



## Community & Children's Services Committee

**Date:** WEDNESDAY, 17 SEPTEMBER 2025

**Time:** 2.00 pm

**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

**Members:**

Joanna Tufuo Abeyie	Laura Jørgensen
Munsur Ali	Helen Ladele
Matthew Bell	Alderman Tim Levene
Leyla Boulton	Charles Edward Lord, OBE JP
Simon Burrows	Alderman Christopher Makin
Lesley Cole	Sophia Mooney
Deputy Anne Corbett	Leyla Ostovar
Aaron D'Souza	Jason Pritchard
Deputy Helen Fentimen OBE JP (Chair)	Deputy Nighat Qureishi
Deputy John Fletcher	Beverley Ryan
Dawn Frampton	Sushil Saluja
Sarah Gillinson	Stuart Thompson
Steve Goodman OBE (Deputy Chair)	Deputy James Thomson CBE
Deputy Christopher Hayward	Mark Wheatley
Amy Horscroft	Deputy Ceri Wilkins
Sandra Jenner	David Williams
Shravan Joshi MBE	Philip Woodhouse

**Enquiries:** **Kate Doidge**  
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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**



## **AGENDA**

NB: Certain items presented for information have been marked \* and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These for information items have been collated into a supplementary agenda pack and have been circulated separately.

### **Part 1 - Public Reports**

1. **APOLOGIES**

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

3. **MINUTES**

To agree the minutes of the previous Committee meeting.

**For Decision**  
(Pages 7 - 18)

4. **\*PUBLIC OUTSTANDING ACTIONS**

Members are asked to note the outstanding actions report.

**For Information**

5. **RESIDENT INVOLVEMENT STRATEGY 2025-29**

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

**For Decision**  
(Pages 19 - 40)

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

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

**For Decision**  
(Pages 41 - 42)

7. **HOUSING SERVICES ASSET MANAGEMENT STRATEGY**

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

**For Decision**  
(Pages 43 - 60)

8. **NORTH EAST LONDON (NEL) ROUGH SLEEPING PREVENTION AND RECOVERY GRANT DELIVERY PROPOSAL**

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

Note: Appendix 1 is Non-Public and can be found at Agenda Item 19.

**For Decision**  
(Pages 61 - 68)

9. **\*FAMILIES IN THE CITY UPDATE**

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

**For Discussion**

10. **\*COMMUNITY AND CHILDREN'S SERVICES (NON-HOUSING) REVENUE OUTTURN FORECAST AS AT QUARTER 1 2025-26**

Joint report of the Executive Director of Community and Children's Services and the Chamberlain.

**For Information**

11. **\*BARBICAN AND COMMUNITY LIBRARIES BUILDING PROJECTS UPDATE**

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

**For Information**

12. **\*RISK REGISTER**

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

**For Information**

13. **UPDATES FROM SUB COMMITTEES, ALLOCATED MEMBERS AND PORTFOLIO HOLDERS**

**For Information**

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

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

16. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Reports**

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous Committee meeting.

**For Decision**  
(Pages 69 - 72)

18. **\*NON-PUBLIC OUTSTANDING ACTIONS**

Members are asked to note the outstanding actions report.

**For Information**

19. **NON PUBLIC APPENDIX**

Non-Public Appendix to be read in conjunction with Agenda Item 8.

**For Information**  
(Pages 73 - 74)

20. **RISK REPORT FOR THE CITY OF LONDON CORPORATION COMBINED RELIEF OF POVERTY CHARITY (CHARITY REGISTRATION NUMBER 1073660)**

Report of the Acting Managing Director, City Bridge Foundation.

**For Decision**  
(Pages 75 - 90)

21. **MANAGEMENT UPDATE FOR THE CITY OF LONDON COMBINED RELIEF OF POVERTY CHARITY (CHARITY NUMBER 1073660)**

Report of the Acting Managing Director, City Bridge Foundation.

**For Decision**  
(Pages 91 - 96)

22. **\*FINANCE UPDATE AND DRAFT ACCOUNTS FOR CITY OF LONDON  
COMBINED RELIEF OF POVERTY (CHARITY REGISTRATION NUMBER  
1073660)**

Report of the City Bridge Foundation Director (representing the Chamberlain).

**For Information**

23. **\*REPORT OF ACTION TAKEN**

Report of the Town Clerk.

**For Information**

24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

## COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Thursday, 19 June 2025

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Thursday, 19 June 2025 at 2.00 pm

### Present

#### Members:

Matthew Bell	Charles Edward Lord, OBE JP
Leyla Boulton	Sophia Mooney
Simon Burrows	Leyla Ostovar
Lesley Cole	Jason Pritchard
Deputy Anne Corbett	Deputy Nighat Qureishi
Deputy Helen Fentimen OBE JP (Chair)	Beverley Ryan
Deputy John Fletcher	Sushil Saluja
Dawn Frampton	Stuart Thompson
Steve Goodman OBE (Deputy Chair)	Deputy James Thomson CBE
Sandra Jenner	Mark Wheatley
Shravan Joshi MBE	Deputy Ceri Wilkins
Jørgensen	David Williams
Helen Ladele	Philip Woodhouse
Alderman Tim Levene	

#### Officers:

Deborah Bell	- Community & Children's Services Department
Peta Caine	- Community & Children's Services Department
Simon Cribbens	- Community & Children's Services Department
Liane Coopey	- Community & Children's Services Department
Andrew Cusak	- Comptroller & City Solicitor's
Hannah Dobbin	- Community & Children's Services Department
David Downing	- Community & Children's Services Department
Dean Elsworth	- Community & Children's Services Department
Judith Finlay	- Executive Director, Community & Children's Services
Kirstie Hilton	- Community & Children's Services Department
Mark Jarvis	- Community & Children's Services Department
Michael Kettle	- Chamberlain's Department
Greg Knight	- Community & Children's Services Department
Rachel Levy	- Community & Children's Services Department
Chris Lovitt	- Community & Children's Services Department
Mark Lowman	- Community & Children's Services Department
Scott Myers	- City Surveyors
Will Norman	- Community & Children's Services Department
Chris Pelham	- Community & Children's Services Department
Debby Rigby	- Community & Children's Services Department
Alice Rogers	- Community & Children's Services Department
Dan Sanders	- Community & Children's Services Department
Chris Spicer	- Community & Children's Services Department

Blair Stringman  
Chandni Tanna  
Ellie Ward

- City Surveyor's Department
- Town Clerk's Department
- Communications & External Affairs
- Community & Children's Services Department

1. **APOLOGIES**

Apologies for absence were received from Alderman Christopher Makin, Deputy Christopher Hayward, Amy Horscroft and Sarah Gillinson.

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

Declarations of interest were received from the following Members:

**David Williams** – Noted they had dispensation to speak on the CAS scheme

**Beverley Ryan** – Declared as chair of governors of the Aldgate School

**Deputy John Fletcher** – Declared as a resident on Golden Lane Estate and was clarified as a governor on the Board of Governors at Aldgate School

**Deputy Ceri Wilkins** – Declared a dispensation to speak but not vote with regard to the point to increase the limit of funds for the childcare accessibility scheme, and the 0-2 childcare provision at the Aldgate school.

**Laura Jorgenhenson** – Declared as a governor at Aldgate School, has a child currently in the school, and both children went through the childcare.

**Jason Pritchard** – Mentioned both their children attended the school from family centre through year 6 and left about 5-6 years ago.

3. **MINUTES**

**RESOLVED** – That, the public and non-public summary of the minutes of the meeting held on 30 April 2025 be agreed as a correct record, subject to the correction of a Members name.

4. **\*PUBLIC OUTSTANDING ACTIONS**

The Committee received the outstanding actions report.

In relation to 6, Basketball Court on Avondale Estate, the discussion centred on efforts to restore the existing facility rather than seeking an alternative location. Officers explained that tree root damage was the main issue and confirmed that work was underway to bring the court back into use by the summer holidays. A Member, said they had visited the site and observed ongoing improvements, expressing appreciation for the progress. Questions were raised about potential funding support from external bodies, but officers clarified that the preference was to keep the facility local and confirmed that all efforts were focused on reopening it in time for the summer break.



**RESOLVED** – That, the report be noted.

**5. CORPORATION CHILDCARE POLICY AND FAMILY SERVICE ARRANGEMENTS**

The Committee considered a report of the Executive Director, Community & Children's Services concerning the City of London Corporation Childcare Policy and Family Service Arrangements.

The Chair introduced the item, noting the high level of interest and engagement from Members and the public. It was noted that the report followed a request made in January for a formal childcare policy and further public consultation, which received 151 responses. The policy aimed to promote fairness, equity, accessibility, and choice, and proposed an expansion of the Childcare Accessibility Scheme (CAS) by raising the household income threshold to £60,000p.a. This would be funded through Section 106 contributions and reviewed annually. In addition to the CAS, the report recommended extending the subsidy for 0–2 childcare provision at The Aldgate School until August 2027. This would allow time to assess the impact of upcoming Department for Education changes, particularly the introduction of a 30-hour free entitlement from September 2025. The Executive Director emphasised the importance of maintaining valued childcare provision in areas of disadvantage and confirmed that the £174,000 annual subsidy was separate from Section 106 funding and available for future use, subject to Member decisions.

An amendment was moved by Common Councillor Williams and seconded by Common Councillor Pritchard, that Members;

- a) Approve an increase to the household income threshold for the Childcare Accessibility Scheme to £60k as set out in the draft policy;
- b) Refer the remainder of the policy back to Officers to thoroughly reflect the requests from this committee as to alternatives - (for example meeting the broad policy objectives set out by a differential pricing model in affordable childcare at The Aldgate School)
- c) Seek the presentation at a future meeting of this committee of alternatives in the childcare policy which allow members to vote transparently on the future support for, or withdrawal of funding for affordable childcare to The Aldgate School.

Mr Williams explained that the amendment sought to approve the CAS expansion but defer adoption of the full childcare policy to allow further consideration of long-term support for The Aldgate School. He noted that the current draft policy might be inconsistent with continued support for the school-based nursery and that a unified policy decision was needed. Officers responded that the CAS and school subsidy were distinct and that the policy allowed for future flexibility.

The amendment was then discussed by the Committee with some Members in support for the need for a comprehensive policy that included long-term funding for The Aldgate School, while others emphasised the importance of providing immediate certainty to families and stakeholders. Officers clarified that all options had been considered and that the proposed two-year extension would allow time to assess the impact of government policy changes and develop a sustainable model. Concerns were raised about the accuracy of data regarding the number of City children using the provision, which was clarified by the school's representatives.

The amendment was put to a vote, with 12 for, 12 against and 0 abstentions. In accordance with Standing Order 28.1(c), the Chair exercised a casting vote against the amendment, the amendment was not carried.

The Committee then returned to the substantive recommendations. During the discussion, Members raised concerns about the accuracy of data (provided by the Head Teacher on 19/06/25) regarding the number of City children benefiting from the subsidy. Officers and school representatives clarified that while the number of City children fluctuates, the provision serves a broader community and supports the Corporation's strategic aims. Members also discussed the potential for future funding sources, including additional Section 106 contributions and neighbourhood funding.

The Committee acknowledged the importance of aligning with evolving government policy, particularly the recent announcement of increased investment in school-based nurseries. Officers emphasised that the two-year extension would allow time to assess the impact of these changes and ensure the Corporation's approach remains responsive and sustainable. Officers confirmed that there was no suggestion of existing funds having been misspent.

The recommendations were carried, and the Committee expressed a collective commitment to supporting families, maintaining valued childcare provision, and working collaboratively with The Aldgate School to secure its future.

**RESOLVED – That Members,**

- a) Note the findings of the 0-2 childcare consultation March – May 2025 in Appendix Two
- b) Approve the Childcare Policy in Appendix One
- c) Approve that the £174,000 funding of 0-2 childcare at The Aldgate School continues for a further year until August 2027.
- d) Note the commitment to work with The Aldgate School to secure a financially viable future model for childcare delivery.

**6. TERMS OF REFERENCE OF THE HOUSING MANAGEMENT AND ALMSHOUSES SUB-COMMITTEE & OTHER APPOINTMENTS**

The Committee considered a report of the Town Clerk concerning an amendment to the Terms of Reference of the Housing Management & Almshouses Sub-Committee.

**RESOLVED** – That Members,

- a) Approve the additional allocation for including one additional Member in the composition and Terms of Reference of the Housing Management and Almshouses Sub Committee and appoint Mark Wheatley to the Sub-Committee.
- b) Agree that the two remaining vacancies for the Safeguarding & Special Educational Needs Sub-Committee be advertised to co-opt from the wider Court of Common Council.
- c) Appoint David Williams to the Homelessness & Rough Sleeping Sub-Committee.
- d) Appoint Dawn Frampton to the Health & Wellbeing Board as the Chairs representative.

**7. RESOLUTION FROM THE CORPORATE SERVICES COMMITTEE TO THE COMMUNITY AND CHILDREN'S SERVICES COMMITTEE**

The Committee considered a resolution of the Corporate Services Committee concerning the City of London Corporation's response to the findings of Volume 7 of the Grenfell Tower Inquiry Phase 2 Report.

The Chair introduced the item by highlighting the significance of the Grenfell tragedy and the duty to consider the report's implications with seriousness. Officers noted that the report was originally presented to Corporate Services Committee due to its oversight of health and safety across the organisation and emphasised the importance of keeping committees informed of ongoing developments and learnings post-Grenfell.

Officers confirmed that the recommendations in the report were broadly supported, with minor adjustments to better reflect operational realities—such as broadening the scope of reporting beyond just completed high-risk assessments. They also mentioned the development of a stronger health and safety team within the Community and Children's Services Department, particularly focused on housing. It was noted that an action plan would be brought to both the corporate and local health and safety boards to monitor progress.

A Member raised concerns about the lack of prioritisation and timelines for the recommendations. Officers responded that a specialist in health and fire safety had been recruited and was conducting a gap analysis to inform an action plan. This plan would be reported to the departmental health and safety committee, with the first draft expected at the next meeting.

A Member expressed concern at the number of risks identified—reportedly 19—and sought clarification on the response to this volume. Officers explained that while the risks were being actively managed, the team was enhancing its monitoring through new software and processes. They acknowledged the need

for additional resources and assured the committee that the most critical risks were being prioritised.

A Member inquired whether residents would have direct access to the newly appointed fire and safety officer. Officers responded that this would be considered as part of a broader strategy, including a resident engagement plan for higher-risk buildings. They also confirmed that the strategy would eventually encompass other property types such as sheltered housing, almshouses, and hostels.

A Member asked whether the Gresham almshouses were included in the scope and suggested engaging with the Almshouses Association for guidance. Officers welcomed the suggestion and confirmed that the strategy would indeed include such properties.

**RESOLVED** – That Members,

- a) Note the resolution made by Corporate Services Committee and;
- b) Agree to refer the request, to set in place a regular reporting rhythm to allow monitoring and escalation of issues, with assigned actions and action holders to the Housing Management & Almshouses Sub-Committee and;
- c) Agree a standing item on the Community & Children's Services Committee agenda for updates on the matter for the Civic Year 2025/2026.

8. **RESOLUTION TO THE FINANCE COMMITTEE FROM THE COMMUNITY AND CHILDREN'S SERVICES COMMITTEE**

The Committee considered a resolution to the Finance Committee concerning Commitment of Funding for Homelessness from Council Tax.

**RESOLVED** – That, the Community and Children's Services Committee, noting the discussion at the Court of Common Council on 6 March 2025 (Item 7, Finance Committee), and the statement made by the Chairman of the Finance Committee, Deputy Henry Nicholas Almroth Colthurst, regarding the potential use of revenue from the Council Tax to support homelessness initiatives, resolves as follows:

That the Finance Committee be asked to:

1. Formally consider and confirm the commitment that revenue generated from the Council Tax on second homes be prioritised for initiatives addressing homelessness within the City of London.
2. Report back to the Community and Children's Services Committee on the mechanisms by which this funding will be allocated, monitored, and evaluated to ensure it delivers meaningful impact.
3. Ensure transparency in the application of these funds, including through regular reporting to the Court of Common Council and relevant committees.

9. **DEPARTMENT OF COMMUNITY & CHILDREN'S SERVICES**

The Committee considered a report of the Executive Director, Community & Children's Services concerning the five-year high-level business plan for the Community & Children's Services Department.

Officers provided an overview, explaining that the DCCS five-year business plan represented a new approach, moving away from the traditional one-year format. The plan outlines revised strategic objectives and high-level priority workstreams, which will be reviewed annually due to the constraints of an annual budget.

A Member raised two points: an apparent omission of Barbican Estate residents from the housing figures, and the issue of underutilised car parking at the Barbican. They suggested that car parking should be addressed through a city-wide strategy rather than in isolation. Officers acknowledged the oversight regarding Barbican residents and confirmed that the department is engaging with the wider corporation on the broader car parking strategy.

Another Member praised the comprehensive nature of the business plan but noted the absence of any reference to modelling. In response, Officers explained that financial modelling includes five- and ten-year plans for the Housing Revenue Account, extended to 30 years, and that assumptions are made cautiously due to the unpredictability of government grants. Risk factors considered include demand management and the level of government support, all of which are incorporated into the City Corporation's medium-term financial plan.

A Member raised a concern about the performance metrics for affordable housing, suggesting that in addition to completed homes, the plan should also track projects that have begun. This would better reflect progress over the longer timeframes typical of housing developments. Another member suggested adopting a rolling five-year planning model, where each year the plan is updated to maintain a consistent five-year outlook, either within DCCS or across the corporation.

**RESOLVED** – That Members,

- a) Note the factors taken into consideration in compiling the Community and Children's Services Department Business Plan; and
- b) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2025/26 – 2029/30.

#### 10. **HOUSING INVESTMENT PROGRAMME**

The Committee received a report of the Executive Director, Community & Children's Services concerning the financial challenge of the 10-year housing investment programme.

Officers emphasised the importance of the Housing Investment Programme, clarifying that it applies to all estates under the City's landlord responsibilities—not just individual ones. A Member raised concerns about potential confusion among residents regarding service charges, and it was stressed that the programme is not about new homes but rather investment in existing social housing stock.

It was noted that the programme outlines a 10-year investment plan, based on current estimates and indexed projections. However, it was discussed that the figures are not based on fully developed or tendered projects, and therefore subject to change. Contingency has been included, but Members were cautioned about the limitations of forecasting costs over such a long period.

Attention was drawn to paragraphs 18 and 19 of the report, which propose the creation of a governance group—referred to as a transition or advisory board—for the Golden Lane Estate. This group would mirror the successful steering group model used at Middlesex Street, which improved collaboration between officers, members, and residents. Members supported the proposal, recognising the value of resident input and engagement.

The discussion acknowledged the historical neglect of social housing by the Corporation and celebrated the progress made in prioritising housing investment. Despite this, a funding gap of £84 million remains, and Members discussed the constraints on using Housing Revenue Account (HRA) funds. Suggestions were made to explore the use of climate budget allocations, although this would require adjustments to current strategy timelines.

Concerns were raised about cost escalation, referencing the Black Raven Court project where costs more than doubled. Officers responded by detailing efforts to improve cost accuracy through early contractor engagement, sample surveys, and market analysis. Nonetheless, they reiterated that final costs would only be confirmed upon receipt of tenders.

Leaseholder recharges were discussed, with an estimated £47 million over ten years—averaging £52,000 per property. Clarification was sought on whether this figure assumes full leaseholder contribution or accounts for landlord responsibilities. Officers confirmed that the estimate is conservative and that further legal review of lease terms is underway.

Staffing costs were also addressed, with a projected £1.5 million increase to support the programme. Recruitment is not yet underway, but the figure reflects anticipated needs across compliance and delivery. The plan includes front-loading resources and tapering off through efficiencies and technology, aiming to create a sustainable HRA model for the next 30 years.

The Committee reaffirmed its support for the governance group proposal and acknowledged the need for accurate figures and inclusive planning to ensure the success of the Housing Investment Programme.

**RESOLVED** – That, the report be noted.

11. **\*GOLDEN LANE LEISURE CENTRE MANAGEMENT OPTIONS**

The Committee received a report of the Executive Director, Community & Children's Services concerning the future Golden Lane Leisure Centre (GLLC) management contract. The current contract ends on 31 March 2026 and a period of refurbishment at the centre will follow.

It was proposed that a competitive tender process be undertaken to secure the future management of GLLC. The process will aim to secure the most advantageous arrangement for the Corporation in terms of both quality of service and commercial terms. The process would also allow for the development of an internally led bid to be assessed alongside external submissions. It was noted that Members of the Sports Sounding Board had suggested exploring a quasi-internal bid from one of the Corporation's natural environment charities, such as Hampstead Heath, which already manages sports facilities and could benefit from charitable tax relief.

Concerns were raised by a Member regarding the performance of the current contract. Officers acknowledged issues but noted the challenges arising from the deterioration of the centre, and several short term contract extension leading to lack of long-term certainty for the provider. Officers acknowledged these issues and emphasised that the new contract would include more robust KPIs and allow for enforcement mechanisms.

Members stressed the importance of ensuring that future arrangements include enforceable standards and protections for community use. Officers confirmed that the new contract would be developed in consultation with Members, particularly through the Sports Sounding Board, to ensure that specifications reflect the needs of users and provide appropriate safeguards.

The Committee endorsed the proposed approach to outsourcing the management of the centre, including the option for a hybrid or internal bid to be evaluated alongside external tenders.

**RESOLVED** – That, the report be noted.

12. **\*SCHOOL ADMISSIONS UPDATE**

The Committee received a report of the Executive Director, Community & Children's Services concerning the allocation of primary and secondary school places for City of London resident pupils for the academic year 2025/26.

**RESOLVED** – That, the report be noted.

13. **\*FAMILIES IN THE CITY UPDATE**

The Committee received a report of the Executive Director, Community & Children's Services concerning the Families in the City programme.

**RESOLVED** – That, the report be noted.

14. **\*REVENUE OUTTURN 2024/25 – COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CITY FUND)**

The Committee received a joint report of the Executive Director, Community & Children's Services and The Chamberlain concerning the 2024/25 revenue outturn for the non-Housing Revenue Account (HRA) services.

**RESOLVED** – That, the report be noted.

15. **\*HOUSING REVENUE ACCOUNT - OUTTURN 2023/24**

The Committee received a joint report of the Executive Director, Community & Children's Services and The Chamberlain concerning the outturn for the Housing Revenue Account (HRA) in 2024/25 with the final agreed budget for the year.

**RESOLVED** – That, the report be noted.

16. **\*DCCS DEPARTMENTAL RISK UPDATE**

The Committee received a report of the Executive Director, Community & Children's Services concerning detail of the Department's current risk register and the actions taken in mitigation to reduce those risks.

**RESOLVED** – That, the report be noted.

17. **UPDATES FROM SUB COMMITTEES, ALLOCATED MEMBERS AND PORTFOLIO HOLDERS**

There was no update from allocated Members and Portfolio Holders.

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There was no urgent business.

20. **EXCLUSION OF THE PUBLIC**

**RESOLVED** – 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.

21. **NON-PUBLIC MINUTES**

**RESOLVED** – That, the non-public minutes of the meeting held on 30<sup>th</sup> April be agreed as a correct record.

22. **\*NON-PUBLIC OUTSTANDING ACTIONS**

The Committee received the non-public outstanding actions report.

**RESOLVED** – That, the report be noted.

23. **\*NON-PUBLIC APPENDIX**

The Committee received a non-public appendix in conjunction with item 10.

**RESOLVED** – That, the appendix be noted.

24. **SUMMER BUILDINGS**

The Committee considered a report of the Executive Director, Community & Children's Services relating to a planning process to develop and design new social rent homes.



25. **GOLDEN LANE LEISURE CENTRE (GLLC) REFURBISHMENT**  
The Committee considered a report of the Executive Director, Community & Children's Services in relation to refurbishment of Golden Lane Leisure Centre.
26. **ISLEDEN HOUSE INFILL PROJECT**  
The Committee considered a report of the Executive Director, Community & Children's Services in relation to The Isleden House infill development.
27. **HRA COMMERCIAL PROPERTY – ASSET MANAGEMENT STRATEGY, DEBT POSITION, PROGRESS AGAINST ARREARS RECOVERY AND VACANT UNITS**  
The Committee considered a joint report of the Executive Director, Community & Children's Services, The City Surveyor and The Chamberlain in relation to current status of commercial arrears and vacancies within the Housing Revenue Account (HRA) commercial portfolio.
28. **\*DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
The Committee received a report advising Members of action taken by the Town Clerk outside of the Committee's schedule, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos 40(a) and 40(b).
29. **\*YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**  
The Committee received a report of the Executive Director, Community & Children's Services in relation to new homes all for social rent at the York Way Estate.
30. **\*SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND**  
The Committee received a report of The City Surveyor in relation to the land and social housing provision within the Sydenham Hill Estate.
31. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no non-public questions.
32. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was no urgent business.
33. **CONFIDENTIAL MINUTES**  
**RESOLVED** – That, the confidential minutes of the meeting held on the 30<sup>th</sup> April 2025 be agreed as a correct record subject to a correction raised by a Member.

**The meeting ended at 3.45 pm**

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Chairman

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

## City of London Corporation Committee Report

<b>Committee:</b> Community and Children's Services Committee	<b>Dated:</b> 17/09/2025
<b>Subject:</b> Resident Involvement Strategy 2025-29 – Housing Service	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> </ul>	Diverse, Engaged Communities; Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	Judith Finlay, Executive Director of Community and Children's Services
<b>Report authors:</b>	Liam Gillespie, Head of Housing Management  Sam Bedford, Resident Involvement Manager

### Summary

The Resident Involvement Strategy 2025–29 sets out a refreshed and ambitious approach to working collaboratively with residents in the design, delivery, and scrutiny of housing services. Developed through extensive consultation and co-design, the strategy directly reflects residents' calls for greater transparency, improved communication, and more meaningful opportunities to shape the services that affect them. Listening to and working with residents is fundamental to successful service delivery and supports both our departmental priorities and the wider aims of the City of London Corporation's Corporate Plan 2024–29. The strategy outlines five strategic objectives focused on inclusive engagement, empowerment, communication, influence, and culture change. It is supported by the formation of the new Resident Voice group and a detailed action plan to ensure effective implementation and accountability.

## **Recommendation**

Members are asked to:

- Approve the draft Resident Involvement Strategy 2025–29 for implementation by the Housing Service

## **Main Report**

### **Background**

1. We are implementing a new Resident Involvement Strategy to strengthen how we engage with our residents and ensure that their voices are meaningfully reflected in the way we deliver and improve housing services.
2. This strategy is a key step in enhancing our approach to resident involvement, ensuring that it is more inclusive, responsive, and aligned with best practice. The City Corporation's Housing Service is implementing significant changes to improve services and outcomes for residents. A key part of this is ensuring that residents are meaningfully involved in the scrutiny of current practice, and that they are empowered to participate in identifying and making improvements.
3. The strategy also supports the delivery of our Corporate Plan 2024–29, particularly our commitments to transparency, service improvement, and building stronger relationships with our communities. It provides a clear framework for how we will work in partnership with residents to shape services, influence decision-making, and hold us to account.
4. The strategy will also support us in meeting the expectations set out in the Regulator of Social Housing's Consumer Standards, particularly around tenant engagement and accountability. By embedding a more structured and strategic approach, we will be better placed to demonstrate compliance with regulatory requirements and respond effectively to resident feedback.
5. These key elements have informed the proposed title of the strategy, "Involving You, Improving Services".

### **How the Strategy Was Developed and Informed by Residents**

6. The development of the Resident Involvement Strategy 2025–29 was shaped by a strong commitment to listening to residents and building on what they have already told us. Rather than repeating previous exercises, we reviewed existing feedback, including insights from the Pennington Choices review of customer services and repairs, to ensure that we made the most of residents' time and avoided consultation fatigue. This provided a solid foundation for the strategy, rooted in real experiences and concerns.
7. To gather fresh insights and co-design the future of resident involvement, we commissioned the independent Tenant Participation Advisory Service to run a series of workshops. These sessions brought together residents, housing staff

from across service areas, and the Housing Division's senior management team. The workshops focused on how we can improve involvement, build trust, and ensure that residents' voices are central to shaping housing and estate services.

8. In addition to the workshops, we consulted residents on the draft strategy through our online Have Your Say platform, hosted on Commonplace. This allowed a wider group of residents to review and comment on the proposals, ensuring that the strategy reflects a broad range of views and experiences.
9. The feedback we received highlighted several key themes, including the need for greater transparency, more consistent communication, and more meaningful opportunities for residents to influence decisions. Residents also expressed a strong desire for a culture shift; one that values their contributions and embeds involvement across all levels of the organisation. These insights have been central to shaping the strategy's objectives and actions, and they will continue to guide how we work with residents in the years ahead.

## Strategic Objectives

10. The Resident Involvement Strategy 2025–29 sets out five key objectives designed to strengthen the voice of residents, improve service delivery, and embed a culture of meaningful engagement across the Housing Service. These objectives respond directly to resident feedback and align with the City of London Corporation's wider strategic aims:

<b>1: Inclusive and accessible engagement</b>	This objective focuses on ensuring that all residents, regardless of background, ability, or preferred communication method, can be involved. It commits to offering a range of flexible engagement options, improving understanding of residents' needs, and removing barriers to participation. Both digital and traditional methods will be used to ensure that no one is excluded.
<b>2: Empower residents to get involved</b>	The strategy recognises that meaningful involvement requires investment. This objective commits to supporting residents through training, digital access, and incentives, while ensuring that involvement is worthwhile and leads to tangible outcomes. It also includes a commitment to dedicate appropriate staff and financial resources to support resident participation.
<b>3: Consistent and timely communication</b>	Effective communication is essential to building trust. This objective aims to improve how and when the Housing Service communicates with residents, using data to tailor approaches and ensure that feedback is acknowledged and acted on. It includes a commitment to accessible, culturally sensitive communication and the use of a 'you said, we did' approach.

<b>4: Strengthen and champion resident influence</b>	This objective seeks to embed residents' voices in decision-making processes at all levels. It includes developing new opportunities for scrutiny and co-design, involving residents in procurement and service standards, and ensuring accountability to residents as well as to elected Members. The aim is to make resident influence a routine and valued part of governance.
<b>5: Build a resident involvement culture</b>	To ensure long-term impact, the strategy commits to embedding a culture of resident involvement across all teams and services. This includes leadership from senior officers and Members, staff training, performance monitoring, and the integration of residents' voices into service planning and delivery. The objective is to make resident involvement a core part of how the Housing Service operates.

## Good Practice and the Regulatory Context

12. Primarily, the strategy reflects the City of London Corporation's ethical duty to treat residents with fairness, respect, and dignity. It recognises that residents are not just service users, but partners in shaping the communities they live in. The strategy responds to resident feedback that past engagement has sometimes felt tokenistic or inconsistent and sets out a clear commitment to rebuild trust through transparency, responsiveness, and genuine collaboration.
13. By embedding a culture of involvement across all levels of the Housing Service, the strategy ensures that residents' experiences inform service delivery and improvement. It also acknowledges the value of residents' time, skills, and insights, and commits to supporting their involvement through training, recognition, and accessible communication. In doing so, the strategy upholds the ethical principle that all social landlords have a duty to listen to and act on the voices of those they serve.
14. The Resident Involvement Strategy 2025–29 will also align closely with the expectations of the Regulator of Social Housing, particularly the revised Consumer Standards, which place a strong emphasis on the tenant voice, transparency, and accountability. The strategy sets out clear commitments to:
  - strengthen resident influence in decision-making and service design
  - improve communication and feedback mechanisms, including a 'you said, we did' approach
  - enable effective scrutiny of performance by residents
  - ensure inclusive and accessible engagement opportunities for all residents.
15. These actions directly support compliance with the Transparency, Influence and Accountability Standard, which requires landlords to provide meaningful opportunities for tenants to influence and scrutinise landlord performance. The

strategy also contributes to meeting the same standard by embedding residents' voices into governance and service planning processes.

## **Implementing the Strategy**

### ***Resident Voice***

16. As part of the implementation of the Resident Involvement Strategy 2025–29, we are in the process of establishing the new Resident Voice group, which will form a central pillar of our resident involvement offer. The creation of this group was a commitment made in the Housing Strategy 2024–29.
17. The Resident Voice group will act as the primary mechanism for resident-led scrutiny and monitoring of Housing Services, ensuring that residents have a structured and influential role in holding the service to account. The group will be representative of our resident community and will work in partnership with officers and elected Members to review performance, contribute to service improvement, and provide feedback on key decisions.
18. Its formation reflects our commitment to embedding resident influence at the heart of our governance and service delivery arrangements. The group, which will be co-chaired by a resident and the Director of Housing, will feed information directly into the Housing Management and Almshouses Sub-Committee and therefore be a key part of our governance process moving forward.
19. At the time of writing, recruitment to the group is underway, and communications have been sent out to residents inviting expressions of interest. We aim to recruit six tenants and three leaseholders to the group, reflecting the proportions of tenanted and leasehold homes on our estates.

### ***Action Plan***

20. To support the delivery of the Resident Involvement Strategy 2025–29, an accompanying action plan is being developed. This plan will set out clear milestones, responsibilities, and timescales for each of the strategy's objectives, ensuring that progress can be effectively monitored and evaluated. It will include measurable outcomes aligned with resident feedback and regulatory expectations, enabling the Housing Service to track impact, identify areas for improvement, and report transparently on achievements. The action plan will be a living document, reviewed regularly in partnership with residents and the Resident Voice group, to ensure that it remains responsive and continues to drive meaningful change.

## **Corporate & Strategic Implications**

21. **Strategic implications** – The new Resident Involvement Strategy directly supports the delivery of the City of London Corporation's Corporate Plan 2024–29 by strengthening residents' voices, accountability, and partnership working, key principles that underpin the plan's ambitions. By embedding more inclusive,

transparent, and responsive engagement practices, the strategy contributes to the Corporation's goals of delivering excellent services, promoting equality and inclusion, and building trust with communities. It ensures that residents are active participants in shaping the services they receive, helping to drive continuous improvement and align housing services with the wider corporate vision of a fairer, more inclusive, and well-connected City.

22. **Financial implications** – none.

23. **Resource implications** – none.

24. **Legal implications** – none.

25. **Risk implications** – none.

26. **Equalities implications** – The Resident Involvement Strategy will have a positive impact on equalities by ensuring that all residents, regardless of background or personal circumstances, have equitable opportunities to participate and influence decisions. By removing barriers to engagement, actively reaching underrepresented groups, and embedding inclusive practices, the strategy helps ensure that diverse voices are heard and reflected in service design and delivery. This will lead to fairer outcomes and stronger, more representative resident relationships.

27. **Climate implications** – none.

28. **Security implications** – none.

## **Conclusion**

29. The Resident Involvement Strategy 2025–29 represents a significant step forward in strengthening the relationship between the Housing Service and its residents. By embedding a culture of meaningful involvement, the strategy will ensure that residents are heard and actively shape the services they receive. It reflects regulatory requirements and ethical commitments to fairness, respect, and partnership. Through inclusive practices, structured opportunities for influence, and a clear framework for accountability, the strategy will help build trust, improve service outcomes, and support the delivery of excellent housing services. Approval of this strategy will enable the Housing Service to ensure that resident involvement is central to its future direction.

## **Appendices**

- Appendix 1 – Draft Resident Involvement Strategy

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Involving You, Improving Services

## Resident Involvement Strategy 2025-29

City of London Corporation

Department of Community & Children's Services

Housing Service

## **Part One**

### **1. Welcome to the Resident Involvement Strategy**

This strategy is about how the Housing Service will work more closely with you, our tenants and leaseholders, to listen, learn, and act on what matters most to you.

One of the key priorities in our Housing Strategy for 2024–2029 is to “**engage and listen to residents.**” We know we haven’t always got this right, and we’re committed to rebuilding trust and improving how we communicate and work with you.

We believe that the best way to improve our housing services is by working together. You know your homes, your estates, and your communities better than anyone, and your views should help shape the decisions we make.

This strategy sets out how we’ll:

- Offer more ways for you to get involved, in ways that suit you.
- Make it easier for everyone to have a voice, including those who haven’t felt heard before.
- Turn your feedback into real action and visible improvements.

Our goal is simple: to make sure your experiences and ideas help us deliver better services, stronger communities, and a housing service you can have confidence in.

### **2. How This Strategy Supports Our Shared Goals**

This Resident Involvement Strategy is part of a wider commitment to improving housing and community life for everyone living in the homes we manage. It supports the ambitions set out in both the City of London Corporation’s Corporate Plan 2024–2029 and our Housing Strategy 2024–2029.

#### **Corporate Plan 2024–2029**

Two of the Corporate Plan’s key outcomes are especially relevant to this strategy:

- **Diverse, Engaged Communities** – We want every resident to feel included, heard, and empowered to shape their neighbourhood.
- **Providing Excellent Services** – Your feedback helps us improve the services you rely on every day.

#### **Housing Strategy 2024–2029**

This strategy also supports the five priorities in our Housing Strategy, which aim to make a real difference to your homes and communities:

- **Improving the quality of housing services** – by listening to your experiences and acting on what you tell us.
- **Improving housing quality** – ensuring homes are safe, comfortable, and well-maintained.

- Engaging and listening to residents – making sure your voice is at the heart of everything we do.
- Improving building safety – working with you to keep your homes safe and secure.
- Increasing the supply of housing – helping more people access good-quality, affordable homes.

Together, these goals reflect our belief that residents are not just customers of our services, but valued partners in shaping future services.

### **3. Our Vision: Putting Residents at the Heart of What We Do**

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*“Every resident is listened to and has an opportunity to influence and to work with us to create great services, homes and places”*

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We want to make sure every resident feels heard, respected, and involved in shaping the services that matter to them. This strategy is about building stronger connections with you, our tenants and leaseholders, so we can better understand your views, your neighbourhoods, and your experiences.

By 2029, our goal is for every resident to have the chance to get involved in a way that works for them, whether that’s giving feedback, joining a group, or simply staying informed. We want your involvement to be meaningful, with real opportunities to influence how we run and improve our housing and estate services.

Your voice matters. The insights and experiences you share help us make better decisions and deliver services that truly meet your needs. That’s why we’re committed to offering the right opportunities, at the right time, in ways that are accessible and inclusive for everyone.

We’ll also keep reviewing how we involve residents to make sure it’s working well and reaching a wide range of people. We’ll also make sure your influence is built into how we plan, deliver, and improve our services, so that together we can create homes and communities we’re all proud of.

### **4. How We Shaped This Strategy Together**

To make sure this strategy reflects what really matters to you, we built on feedback from previous consultations with residents, staff, and elected Members. Rather than repeating the same questions, we focused on gathering fresh insights, avoiding consultation fatigue and making the most of your time and input.

We reviewed earlier feedback, including what residents told us during the Pennington Choices review of customer services and repairs. This gave us a strong foundation to build on.

We then held a series of new workshops, run by the independent Tenant Participation Advisory Service (TPAS), to hear directly from residents about how we can work better together. These sessions focused on how we can improve involvement and make sure your voice helps shape the future of our housing and estate services.

Your feedback has been central to this strategy, and it will continue to guide how we work with you going forward.

TPAS held three workshops to gather feedback and examples from:

- The Housing Division's senior management team
- Staff across a full range of service areas within Housing
- Residents

We also consulted residents on this Strategy through our online 'Have Your Say' forum, on the Commonplace platform.

## **5. What Residents Have Told Us**

Clear themes emerged from the consultations we held with residents, both as part of the TPAS review and the consultation on this Strategy document.

### **1. Trust and Making Good on Promises**

- Residents feel that we do not always deliver on promises.
- There is a perception that feedback is collected but not acted upon; consultation feels like a "tick-box exercise."
- Reports and surveys are produced but don't influence decisions, leading to a sense of futility
- There is a desire for greater transparency in how decisions are made and how resident input is used

### **2. Communication and Engagement**

- Communication is described as siloed, inconsistent, and unresponsive, especially outside of high-profile estates
- Residents report having to chase responses or escalate issues to be heard.
- Engagement varies significantly across estates, creating a sense of inequality.
- Communication methods must be inclusive, recognising that not all residents use digital channels.
- Traditional methods (e.g. letters) should remain part of the engagement toolkit to ensure no one is left out.

### **3. Resident Involvement Structures**

- Resident groups feel do not always feel supported and empowered.

- Past successful collaboration has deteriorated due to staff turnover and lack of continuity.
- Some residents feel there is little recognition of their skills or contributions.

#### **4. Procurement and Contractors**

- Frustration with repeated use of underperforming contractors despite complaints.
- Lack of transparency in tendering processes, perceived monopolies and absence of genuine competition.

#### **5. Inequity Between Tenants and Leaseholders**

- Tenants feel overlooked compared to leaseholders, who are perceived to receive more attention and respect.
- There is a call for equal treatment and recognition of all residents' voices.

#### **6. Desire for Meaningful Influence**

- Residents want to be involved in a way that genuinely shapes outcomes.
- There is a strong desire for collaborative, respectful partnerships rather than combative or dismissive interactions.
- Skills and experience within the resident community (e.g. legal, civil service) are underutilised.

#### **7. Culture Change**

- Residents welcome the values outlined in the strategy but stress that real change requires leadership and cultural shift, not just policy.
- Change must be modelled from the top and embedded across all levels of the organisation.

#### **8. Positive Practice and Potential**

- Some areas of good practice were noted (e.g. antisocial behaviour handling, collaboration with individual local staff or teams).
- Residents still express hope and willingness to contribute, if involvement becomes more meaningful and respectful.

### **6. Measuring Progress and Making Improvements**

We want to make sure that the way we involve and communicate with residents is both meaningful and effective. That's why we're developing a stronger set of performance measures to help us track how well we're doing, including how we involve you and respond to your feedback.

As part of national requirements, we also report each year on how residents feel about our services. These are called Tenant Satisfaction Measures, and some of them focus specifically on how well we listen, communicate, and involve residents.

This strategy is designed to help us improve in those areas, so that more residents feel heard, respected, and confident that their views make a difference.

Looking at our performance over the last two years, many residents have told us they're satisfied with how we communicate and how they're treated. But we also know there's more to do, especially when it comes to showing that we're listening and acting on what you tell us.

We're committed to working with residents to make these improvements.

	<b>2023/4</b>	<b>2024/5</b>	<b>London Councils Median 2023/4</b>
<b>Listening to and acting upon tenants' views</b>	53.2%	55.4%	51.4%
<b>Keeping tenants informed about things that matter to them</b>	74.0%	74.3%	66.7%
<b>Treating tenants fairly and with respect</b>	71.6%	74.8%	70.1%
<b>Making a positive contribution to neighbourhoods</b>	69.6%	67.8%	62.5%

*Table showing percentage of tenants satisfied for each measure*

Through the delivery of this strategy, and our wider Housing Strategy, we aim to improve the resident experience of our services and improve their satisfaction across all areas.



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## Part Two

### Our Five Objectives for Resident Involvement and Communications

To help us achieve our vision, and address the issues raised by residents, we have set five objectives, with milestones towards achieving them.

Our five objectives are:

1. Inclusive and Accessible Engagement
2. Empower Residents to Get Involved
3. Consistent and Timely Communication
4. Strengthen Resident Influence
5. Build a resident involvement culture

#### **Objective One: Inclusive and Accessible Engagement**

*Ensuring that everyone has a chance to be involved and heard*

We recognise the value of residents engaging with us in different ways and that one size does not fit all when it comes to communicating. With our residents, we want to develop a wide range of opportunities to ensure that a representative range of views are heard and that they influence and help shape our services.

We want to provide more involvement opportunities that offer flexibility so residents can be involved to the level and degree they choose.

We will:

- Create a range of involvement opportunities to suit different needs, interests and levels of commitment, ensuring that residents can participate in a way that suits them
- Improve our understanding of our residents' profile, languages spoken and needs of those living with disabilities to ensure they are not excluded in our communication and engagement
- Ensure all resident engagement activities are accessible by providing interpreters, translated materials, and alternative formats (e.g. large print, audio, Easy Read), and by using inclusive digital tools to support participation across diverse communities.
- Continue to consider what may prevent or discourage residents from becoming involved and how these barriers can be overcome, to increase representation for marginalised or seldom-heard voices

- Improve our digital offering to widen our audience, while maintaining more traditional methods of engagement for those who prefer them
- Develop more proactive and specific engagement with residents on matters of local concern using innovative and non-traditional methods.
- Staff who engage with residents to be trained in customer service and engagement skills to ensure residents sharing their views feel respected and listened to

## **Objective Two: Empower Residents to Get Involved**

*Supporting residents, investing resources and making it worthwhile*

Supporting and enabling residents to get involved in decision-making and scrutiny will lead to more responsive, efficient and effective housing management. We want to increase the ability of residents to hold us to account for our performance, and ensure that resident involvement is worthwhile, benefiting both the City Corporation and the residents who give up their time to participate.

This will require us to dedicated appropriate staff and financial resources to resident involvement activity.

We will:

- Commit to delivering on engagement promises by ensuring that feedback is acted upon, agreed actions are followed through, and residents are kept informed of progress in a timely and transparent way.
- Work with residents to design and provide appropriate training to develop their skills and capacity to be involved
- Work with residents to review how we reward and incentivise their involvement, ensuring we have dedicated budgets to meet costs in this area
- Work with residents to help them access technology and offer support to improve their digital skills
- Proactively involve residents in monitoring the performance of services where they live

## **Objective Three: Consistent and Timely Communication**

*Communicating in the right way, at the right time, to the right people*

Communication is a top priority, and it is important that we know who residents are, how they want to be involved, informed, and contacted. As part of this strategy, we

want to review and develop how we keep residents informed and ensure we make it easy for them to tell us when things are not going well.

We will:

- Use data and insights to understand the ways residents want us to communicate with them.
- Implement a 'you said, we did' approach to feedback, sharing this regularly on our website and in our newsletters and other publications like the Annual Report to Tenants.
- We will involve residents in the creation and development of our publications to ensure they are clear, easy to understand and meet the needs of our residents.
- We will utilise and develop our digital platforms including our website and social media to provide effective communication with residents.
- We will ensure all communication materials are accessible, culturally sensitive and available in multiple languages

#### **Objective Four: Strengthen and Champion Resident Influence**

*Ensuring we embed the resident voice in our decision-making*

We are accountable to residents who live in the homes we manage. They play a key role in ensuring we provide safe and well-maintained homes, and services which meet their needs. We want to empower them to scrutinise our services and influence decisions that affect them.

We will:

- Develop a mechanism to ensure resident scrutiny and influence over performance at the strategic level, across all key resident services, to ensure performance is meeting the relevant standards for residents. Ensure there is accountability to residents as well as Committee from responsible senior staff.
- Co-design a range of new resident influence opportunities in a way that is accessible and attractive to a diverse resident group
- Ensure that residents can influence, scrutinise and inform services and decisions in a way that suits them, at the right time
- Involve residents in procurement of key services such as repairs, including specifying contract requirements, short-listing companies from tenders

received, conducting interviews and site visits, and appointing the successful contractor

- Involve residents in setting service standards and targets and reporting on both good and bad performance
- Demonstrate the value of resident involvement by consistently communicating the results and outcomes of engagement activity

### **Objective Five: Build a Resident Involvement Culture**

*Ensuring that resident involvement is an integral and natural part of our work, across all teams and services*

We want a culture where genuine consideration of residents' views is at the heart of all our decision-making about the delivery of housing services. It is vital that we join resources and thinking to reap the benefits of resident experience across our services and ensure we are compliant with regulatory and statutory expectations.

Senior leaders and elected Members will reinforce a sense of direction and purpose to routinely incorporate all sources of insight into organisational plans and delivery, including challenging incomplete information on resident experience and voices in decision-making.

We will:

- Ensure that senior leaders promote the value of listening to and acting on residents' voices, and enable their teams to support resident involvement activity in their service areas
- Deliver training or awareness sessions for housing staff to ensure all have a good understanding of effective resident involvement, keep up to date with best practice
- Create a culture where residents are actively encouraged to be involved in scrutinising, shaping and feeding back on services, helping to improve customer satisfaction
- Make improvements to ensure that our resident involvement activity meets the expectations of the Regulator of Social Housing
- Ensure we have the staff resources to deliver meaningful resident involvement activity across all our housing services, through an enhanced Resident Involvement Team

- Create mechanisms to ensure resident influence is integral to our service planning and governance processes
- Include in future recruitment and in everyone's job descriptions the requirement to actively seek out and hear residents' voices
- Set the expectation that staff across the Housing Division must actively support opportunities for residents to influence services, whether their role is resident-facing or not
- Develop relevant key performance indicators (KPIs) to measure the input and outcomes of our resident involvement work, to clearly demonstrate the impact it is having

### **Turning This Strategy into Action**

This strategy will be delivered over the next four years, from 2025 to 2029. In the first year, we'll focus on building strong foundations, making sure we have the right tools, support, and opportunities in place to help resident involvement grow and thrive.

Each year, we'll create a clear action plan that sets out:

- What we're aiming to improve
- Who's responsible for making it happen
- When you can expect to see progress

We'll start with the 2025/26 action plan and share it with residents, so you can see what's happening and how to get involved.

We'll also explain how we'll track our progress and measure the impact of what we're doing, so you can see how your involvement is helping to shape better services and stronger communities.

### ***Measuring Success***

We will develop performance measures and targets for resident involvement, which will include demonstrable improvements to resident satisfaction in key areas.

During the life of this strategy, we will demonstrate:

- effective resident scrutiny of our performance as a social landlord
- increased opportunities and support for residents' voices to be heard
- more involved residents who are representative of the communities we serve, influencing service improvements

- evidence of increased resident satisfaction in relation to listening and acting upon views (TSM), communications and neighbourhood contribution
- involved residents feeling that their involvement is meaningful and making a difference
- housing staff actively seeking resident involvement on any decision that impacts residents
- clear outcomes demonstrating the impact of resident involvement activities

### ***Communicating Progress***

We will keep residents, staff and Members updated on our delivery of this strategy by:

- regular communication to residents through our @home magazine, newsletters and other communications
- frequent internal communication to staff and Members
- six monthly reports on progress to Committee
- including involvement outcomes in our Annual Report for Tenants, demonstrating accountability to residents
- progress updates on the Resident Involvement webpage

### ***Investing in Resident Involvement***

To make sure we deliver on the promises in this strategy, we know we need to invest in the right people, tools, and support. Resident involvement isn't something that happens on the side; it's a vital part of how we deliver better services and build stronger communities.

We will:

- Provide the right support to help tenants and leaseholders get involved in ways that work for them, whether that's through training, accessible information, or one-to-one support.
- Ensure we have enough dedicated staff to lead and support resident involvement across all our estates.
- Make resident involvement part of staff performance objectives, so that everyone working in housing understands its importance and plays a role in making it happen.
- Offer training and development for staff and residents, to build confidence, skills, and shared understanding.
- Invest in digital and non-digital tools to make it easier for more people to take part, whether online, in person, or by post.
- Create a dedicated budget for resident involvement activities, so we can support events, workshops, and other opportunities for residents to shape services.

By putting the right resources in place, we can make sure resident involvement is not only meaningful but also sustainable and inclusive for the long term.

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<b>Committee:</b> Community and Children's Services Committee	<b>Dated:</b> 17/09/2025
<b>Subject:</b> Baltic Street West – Development Proposal	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Judith Finlay, Executive Director of Community and Children's Services	<b>For Decision and Comment</b>
<b>Report author:</b> Michael Kettle Senior Housing and Commercial Development Manager	

## Summary

The Housing Management and Almshouses Sub Committee on 30 June 2025 considered an application to develop an area on Baltic Street West into a two-bedroom flat.

The recommendation of that report was that this matter should be formally referred to Community & Children's Services Committee to reject the application to declare this land surplus for housing purposes.

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

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

Members should be also aware that the applicant has since submitted a planning application in principle (ref 25/00905/PIP.) to develop the site which will be considered by the Planning & Transportation Committee on 21 October 2025.

There have been objections to the proposal from Historic England, City of London Conservation Area Advisory Committee, Golden Lane Estate Residents Association, and two residents from Hatfield House.

The summary of the objection from Historic England is particularly conclusive and is worth noting. 'We object to the permission in Principle for the erection of a single storey dwelling with detached single storey garage to land north of Hatfield House and south

of Baltic Street West. A proposal of this nature and in this location would cause significant level of harm to Hatfield House and the Golden Lane Estate.'

### **Recommendation**

Members are requested to:

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

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Senior Housing and Commercial Development Manager  
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## City of London Corporation Committee Report

<b>Committee(s):</b> Community & Children's Services Committee	<b>Dated:</b> 17/09/2025
<b>Subject:</b> Housing Services Asset Management Strategy	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides statutory duties</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	Leading Sustainable Environment Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	Judith Finlay Executive Director Community & Children's Services
<b>Report author:</b>	Zoe Gayle Service Improvement Manager (Housing)

### Summary

This report presents the City of London Corporation's Housing Asset Management Strategy 2025 for approval. The Asset Management Strategy (AMS) sets out a comprehensive approach to managing and investing in the Corporation's housing assets over the medium term. It aligns with the Housing Strategy Action Plan 2025–2026 and the Corporation's wider objectives to deliver high-quality, safe, and energy-efficient homes, while enhancing resident satisfaction and ensuring compliance with evolving regulatory standards. The AMS is a living document, designed to be refreshed as new data becomes available, and is central to supporting thriving, sustainable communities.

## **Recommendation(s)**

Members are asked to:

- Approve the Housing Asset Management Strategy 2025 as the guiding framework for the management, maintenance, and investment in the City of London's housing stock.
- Note the commitment to refresh the strategy in early 2026 following completion of the full stock condition survey programme.

## **Main Report**

### **Background**

1. The City manages over 1923 social rented homes across 12 estates, as well as 971 leasehold homes. Only two estates are within the City itself, with the remainder located across six other London boroughs.
2. This AMS replaces the previous 2015–2020 strategy, reflecting significant changes in the operating and legislative landscape for social housing, including the Social Housing (Regulation) Act 2023 and the Corporation's own commitments to decarbonisation and resident engagement.

### **Current Position**

3. A key challenge is the current lack of an up-to-date set of stock condition surveys. The last comprehensive survey was undertaken in 2018. A new programme of surveys has commenced with pilot surveys being undertaken and completion targeted for 2026. Until then, the AMS is based on existing data, professional judgement, and resident and staff feedback, and will be updated as new information becomes available.

### **Options**

4. By adopting this approach, the Housing Service will establish a clear and strategic framework for managing and investing in its housing assets, ensuring compliance with evolving regulatory requirements, including the Social Housing Regulation Act 2023, Fire Safety Act, and Building Safety Act.
5. The strategy supports the delivery of new homes, improved energy efficiency, and the achievement of ambitious decarbonisation targets (net zero by 2027 for operations and by 2040 for the wider value chain). It is designed to enhance resident satisfaction, safety, and engagement, while enabling a data-driven approach to investment and maintenance that remains flexible as new stock condition data becomes available.
6. Risks include the current incompleteness of asset data, which may require priorities to shift once new stock condition surveys are completed, and the dependency on continued funding through the HRA and external grants.

7. There is also a risk that delays in addressing urgent compliance needs could impact resident safety and satisfaction. However, these risks are mitigated by the strategy's status as a living document, scheduled for refresh in 2026, its commitment to proceed with urgent works based on current intelligence, and the flexibility built into the capital programme to adapt to changing circumstances.

## Proposals

8. It is asked that Members approve the Asset Management Strategy (AMS) as the interim guiding framework for the management, maintenance, and investment in the City's housing stock. This approach balances the need for immediate action on compliance, safety, and investment with the flexibility to adapt as new data becomes available. The AMS provides a robust foundation for delivering high-quality, safe, and sustainable homes, while supporting the Corporation's wider objectives for decarbonisation, resident engagement, and new homes delivery.
9. The strategy's commitment to a review and refresh in 2026 ensures that it will be responsive to emerging needs, regulatory changes, and the outcomes of the forthcoming stock condition surveys. Approval at this stage will support the Housing Service to proceed with urgent and high priority works, maintain compliance, and continue to improve the quality of homes and services for residents.

## Key Data

10. Key data is as follows:

- **Stock Numbers:** 1,923 social rented homes, 971 leasehold homes, across 12 estates (2 in the City, 10 in other London boroughs).
- **Annual Repairs & Maintenance Spend:** £4.3M on day-to-day repairs and minor works; £1M on servicing and safety checks.
- **Compliance Activities:** Fire risk assessments, annual gas safety checks, five-year electrical testing, asbestos and legionella checks, lift inspections.
- **Investment Needs:** Further investment required to address ageing stock and compliance with new standards.
- **Decarbonisation Targets:** Net zero carbon emissions by 2027 (operations) and 2040 (wider value chain).
- **New Homes Delivery:** ambition for 700 new homes by 2026; 344 homes for social rent completed since 2015; 267 homes in three live projects; and a further 500 by 2037.
- **Data Gaps:** Full stock condition survey to be completed by 2026; AMS to be refreshed in early

## Corporate & Strategic Implications

Strategic implications

11. The Asset Management Strategy 2025 aligns directly with the City of London Corporation's Corporate Plan 2024–2029, supporting the delivery of high-quality,

safe, and energy-efficient homes, and contributing to the Corporation's objectives for sustainable communities, decarbonisation, and resident satisfaction. The AMS also supports compliance with the Social Housing (Regulation) Act 2023. Performance will be monitored through key metrics such as compliance rates, energy efficiency (SAP ratings), delivery of new homes, and resident satisfaction, with regular reporting to the Housing Management and Almshouses Sub-Committee.

#### Financial implications

12. The AMS requires ongoing investment as outlined in the Housing Revenue Account (HRA) business plan and capital programme. This includes annual spend on repairs, maintenance, compliance activities, and planned capital works. The strategy also underpins the delivery of new homes, which will generate additional rental income for the HRA.

#### Resource implications

13. Additional resources have been identified for across the Housing Service and agreed. This includes staffing and technical expertise required for the implementation of the AMS, delivery of compliance activities and management of capital projects.

#### Legal implications

14. The AMS is designed to ensure compliance with the Social Housing (Regulation) Act 2023, the Fire Safety Act, the Building Safety Act, and other relevant legislation.

#### Risk implications

15. Key risks include incomplete asset data and compliance challenges. There is also a risk that investment priorities may shift once new stock condition survey data is available, requiring reprioritisation of planned works. The AMS mitigates these risks by prioritising urgent works, maintaining transparency with residents and stakeholders, and building flexibility into capital programmes. The strategy will be refreshed in 2026 to ensure it remains fully data-driven and responsive to emerging needs.

#### Equalities implications

16. The AMS outlines our commitment to providing safe, warm, and high-quality homes for all residents, supporting the Corporation's Public Sector Equality Duty under the Equality Act 2010. The strategy includes measures to ensure that investment and service delivery address the needs of all residents, including those with protected characteristics.

#### Climate implications

17. The AMS supports the Corporation's climate commitments, including interim targets for net zero carbon emissions by 2027 (operations) and 2040 (wider value chain). The strategy prioritises energy efficiency, decarbonisation, and sustainability in both existing stock and new developments

#### Security implications

18. None

## **Conclusion**

19. The Housing Asset Management Strategy 2025 provides a robust and flexible framework for the effective management and investment in the City's housing assets. It balances immediate compliance and safety priorities with long-term ambitions for sustainability, resident satisfaction, and new homes delivery.
20. Approval of the AMS will support the Housing Service to respond proactively to regulatory changes, optimise the use of resources, and deliver high-quality homes for current and future residents. The strategy will be refreshed in 2026 to ensure it remains fully data-driven and aligned with emerging needs and opportunities.

## **Appendices**

- Appendix 1 – Housing Asset Management Strategy 2025

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# *Building our approach*

**Housing Asset Management Strategy**

**2025**

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# Introducing our strategy

This Asset Management Strategy (AMS) sets out the Housing Service's approach to managing its housing assets over the medium term. It is designed to align with **Housing Strategy Action Plan 2025–2026** and the City of London Corporation's wider organisational objective to *deliver high-quality housing that meets the Decent Homes Standard and energy efficiency requirements, while enhancing resident satisfaction with our housing repairs service.*

In delivering this Strategy, we are committed to working in partnership with residents, stakeholders, and local businesses to help achieve our overarching aim: **to provide safe, warm, and high-quality homes within thriving, sustainable communities.**

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## Our approach to asset management

'Asset Management' is the term used to describe the range of activities we need in place to make best use of resources to maintain & improve our portfolio of homes and estates, support the Corporation's corporate ambitions & reflect residents' future needs & aspirations.

While asset management includes repairs and maintenance, it is about much more than this. It includes updating, improving, and investing in properties and estates so they provide good quality homes in places people want to live.

Our Asset Management Strategy aims to include a wide range of work and activities including maintaining safe and healthy homes that are in good repair, carrying out energy efficiency works, and modernising and regenerating our properties and estates, all with a focus on the needs of residents.

# Where We Are Now

We last undertook a stock condition survey of our properties in 2018. This was undertaken by Savills and used to formulate a 5 year investment plan.

We are currently operating without a complete and up-to-date set of stock condition surveys. This presents a challenge in terms of fully understanding the condition and investment needs of our housing stock. However, we are actively addressing this gap. A full programme of stock condition surveys will be commencing in the second quarter of the 25/26 financial year and completion is targeted by the end of the financial year (March 2026)

Until then, this strategy is based on a combination of:

- Existing hard data (e.g. compliance records, repairs history)
- Professional knowledge and judgement from housing officers and technical staff.
- Resident feedback gathered through various consultations and surveys including the Resident Focus Projects and Tenant Satisfaction Measures.

We acknowledge that our investment priorities may shift once the survey data is available. This strategy is therefore a living document and will be refreshed in early 2026 to become fully data-driven.

In addition, like many other councils, the HRA is under pressure to meet the Mayor of London's aspirations for new homes, whilst meeting maintenance and investment requirements for its existing housing. The plan will therefore seek to assist in optimising the use of council assets, council resources and grant funds, where appropriate.

The Strategy sets out how we will maintain, manage and invest in our Council Homes. It replaces the previous Asset Management Strategy 2015-

2020. Since the last plan, the operating and legislative landscape for social housing has changed significantly and will continue to do so.

The Strategy describes how we will achieve these objectives.

It is an agile document which will be reviewed upon completion of the Stock Condition surveys and updated in light of further information and changing external expectations. The structure of the plan below provides:

- Some key numbers to describe our homes
- Scale of the challenges we face.
- Our long-term priorities and a road map for how we will achieve these objectives.
- Key themes and actions of our immediate priorities.

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## Key facts about our homes

Our housing portfolio contains 1923 social rented homes across 12 estates. We also manage 971 leasehold homes. Only two estates, Golden Lane and Middlesex Street are in the City of London. The other 10 estates are located across six other London boroughs.

84% of our homes are flats, 14% are maisonettes, 2% are houses.

We spend around £4.3M each year carrying out day-to-day repairs and minor works and around a further £1M carrying out servicing and safety checks of heating, electrical, fire safety systems, lifts and other installations.

Every year spend around £285,000 a year preparing properties for reletting.



We undertake the following compliance safety checks to ensure our residents are safe in their homes:

- Fire Risk Assessments
- Annual Gas Safety Checks
- Five-year electrical testing programme
- Asbestos surveys
- Passenger Lift Checks
- Legionella Checks
- Average SAP rating

# The challenges we face

Through a process of self-assessment and external review, we have identified nine key challenges that we face. These reflect our own organisational situation, coupled with the wider challenges faced by the social housing sector.

## Establishing a newly configured, dedicated HRA housing team

- Developing a shared vision and delivery plan that maximises the benefits and potential of a dedicated team for managing the HRA stock of homes.
- Overcoming silo working - ensuring everyone within the new HRA team works collaboratively to a set of shared goals.

## Providing safe homes that meet regulatory requirements

Building a 'back to basics' approach to compliance for meeting the wide range of new and pre-existing legislation and required practice to ensure residents are safe in their homes.

## Repairs and maintenance

- Mobilising a new repair and maintenance contractor arrangements for carrying out repairs more quickly, effectively and efficiently.
- Improving levels of customer satisfaction and involvement with the repairs service.

## Stock Condition

- Substantial capital investment over the past five years has delivered significant upgrades to internal elements e.g. kitchens, bathrooms and heating and some external element e.g. replacement windows, roofs and external repairs.
- However, further investment is required to raise the standard of accommodation further and in particular to counter the ageing process of the stock.

## Planned maintenance and component replacement

- Developing and agreeing a single planned maintenance programme for the next five years and beyond, based on existing knowledge and data.
- Putting in place effective specification, procurement and contract management arrangements designed to contain costs and minimise risks.

## Decarbonisation

- Fully understanding the range and cost of carrying out works to bring homes up to Energy Performance Band (EPC) C by the City's target dates of 2027 and 2040 for the wider value chain.
- Integrating into our planned maintenance programmes the range of additional works for retrofitting homes to achieve higher levels of thermal insulation and use renewal energy.

## Data, property performance, and regeneration

- Developing the use of data and property performance assessment techniques to better understand the relative 'success' of blocks and estates in meeting CoL objectives and residents' needs.
- Developing the use of option appraisal techniques for assessing future possibilities for poorly performing blocks or estates.
- Building on existing experience of regenerating blocks and estates to unlock the potential of assets, including re-acquiring right to buy homes and facilitating the development of new Council homes.

## Improving the customer experience

- Setting and meeting service standards that address the needs and expectations of residents for excellent standards of modern service delivery when repairs and investment work is carried out.
- Improving the way residents are involved and engaged so their views help shape and inform the wide range of asset management works and services.



## Effectively resourcing asset management

- Ensuring the right teams are in place with the right skills to deliver all repair, maintenance, and investment works.
- Having sufficient financial resources in place through the HRA Business Plan to fund all asset management activities over a deliverable timeframe.

The Social Housing (Regulation) Act 2023 received Royal Assent on 20 July 2023. The Act carries through many of the themes identified in the Government's 2020 White Paper - The Charter for Social Housing Residents. The Act strengthens the powers of the Regulator of Social Housing to enforce standards on all housing providers. This involves a proactive consumer regulatory regime including powers to inspect. There are four Consumer Standards and a Code of Practice.

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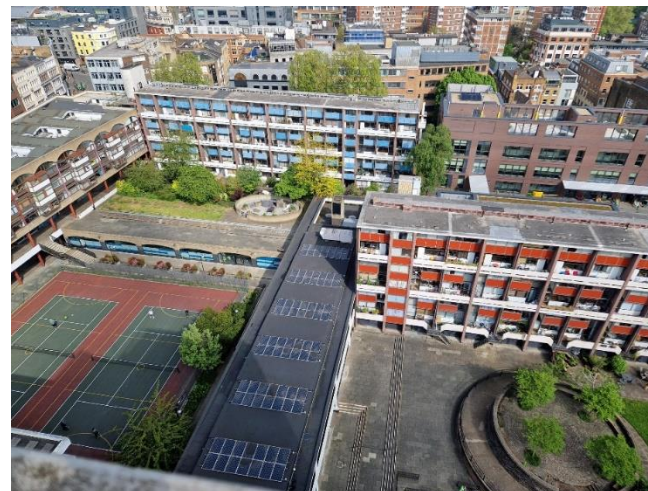
## Strategic Priorities (long-term)

Our long-term Asset Management Strategy will aim to set out further priorities for the effective management of the Corporation's housing assets for the future.

These priorities will provide an overarching framework for building our approach to all aspects of our repair, maintenance and investment work.

To build our approach to asset management, it is crucial we respond to a set of current drivers for change for social housing providers:

- Achieving net zero carbon – putting in place retrofit programmes that incorporate energy efficiency and renewable technology, supported by new skills & supply chains.
- Increased focus on existing stock quality & desirability – tackling damp & mould, other hazards, disrepair & meeting a set of fit for the future standards.
- Sustained and credible investment – planned maintenance and major works delivery in relation to our existing housing stock
- Customer excellence – developing a culture of openness and respect, reflecting the tenant 'voice' with genuine involvement and input and effective management of complaints and redress.
- New homes delivery – supporting the delivery of additional homes for affordable or social rent through our asset management work.
- Placemaking – taking a broader view of home & neighbourhood to deliver better opportunity and address physical & mental health (amenity spaces, crime & ASB)
- Asset performance - understanding stock condition, using data-driven active asset management practices to evolve the housing portfolio.



# Our Vision for the next 5 years

- We will invest in and improve our homes, as part of our priority to create great homes, places, and communities to enhance life opportunities for our residents.
- Delivering good quality council homes has a positive impact on our wider council priorities to build strong, healthy, and sustainable communities. We can only achieve this if our tenants and leaseholders live in a home that is fit for purpose, in a well-managed estate or neighbourhood.
- To create clean and green places, we must ensure our council housing assets and land are not only well-designed and well-managed, but also aligned with our climate commitments. This means embedding sustainability into every stage of asset planning and service delivery—where residents are empowered to shape decisions, ensuring services are tailored to their needs. Our approach is underpinned by interim decarbonisation targets, including achieving net zero carbon emissions across our operations by 2027 and across our wider value chain by 2040.
- This includes retrofitting existing stock with energy-efficient and renewable technologies, improving the quality and desirability of homes, and ensuring our neighbourhoods are resilient, inclusive, and future-ready.



# Immediate Key Themes & Actions

## Compliance and Safety

Our highest priority is the planning and delivery of fire safety and other statutory compliance works across our housing stock. This includes maintaining up-to-date policies and procedures for key areas such as gas, electrical safety, fire, asbestos, lifts, and water hygiene. We will continue to monitor and report on compliance performance through a robust set of KPIs to ensure transparency and accountability.

We are also preparing for and implementing the requirements of new and emerging legislation, including the Fire Safety Act, the Building Safety Act, and the Social Housing Act (including a review of the Decent Homes standard) and specific requirements for dealing with damp and mould.

These changes will require a proactive and well-resourced approach to ensure we remain compliant and responsive to evolving standards. Our strategy will continue to evolve in line with these legislative developments, ensuring that resident safety and asset integrity remain at the forefront of our work.

## Decency

We are addressing non-decent homes and the general upkeep of the housing stock through the timely renewal of building components and investment through our Housing Major Works Programme over the coming years. Simultaneously, we will also begin the planning of energy efficiency

and carbon reduction measures to ensure we can meet the Corporation's target of 2050 for achieving net-zero.

## Stock Condition Surveys

Whilst the housing stock has received investment over the previous year's coinciding with the Decent Homes programme, it has not been enough to prevent a significant injection of works that are required over the next 5-10 years.

The purpose of the surveys are:

- To provide accurate and statistically reliable information concerning HHSRS as well as to identify any damp and mould within properties.
- To include an assessment of the properties against the decent homes standard together with assessment of the key/other building components, modern facilities and thermal comfort.
- To collect, validate and report upon attribute and condition information about the stock including communal and external areas for the purpose of improving existing records and future maintenance planning.
- To assess the condition of outbuildings such as shed, bin areas and plant rooms.
- To assess the cost of the work to repair and maintain the stock for the next 30 years, the results of which will be used for a variety of purposes such as stock valuation, asset management strategy and the HRA business plan.

We expect to achieve 100% completion of surveys within 12 months, in relation to our Housing Revenue Account stock. However, no surveys are to be completed to the dwellings contained within the Barbican Estate, only the communal areas and externals.



The data collected will be added to our asset register in real time and be used to formulate and tweak future investment plans in our properties and on our estates.

## Data and Investment Planning

Looking ahead, we recognise that refreshed and reliable data will play an increasingly vital role in shaping our asset management approach. The introduction of Civica Asset Management System will mark the beginning of our journey toward a more data-driven future. This will be a bolt on to our Housing Management System, Civica, which will allow further integration with repairs and planned maintenance.

While we await the completion of our full stock condition survey programme, we will continue to:

- Use available data and professional insight to prioritise urgent works.
- Build flexibility into the capital programme to allow for reprioritisation once survey results are available.

The refreshed stock data and use of an updated asset management system will enable us to:

- Improve the quality and consistency of investment data to better plan major works.
- More accurately model stock investment needs and energy efficiency costs.
- Transition from reactive to preventative and planned maintenance.
- Make evidence-based decisions across all aspects of asset management.

- Enhance services to residents and strengthen our digital service offer.

## Resident Involvement

Our asset management approach must be rooted in meaningful consultation and engagement with residents. We are committed to growing and strengthening the role residents play across all aspects of our service design and delivery. This means actively seeking out tenant views, responding to their needs, and acting on what they tell us. Residents consistently tell us they want homes that are safe, well-maintained, and equipped with modern, functional amenities such as kitchens and bathrooms. They also want to see investment in their homes and estates that ensures they are fit for the future.

We will continue to use resident feedback to inform our priorities and shape our services. At the same time, we will maintain transparency about the current limitations in our data and clearly communicate our plans for improvement. This open and collaborative approach will help build trust and ensure that our asset management activities reflect what matters most to the people who live in our homes.

## Contract Management

The successful delivery of high-quality, effective, and efficient repair services is central to our commitment to residents. Our new repairs contract, commenced in April 2025, and is a cornerstone of this ambition. To ensure its success, we will continue to focus on mobilisation, embedding strong operational practices, and maintaining robust contract management. This will help us secure the best possible outcomes for residents while optimising value for money for the Housing Revenue Account.

As part of our commitment to responsive and resident-focused services, we are also launching a new **Handyperson service**. This initiative is designed to address minor repairs quickly and conveniently, improving satisfaction and reducing pressure on core repairs teams.

In parallel, several other key contracts are approaching the end of their term. For each, we are actively considering whether to extend or reprocure, based on performance, value, and strategic fit. In some cases, emergency mobilisation is underway—most notably for Domestic Electrical Testing and the Stock Condition Survey programme. These actions are essential to maintain service continuity and ensure compliance while we strengthen our long-term asset intelligence.

## Sustainability and Decarbonisation

The SHDF is a UK government initiative aimed at upgrading social housing properties below EPC band C to improve energy efficiency, reduce carbon emissions, and alleviate fuel poverty. It has been rolled out in multiple waves:

- **Wave 1** targeted 20,000 homes.
- **Wave 2.1 and 2.2** expanded the scope, with Wave 2.2 allocating up to £80 million in additional funding

According to the latest government guidance, Wave 2.2 closed to applications on 31 January 2024. Projects must have spent the grant funding by 31 March 2025, with co-funded delivery allowed until March 2026.

We are committed to embedding sustainability at the heart of our asset management approach. In response to our corporate carbon reduction commitments, we will develop a clear and actionable roadmap for energy and carbon transformation across our housing stock. This will include both

retrofit and new build programmes, ensuring that all future investment decisions contribute to long-term environmental resilience. Our approach will prioritise energy efficiency, reduce carbon emissions, and support residents in lowering their energy costs while aligning with national and local decarbonisation targets.



# Risk Management

This strategy is being developed at a time when the Housing Service does not yet have a complete and up-to-date set of stock condition surveys. While this presents a limitation, it is also an opportunity to build a flexible, responsive framework that can evolve as better data becomes available.

## Current Position

The existing asset data is incomplete and in some cases outdated. Investment decisions to date have been based on a combination of:

- Hard data from available surveys and compliance records.
- Professional judgement from technical staff, housing management teams and consultants.
- Resident feedback gathered through consultations, surveys and service requests.

## Planned Improvements

- A full programme of stock condition surveys will be rolled out and is expected to be completed by 2026.
- Once completed, the survey data will:
  - Provide a more accurate picture of asset condition, lifecycle needs and required funding.
  - Enable a shift from reactive to proactive investment planning.
  - Support the development of a fully data-driven asset management strategy.

## Risk Implications

- Funding: The availability of funding to enable the long-term investment requirements identified.
- Investment Risk: Current investment priorities may shift once survey data is available. This may lead to reallocation of budgets or reprioritisation of planned works.
- Compliance Risk: Gaps in data may obscure emerging compliance issues.
- Reputational Risk: Delays in addressing asset issues due to incomplete data could impact resident satisfaction.

## Mitigation Measures

- Proceed with urgent and high-risk works based on current intelligence and professional advice.
- Maintain transparency with residents and stakeholders about the limitations and planned improvements.
- Build flexibility into the capital programme to allow for reprioritisation once survey results are in.
- Refresh this strategy in 2026 to reflect the new data and transition to a fully data-driven approach.

# Delivering New Homes

The delivery of new homes is a critical component of the Housing Service's long-term asset strategy. It supports our ambition to meet housing need, improve the quality of life for residents, and ensure the sustainability of the Housing Revenue Account (HRA).

## Context

The City of London Corporation has committed to delivering 700 new homes by 2026, with a longer-term ambition to deliver an additional 500 homes by 2037. This programme is led by the New Developments and Special Projects team.

## To date:

- 344 homes for social rent have been completed or are in delivery since 2015.
- 267 homes are being delivered across three live projects: Sydenham Hill (110 units), York Way (91 units), and Black Raven Court (66 units).
- These schemes are supported by a mix of funding sources including GLA grants, Section 106 receipts, and capital receipts.

## Future Delivery and Funding

The next phase of development aims to deliver an additional 500 homes for social rent, with an estimated cost of £300 million. This will require:

- Exploring joint ventures and development agreements.
- Engaging with borough partners such as LB Southwark, where many of the new homes are planned (e.g. Sumner, Collinson Court, Avondale Estate).

## Design and Standards

The Housing Design Guide, developed by the New Developments and Special Projects team, sets out clear standards for new developments, including:

- Energy efficiency and sustainability.
- Space and accessibility standards.
- Integration with existing maintenance and M&E systems.

## Asset Strategy Alignment

New developments are not only about increasing supply—they are integral to the asset management strategy:

- They help address under-occupancy and welfare reform challenges by providing smaller, more suitable homes.
- They generate additional rental income for the HRA—estimated at £5 million per annum once the 500 new homes are delivered.
- They support estate regeneration, improving public realm, safety, and community wellbeing.

# Monitoring & Review

- Oversight by the Housing Management and Almshouses Sub-Committee.
- Full strategy refresh in 2026 following the completion of stock condition surveys.

## City of London Corporation Committee Report

<b>Committees:</b> Community and Children's Services Committee – For decision Policy and Resources Committee – For decision	<b>Dates:</b> 17/09/2025  18/09/2025
<b>Subject:</b> North East London Rough Sleeping Prevention and Recovery Grant Delivery Proposal	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024–2029 outcome:</b></li> </ul>	Delivering Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	NA
<b>What is the source of Funding?</b>	MHCLG Rough Sleeping Prevention and Recovery Grant (RSPARG)
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	NA
<b>Report of:</b>	Judith Finlay – Executive Director, Community and Children's Services
<b>Report author:</b>	Will Norman – Head of Homelessness Prevention and Rough Sleeping

### Summary

This report seeks approval for the City of London to act as the lead authority, commissioning body and administrator for the Rough Sleeping Prevention and Recovery Grant (RSPARG) on behalf of the North East London (NEL) sub-region.

The proposal covers an initial period of FY 2025/26; however, Members are also asked to consider the possibility of in-year increases to grant funding and approval for an extended period pending confirmation of further grant funding for 2026/27 and beyond.

RSPARG grant funding is provided to individual local authorities and sub-regions through a ring-fenced section 31 grant. The funding should be used to provide vital single

homelessness and rough sleeping services, to support individuals sleeping rough, at risk of sleeping rough, or at risk of returning to rough sleeping

The proposal sets out the new governance and oversight arrangements required to safely deliver the 2025/26 grant on behalf of the seven NEL local authorities, plus the City of London.

## **Recommendations**

Members of Community and Children's Services Committee are asked to note the report and endorse the proposal for consideration and approval by the Policy and Resources Committee.

Members of Policy and Resources Committee are asked to note the report and approve the proposal.

## **Main Report**

### **Background**

1. The Ministry of Housing, Communities & Local Government's (MHCLG's) Rough Sleeping Prevention and Recovery Grant (RSPARG) was first awarded in 2024/25 and is split between direct awards to individual local authorities and awards to sub-regions. The City of London is part of a NEL sub-region which includes seven boroughs and the City of London.
2. The RSPARG was preceded by the previous government's Rough Sleeping Initiative (RSI) grant programme. The City of London has been in receipt of RSI funding since 2017/18, with the most recent award being a three-year award covering 2022/23 to 2024/25 and totalling £3,986,399.
3. The purpose of the RSPARG is to enable local authorities to continue vital rough sleeping services, to support individuals sleeping rough, at risk of sleeping rough, or at risk of returning to rough sleeping. It provides local authorities with the flexibility to determine the most effective services, driven by local need, to be delivered in line with the national priority impacts set out in the grant conditions.
4. The RSPARG is paid in a single tranche as a Section 31 ring-fenced payment. The grant is subject to a single, light-touch mid-year delivery report and an end-of-year declaration.
5. The current NEL sub-region was established in 2023/24 with funding from MHCLG. Five funding streams have been allocated to the sub-region across 2023–2025. All were spent and delivered significant additional interventions above those that boroughs had already individually committed to.
6. The role of the NEL sub-region is to foster a closer working relationships across local authorities through shared practice and resources. The NEL boroughs are Hackney, Tower Hamlets, Newham, Barking and Dagenham, Waltham Forest, Havering and Redbridge. Each local authority attends monthly meetings chaired by the NEL Co-ordinator. The meetings are also attended by representatives from London Councils, MHCLG and health partners. Examples of work commissioned and delivered through NEL to date includes:

- A sub-regional reciprocal accommodation agreement between six out of eight boroughs
- A five-month winter hub for NEL boroughs based in Newham
- Expansion of specialist psychotherapy outreach from three to five boroughs
- Expansion of homeless health workstreams across primary care, speech and language therapy, harm reduction and personalised health budgets
- A Private Rented Sector (PRS) scheme with access to rent in advance, deposits, landlord incentives and access to suitable and affordable PRS properties
- Continuation of the mental health outreach service in NEL
- Funding for accommodation stays for clients accessing immigration advice.

### **Current Position**

7. The Government's new RSPARG programme was publicly announced on 18 December 2024. The initial award for 2025/26 includes £1,373,509 individual allocation to the City of London and £767,448 allocated to the NEL sub-region. Payment was made on 1 May 2025.
8. Service delivery funded by the City's individual RSPARG award is managed locally by the Homelessness and Rough Sleeping Service in co-operation with colleagues in Community and Children's Services, Chamberlain's Department, Commercial Services, and Comptroller's Office.
9. For the purpose of this report, Members' attention is drawn to the NEL sub-region element of the RSPARG award, which for 2025/26 totals £767,448.
10. In previous years the MHCLG has occasionally topped-up an initial grant award payments with additional funding that is required to be committed in-year. Members are asked to consider this possibility arising in 2025/26 (please see Non-public Appendix 1).
11. The 2025/26 award has been provisionally allocated to Redbridge, pending a decision on which NEL authority is best placed to assume the role of lead authority. Redbridge is not in a position to take future procurement workstreams forward. Considering this, all seven NEL boroughs and MHCLG endorse the City of London's proposal to assume the role of lead authority.
12. A fixed-term post located in Redbridge acts as a Sub-regional Co-ordinator. The post holder convenes a monthly meeting, commissions new services, monitors and tracks existing service delivery, acts as a contract monitoring officer, and is responsible for financial monitoring returns to MHCLG.
13. The City Homelessness and Rough Sleeping Service currently liaises regularly with MHCLG Rough Sleeping Advisors, and existing arrangements are in place for expenditure declarations against City of London's specific allocations to be approved by the Section 151 Officer.
14. The Homelessness and Rough Sleeping Service is a regular contributor to the existing NEL sub-region work group; however, the sub-region currently lacks comprehensive governance and oversight arrangements. A draft work plan for

delivering proposed activity in 2025/26 has been prepared by the sub-region contributors in advance of a lead authority being confirmed.

15. An opportunity exists to more closely align the strategic objectives of the NEL rough sleeping sub-region with the NEL Integrated Care Board (ICB). The City of London's Homelessness and Rough Sleeping Service is already engaged with the NEL ICB Homelessness Health Strategy at place and neighbourhood level.

## **Options**

16. **Option 1** – the City of London will act as the lead authority for the NEL sub-region. The City of London will be the recipient of RSPARG funding for 2025/26, with consideration given to extending this arrangement to align with confirmation of future funding for 2026/27 and beyond.
17. Each NEL borough will submit their own management information data on the Government's data collection portal (Delta) confirming the number of people sleeping rough. The City of London will submit a spend declaration at the end of the grant period setting out the total amount spent by the authority on behalf of the sub-region. The City of London Section 151 Officer will approve spend declarations.
18. The City of London and an MHCLG Rough Sleeping Advisor will identify a senior officer (Housing Director or similar) from another authority in the sub-region to act as a programme sponsor.
19. The Sub-regional Co-ordinator post will either move from Redbridge under a secondment, or a recruitment process will be required to identify a suitable candidate. The post will report to the Head of Homelessness, Prevention and Rough Sleeping.
20. The Programme Sponsor, Sub-regional Co-ordinator and City's Head of Homelessness, Prevention and Rough Sleeping will anchor a strategic delivery board (also including an MHCLG representative and others to be confirmed) to provide governance and oversight of procurement decisions, contractor performance and MHCLG communication. NEL boroughs will sign up to a memorandum of understanding drafted in collaboration with City of London legal services. This addresses the lack of governance under the current arrangement.
21. **Option 2** – the City of London will not assume a lead authority function for the NEL sub-region. Redbridge will retain the budget and the role until such time as an alternative arrangement can be designed and implemented. The City of London will sustain its participation in the NEL sub-region as an equal with the other boroughs involved.

## **Proposal**

22. Option 1 – the City of London will act as the lead authority and commissioning body for the RSPARG grant for the period 2025/26. Should this prove successful and, if the RSPARG grant programme is extended beyond 2025/26 (the most probable outcome is a three-year programme), the commitment should be extended to align with available funding.
23. Acting as the lead authority for the NEL sub-region improves the City of London's strategic positioning, increases the City's influence in terms of how sub-regional



funding is used and increases the likelihood that the City's strategic and operational priorities will be pursued.

24. Adopting option 1 aligns with the City of London's Corporate Plan by helping the City's departments, and its partners, provide excellent services. This includes providing health, wellbeing, substance misuse and crisis interventions to some of London's most underserved and overlooked communities.

### Key Data, Facts and Figures<sup>1</sup>

#### 25. Table 1 – Summary data

Total rough sleepers seen in Greater London 2024/25	13,231
City as a % of total rough sleepers in Greater London	6.64%
City as a % of rough sleepers in NEL sub-region	29.25%
NEL sub-region as a % of total rough sleepers in Greater London	22.29%

#### 26. Table 2 – Total rough sleepers in NEL sub-region by borough, 2024/25

Barking & Dagenham	144
City of London	878
Hackney	298
Havering	67
Newham	545
Redbridge	285
Tower Hamlets	546
Waltham Forest	239
Total	<u>3002</u>

#### 27. Table 3 – Single night snapshot count of rough sleepers, November 2024

Barking & Dagenham	6
City of London	86
Hackney	20
Havering	9
Newham	28
Redbridge	19
Tower Hamlets	39
Waltham Forest	60
Total	<u>267</u>

<sup>1</sup> Source – Combined Homelessness and Information Network (CHAIN)

## **Corporate & Strategic Implications**

28. Financial implications – Option 1 is funded from the RSPARG programme and funding is confirmed for 2025/26. Option 1 does not anticipate the City of London contributing any funding. No decision has been made by MHCLG regarding an extended RSPARG programme for 2026/27 and beyond, and confirmation is not expected until later in 2025.
29. Resource implications – Consideration will be given to the resource implications in Community and Children’s Services, Chamberlain’s Department, Commercial Services, and Comptroller’s Office. Grant funding will be used to add short- to medium-term capacity.
30. Legal implications – There are legal risks inherent in managing procurement projects for third parties, however these can be mitigated by clear contract language and the City does have experience in managing similar pan-London contracts. Data protection implications, and data sharing implications must be considered for the project. In this respect, the City’s Information Governance Team have recommended that a data mapping exercise be undertaken, and a Data Protection Impact Assessment be completed in accordance with Article 35 of the UK GDPR.
31. Risk implications – There are inherent risks in acting as a lead commissioner in procurement and commissioning in terms of market interest/availability, provider failure, reputational risk by association, with service closure and government funding that can be subject to change. Risks will be mitigated through the City of London Corporation’s contract management arrangements, Commercial Services and legal input. These areas are all to be funded by the RSPARG programme. The requirement to commit spending in FY 2025/26 increases the risk of returning an underspend in the end of year financial declaration. MHCLG notes the challenges faced in assuming a lead authority role at this stage of the financial year and acknowledges the practical implications. The NEL Strategic Delivery Board will provide governance and oversight arrangements. The proposal echoes similar arrangements already in place in delivering the London Sexual Health Partnership and Inpatient Detoxification programmes delivered by Community and Children’s Services. If Option 2 is preferred, there is a risk that operational activity to help tackle rough sleeping in the City will not be procured, and therefore rough sleeping numbers may increase.
32. Equalities implications – Rough sleeping populations are among the most disadvantaged and underserved by public services. Option 1 will help the City of London and the NEL sub-region address these issues with greater strategic focus.
33. Climate implications – none
34. Security implications – none

## **Conclusion**

35. The NEL sub-region was awarded £767,448 of grant funding from the Government’s RSPARG programme in May 2025. In-year increases in grant funding as well as an extended grant programme from 2026/27 are possibilities.

36. The RSPARG fund is allocated to help local authorities tackle rising levels of rough sleeping through prevention and relief workstreams procured using grants allocated directly to housing authorities and sub-regions.
37. There is currently no lead authority within the NEL sub-region to assume responsibility for using RSPARG funding to procure activity that helps the City of London and NEL sub-region tackle street homelessness.
38. Option 1 in the proposal section of the report sets out how the City of London will act as lead authority. The core responsibilities include liaison with MHCLG regarding progress in grant delivery, procurement activity, contract monitoring and expenditure declarations.
39. Additional resourcing to the City's Homelessness and Rough Sleeping Service, Procurement, Commissioning and Legal services will be funded from the grant and there are no additional costs to the City of London in acting as lead authority.
40. Governance and oversight will be provided by a Strategic Delivery Board chaired by an independent senior housing professional from within the NEL sub-region. NEL member authorities will sign up to a memorandum of understanding.

## **Appendices**

- Non-public Appendix 1 - North East London Rough Sleeping Prevention and Recovery Grant Delivery Proposal

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