointments or securing appointment dates inside the required completion date, especially where damp and mould issues have been identified by the Stock Condition Survey but not reported directly by the resident.

Pending improvements

The application of Awaab's law in practice has highlighted further areas for improvement including.

- Introduction of new mobile software for creating and issuing damp and mould inspection reports within the required timescales.
- Implementing Civica 'Case Management' to record and track all required and related actions to resolve a damp and mould issue.
- Improved accuracy of performance reporting for live and completed damp and mould issues.
- Formal letters and a clear Housing Management procedure for residents who cannot be reached or refuse access for investigations or remedial works.
- Introduction of a new 'No Access' status in Civica, so these cases can be easily identified and proactively managed on a weekly basis.

All the above improvements are expected to be live from 1 February 2026, and we will continue to refine procedures once they are in operational use.

2. Regulator of Social Housing Inspection 2025/26

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.

Inspectors were 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 had a brief meeting with the inspection team week commencing 5 January 2026, they are likely to hold their internal review / moderation meeting week commencing 12 January 2026 are assuming that all goes to plan 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 90%, 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.
- **The Resident Voice Group** continues to meet, and a further update is given elsewhere on this agenda.
- **Asset Management:** The Decent Homes survey completion rate is at 69%.

Communications Plan

A comprehensive communications plan is in place to ensure timely updates to all stakeholders this is being done in conjunction with the corporate communications team:

- 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.

3. Housing Key Risk Matrix – January 2026

Members are asked to note the Key Risk Matrix and commentary

- The key risks were reviewed in January 2026.
- 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.

Also included in the summary are the five thematic risk areas (governance, operational, financial, legal & regulatory, and external factors) for the departmental risks as they apply to the operation of the City of London Almshouses charity. In this way, it links the risks noted in the existing file to the Charity and provides Members, in their trustee capacity, with oversight.

There should be a charity-specific risk register for the Almshouses. As discussed during the policy, governance & administration review included in the paper elsewhere on the agenda.

HMASC - DCCS HS - Summary Report

Report Type: Risks Report

Report Author: Liane Coopey

Generated on: 12 January 2026



Rows are sorted by Current Risk Score

Risk Level Description Departmental

| Page 5 | Title | Likelihood | Impact | Current Risk Score | Rating | Date Reviewed | Target Risk Score | Target Date | Trend since last review | Risk Approach |
|-------------|--|------------|--------|--------------------|--------|---------------|-------------------|-------------|-------------------------|---------------|
| DCCS HS 003 | Lone Working | Possible | Major | 12 | Amber | 12-Jan-2026 | 8 | 31-Mar-2026 | Constant | Reduce |
| DCCS HS 009 | Statutory Compliance Requirements | Possible | Major | 12 | Amber | 12-Jan-2026 | 4 | 31-Mar-2026 | Constant | Reduce |
| DCCS HS 004 | HRA Housing Finance | Possible | Major | 12 | Amber | 13-Jan-2026 | 4 | 31-Mar-2026 | Constant | Reduce |
| DCCS HS 002 | Failure to carry out and review effective Fire Risk Assessments for more than 2000 units of residential accommodation and a number of commercial units | Unlikely | Major | 8 | Amber | 12 -Jan-2026 | 4 | 31-Mar-2026 | Constant | Reduce |
| DCCS HS 005 | Major works programme | Unlikely | Major | 8 | Amber | 12-Jan-2026 | 6 | 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 | Possible | Serious | 8 | Amber | 09-Jan-2026 | 6 | 31-Mar-2026 | Constant | Reduce |
| DCCS HS 001 | Health and Safety procedures | Possible | Serious | 6 | Amber | 12-Jan-2026 | 4 | 31-Mar-2026 | Constant | Reduce |
| DCCS HS 008 | Delivery of Repairs & Maintenance services to City of London Housing residents | Possible | Serious | 6 | Amber | 12-Jan-2026 | 4 | 31-Mar-2026 | Constant | Reduce |

City of London Almshouses Charity (Registered Charity Number: 1005857):

Trustees must have sufficient visibility over all major risks to discharge their duties effectively. The key risks managed by the HRA Housing Team, as shown above, apply to the operation of the City of London Almshouses charity. In line with the City Corporation's approved Charity Risk Management Protocol, principal risks can be grouped into five thematic areas - Governance, Operational, Financial, Legal & Regulatory, and External Factors - to provide Members, in their capacity as trustee, with a clear and proportionate framework for understanding and overseeing the Charity's risk profile.

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| Theme | Theme Description | Application to the Charity |
|--------------------|--|--|
| Governance | Governance risks reflect issues such as failure to comply with the governing document, inadequate oversight, poor decision-making frameworks, or ineffective administration, all of which may lead to breaches of trust, loss of accountability, or misuse of the Charity's assets. Grouping risks in this way ensures trustees focus on the robustness of governance arrangements and oversight structures | Recommendations and updates are brought to Members through Committee reporting to support strong governance, accountability and continuous improvement. A review of policy, governance and administration is proposed in January 2026 reporting, with updates and recommendations brought back for Trustee approval. |
| Operational | Operational risks relate to the systems, processes and day-to-day arrangements required to deliver the Charity's activities, including housing management, information management, reporting, and engagement with beneficiaries. These risks help trustees understand the effectiveness of operational oversight and whether activities are being delivered safely, efficiently and in line with strategic objectives. | These risks are integral to the Housing Authority Team's daily management of the Almshouses and apply directly to the Charity's operation, safety and service delivery. Risks are managed through established operational procedures. |
| Financial | Financial risks encompass areas such as inadequate financial controls, weaknesses in budgeting, cash flow or investment management, or failure to maintain prudent reserves and protect assets. These risks help trustees ensure the Charity remains financially sustainable, complies with financial regulations, and applies funds effectively to its charitable purposes. | Financial risks affect the Charity's long-term sustainability and ability to meet its objectives, including maintenance obligations and service delivery. Mitigations form part of routine financial management. |
| Legal & Regulatory | This category includes risks arising from failure to comply with legal duties, regulatory requirements or the Charity's governing document, as well as failure to manage conflicts of interest. The thematic grouping supports trustees in assuring that appropriate controls, professional advice and compliance procedures are in place | Trustees must ensure the Charity meets all regulatory obligations and operates within an up-to-date and legally compliant governing document. Mitigation includes ensuring access to professional advice as required. Updates to the charity's governing document, previously agreed by Members, are with the Charity Commission for final approval. |
| External Factors | External risks capture the impact of changes in government policy, regulatory scrutiny, funder expectations, adverse publicity or broader sectoral pressures that may influence the Charity's ability to deliver its purpose. Grouping such risks supports trustees in horizon-scanning and maintaining resilience to external change. | External risks influence the Charity's operating environment and require forward planning, resilience and proactive management. The Housing Authority Team incorporates these into business-as-usual processes, with assurance provided through regular reporting. |

4. Estate Updates

Members are asked to note the estate updates and comment on the content.

North Estates

York Way

- Construction: Issues with standing water on the podium by Penfield House caused by extreme rain before Christmas has been resolved by the Contractor monitoring the drainage and gritting during the working week, creating temporary drainage and moving the Heras fence to give residents access to the higher ground. Estate Services continue to manage the area on weekends. Residents have been kept updated and are receiving ongoing comms from the new build contractor Higgins each week.
- An issue with the heating system temperature output has been raised by a resident on his behalf and those of for others and Repairs (M&E) visited to discuss this with the resident. This is being monitored. Further heating enhancement works funded by climate action strategy monies are proposed.
- New RSO at York Way, Cheryl who comes from the Holloway Road estate office will cover maternity leave and has made a good start.
- The quality of the cleaning has been raised as an issue, and the estate staff are looking to the options available to give blocks as clean as possible with the close proximity of a building site.

Golden Lane Estate

- A rough sleeping incident has been reported by residents using the channels Street Link and City of London Police, and there have been issues flagged with a broken gate access into the storage area with delays in getting the lock repaired.

Middlesex Street/Petticoat Tower

- The new podium area had standing water which was a concern over Christmas with potential freezing making it a risk to residents. Housing H&S reviewed, and Estate services purchased temporary mats for the area, which appear to be working. This needs to be reviewed with City Surveyors and the contractor to find a permanent resolution before the project ends.
- Service charges have been raised by residents at the Eastern Base Project meeting with an update to be provided.
- Issues with contractors cleaning out their vehicles in the underground car park caused several complaints – the resulting debris has caused some damage to car tyres and Estate Services put up new warning signs to contractors and anyone using the car park. The contractor has been spoken to.

Isleden/Sheltered/ Almshouses

- Heating issues with the new HIU and pump were addressed over the Christmas period and residents had several workshops arranged where the teams assisted with temperature readings, programming the thermostats and identifying where the temperature fluctuated. Work continues with the sheltered residents and others at Isleden general needs to ensure that they have heat and credit on their meters.

- There was a Thames water outage on Friday, 9 January – it was resolved over the weekend, and no other issues were reported.

Almshouses – Sheltered

- Waking watch continues on Harman and Isleden, pending completion of the work to the alarm systems.

South Estates

Otto Close/Lammas Green at Sydenham

- Estate lighting continues to be a challenge, and repairs are investigating where the main supply to the estate lighting is, a project is being put together to address this with Guardian who deal with electrical projects.
- The new build at Bean Tree Close is nearing completion and the expected handover date is mid-February.

Southwark Estates

- We say goodbye to Jess, the RSO who sadly leaves us in February. Recruitment will commence shortly to fill her position and ensure a handover before she goes.

Horace Jones

- We are paying for the residents' electricity and gas bills as One Tower Bridge bills us directly. We need to look at charging residents in their service charges or getting the accounts over to COL so that the tenants pay for what they use.

Avondale Estate

- ASB issues are ongoing with youths taking drugs and congregating in the communal areas
- CCTV cameras were going to be installed using project funding from the MUGA budget, we are waiting to hear if this can be done before March 26.
- Working with Adult Education team looking to deliver some ESOL or IT training on Avondale using the community centre and the IT equipment.
- Household Survey – recruited 2x VO and 1 x Admin, have started training and induction, out on their first visits w/c 26 January.

Conclusion

Members are asked to note:

- Damp and Mould Update
- Regulator of Social Housing Inspection Update
- Housing Key Risk Matrix – including reference to the City of London Almshouses Charity
- Estate Updates

Peta Caine

Director of Housing

E: peta.caine@cityoflondon.gov.uk

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Agenda Item 15b

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of the Local Government Act 1972.

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Agenda Item 18

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of the Local Government Act 1972.

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