



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

**Date:** TUESDAY, 21 OCTOBER 2025

**Time:** 11.00 am

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

**Members:**

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

**Enquiries:** Chris Rumbles  
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<https://www.youtube.com/@CityofLondonCorporation/streams>

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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Reports**

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting on Monday 30 June 2025.

**For Decision**  
(Pages 5 - 16)

4. **OUTSTANDING ACTION TRACKER**

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

**For Information**  
(Pages 17 - 18)

5. **RENEWAL OF ROOF COVERINGS AT DRON HOUSE, TOWER HAMLETS**

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

**For Decision**  
(Pages 19 - 24)

6. **DRON HOUSE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**

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

**For Decision**  
(Pages 25 - 32)

7. **HOUSING MATTERS UPDATE**

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

**For Decision**  
(Pages 33 - 140)

8. **RENEWAL OF FLAT ROOF COVERINGS AT PETTICOAT SQUARE, MIDDLESEX STREET**  
Report of the Director of Community and Children's Services.  

**For Decision**  
(Pages 141 - 146)
9. **DECENT HOMES CALL-BACKS 2020-22**  
Report of the Executive Director of Community and Children's Services.  

**For Decision**  
(Pages 147 - 152)
10. **ALLOCATED MEMBERS TO THE CITY CORPORATION'S VARIOUS HOUSING ESTATES - OCTOBER 2025 UPDATE**  
Report of the Town Clerk.  

**For Decision**  
(Pages 153 - 156)
11. **HOUSING RESIDENT VOICE GROUP**  
Report of the Executive Director of Community and Children's Services.  

**For Information**  
(Pages 157 - 162)
12. **INSIDE EVERY HOME PROJECT - HOUSEHOLD SURVEYS**  
Report of the Executive Director of Community and Children's Services.  

**For Information**  
(Pages 163 - 168)
13. **HOUSING MAJOR WORKS PROGRAMME - PROGRESS REPORT**  
Report of the Executive Director of Community and Children's Services.  

**For Information**  
(Pages 169 - 180)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

16. **EXCLUSION OF THE PUBLIC**

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

**Part 2 - Non-Public Reports**

17. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on Monday 30 June 2025.

**For Decision**  
(Pages 181 - 182)

18. **GEORGE ELLISTON AND ERIC WILKINS HOUSES REFURBISHMENT**

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

**For Decision**  
(Pages 183 - 188)

19. **REPAIRS & MAINTENANCE - SERVICE DELIVERY UPDATE**

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

**For Discussion**  
(Pages 189 - 202)

20. **SOCIAL HOUSING TENANCY FRAUD INVESTIGATIONS: ANNUAL REPORT 2024/25**

Report of the Chief Internal Auditor.

**For Information**  
(Pages 203 - 214)

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

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



**HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND  
CHILDREN'S SERVICES) COMMITTEE**  
**Monday, 30 June 2025**

Minutes of the meeting of the Housing Management and Almshouses Sub  
(Community and Children's Services) Committee held at Committee Rooms, 2nd  
Floor, West Wing, Guildhall on Monday, 30 June 2025 at 2.00 pm

**Present**

**Members:**

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

**Officers:**

Peta Caine	- Community & Children's Services Department
Anna Donoghue	- Community & Children's Services Department
Wendy Giaccaglia	- Community & Children's Services Department
Liam Gillespie	- Community & Children's Services Department
Michael Kettle	- Community & Children's Services Department
Lochlan MacDonald	- Community & Children's Services Department
Greg Nott	- Community & Children's Services Department
Blair Stringman	- Town Clerk's Department
Greg Wade	- Community & Children's Services Department

**1. APOLOGIES**

Apologies for absence were received from Leyla Boulton and Philip Woodhouse.

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

There were no declarations of interest.

**3. ELECTION OF DEPUTY CHAIRMAN**

In accordance with Standing Order 26, Deputy Ceri Wilkins being the only Member indicating their willingness to serve was declared Deputy Chairman for the ensuing year.

**RESOLVED** – That, Deputy Ceri Wilkins be declared Deputy Chairman for the ensuing year.

4. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 13 January 2025 be approved as a correct record.

5. **OUTSTANDING ACTION TRACKER**

The Sub Committee received the outstanding action tracker.

Officers updated members on financial support for long leaseholders, explaining that the original solution proved more complex due to billing structures. They are working with finance colleagues to develop revised options, aiming to present them to CCS and Finance Committees by September.

A Member stressed the importance of meeting the September deadline, especially given the governance structure recently agreed for the Golden Lane project. The policy is seen as essential for upcoming lease negotiations.

A separate concern was raised about a faulty automatic door at Bowater House. Officers confirmed it's a repairs issue and not part of the current investment programme. While there's no estate-wide plan for automatic doors, a programme could be considered.

**RESOLVED** – That, the action tracker be noted.

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

The Sub-Committee considered a report of the Town Clerk concerning appointment of Members to various Housing Estate Portfolio's.

**RESOLVED** – That the following Members be approved to the various Housing Estates,

- a) Deputy John Fletcher - **Tower Hamlets and Middlesex Street**
- b) Deputy Ceri Wilkins - **Hackney and Golden Lane Estate**
- c) Charles Edward Lord - **Southwark**
- d) Sandra Jenner – **Lewisham**
- e) Anne Corbett - **Islington**
- f) Sarah Gillinson - **Lambeth**

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

The Sub-Committee considered a report of the Executive Director, Community & Children's Services concerning an application which has been made to develop an area on Baltic Street West into a two-bedroom flat.

The Chair introduced the item briefly, noting that there had been several approaches from a party interested in building on land adjacent to the Golden Lane Estate. Officers had previously responded that the land was not available for disposal, and the Chair explained that, with new Members joining, further approaches had been made. To formalise the position, the matter was brought

to the committee for endorsement and referral to the DCCS Committee as the decision-making body.

During the discussion, a Member sought clarification on the specific parcel of land in question, which was confirmed to be marked by dotted lines on the plan. The Chair confirmed that the Committee was being asked to support the officers' stance that the land should not be disposed of, and to recommend this position to the CCS.

The Deputy Chair raised a concern about the potential for future time-wasting if the land remained open to speculative interest. They asked whether anything could be done to prevent future proposals altogether. The Chair responded that the resolution being passed and referred to CCS would serve that purpose. Another Member added that many Members had been inundated with emails about the issue and supported taking a firm stance to close the matter. They emphasised the importance of having a clear committee-backed position to simplify future responses.

The Sub-Committee agreed to pass the recommendation to CCS, affirming that the land is not available for disposal.

**RESOLVED** – That Members, recommend that the Community and Children's Services Committee formally reject the application to declare this parcel of land surplus for housing purposes.

## 8. **HOUSING MATTERS UPDATE**

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

The Chair opened the item by thanking Officers for presenting the Housing Matters Update in a consolidated format. This was the second time the approach had been trialled, and Members were encouraged to subdivide the discussion for clarity. The first section focused on policy decisions, with Members invited to raise questions.

### **Aids and Adaptations Policy**

A Member queried the funding mechanisms for aids and adaptations, seeking clarification on whether the policy applied equally to tenants and leaseholders. Officers confirmed that while the funding sources differ—either from the Housing Revenue Account (HRA) or the Disabled Facilities Grant (DFG)—the assessment process is consistent. However, another Member noted a discrepancy in the policy wording, which stated that leaseholders were excluded. It was agreed that the policy should be revised to clearly outline responsibilities between the local authority and the NHS, and specify leaseholder eligibility. Members requested a future briefing on the current status of DFGs and HRA grants.

### **Vulnerability Policy**

A Member praised the clarity of the vulnerability policy but asked whether it included proactive measures to identify vulnerable residents. Officers confirmed that an audit of all residents was planned to improve data and support proactive engagement.

### **Parking Enforcement**

Concerns were raised about the effectiveness of third-party parking enforcement, particularly its impact on disabled residents. Officers explained that legal changes had limited enforcement powers, and penalty notices were now the primary tool. Members suggested improved signage and requested data on enforcement activity. It was confirmed that disabled parking is free upon evidence, and mobility scooter storage is managed case-by-case due to estate constraints.

### **Pets and Garage Use**

A Member expressed concern over enforcement of the pets policy and misuse of garages for storage. Officers acknowledged historical lapses and proposed reviewing policies to reflect practical realities while maintaining safety standards. The need for better monitoring and pragmatic policy adjustments was emphasised.

### **Repairs and Maintenance**

A Member highlighted the importance of repair quality, not just speed. Officers agreed and noted that new KPIs and IT systems would support sample inspections and contractor oversight. Another Member added that value for money should be explicitly mentioned in the policy, especially for leaseholders. Officers agreed to include this in the policy preamble. Planned preventive maintenance was confirmed to be in development through procurement exercises.

### **Performance Dashboard**

Officers introduced the dashboard as a new tool for tracking housing performance. Members raised several points:

- Fire door checks were initially reported at 77% but updated to 100%.
- Complaints had increased, attributed to improved accessibility and encouragement to report.
- Firebox and electrical safety checks were flagged as low. Officers outlined plans to complete checks by the end of the financial year.
- Playground inspections had dropped due to estate-specific issues but were improving.
- A spike in Right to Buy applications in November was due to the abolition of discounts.
- Discrepancies in mutual exchange figures and housing register cancellations were noted and will be clarified.

Officers identified electrical safety and fire compliance as top priorities. A business case for additional staffing was being developed to support estate services and health and safety teams.

A Member requested data on housing waiting lists and repairs speed. They suggested flagging priority issues in future dashboards and including resource constraints in the narrative. Members approved the policies subject to the comments raised.

### **Arms Houses and Fire Safety**

Officers reported ongoing procurement for fire alarm upgrades at the Arms Houses. A waking watch was in place to mitigate risks, and the London Fire Brigade was satisfied with progress. The risk of escalation was considered low.

**RESOLVED** – That Members, approve the Housing Policy of New Policies and of Revisions to existing Policies and Practices at Appendices 1-9 of the report:

- Draft Aids and Adaptations Policy
- Draft Tenancy Management Policy
- Draft Vulnerability Policy
- Revised Parking Sheds and Garages Policy
- Revised Repairs and Maintenance Policy
- Revised Compensation Policy

### 9. **\*TENANT SATISFACTION MEASURES 2024-25**

The Sub-Committee received a report of the Executive Director, Community & Children's Services concerning the revised regulatory regime for social housing.

The Chair introduced the item, and officers provided a brief overview. It was noted that, in line with regulatory requirements for social landlords managing over 1,000 homes, an annual return has been submitted to the regulator. This includes the results of the second annual resident satisfaction survey, which were submitted ahead of the deadline. The results are appended to the report.

Members queried how the satisfaction score of 67.7% compared with similar providers. Officers explained that while the regulator does not benchmark results, comparative data is available through subscriptions such as Housemark. Some contextual benchmarking for the previous year is included in the appendix, showing the Council performed relatively well—joint third or fourth in overall satisfaction and highest in London for complaints handling in 2023–24. A more detailed benchmarking report will be brought to the next meeting.

Concerns were raised about the low response rate of 18%. A Member noted only receiving a single letter and questioned the effectiveness of the outreach. Officers acknowledged the low return and explained that the survey was conducted via a mix of telephone and online methods, with letters prompting participation. A significant number of phone numbers were found to be inoperative, and the survey provider was instructed not to make repeated calls. Officers confirmed that the response rate met the regulator's statistical requirements and that Members' previous request to aim for a 25% response rate had been noted.

It was agreed that alternative approaches, such as rolling or quarterly surveys, would be explored. A report will be brought to the next sub-committee meeting to consider options for improving response rates and engagement.

Further questions were raised regarding the geographic spread of responses across estates and whether the 18% return was evenly distributed. Officers were asked to provide estate-level breakdowns in the next report.

Members also queried how the results would be used to inform housing practice. Officers were asked to include in the next report an analysis of how the findings will influence service delivery. Additionally, the potential for door-knocking as a more effective engagement method was suggested for future surveys.

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

10. **\*TENANT HANDBOOK REVISION**

The Sub-Committee received a report of the Executive Director, Community & Children's Services concerning the updated tenant handbook which included new policies, procedures, and guidelines that reflect current best practice and regulatory requirements.

Officers explained that the Tenant Handbook is a key document outlining tenants' rights and responsibilities. It complements the tenancy agreement and is used in both enforcement and rights claims. The revision has undergone consultation with residents and staff, and a legal consultation on the tenancy agreement itself is forthcoming, as it has not been updated in nearly a decade.

Members were invited to provide general comments during the meeting and to send specific feedback directly to Officers. A Member praised the clarity and accessibility of the document but queried how residents would be engaged—whether through passive distribution or active discussion. They found the language overly legalistic and suggested future revisions adopt more plain English, citing the use of technical references like "Section 103 of the Housing Act 1985" as inaccessible.

A Member raised concerns about the depth of resident consultation, particularly whether feedback had been gathered from all estates, noting that residents possess the most intimate knowledge of their communities. They questioned whether the revised handbook would be effective across all 17 estates.

In response, Officers confirmed that further engagement is planned, particularly as part of the Section 103 consultation on the tenancy agreement. All households will be contacted, and additional publicity will be provided online and on estate noticeboards. They acknowledged the feedback on legalistic language and indicated that revisions could still be made. Focus groups had already taken place with good attendance, and further engagement is expected.

The handbook is intended to be general rather than estate-specific, serving as a companion to the legal tenancy agreement. A Member suggested including

estate-specific appendices to address unique tenancy issues per estate. Officers was open to this idea and proposed a follow-up conversation to explore what might be included, though he noted that such content might be better suited to a separate document or online resource.

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

11. **\*GOLDEN LANE ESTATE UPDATE BRIEFING**

The Sub-Committee received a report of the Executive Director, Community & Children's Services concerning a Golden Lane Estate Update Briefing.

Officers explained that the "meanwhile repairs initiative" had already begun, though broader publicity was delayed pending testing. Consultation events were held in April and May, with door-knocking by the communications consultant to gather resident feedback. This led to a list of window-related issues, supplemented by surveys from the project manager. A pilot programme involving around a dozen properties is underway using contractor Abbotts, with a broader specification to follow. Roofing works are also in progress.

A Member asked whether there was a schedule for interim repairs and redecorations, given the 10-year programme starting in 2025. Officers responded that while repairs are ongoing, redecorations are not currently planned due to the focus on fabric repairs. However, any health and safety issues would be addressed through the repairs process.

Discussion turned to the newly proposed Transformation Board, which was agreed at CCS. Members stressed the urgency of convening this group before the summer recess, given it was first proposed over a year ago.

A Member questioned whether the 10-year timeline could be shortened. Officers explained that the current plan is already ambitious, considering the need for phased decanting, specialist labour, and multiple tender packages. The indicative programme shows completion by 2035, with the first blocks starting in 2027.

A Member sought clarification on the timeline, and it was confirmed that the original 20-year estimate had been reduced to 10. A Member noted that listed building status and the need for repair (rather than replacement) of windows added complexity. Redevelopment sequencing and scaffolding logistics were also discussed.

A Member raised concerns about leaseholder recovery and requested a copy of the recent letter to leaseholders and associated legal advice. Another Member highlighted the importance of redecoration, especially for older residents, to improve the estate's appearance in the interim. Officers acknowledged the point but reiterated that many surfaces were too degraded for simple painting. The term "external fabric repairs" was used to describe the necessary preparatory work.

A Member, asked about lessons learned from the estate's deterioration and how future projects might be expedited. The Chair and officers agreed that a key lesson was the need for a comprehensive, holistic programme of works, supported by better repairs contracting and preventative maintenance planning.

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

**12. \*ESTATE SERVICES UPDATE**

The Sub-Committee received a report of the Executive Director, Community & Children's Services concerning how the team operates and updates Members on the inspections and standards regime currently in use across the Corporation's Housing Revenue Account (HRA) estates.

A Member raised a point about improving communication with residents regarding inspection outcomes. They suggested exploring ways to involve residents more directly in inspections to foster trust and collaboration. This was positively received, and officers agreed that more proactive engagement was needed. While quarterly walkabouts are currently open to residents, there is scope to deepen this involvement.

Another Member supported this direction, highlighting the role of lead members on estates as key contacts for both staff and residents. She emphasised the importance of these roles in gathering resident feedback and supporting officers' work. Another Member added that on Middlesex Street Estate, walkabouts with residents' association representatives are already proving effective. They reiterated the value of resident knowledge and advocated for more estate assistants and enhanced training to support this engagement.

Further discussion confirmed that all estates are covered by the inspection system, and Members can access relevant data. Officers agreed to provide monthly inspection and SweepUp data to allocated Members to support their oversight and reporting responsibilities.

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

**13. \*HOUSING MAJOR WORKS PROGRAMME - PROGRESS REPORT**

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

Officers reported that the team is currently managing a mix of legacy projects and active delivery. Legacy projects, primarily involving window replacements and external decorations, are in the process of being closed out. It was confirmed that Southwark has successfully achieved practical completion, with only final snagging works remaining.

Regarding active delivery, the fire door programme—covering the entire housing portfolio—is currently in Lot 4. This phase is temporarily suspended



due to framework constraints, with delivery expected later in the financial year. The Middlesex Street heating project is in its final stages, pending the outcome of a First Tier Tribunal case scheduled for 11 August. Meanwhile, the team is working to engage residents who have not yet provided access for the installation of new HIUs and heating systems.

Projects currently in design include George Elliston and Eric Williams Houses on the Avondale Square Estate. Originally a combined package for external envelope works and lift refurbishment, these are now being separated into two standalone projects, with lift refurbishment prioritised for delivery. Additionally, William Blake House is out to tender for consultancy services. A correction was noted on page 342: the anticipated on-site start for William Blake House is now between spring and summer 2027, rather than autumn 2026. This delay is attributed to the implications of the Building Safety Act and Procurement Act, which have affected the procurement timeline.

The Deputy Chairman queried the funding arrangements for roofing works, specifically whether repairs fall under the capital budget or a separate repairs budget. Officers clarified that the repairs currently underway at Golden Lane are historical and managed by the repairs and maintenance team. These are separate from the capital roofing programme, which includes full replacements with 20–25 year guarantees.

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

**14. \*INCOME RECOVERY UPDATE**

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

A Member queried the cost of providing the income recovery officer service, particularly in relation to the amount of rent recovered and the number of residents retained in their homes. Officers responded that the service is cost-effective due to its embedded model, which reduces reliance on more expensive services like tenancy support. Officers act as a bridge between residents and services such as the DWP or social work, offering personalised, doorstep-level support. However, Officers acknowledged that specific cost data was not immediately available and committed to providing a more detailed cost-benefit analysis in due course.

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

**15. \*HOUSING COMPLAINTS UPDATE**

The Sub-Committee received a report of the Executive Director, Community & Children's Services concerning a summary of housing complaints data for 2024/25.

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

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

There were several questions and matters arising raised by a Members.

- A proposal was made to organise estate visits for all committee members, especially to benefit new members. These visits would include opportunities to meet estate teams and managers, and ideally involve walkabouts with tenant associations. The aim is to improve understanding of estate operations and resident concerns. The sub-committee agreed to proceed with scheduling these visits.
- In response to the recent Common Council debate on housing, concerns were raised about the lack of recognition for the substantial work already underway by the sub-committee and CCS. It was emphasised that a refreshed housing strategy is in development and is expected to return to CCS in September. Importantly, Members requested that a detailed delivery action plan accompany the strategy to ensure clarity and accountability. A Member sought confirmation that they could inform the Chair of CPR that both documents would be ready by September. Officers supported the idea but noted that further discussion was needed to finalise the delivery plan
- The conversation then turned to funding. Officers stressed the importance of exploring all legal and prudent funding sources, including the Heritage Lottery Fund. They cautioned against allowing a narrow financial control mindset to limit options, especially given the strong member consensus on the need for housing investment. A Member added that the shortfall in funding for major works is already known, and there is a firm commitment to securing the necessary funds. The remaining task is to identify the specific sources and mechanisms for drawdown.
- Concerns were also raised about the long-standing vacancy of flats at Golden Lane, where costs have escalated from £29 million to £61 million. The delay is due to pending certification from Islington Council, which is required before the building can be registered with the Building Safety Regulator. If certification is received by the end of July, registration should be completed by August, allowing occupation to begin in September. Members expressed frustration over the delay and its financial impact, and committed to working with City Surveyors to expedite the process.
- Finally, the need for a detailed member briefing was highlighted. Many Members are not fully informed about the current status of the housing programme and funding plans. A briefing would help clarify the situation and address perceptions that the Corporation is slow to act. The meeting concluded with agreement on the importance of transparency, urgency, and continued collaboration to deliver housing improvements effectively.

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

There was no other business.

**18. EXCLUSION OF THE PUBLIC**

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

19. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 13 January 2025 be approved as a correct record.

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

The Sub-Committee received a report of the Executive Director, Community & Children's Services in relation to a new compliant Part 1 (LD1) system.

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

There was several questions raised by Members.

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

There was no other business.

**The meeting ended at 3.53 pm**

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Chairman

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

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## Community & Children's Services

### Members Update – Action Tracker

Date Added	Subject	Action Agreed	Responsible Officer	Target Meeting Date - HMASC	Update
22.02.2021	Vehicle charging points at Middlesex Street and Golden Lane.	Members noted that it would still be possible to apply for funding for the 2021/22 financial year, and Members will be updated once the initial report is received from the consultants.	Peta Caine	November 2025	Programme to be included as part of the schedule of works required in the business plan / budget process for 25/26 and beyond.
08.07.2022	Automatic door devices.	Report to be provided with further detail on automatic door-opening devices at estates	Greg Wade	October 2025	The brief has been expanded to look at all aspects of accessibility for City of London Corporation estates and Part M requirements in respect of Building Regulations generally. Multidisciplinary consultant Pick Everard formally appointed March 2025 following a mini-tender exercise. Their commission includes desktop review of 2022 Accessibility Audits, plus site surveys of all 12 estates - plus Almshouses. Desktop review completed mid-April 2025. Following site visits, summary reports (complete with high level budget estimates) for estates 1-6 issued on 30/05/25 and estates 7-13 issued in mid-August. Reports and the estimated budget costs currently under review. The next stage will be to consider how best to deliver the programme of identified works. This is likely to be split into geographical packages, for

## Community & Children's Services

### Members Update – Action Tracker

					which further consultant support will have to be procured in respect of design, specification, tendering and contract administration. The estimated costs have been captured as part of the overall funding requirement for the 10-year Housing Major Works capital programme. Summary Report to be issued by the Major Works Team – deadline 31/10/2025.
28.11.2024	Financial Support for Leaseholders	Revised paper to be presented to January 2025 Committee	[Liam Gillespie] Helen Chantry	January 2025	Verbal update to be given at June 2025 Committee. <b>Progress to be reviewed.</b>
28.11.2024	Terms of reference of HMASC to be changed to allow for up to three external appointments for the following terms: 2 years 2 years 3 years Subject to CCS Committee approval	To be presented to the CCS Committee post elections.	Peta Caine	17 September 2025 (TBC) – Committee did not take place.	September meeting did not take place. To be addressed as part of the Committee review due to take place in early 2026.
28.11.2024	Updated Organogram request	Organogram that shows the recent senior management team changes was requested	Peta Caine	January 2025	Complete.

<b>Committees:</b> Corporate Projects Board [ <i>for information</i> ] <b>Housing Management &amp; Almshouses Sub Committee [<i>for decision</i>]</b> Projects and Procurements Sub [ <i>for information</i> ]	<b>Dates:</b> 10 September 2025 21 October 2025 18 November 2025
<b>Subject:</b> Renewal of Roof Coverings at Dron House, Tower Hamlets  <b>Unique Project Identifier:</b> 12051	<b>Gateway 6:</b> <b>Outcome Report</b> Light
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> David Downing, Asset Programme Manager	<b>For Decision</b>
<p style="text-align: center;"><b>PUBLIC</b></p>	

## Summary

<b>1. Status update</b>	<b>Project Description:</b> Following the completion of detailed condition surveys, the main roof coverings at Dron House, Tower Hamlets, were identified as needing urgent replacement to prevent further water ingress and subsequent internal damage and loss. At Gateway 5, the contractor M H Goldsmith were appointed to carry out the work.  <b>RAG Status:</b> Green (Green at last report to Committee) <b>Risk Status:</b> Low (Low at last report to committee) <b>Costed Risk Provision Utilised: £0</b> (of which X amount was drawn down at the last report to Committee); <b>Final Outturn Cost: £399,984.00</b>
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.

<b>3. Key conclusions</b>	<p>The project was successfully delivered with the replacement flat roof eliminating water ingress and providing new, modern and efficient roof coverings warrantied for a period of 20 years</p> <p>The final outturn costs exceeded the allocated Gateway 5 project budget by a sum of £1,034.</p>
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	The project design worked well and has formed the basis for roof replacements subsequently carried out at other City housing blocks.
<b>5. Options appraisal</b>	The selected option to procure a contractor to deliver the works as required worked well.
<b>6. Procurement route</b>	<p>The works contract was successfully procured via open tender. The tender generated an appropriate and manageable number of competitively priced bids for evaluation. This procurement route can be recommended for future projects of this nature.</p> <p>Procurement reference: itt_COL_10171</p>
<b>7. Skills base</b>	The City of London project team had the required skills and experience to deliver the project. All aspects of project management for this project were handled internally.
<b>8. Stakeholders</b>	Due to the nature of the works carried out which entailed minimal disruption for residents, the extent of external stakeholder engagement required to successfully develop and deliver this project was low beyond the statutory Section 20 consultation.

### **Variation Review**

<b>9. Assessment of project against key milestones</b>	The project progressed as expected throughout the design period with a main works contractor appointed as anticipated at Gateway 5. During the delivery phase, the contract ran as expected throughout its duration without variation.
<b>10. Assessment of project against Scope</b>	The scope of the project remained unchanged throughout both the design period and project delivery.
<b>11. Risks and issues</b>	<p>This low-risk project proceeded as planned with no significant risks realised during the delivery phase following the appointment of the selected contractor.</p> <p>Costed Risk Provision was not applicable to this project.</p>



<b>12. Transition to BAU</b>	The new installations have a defect liability period of 12 months commencing from the date of practical completion with a comprehensive 20-year insurance backed warranty. The ongoing management of the new roofs has been handed over to the Housing Repairs & Maintenance team.
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### Value Review

13. Budget	<table><tr><td><i>Estimated Outturn Cost (G2)</i></td><td>Estimated cost (including risk): £385,500 Estimated cost (excluding risk): £385,500</td></tr></table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £385,500 Estimated cost (excluding risk): £385,500										
	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £385,500 Estimated cost (excluding risk): £385,500												
	<table><tr><td></td><td><i>At Authority to Start work (G5)</i></td><td><i>Final Outturn Cost</i></td></tr><tr><td><i>Staff Costs</i></td><td>£5,000</td><td>£0</td></tr><tr><td><i>Works</i></td><td>£393,950</td><td>£399,984</td></tr><tr><td><b>Total</b></td><td><b>£398,950</b></td><td><b>£399,984</b></td></tr></table>			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Staff Costs</i>	£5,000	£0	<i>Works</i>	£393,950	£399,984	<b>Total</b>	<b>£398,950</b>	<b>£399,984</b>
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>											
	<i>Staff Costs</i>	£5,000	£0											
<i>Works</i>	£393,950	£399,984												
<b>Total</b>	<b>£398,950</b>	<b>£399,984</b>												
There is a total overspend on the approved Gateway 5 budget of £1,034.														
Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.														
14. Investment	N/A													
15. Assessment of project against SMART objectives	<p>The project successfully replaced the identified main flat roof areas to flat blocks that make up Dron House Estate.</p> <p>The successful completion of the works has eliminated all roof leaks and has provided a new, modern and efficient roof coverings warrantied for a period of 20 years. In replacing the defective roof, the City has ensured that its housing stock continues to meet the Decent Homes Standard and its statutory obligations to tenants and leaseholders are met.</p>													
16. Key benefits realised	<p>1. The elimination of roof leaks and prevention of further internal structural damage and damage to property.</p> <p>2. New roof coverings with improved insulation complete with a comprehensive 20-year insurance backed warranty.</p> <p>3. The value of the City's Housing assets was maintained.</p> <p>4. Compliance with statutory measures.</p>													

### Lessons Learned and Recommendations

<b>17. Positive reflections</b>	1. This straightforward project was delivered without issue and successfully achieved all its objectives with only a minimal overspend (£1,034) reported.
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v. April 2019

	2. The contractor, M H Goldsmith & Sons, performed well over the period of the contract and can be recommended for future works of this nature.
<b>18.Improvement reflections</b>	1. The works were directly managed by a former Assistant Director of Housing who has now left the City. Only a limited consideration of lessons learned has been possible due to the limited documentation made available; this in itself should be taken as a lesson learned to ensure key documentation is accessible when project staff leave the City.
<b>19.Sharing best practice</b>	1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint.
<b>20.AOB</b>	None

### **Appendices**

<b>Appendix 1</b>	Project Coversheet
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### **Contact**

<b>Report Author</b>	David Downing
<b>Email Address</b>	David.Downing@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 1645

# Project Coversheet

## [1] Ownership & Status

**UPI:** 12051

**Core Project Name:** Renewal of Roof Coverings at Dron House, Tower Hamlets

**Programme Affiliation** (if applicable): N/A

**Project Manager:** Paul Murtagh

**Definition of need:** Following the completion of detailed condition surveys, the main roof coverings at Dron House, Tower Hamlets, were identified as needing urgent replacement to prevent further water ingress and subsequent internal damage and loss.

**Key measures of success:**

1. The elimination of roof leaks and prevention of further internal structural damage and damage to property.
2. New roof coverings with improved insulation complete with a comprehensive 20-year insurance backed warranty.
3. The value of the City's Housing assets was maintained.
4. Compliance with statutory measures.

**Expected timeframe for the project delivery:** June 2019 – October 2019

**Key Milestones:** Project Complete

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

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

N/A

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:** Project complete without material price, scope or design changes.

**'Project Briefing' G1 report (as approved by Chief Officer 18/01/19):**

- Total Estimated Cost (excluding risk): £385,500
- Costed Risk Against the Project: £0
- Estimated Programme Dates: 2019-2020

*Scope/Design Change and Impact: None*

**'Project Proposal' G2 report (as approved by PSC 18/01/19):**

- Total Estimated Cost (excluding risk): £385,500
- Resources to reach next Gateway (excluding risk): £12,500
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2019-2020

*Scope/Design Change and Impact: None*

**'Options Appraisal and Design' G3-4 report (as approved by PSC 18/01/19):**

- Total Estimated Cost (excluding risk): £385,000
- Resources to reach next Gateway (excluding risk): £12,500
- Spend to date: £0
- Costed Risk Against the Project: £0

- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2019-2020

*Scope/Design Change and Impact: None*

**'Authority to start Work' G5 report (as approved by Chief Officer 07/19):**

- Total Estimated Cost (excluding risk): £398,950
- Resources to reach next Gateway (excluding risk): £386,450
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2019-2020

*Scope/Design Change and Impact: None*

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

<b>Committees:</b> Corporate Project Board: For Decision  <b>Housing Management &amp; Almshouses Sub-Committee: For decision</b> Projects and Procurement Sub-Committee: For decision	<b>Dates:</b> 10 September 2025 <b>21 October 2025</b> 18 November 2025
<b>Subject:</b> Dron House Window Replacement and Common Parts Redecorations  <b>Unique Project Identifier: 11548</b>	<b>Gateway 6: Outcome Report</b> Regular
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> Jason Crawford, Asset Programme Manager	<b>For Decision</b>
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<b>Project Description:</b> This project addressed the need for the Window Replacements at Dron House and to establish a platform for programming the future cyclical redecorations for the internal and external common parts across the Estate.  <b>RAG Status:</b> Green (Red at last report to Committee) <b>Risk Status:</b> Low (Medium at last report to committee) <b>Costed Risk Provision Utilised:</b> n/a <b>Final Outturn Cost:</b> £1,641,329.83
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.
<b>3. Key conclusions</b>	The windows replacements and common parts redecorations were delivered as per the project specification and the project achieved a satisfaction survey score of 86%.  The project was delayed by approximately three months due to the following: a. additional planning clarifications at pre-construction phase

v.April 2019

	<p>b. the need to undertake an external appointment to carry out the contract administration duties</p> <p>c. unforeseen additional timber repairs to the dormer windows frames</p> <p>d. complete replacement of balcony floor coverings</p> <p>e. additional time required to resolve a planning enforcement notice, which had been issued erroneously early in the delivery phase.</p> <p>An issues report requesting additional budget of £54,225 was approved in April 2023.</p>
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## Main Report

### Design & Delivery Review

<b>4. Design into delivery</b>	The overall Design of the project ensured successful delivery with no significant issues, other than those noted in section 3 above.
<b>5. Options appraisal</b>	Overall, the chosen option had a successful outcome and all deliverables were achieved.
<b>6. Procurement route</b>	<p>An open tender was utilised and the appointed contractor carried out all the works to a very high standard, working collaboratively with the project delivery team to achieve a successful outcome.</p> <p><b>Procurement reference number: 11762</b></p>
<b>7. Skills base</b>	An external Contract Administrator was appointed to work alongside the client-side project team.
<b>8. Stakeholders</b>	Residents and other key stakeholders were engaged with extensively throughout the design, development, and delivery stages. The contractor appointed RLO was instrumental in ensuring that residents were kept informed and engaged throughout the delivery stages. A satisfaction survey result of 86% was achieved.

### Variation Review

<b>9. Assessment of project against key milestones</b>	The project was delayed by a variety of factors which have been detailed earlier in this report. This has highlighted the critical need for appropriate technical support (both at pre and post contract stage of projects), in addition to adequate internal resourcing.
<b>10. Assessment of project against Scope</b>	<p>The initial scope allowed for patch repairs to balcony flooring. However, during the on-site surveys the extent of repairs was significantly more extensive than originally anticipated. A more cost-effective longer-term solution was agreed to replace all balcony flooring with a cold pour system with a life expectancy of 15 years. This was intended to avoid the likelihood and added expense of having to undertake future ad-hoc reactive repairs. Additional work was also required to repair the timber frames to the dormer windows on the top floor of the blocks. During the onsite surveys (prior to</p>

v. April 2019

	works commencing), it was noted that a significant number of the balcony doors did not have weather boards, which meant that the fenestration designs had to be amended.
<b>11.Risks and issues</b>	The majority of risks were fully mitigated and there were no unidentified risks or major issues, other than those noted in section 3. No CRP was utilised.
<b>12.Transition to Business As Usual</b>	The deliverables were executed as planned and the out turn was that residents were satisfied with the standard of workmanship, and the manner in which the contractor engaged with them. Following the conclusion of the defects liability period, responsibility for the ongoing maintenance of these units has been successfully transferred to the general R&M contractor.

### Value Review

13. Budget	<table><tr><td><i>Estimated Outturn Cost (G2)</i></td><td>Estimated cost (including risk): N/A Estimated cost (excluding risk): £63,000</td></tr></table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): N/A Estimated cost (excluding risk): £63,000																		
	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): N/A Estimated cost (excluding risk): £63,000																				
<p>The original G2 report was submitted in 2012 and estimates only included Block A (10 flats). This project also included Blocks B &amp; C (an additional 70 flats).</p> <table><tr><td></td><td><i>At Authority to Start work (G5)</i></td><td><i>Final Outturn Cost</i></td></tr><tr><td><i>Consultancy Fees</i></td><td>£37,487</td><td>£55,318.35</td></tr><tr><td><i>Staff Costs</i></td><td>£37,487</td><td>£31,797.00</td></tr><tr><td><i>Works</i></td><td>£1,499,468</td><td>£1,554,214.48</td></tr><tr><td><i>Expenditure up to G5 (Fees and Staff costs)</i></td><td>£23,742</td><td>£</td></tr><tr><td><i>Costed Risk Provision</i></td><td>£N/A</td><td>£N/A</td></tr><tr><td><i>Total</i></td><td>£1,598,184</td><td>£1,641,329.83</td></tr></table> <p>Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.</p>			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Consultancy Fees</i>	£37,487	£55,318.35	<i>Staff Costs</i>	£37,487	£31,797.00	<i>Works</i>	£1,499,468	£1,554,214.48	<i>Expenditure up to G5 (Fees and Staff costs)</i>	£23,742	£	<i>Costed Risk Provision</i>	£N/A	£N/A	<i>Total</i>	£1,598,184	£1,641,329.83
	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>																				
<i>Consultancy Fees</i>	£37,487	£55,318.35																				
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<i>Costed Risk Provision</i>	£N/A	£N/A																				
<i>Total</i>	£1,598,184	£1,641,329.83																				
14. Investment	N/A																					
15. Assessment of project against SMART objectives	<ol style="list-style-type: none"><li>1. Windows and balcony sets have all been replaced with modern double glazed window systems, incorporating overarch Vent Trex extract fans to kitchen and bathroom windows.</li><li>2. All balcony floors were completely replaced with a Proteus waterproof system with a 15 year life expectancy.</li><li>3. The works were completed with a high resident satisfaction score (86%).</li><li>4. The new window system has greatly improved the thermal and acoustic conditions for residents.</li></ol>																					

<b>16.Key benefits realised</b>	Windows and balcony windows and doors were replaced with high performance units as planned as well as a waterproof balcony floor system with a 15 year lifecycle.
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### **Lessons Learned and Recommendations**

<b>17.Positive reflections</b>	Works were completed to a high standard and the contractor performed well. The works were positively received by residents, resulting in a satisfaction score of 86%.
<b>18.Improvement reflections</b>	Lessons learned have been recorded and will be referenced on future projects of a similar nature.
<b>19.Sharing best practice</b>	<ol style="list-style-type: none"> <li>1. Dissemination of key information through team and project staff briefings.</li> <li>2. Lessons learned have been logged and recorded on departmental SharePoint.</li> </ol>
<b>20.AOB</b>	None

### **Appendices**

<b>Appendix 1</b>	Project Coversheet
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### **Contact**

<b>Report Author</b>	Jason Crawford
<b>Email Address</b>	<a href="mailto:Jason.Crawford@cityoflondon.gov.uk">Jason.Crawford@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	07710 760 344



# Project Coversheet

## [1] Ownership & Status

**UPI:** 11548

**Core Project Name:** Dron House Window Replacement and Common Parts Redecorations

**Programme Affiliation:** N/A

**Project Manager:** Jason Crawford

**Definition of need:** To replace the current steel and timber single glazed windows which are thermally inefficient and past their life expectancy. To replace with Aluminium double-glazed windows which conform to current building regulations. At the same time undertake estate wide common parts redecorations while scaffolding is in situ, to facilitate future cyclical redecorations programmes.

**Key measures of success:**

- Increased resident satisfaction.
- Improved thermal efficiency in the Standard Assessment Procedure (SAP) energy performance rating of our housing assets.
- Reduction in ongoing repair and maintenance costs.

**Expected timeframe for the project delivery:** Works were expected to complete in December 2021 but were completed in March 2022.

**Key Milestones:** Project is now complete.

**Are we on track for completing the project against the expected timeframe for project delivery?** No

The project over ran by approximately 3 months. This was to facilitate additional planning clarifications to window fenestrations in the pre-construction phase. The appointed Project Manager left the City of London Corporation which resulted in an external appointment having to be made to carry out the contract administration duties. Additional works were also undertaken to the balcony doors which meant that additional time was required to amend the design to incorporate additional weatherproofing. During the works we also received challenges from long Leaseholders which resulted in a Planning Enforcement Notice being issued. This was subsequently rescinded following City of London Officers providing evidence that consultations had been undertaken and agreed with LB Tower Hamlets' Planning Officers at pre-construction phase.

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

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:**

**'Project Proposal' G2 report (as approved by PSC 26/09/2013):**

- Total Estimated Cost (excluding risk): £4,333,000 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): £175,000

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- Spend to date: N/A
- Costed Risk Against the Project: N/A (exempted from CRP)
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
  - Gateway 1 – September 2013.
  - Gateway 2 – September 2013
  - Gateway 3 – March 2014
  - Gateway 4 – March 2014
  - Gateway 5 - as per each individual project

*Scope/Design Change and Impact: N/A*

**Issues report (as approved under 'Urgency' by PSC 06/06/2017):**

- Total Estimated Cost (excluding risk): £12,610,000 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): n/a
- Spend to date: £43,750
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
  - Gateway 3/4: September 2017
  - Gateway 5: To be determined.

*Scope/Design Change and Impact: As stated in the June 2017 Issues report, the scope had changed considerably with the addition of new blocks as well as whole estates which resulted in a considerable uplift in the costs reported at the previous Gateway. At Gateway 2 estimates were £4,333,000, at the time of writing the Gateway 3/4 report estimates were £12,610,000 for all blocks and estates that had been subsequently added.*

*Approval to split the Programme into separate workstreams was also granted.*

**'Options Appraisal and Design' G3-4 report (as approved by Court of Common Council 07/12/17):**

- Total Estimated Cost (excluding risk): £16,905,452 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): £638,113
- Spend to date: £42,575
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
  - Gateway 3/4 - November 2017
  - Procurement of design team - April 2018
  - Detailed design and Planning application – December 2018
  - Gateway 5 – July 2019
  - Works start – Summer 2019.

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	Golden Lane	Holloway	Southwark	Dron House & Sydenham Hill	William Blake & Windsor House	Tot
Works	£7,497,570	£1,578,788	£2,970,552	£1,270,676	£1,776,569	£15,094,154
Consultancy	£749,757	£157,879	£297,055	£127,068	£177,657	£1,509,415
Staff costs	£149,951	£31,576	£59,411	£25,414	£35,531	£301,883
Total	£8,397,278	£1,768,242	£3,327,018	£1,423,157	£1,989,757	£16,905,452

*Scope/Design Change and Impact: at the time of writing the issues report the estimates were based on the revised estimates received by Pellings in October 2016. For the purposes of the Gateway 3/4 report, we appointed a Quantity Surveyor to review the costs and estimates were revised as £16,905,452 for all blocks.*

*Following approval to split the programme, the works for each estate were procured separately due to the complexities of having to deal with multiple planning authorities as part of the planning requirements and the differing window types, fenestrations, and materials across the various estates.*

**‘Authority to start Work’ G5 report (as approved by PSC 17/12/20):**

- Total Estimated Cost (excluding risk, including spend to date): £1,598,184 (Dron House only)
- Resources to reach next Gateway (excluding risk and spend to date): £1,574,441.
- Spend to date: £23,742.
- Costed Risk Against the Project: n/a (this project was exempt)
- CRP Requested: n/a (this project was exempt)
- CRP Drawn Down: n/a (this project was exempt)
- Estimated Programme Dates:
  - Gateway 5 – November / December 2020
  - Works Start – Spring 2021
  - Estimated completion – Autumn/Winter 2021

While committee was in session the contractor submitted a last-minute clarification to their pricing. Having consulted with Chamberlains and City Procurement Team the Total Estimated Cost was subsequently adjusted to £1,604,921.

*Scope/Design Change and Impact: Cost estimates at Gateway 3/4 were based on the overall preferred option for replacement with double glazed uPVC. However, planning permission for Dron House was granted with the stipulation that replacements should be Aluminium.*

Furthermore, due to the Covid-19 outbreak we also had to ask bidders, following the tender in 2019, to resubmit pricing proposals to facilitate enhanced safe working and social distancing measures for the works to be undertaken.

The intended approach to planning applications and tender was also reviewed and it was decided to treat Dron House Estate as a pilot from which we could use

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the lessons learned during the planning and tender stages and apply them to the subsequent tenders. Planning Applications and the Tenders for Dron House have been conducted independently and the lessons learned applied to the remaining Estates.

**Issues Report (April 2023):**

- Total Estimated Cost (excluding risk, including spend to date): £1,659,146.
- Resources to reach next Gateway (excluding risk and spend to date): £54,225.
- Spend to date: £1,593,270.
- Costed Risk Against the Project: n/a (this project was exempt)
- CRP Requested: n/a (this project was exempt)
- CRP Drawn Down: n/a (this project was exempt)
- Estimated Programme Dates:
  - Gateway 6 – July 2023

*Scope/Design Change and Impact:*

The project was delayed by approximately three months, due to additional planning clarifications at pre-construction phase, the need to undertake an external appointment to carry out the contract administration duties, undertaking additional timber repairs to the dormer windows frames and complete replacement of balcony floor coverings as well as having to resolve a planning enforcement notice which had been issued erroneously.

**Total anticipated on-going commitment post-delivery [£]:** Following the defects liability period any ongoing costs will be the remit of periodic repairs and maintenance as stipulated in warranties.

**Programme Affiliation [£]:** NA – as requested in the June 2017 issues report, approval was given to separate the estates into separate works packages.

<b>Committee:</b> Housing Management and Almshouses Sub Committee	<b>Dated:</b> 21/10/25
<b>Subject:</b> Housing Matters Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	Diverse engaged communities Leading Sustainable environment Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay, Executive Director of Community & Children's Services	For Decision
<b>Report author:</b> Peta Caine, Director of Housing	

## Summary

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

### For Decision

#### Housing Policy Approvals of New Policies and of Revisions to existing Policies and Practices – Appendices

- Draft Damp and Mould and Condensation Policy

### For Information and Discussion

- Performance Dashboard – April 2025 – August 2025
- Stock Condition Survey 2025 Update
- Regulator of Social Housing Inspection Update
- Residents with Diverse Needs Support Update
- Compliance Update – 3 October 2025

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

## Recommendation

Members are asked to approve the new policy attached at Appendix 1; and note the content of the performance dashboard at appendix 2; the stock condition survey 2025 update; the Regulator of Social Housing Update with appendix 3; the update on support given to residents with diverse needs; and the compliance update at appendices 4 and 5.

## **Main Report**

### **1. Policy Approval**

**Members are asked to approve the:**

- **Revised damp and mould policy for use by the Housing Service**

The Damp, Mould & Condensation Policy has been revised in preparation for the implementation of Awaab's Law, ensuring our approach is fully aligned with forthcoming legislative requirements.

The updated version introduces several key enhancements. Notably, an assessment matrix has been included to reflect new working practices, ensuring a more structured and risk-based approach to case prioritisation and follow-up actions. The definitions of damp have been expanded for greater clarity, and the policy now incorporates specific Key Performance Indicators (KPIs) to measure performance around damp and mould management.

These changes are designed to strengthen our proactive and responsive approach, improve monitoring, and ensure that residents receive timely and effective support in line with regulatory standards and best practice.

### **Appendices**

- Appendix 1 – Draft damp, mould and condensation policy updated October 2025

## Appendix 1



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

### **DAMP, MOULD & CONDENSATION POLICY**

<b>Approved by:</b>	<b><i>Housing Management &amp; Almshouses Sub-Committee</i></b>
<b>Original Approval Date:</b>	<b><i>28 November 2024 (v.1)</i></b>
<b>Re-Approval Date</b>	<b><i>21 October 2025 (v.2 – this version)</i></b>
<b>Next Review Date</b>	<b><i>21 October 2028</i></b>



## 1. Purpose

This policy outlines our approach to the management of damp, mould and condensation to ensure all our properties are well maintained, as well as free of damp and mould that could risk the health and safety of residents living in the homes we manage.

Due to the diversity, age and construction of our housing stock, some properties may need more regular maintenance than others, and varying levels of management for damp and mould conditions.

## 2. Scope

This policy applies to:

- Properties owned or managed as part of the Housing Revenue Account (HRA), including communal facilities, commercial premises, and community rooms
- Properties managed on behalf of the City of London Almshouses Trust and the Gresham Almshouses Trust

## 3. Regulator for Social Housing – Regulatory Standards

- Safety and Quality Standard

We will ensure that we meet all our responsibilities under the relevant legislation and regulatory requirements for the health and safety of residents in their homes.

## 4. Aims of this Policy

Our objectives are to:

- Meet our landlord repairing responsibilities as detailed within our Tenancies, Leases and Repairs Policy
- Maintain our homes so that they meet the Decent Home Standard, providing dry, safe homes for our residents which are free from any hazards including those identified in the Housing Health and Safety Rating System (HHSRS).
- Comply with legislative, regulatory and contractual obligations.
- Treat residents reporting damp and mould with empathy and respect; we will not prejudge the cause of the damp.
- Conduct timely and thorough investigations and implement appropriate corrective repair measures and improvements in place to control condensation, mould, and damp.
- Support residents in resolving damp and mould where they result from the use of the home, and provide our residents with appropriate, clear, sensitive, practical and accessible advice and solutions.
- Provide residents with guidance and support, including information on how to prevent condensation, damp and mould

- Ensure staff are trained to enable them to spot potential causes of damp, mould and condensation so they can advise residents, diagnose problems and provide solutions.

We will ensure that:

- Residents who report damp and mould in their properties are treated with respect and empathy.
- Residents have access to and/or are provided with comprehensive advice, information, and guidance on managing and controlling mould, damp and condensation.
- The process of reporting an issue of damp and mould is straightforward and easily accessible for residents.
- We remain in regular and effective communication with a resident, following a report of damp and mould being made, providing progress updates from beginning to end, especially on the occasion where an investigation into a case may be complex.
- In the situation of hoarding resulting in damp and mould, we will work with the resident and relevant partner agencies.
- At the time of a void (empty property) inspection, each room will be checked for damp, mould, and condensation. If identified, it will be managed and rectified as part of the void works.
- As part of a Mutual Exchange, a property inspection is completed at which time, each room will be checked for damp, mould, and condensation. If identified, it will be managed and rectified before the Mutual Exchange completes.

## 5. Definitions and Causes

The general term ‘damp’ covers four possible problems with very distinct causes.

**Penetrating Damp** - Penetrating damp is water that gets into the building from outside due to defects in the walls, roofs, windows, or floors.

**Traumatic Damp** - Traumatic damp can be caused by leaking water from waste and heating pipes, overflowing baths or sinks, burst pipes, or defective water storage vessels inside the building.

Traumatic damp can also originate from outside the property, for example from another building or from environmental flooding.

**Rising Damp** – Rising damp is moisture from the ground that rises through parts of the buildings in contact with the ground (walls and floors). It is usually found in older properties and is often misdiagnosed.

The cause can be a broken, defective, or absent damp proof course (DPC) or where the DPC has been breached externally by raised flower beds, patios, decking or vegetation growth.

**Condensation** - Condensation damp happens when moisture generated inside the home cools and condenses onto colder parts of the buildings (for example window frames, corners and low points on walls, behind sofas or wardrobes). This is the most common form of damp.

Where condensation is identified as a cause of damp and mould growth, it is not meant to imply blame on the resident, but confirms that the issue is related to heating, ventilation, and insulation. Residents may be advised about actions they can take to help manage condensation.

If condensation is identified as a cause of damp and mould growth, we will also investigate defects with heating, ventilation and insulation under our repair obligations.

## 6. Policy Approach

### **6.1 Property assessment**

All reported cases of damp and mould will be assessed using a structured matrix approach. This matrix evaluates two key factors:

- **Severity of Damp and Mould:** The physical extent and location of the issue within the property.
- **Household Composition:** The presence of individuals who may be more vulnerable to the effects of damp and mould, such as young children, elderly residents, or those with health conditions.

The matrix generates a priority rating based on these factors, which determines the urgency and type of follow-up actions required. These actions may include inspections, repairs, temporary accommodation, or health-related interventions.

The outcome of the matrix assessment ensures that responses are proportionate, consistent, and prioritised according to risk. All subsequent actions will be guided by the priority level assigned.

For full details of the matrix and guidance on its application, refer to **Appendix A**

When a property becomes vacant, and prior to re-letting, we will seek to identify and remedy any issues which may cause damp. This may include ensuring doors and windows are serviceable and can effectively ventilate the property, ensuring extractor fans are working well, as well as applying mould treatments where necessary.

### **6.2 Managing Damp, Mould and Condensation**

Sometimes finding out the cause of damp and mould is not always straightforward and could be due to a combination of factors. Any repairs that are required to be carried out will be dealt with in line with our Repairs Policy.

Where damp is because of condensation:

- we will work with the resident to take appropriate measures to prevent damp and mould occurring.
- we may include advice about how to control moisture levels or increase ventilation or heating, so that damp levels are kept low.
- we may also offer improvements such as additional mechanical ventilation according to the situation.

Where we provide such advice, it is important that residents adhere to it and do not take actions that could accentuate any problems e.g. by turning off ventilation systems or sealing over air vents.

When there is a severe or recurring damp or mould issue, we will undertake a comprehensive assessment which might result in a range of actions to support the resident depending on the circumstance of the issue the resident faces.

We will keep residents informed of any property inspections, diagnosis of issues and the programming of works, where these are required. Where work is not required, residents will be informed explaining the reason and the steps they should take.

### 6.3 Complex Cases

For more complex cases where significant remedial work is required, we may need to place residents into temporary accommodation. Where there is a serious health risk to the resident or a member of their household, we may need to take emergency action which could include an emergency repair or mould treatment or arranging emergency temporary accommodation. We will consider the individual circumstances of the resident. We will ensure that appropriate checks are carried out at the property to ensure it is ready for the resident to return to.

### 6.4 Damp and Mould follow up

For severe cases of damp and mould, we aim to revisit the property after six months to ensure the issues have not returned.

### 6.5 Access

Our tenancy and lease agreements require residents to allow us (including appointed contractors) access to their home to carry out work at the agreed appointment time. If we are unable to gain access and the integrity of the property, its fabric and/or the safety of the resident or those in the vicinity of the property is compromised, we will take appropriate action. For example, this may include, but is not limited to, obtaining an injunction for access.

### 6.6 Compensation

In line with our Compensation Policy, we will pay compensation where there has been a service failure. Any claims for damages to belongings, or for personal injury, will be dealt with by our insurance department.

The website provides guidance for residents on how to minimise damage to personal possessions

### 6.7 Resident advice on damp and mould

We will also provide general advice and guidance on how to minimise damp and condensation, particularly when there are no apparent causes relating to design or construction of the property.

Advice provided will include directing residents to sources of information and support on energy savings if they have difficulty in heating their home.

The advice will be available at all Estate Offices, at sign up of new tenancies, publicised on the website, within the damp and mould booklet and periodically in resident publications.

### 6.8 Resident support

We will give residents advice on how to manage and reduce damp and what they can do to remove mould. However, we recognise that not every resident will be able to resolve damp and mould themselves. We will provide appropriate support in such cases in relation to the specific circumstances and the individual customer's needs.

We know that some residents struggle to afford to heat their homes adequately so we will work with them to ensure they are guided to all the help and support available from various funding initiatives including those offered by City Advice.

Where internal conditions within a home, such as overcrowding and excessive hoarding of personal belongings, are contributing to the damp and mould conditions, affecting the health and wellbeing of the occupants or preventing

inspections or repairs works being carried out, we will provide support and assistance to review the resident's options for resolving the problem.

## **6.9 Evaluation of Repairs & Maintenance Data**

We will record all instances of damp and mould and keep full records of action taken in response. The Head of Repairs and Maintenance will continue to have oversight of the process.

We will review performance measures and feedback from complaints to monitor that we are responding to damp and mould instances appropriately in accordance with the policy.

## **6.10 Proactive Approach**

The Major Works Team will periodically evaluate repairs and stock data to identify property archetypes that are more prone to damp and mould, to work alongside the Asset Management Strategy. This proactive approach will either inform future planned programmes or identify properties to be targeted that require regular stock condition surveys.

Reviews of stock data will include properties that have a lower energy performance certificate (EPC) rating, blocks of flats where damp has been reported to multiple properties or where certain archetypes of properties are more prone to historical or repeated damp and mould issues.

We will also utilise all opportunities when inside tenants' homes to identify damp and mould issues, such as repair and stock condition inspections, tenancy inspections and contractor visits, ensuring damp and mould issues are reported as appropriate and investigated.

We will plan to proactively inspect properties and engage with tenants where it has been identified that the properties are more prone to damp and mould issues.

As part of the asset management strategy, we will include developing planned programmes as appropriate that address any building construction causes of damp and mould.

## **6.11 Resident Responsibilities**

Residents are encouraged to report any concerns about damp and mould to our Repairs service as soon as they arise. This includes reporting any evidence of rising or penetrating damp or faulty equipment that will affect the management of humidity and moisture in the home (faulty extract fan, unable to open windows, heating system failure etc.).

Tenants must allow access for inspections and for the carrying out all remedial work and servicing of appliances (gas boilers and ventilation systems).

Residents can help reduce the conditions that lead to condensation dampness by:

- Keeping the presence of moisture to a minimum e.g. covering pans when cooking, drying laundry outside (where possible), where it is safe to do so, keeping the kitchen or bathroom door closed when cooking or bathing.
- Adequately heating rooms (The World Health Organisation recommends 18°C. and above)
- Keeping the house well-ventilated e.g., opening windows during cooking / bathing, turning on and ensuring that the extractor fan or ventilation system installed in their home is regularly cleaned and working, keeping trickle vents in windows open, and allowing air to circulate around furniture.

## 6.12 Leaseholder Responsibilities

We will support leaseholders in addressing damp and mould by taking proactive and collaborative steps. We will conduct property inspections to ensure that the building's structural elements, such as roofs, external walls, and windows, are well-maintained to prevent water ingress. As we do with tenants, we will share information with leaseholders on the importance of ventilation and heating to reduce moisture buildup.

Leaseholders are expected to maintain their properties internally including the management of damp and condensation in accordance with their lease agreement. We do not carry out damp and condensation remedial works to leasehold properties.

Any neglect by the leaseholder to manage or carry out repairs for which they are responsible that as a consequence has a direct impact on the condition of another property that we own will be dealt with in accordance with the lease.

## 7. Quality Assurance and Performance Monitoring

We will ensure that every case of damp, mould or condensation is managed appropriately, and practical advice, help and support is offered to each household in accordance with this policy.

The repairs contract operates within a performance management framework. The framework uses a series of measures and performance indicators to demonstrate service quality in terms of achieving 'purpose' and value for money.

We monitor our repairs performance monthly, and the figures are reviewed by senior management on a quarterly basis. They are also discussed with the contractors at their monthly performance review meetings.

Key Performance Indicators include:

- Number of Damp and mould cases reported
- Number of active cases
- Number of overdue cases
- Cases completed within target timescale
- Damp and mould repairs completed within timescale
- Damp and mould inspections completed within timescale

## 8. Training

The Housing Division will ensure that our Repairs team (internal and external) will have the required skills to diagnose and remedy damp and mould.

We will ensure the provision of training for all front-line and customer service staff on the identification, treatment and the prevention of damp, mould and condensation. The training will enable them to:

- Become familiar with and understand the correct response needed when a damp or mould issue is identified by them or reported to them, including what advice to give and when to raise remedial works.
- Identify the correct equipment required to assess damp in properties and find resolution to the problem if it is our responsibility.
- Develop their knowledge of our stock and the archetypes of properties that are likely to suffer from damp and mould.

## 9. Responding to complaints and learning lessons

We aim to resolve complaints as quickly as possible without residents needing to resort to legal action. Where legal action is taken, we will follow the Pre-Action Protocol for Housing Condition Claims on the Housing Ombudsman's website so that we may resolve the dispute outside of court to help ensure issues are resolved quicker for customers.

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

## 10. Related documents

- Housing Strategy
- Housing Asset Management Strategy
- Repairs & Maintenance Policy
- Health and Safety Policy
- Compensation Policy
- Complaints Policy
- Decant Policy
- Voids Policy
- Tenant and Leasehold Agreements
- Reasonable Adjustments Policy
- Decent Home Standard
- Damp, Mould and Condensation Leaflet
- Housing Ombudsman Service Spotlight on: Damp and Mould

## 11. Regulation and Legislation

- Defective Premises Act 1972
- Environmental Protection Act 1990
- Landlord and Tenant Act 1985 (Section 11)
- Housing Act 2004
- Decent Homes Standard 2006
- Equality Act 2010
- Home Standard, Regulator of Social Housing, 2015
- Homes (Fitness for Human Habitation) Act 2018
- Housing Health and Safety Rating System (HHSRS)
- Pre-Action Protocol for Housing Conditions Claims (England), 2021
- Commonhold and Leasehold Reform Act 2002
- Building Regulations Act 1984
- The Social Housing (Regulation) Act 2023

## 12. Equalities

This Policy has been subject to an equalities impact assessment and will be implemented in accordance with our responsibilities and duties under relevant legislation, including the Equalities Act 2010. We will ensure that tenants' needs are considered when implementing this Policy to ensure that they are treated fairly. We will make appropriate arrangements to ensure that customers with distinct communication needs are not unreasonably and disproportionately affected. This could involve providing communications in alternative languages or formats or providing interpretation or transcription as appropriate.

## 13. Data Protection

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


There are some circumstances in which we are required by law to disclose information given to us.

## 14. Exceptions

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












## 15.Document Management

<b>Department of Community &amp; Children's Services</b>  <b>Housing Service</b>		
<b>Policy Title: Damp, Mould and Condensation</b>		
<b>Document Owner: Head of Repairs and Maintenance</b>		
<b>Date Approved:</b> <ul style="list-style-type: none"> <li>• 28/11/2024 (v.1)</li> <li>• 21 October 2025 (v.2 – this version)</li> </ul>		
<b>Version: 2</b>		<b>Last amendment: n/a</b>
<b>Effective date: 21/10/2025</b>		<b>Next review date: 21 October 2028</b>
<b>Changes:</b> Assessment matrix included to reflect new working practices. Updated definitions of damp. Including KPIs used to measure performance around damp and mould.		

## Appendix A

### Damp and Mould Risk Matrix

This matrix is to be used as guidance to inform next actions

Extent of Damp/Mould	Low-Risk Occupants (Healthy adults)	Medium-Risk Occupants (Children <16, pregnant women, elderly, mild respiratory or skin conditions, mental health issues)	High-Risk Occupants (Children <1, very elderly & frail, severe asthma, COPD, immunocompromised)
<b>Minor</b> (Small or isolated patch, <1m <sup>2</sup> , localised condensation, mould around window frames; mastic sealants; non habitable spaces e.g. cupboards, hallways, communal areas)	 Low	 Medium	 Medium
<b>Moderate</b> (Multiple patches, 1–3m <sup>2</sup> , visible mould in main living areas including kitchens and bathrooms, may be due to leaks or poor ventilation)	 Medium	 Medium	 High
<b>Extensive</b> (Widespread, >3m <sup>2</sup> , developed black mould present in habitable spaces e.g. Lounge, Bedrooms; structural damp, recurring issues)	 Medium	 High	 High

## ✓ How to Use

- **Green (Low Risk)**
  - Discretionary mould wash if mould present; Priority D&M 10 working days.
  - Provide advice; Monitor and manage with routine cleaning and ventilation
  - Follow on repairs; Priority 2 - 20 working days
- **Amber (Medium Risk)**
  - Mould wash if mould present; Priority D&M 10 working days.
  - Leak investigation & repairs if leak suspected; Priority 2 - 20 working days
  - Damp and mould diagnostic inspection; Priority D&M- 10 working days; Provide written report – 48 Hours
  - Follow on repairs; Priority 2 - 20 working days
- **Red (High Risk) or (Severe HHSRS):**
  - Emergency Mould wash if mould present; Priority 1 – 24 Hours; Possible resident temporary decant
  - Emergency leak investigation & make safe if uncontainable leak or flood; Priority 1 – 24 hours
  - Damp and mould diagnostic inspection; Priority D&M 10 working days; Provide written report – 48 Hours
  - Follow on repairs; Priority 2 - 20 working days
  - Post inspection on completion of follow-on repairs; Priority 10 working days

## ✓ Damp & Mould Cases

- **Definition**
  - In practice Damp & Mould ‘cases’ refer to specific instances of damp & mould
  - Damp & Mould ‘cases’ in CX are used to record and manage instances of damp and mould to resolution
  - CX ‘cases’ are assigned an initial Risk Rating based on level of risk; High, Medium, Low
  - CX ‘Cases’ can generate 1 or more works orders, and 1 or more inspections, required to resolve the issue
  - Cases cannot be closed until all required works orders and inspections have been undertaken and marked as completed
  - All Cases have a target duration of 45 working days, allowing for all applicable actions to take place in sequence (mould treatment and/or leak investigation, D&M inspection, follow on repairs and post inspection)
  - Open cases exceeding 45 working days are reported as overdue.

## **2. The 2024/25 Performance Dashboard**

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

At appendix 2 please find attached the dashboard covering the period 1 April 2025 – 31 August 2025. Members will recall that when this was previously discussed it was noted that the dashboard is a work in progress, this is still the case. We are developing the performance management suite, and more information will become available in future as we improve our reporting systems this will be reflected in the reporting for the year 1 April 2025 – 31 March 2026.

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

There are a number of issues with compliance in a number of areas. These are dealt with in more detail in a compliance report later on the agenda.

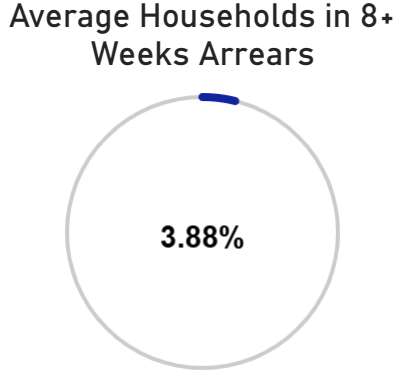
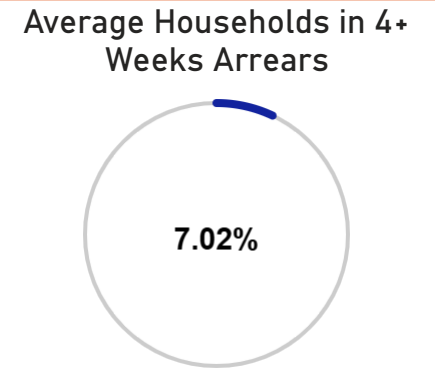
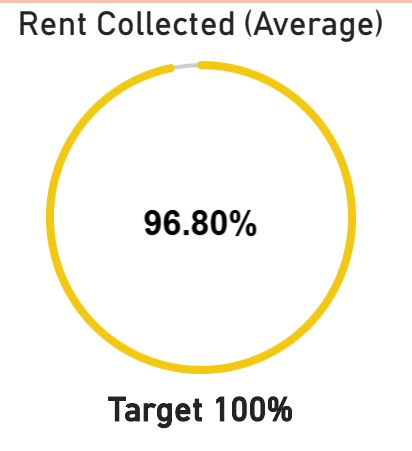
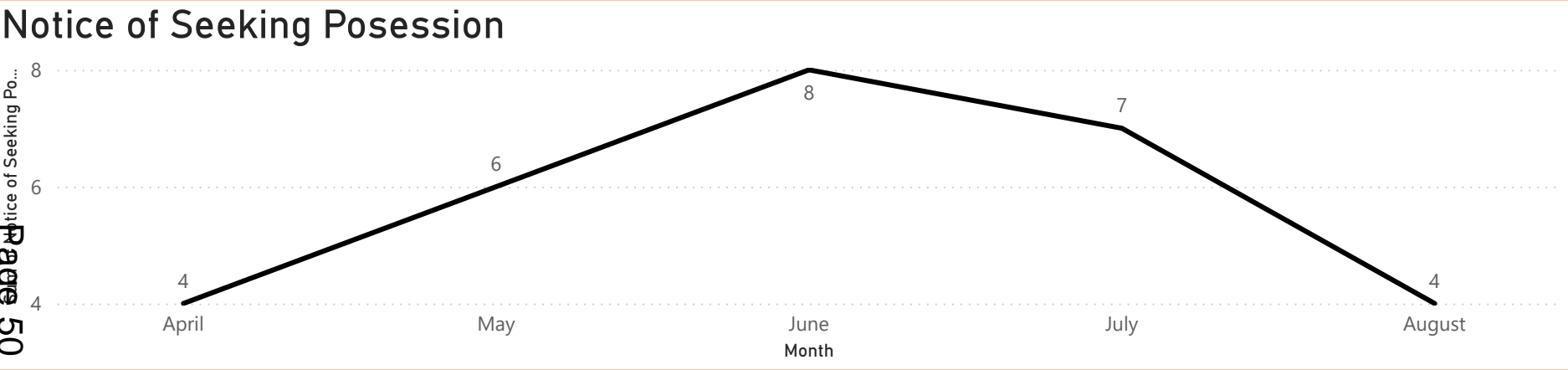
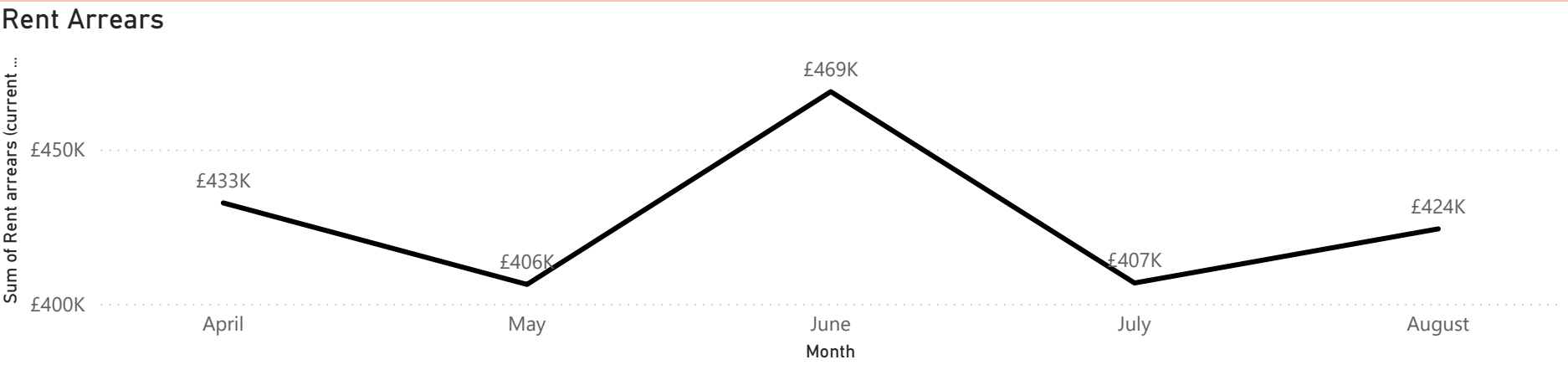
## Housing Performance Dashboard: April 2025 – August 2025

Page No.	Category
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21	Allocations
23	Estate Services
27	Tenancy Management
30	Home Ownership
32	Repairs
38	Repairs (Chigwell & TSG)
41	Communal Repairs
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54	Gas Safety
57	Asbestos Safety
59	Water Safety
62	Lift Safety
65	Fire Safety
68	Resident Engagement
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81	Appendix 1: Q1 Benchmarking Data from Housemark
82	Appendix 2: Actions

<b>Complete</b>
<b>On Target</b>
<b>Delayed</b>
<b>Not Started</b>

This Performance Dashboard contains data covering April 2025 – August 2025. Data is collected on the second Monday of the following month (e.g., August data was collected on 8 September). For Compliance related measures, the Compliance Dashboard will contain more up-to-date information. Contact: Anna Donoghue (Information, Performance and Quality Assurance Manager [anna.donoghue@cityoflondon.gov.uk](mailto:anna.donoghue@cityoflondon.gov.uk))

Income



3

Total Evictions (YTD)

1

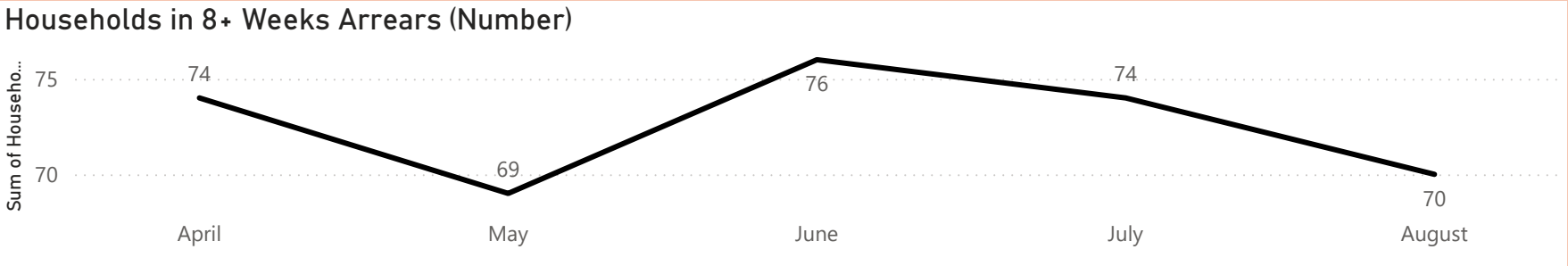
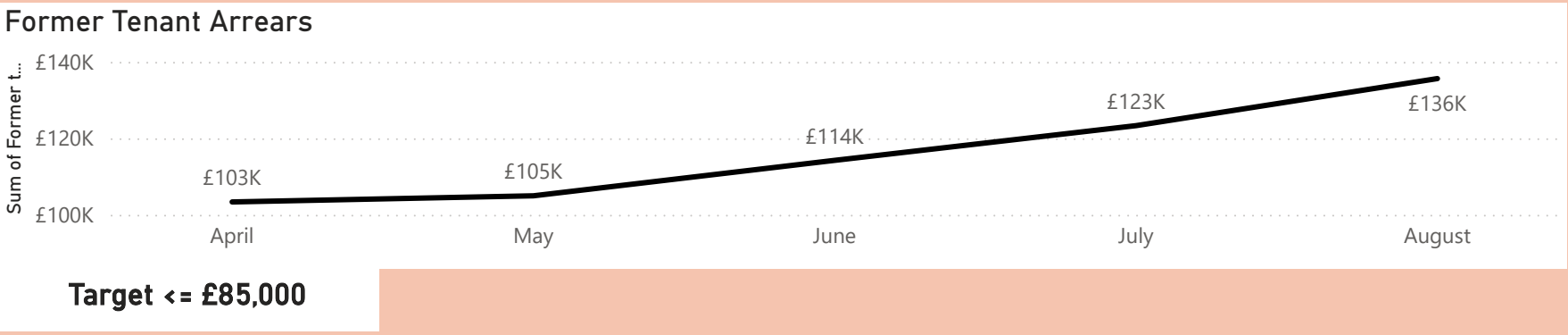
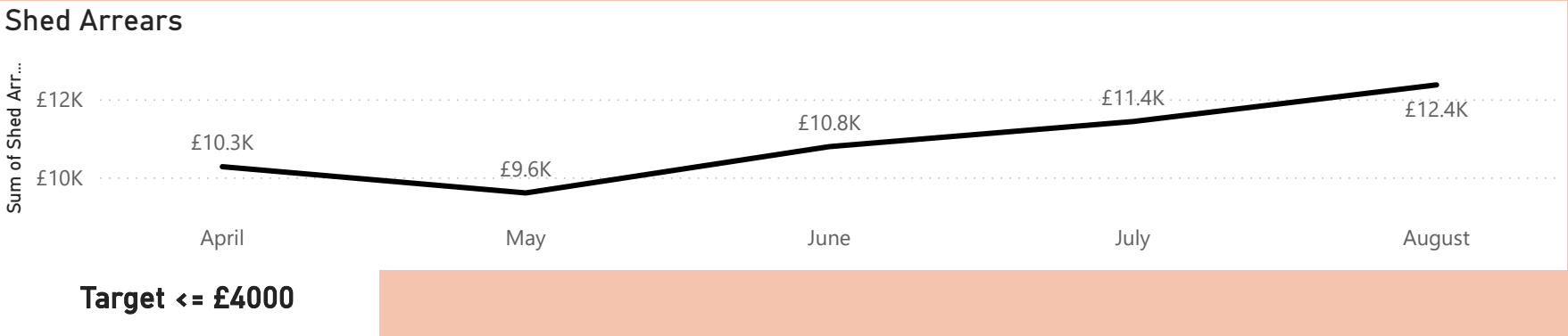
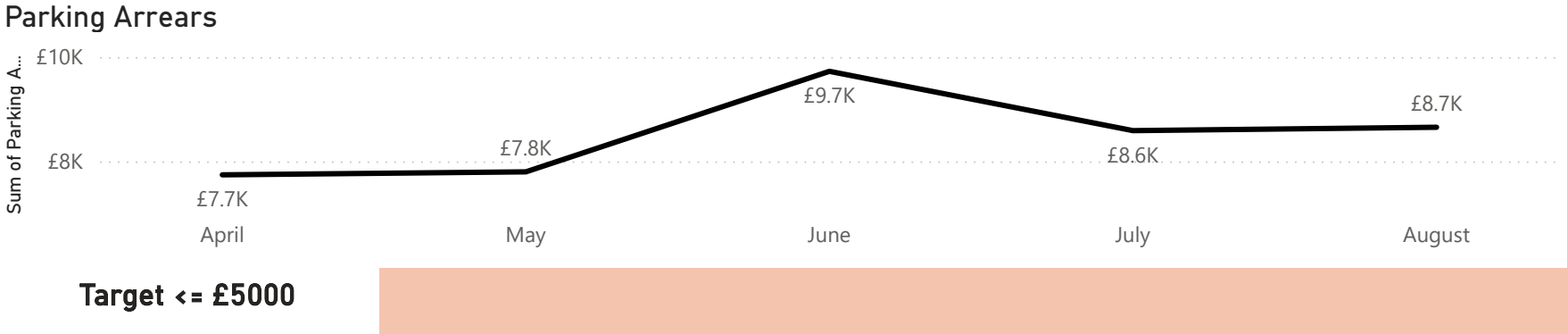
Total Outright Possession Orders (YTD)

0

Notice of Possession Proceedings (YTD)

2

Total Suspended Possession Orders (YTD)



## Category: Income

### How to Read Data:

- The Y Axis on the graphs are not relational. Please see individual data markers on each graph.
- Measures are labelled to detail whether they represent averages or year to date (YTD) totals

### Trends:

- **Rent Collected:** Slight decrease in q1 from 2024/25 average of **96.86%**.
- **Rent Arrears:** No significant change in average levels compared to 2024/25.
- **Former Tenant Arrears:** Decreased from **£195,201** (2024/25) to **£103,347** (Q1 2025/26), due to the write-off of historical arrears. Gradual increase across 2025/26 to date.
- **Parking Arrears:** Reduced from **£12,851** (2024/25) to **£7,739** (Q1 2025/26).
- **Shed Arrears:** Dropped from **£13,295** (2024/25) to **£10,270** (Q1 2025/26). Gradual increase across 2025/26 to date.

### Context:

- The target for rent collection is set at 100%, with Housing Management recognising a 2% tolerance as acceptable for operational purposes.
- The 'rent collected' metric applies exclusively to residential properties and does not include income from parking spaces or sheds.
- There has been a backlog in court proceedings related to evictions. Typically, there are 2–3 evictions per year, but 3 evictions have already been completed year-to-date, indicating that progress is now accelerating.

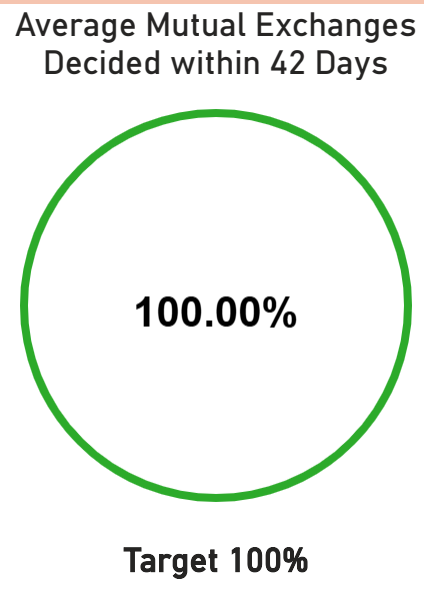
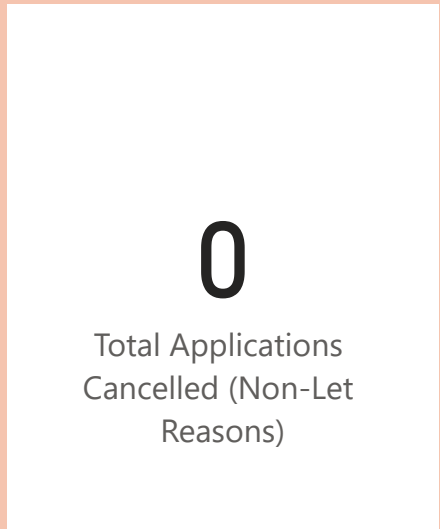
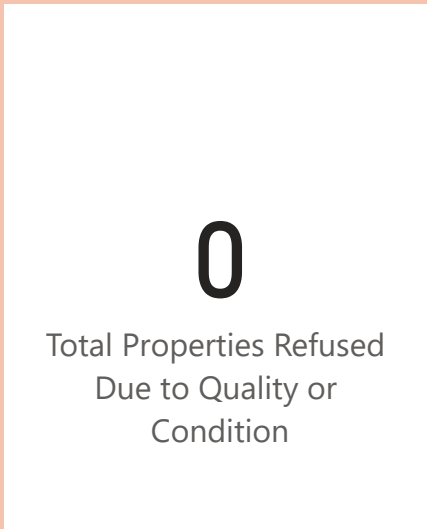
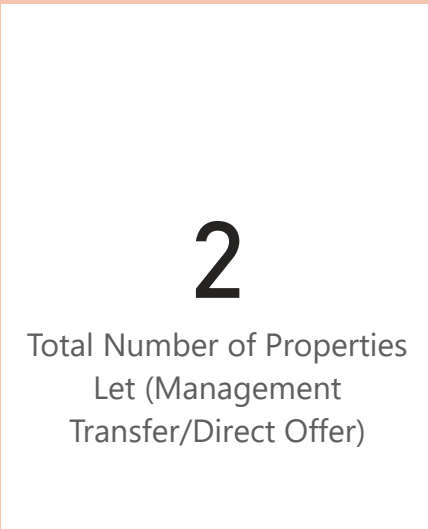
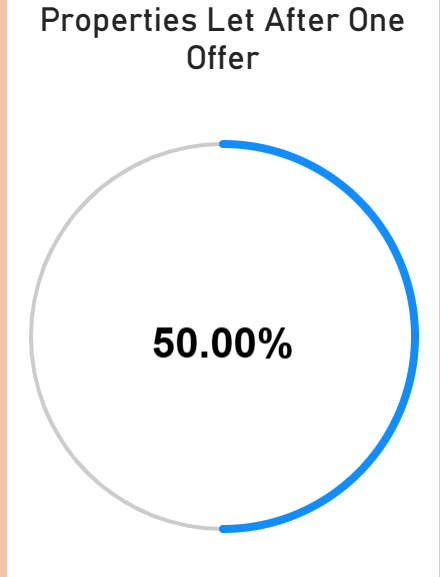
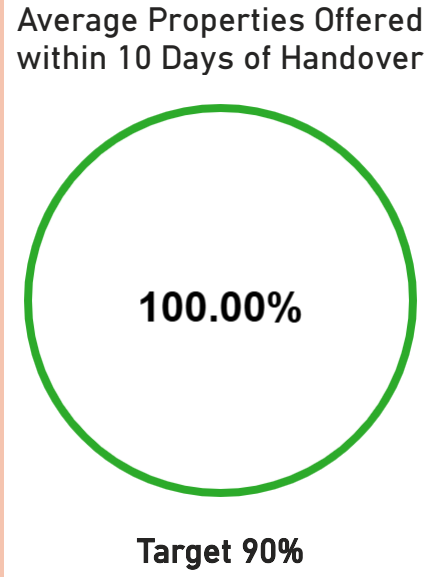
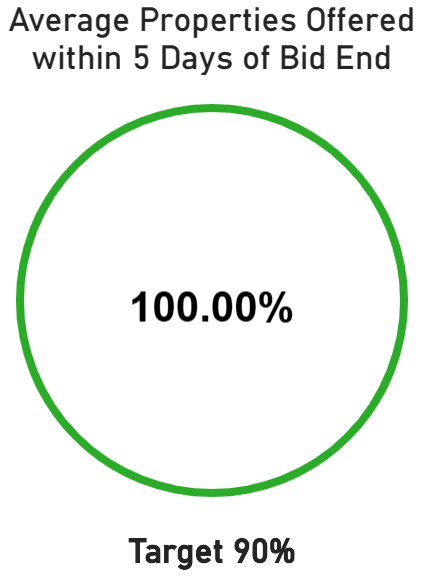
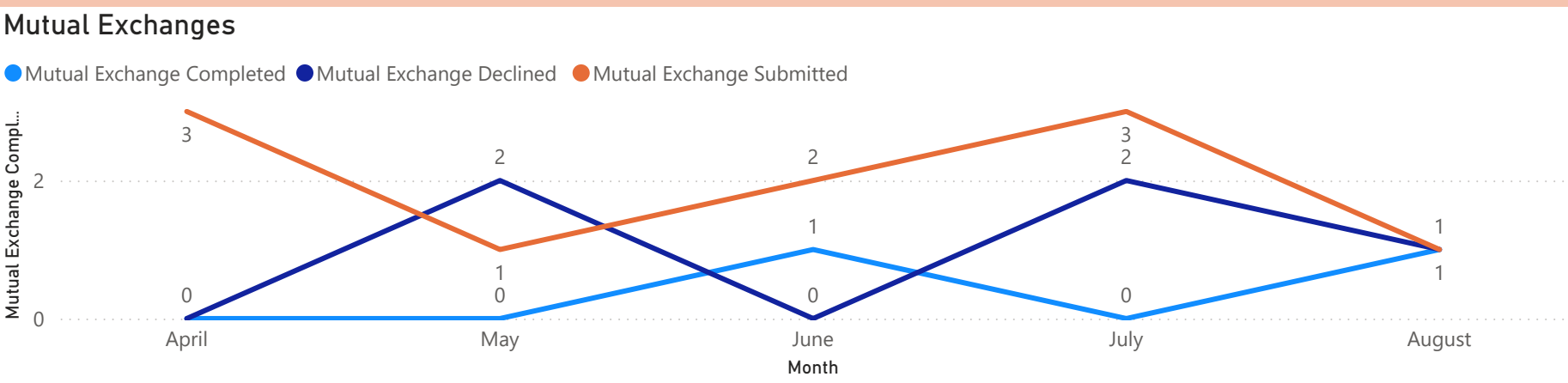
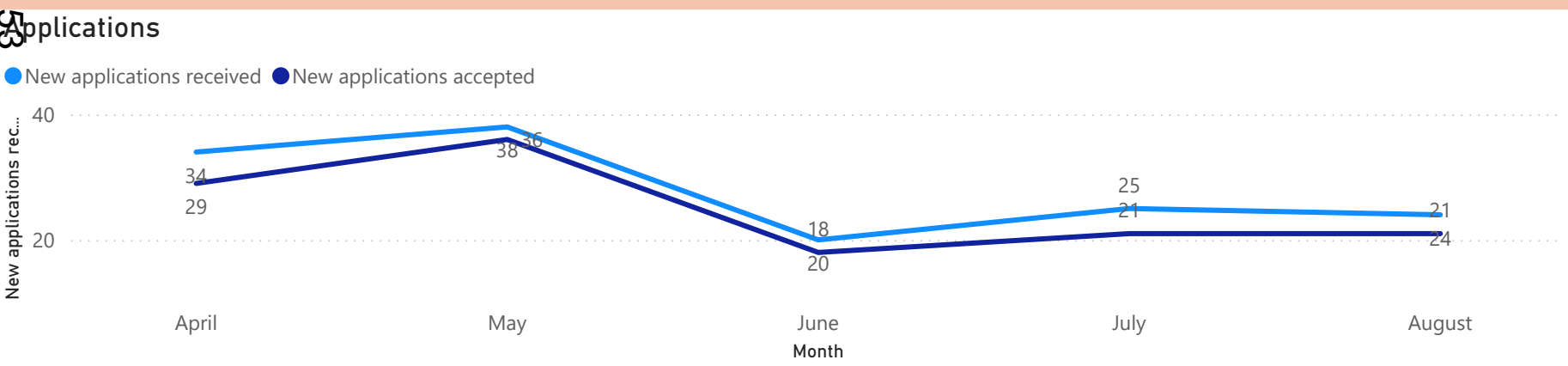
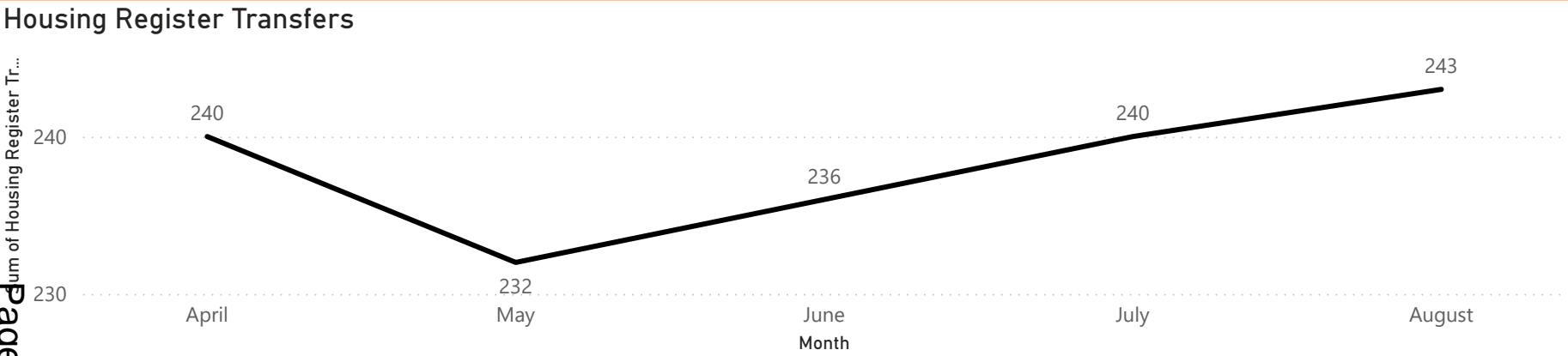
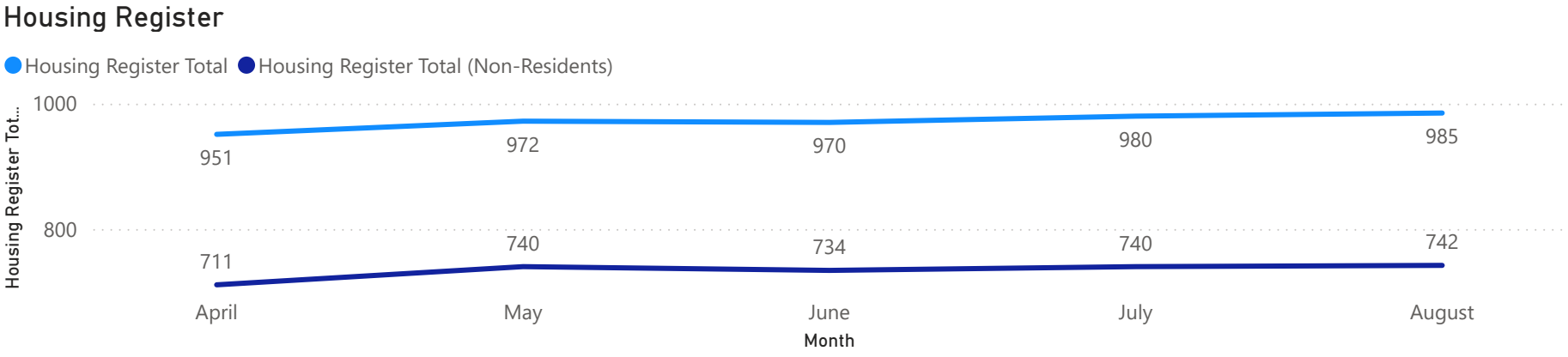
### Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Former tenant arrears, parking arrears, and shed arrears exceed targets	The former tenant arrears module in Civica CX is not yet live. This limits our ability to automate arrears collection and may result in tenants receiving fewer notifications (currently only four times a year).	We have prioritised the implementation of the Civica CX module for rent arrears. Once live, automated letters will be triggered as soon as arrears are identified.	The Income Manager met with the Team responsible for Civica CX on 12 September to discuss the implementation of the relevant module. A timescale is still pending, as the team is currently prioritising Civica CX

			modules required for inspection. <b>Target:</b> By the end of October, we aim to have a confirmed timescale for the introduction of this module.
Rent collected is below target and the national median (see Appendix 1)	The 100% target is an ambition, but we acknowledge a tolerance bracket of 2%. Delays in the court system have also impacted enforcement.	Progress is expected as historic possession cases are now being processed by High Court Bailiffs, with court dates for evictions being scheduled.	Since the previous report in August 2025, there have been two additional evictions, bringing the total for the year to three. While eviction is always considered a last resort and only pursued after all other avenues have been exhausted, enforcement activity has continued to progress.



Allocations



## Category: Allocations

### How to Read Data:

- Percentage-based measures represent averages.
- Numerical measures reflect year-to-date (YTD) totals.
- The Y-axis on graphs is not relational—please refer to individual data markers for accurate interpretation.

### Trends:

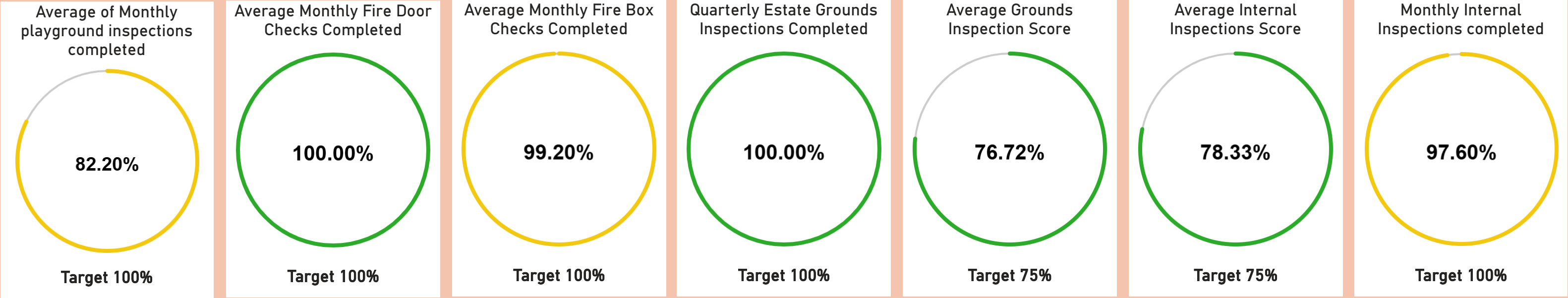
- **Housing Register Total:** Slight reduction from 2024/25, following a full census of the register. This exercise verified local connections, and applications were cancelled for those no longer meeting the criteria.
- **Application Levels:** Remain relatively consistent, showing stability in demand

### Context:

- The measure ‘properties let after one offer’ does not have a target, as acceptance is at the discretion of the applicant. The Allocations Team can only advise that future offers may be limited.
- Applicants are allowed three opportunities to accept a property after winning a bid, meaning they can reasonably decline two offers.
- A continuous verification process for local connections is planned, where checks will be conducted annually on the anniversary of each application.

### Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Delay in obtaining July 2025 data	A change in staffing responsibilities has temporarily impacted the team's ability to provide a complete dataset for July.	All missing data will be included and backdated in the next report iteration. No performance concerns have been identified based on the available Q1 data.	Data was backdated in September 2025.



## Category: Estate Services

### How to Read Data:

- Percentage-based measures represent averages. Each measure specifies whether it reflects a monthly or quarterly average, depending on the inspection frequency.

### Trends:

- Since Q4 2024/25, there has been an improvement in the following measures: Grounds Inspections Score, Internal Inspection Score, Fire Box Checks Completed, Internal Inspections Completed, Playground Inspections Completed.
- Since Q1, there has been a decrease in performance in the following areas: Monthly playground inspections, monthly firebox checks, monthly internal inspections, average grounds inspection score.

### Context:

- A new building safety template was introduced in January 2025, improving both data capture and performance monitoring.
- From 2025/26, fire door checks transitioned from quarterly to monthly, enhancing oversight.
- The target for playground inspections is under review, as some sites have been transferred to the New Developments Team, which may affect future reporting figures.
- The Information, Performance and Quality Assurance Manager attended the Estate Services Team Meeting on 26 September to reinforce the importance of accurate and timely data input and shared the performance dashboard to highlight areas where compliance is currently falling below target. This session supported the team in understanding how their input directly impacts performance monitoring outcomes.

### Issues:

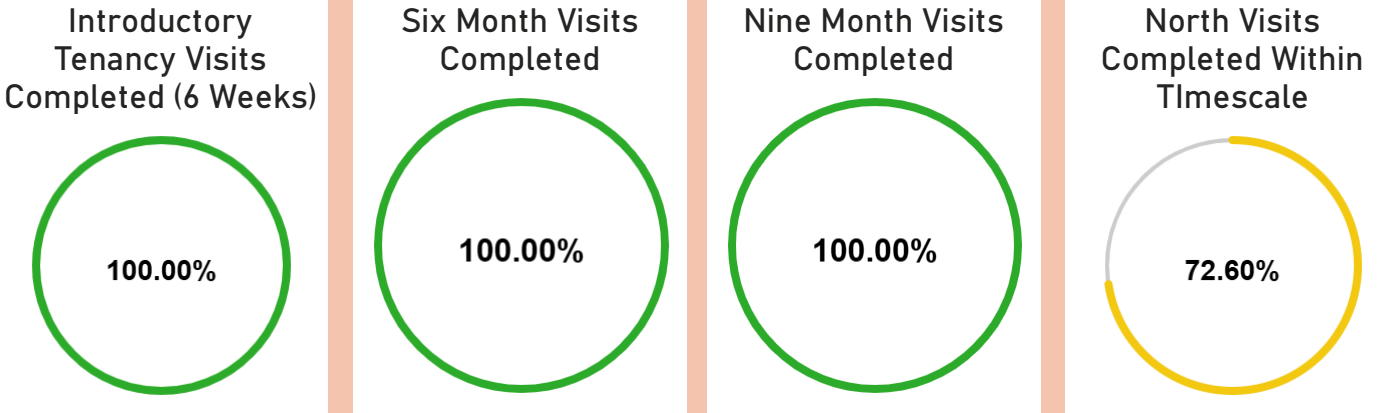
Measure	Explanation	Action Taken to Resolve	Progress
Monthly Playground Inspections below target	Inspections exceed the minimum statutory requirement. Mandatory checks are conducted by external providers. The shortfall is attributed to staff leave during the holiday period.	No statutory duties were missed. An annual inspection by the Playground Inspection Company was successfully passed. Quarterly inspections are carried out by Kompan and monthly by the internal team. The Estate Services	Playground inspection completion rates have significantly improved, rising from 22% in July 2025 to 89% in August 2025. This marks a notable positive trend in performance. However, due to

		Manager is monitoring performance in team meetings and 1:1s.	the relatively small number of inspections required, even a single missed inspection can have a disproportionate impact on the overall percentage. <b>Target:</b> Achieve 100% completion of playground inspections by the next reporting cycle.
Monthly Internal Inspections Completed below target	Q1 performance was at 100%, but July saw a slight drop, which could be accounted for by incomplete job closures on the system.	Reminders are issued to staff to ensure inspections are properly closed. The Estate Services Manager continues to monitor adherence in team meetings and 1:1s.	The Estate Services Manager continues to carry out monthly audits to ensure inspections are being properly closed. Any inspections not completed within a reasonable timeframe are subject to close review. To improve accuracy and timeliness, the Estate Services Team is being encouraged to complete the administrative component of the inspection during the site visit, reducing the risk of missed entries or delays. A reminder will be issued to the team reinforcing the importance of achieving 100% compliance with inspection requirements by the next reporting cycle. <b>Target:</b> Achieve 100% completion of internal

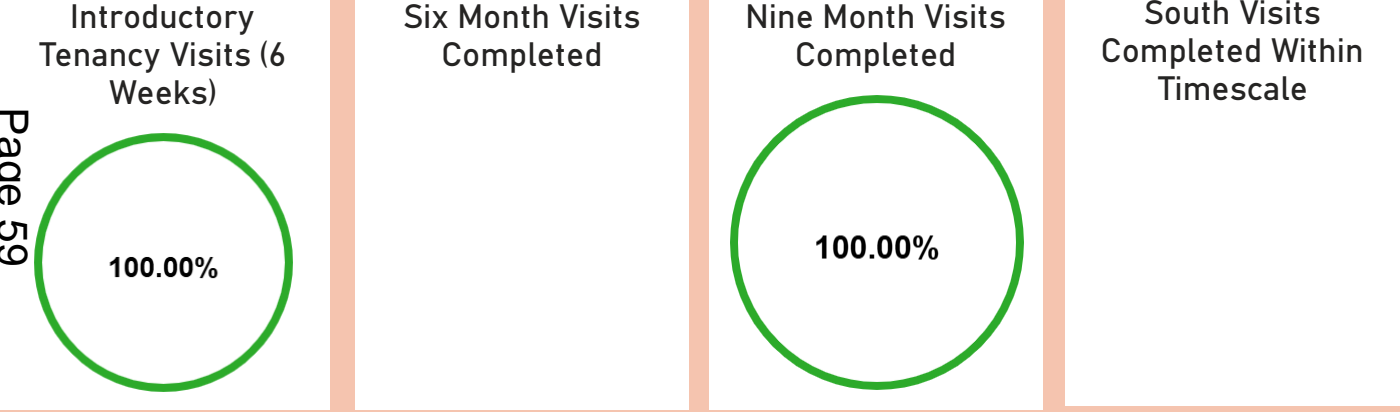
			inspections by the next reporting cycle.
<b>NEW</b> Monthly Fire Box Checks below target	<p>The dip in compliance during August 2025 is attributed to a missed internal inspection. Fire Box Checks have otherwise been completed at 100% compliance throughout the 2025/26 reporting period.</p> <p>For all estates except Golden Lane, Fire Box Checks are incorporated into the routine internal inspection regime. Previously at Golden Lane, not all blocks had fire boxes installed. Fire Boxes were installed to all blocks in Golden Lane in September 2025.</p>	<p>With 100% completion of internal inspections anticipated in September 2025, Fire Box Checks are expected to return to full compliance.</p> <p><b>Target:</b> Achieve 100% compliance for Fire Box Checks in September 2025.</p>	

Tenancy Visit Averages (Target 100% for All Measures):

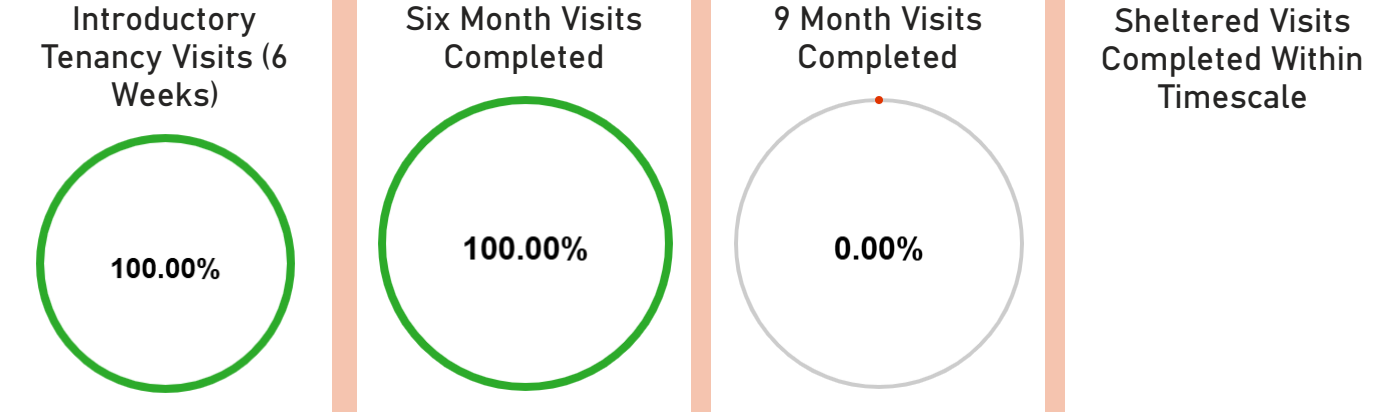
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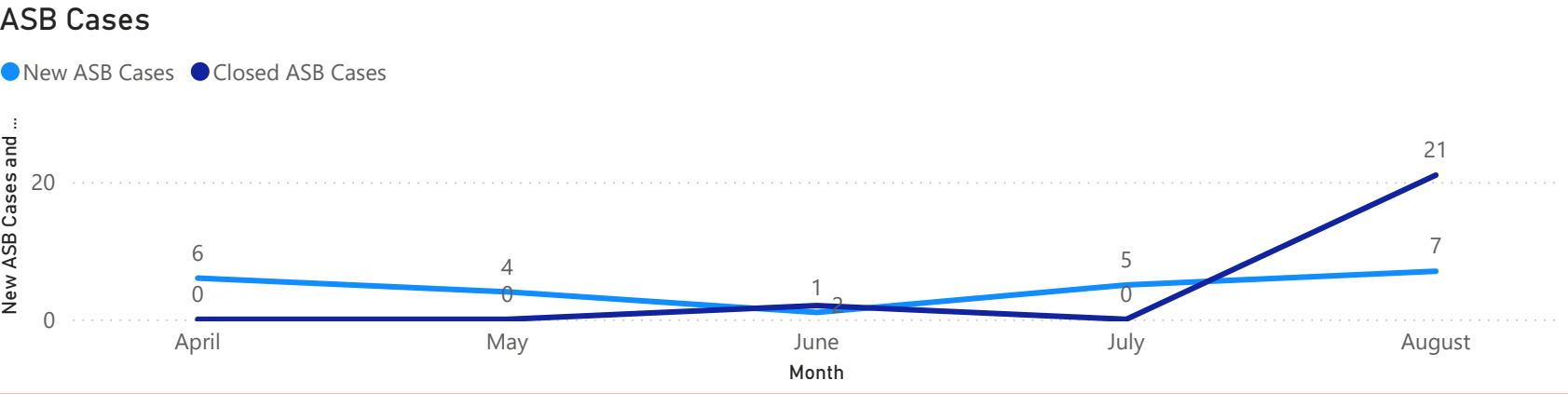
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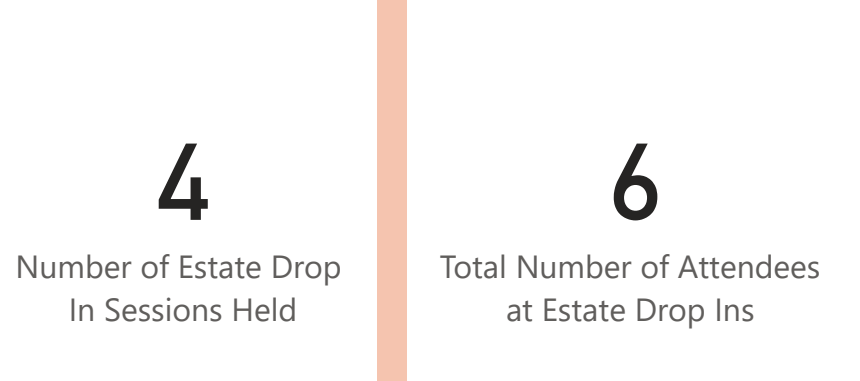
Sheltered:



ASB:



Drop Ins:



## Category: Tenancy Management

### How to Read Data:

- Percentage-based measures represent monthly averages.
- Numerical measures reflect year-to-date (YTD) totals.

### Trends:

- There was an increase in ASB cases closed in August 2025, following actions taken to strengthen procedures and improve case management.
- Area Managers conducted audits of all live ASB cases, which showed general compliance with procedures, although a recurring issue was RSOs not formally closing cases.
- Legacy cases have now been closed, and to maintain oversight, the team will implement monthly case audits going forward.
- Historically, the number of reported hate crimes has been very low. To improve awareness and reporting, training is being arranged with an external provider, focusing on hate crimes, hate incidents, and general awareness.

### Context:

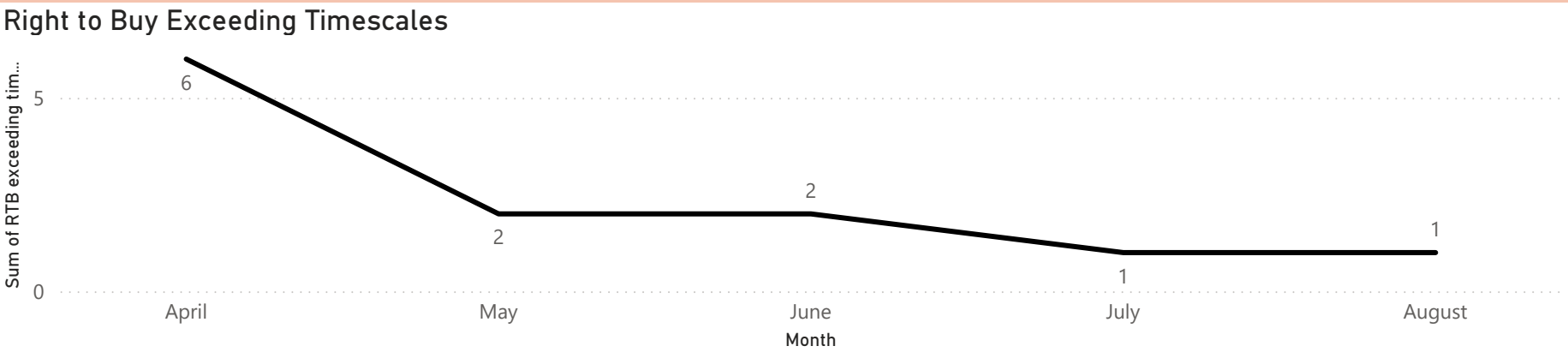
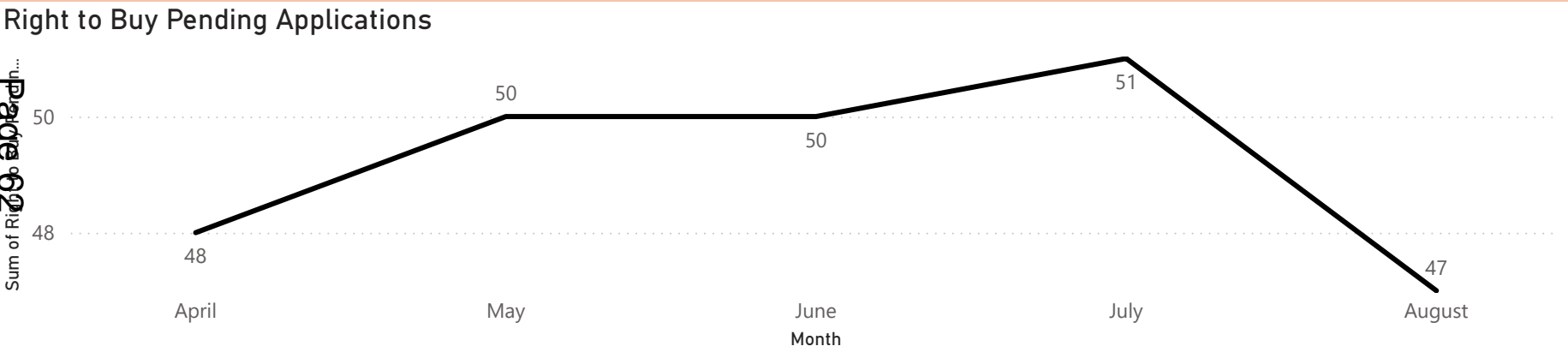
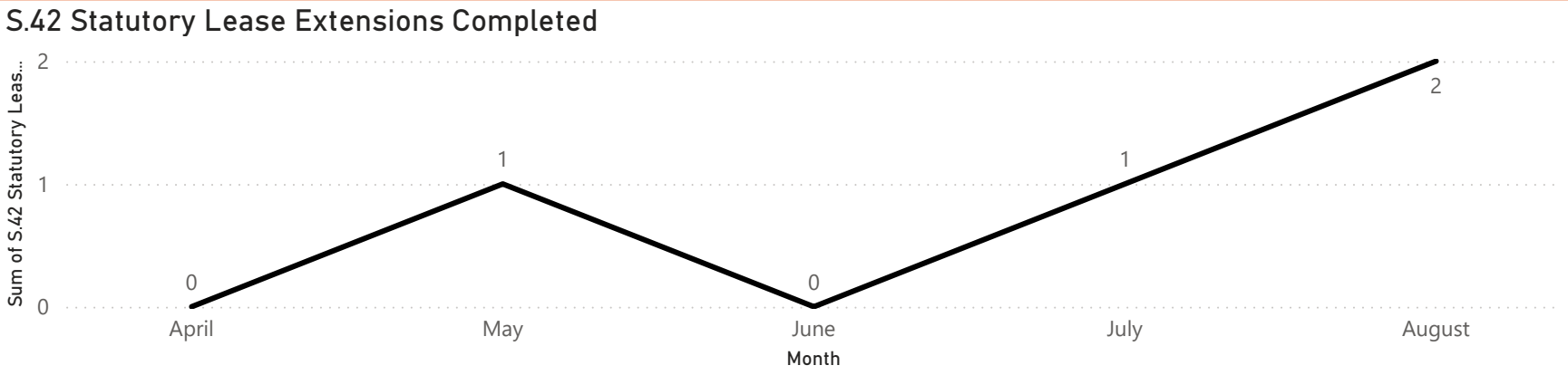
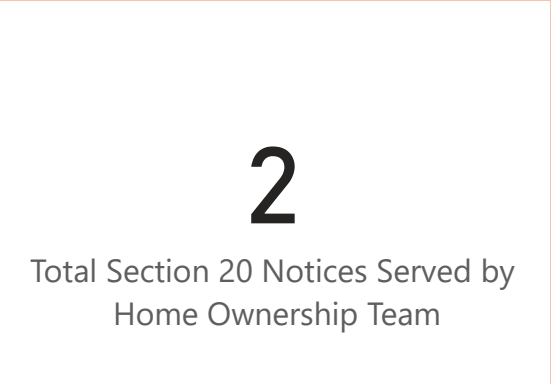
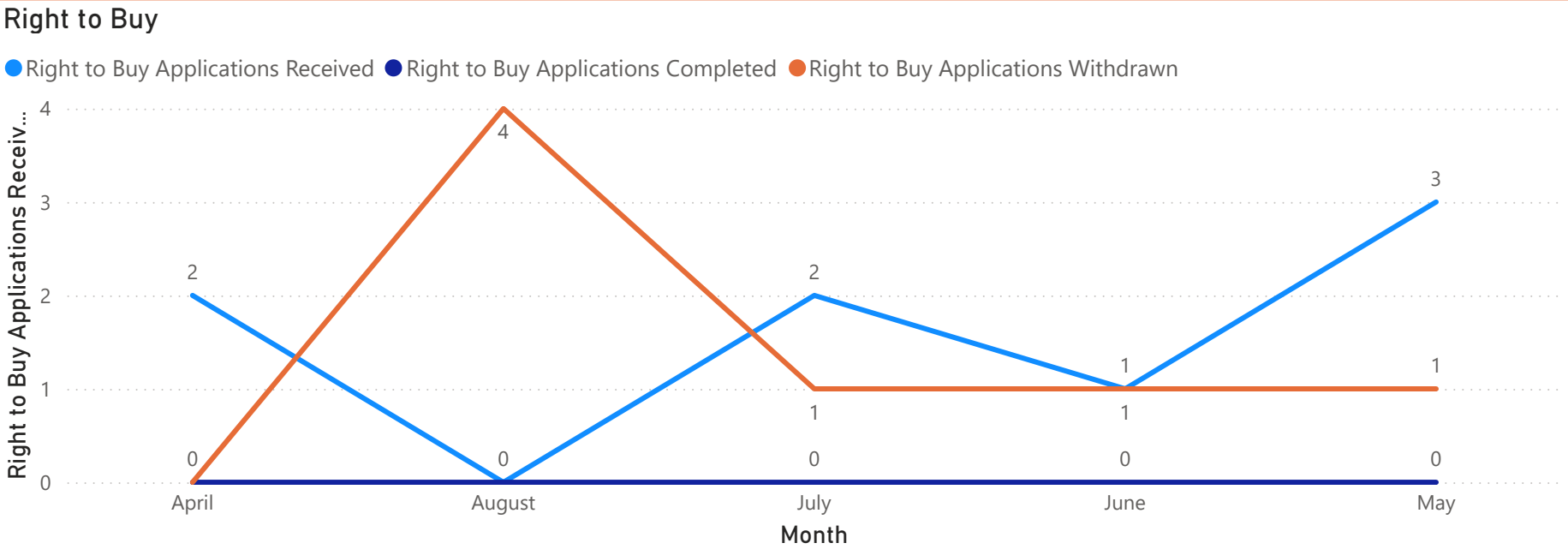
- Civica CX has been adopted for ASB case management from 1 September 2025.
- In some instances, introductory Tenancy Visits may be delayed if residents do not engage with the process.
- If tenancy issues arise, Resident Services Officers (RSOs) or Scheme Managers may extend the introductory tenancy period. Where introductory tenancy visits completed within timescale do not meet target, the RSO or Scheme Manager are asked to report to the Area Managers justifying the reasoning.
- A new measure has been introduced, demonstrating the number of introductory tenancy visits carried out within timescale. The following tolerance brackets have been included: +7 days for 6 week visits, +14 days for 6 month visits, +7 days for 9 month visits.
- The low volume of introductory tenancy visits each month means that even one missed or delayed visit can significantly affect the overall percentage. For example, in July 2025, only one North Introductory Tenancy visit was due, but it was completed one day outside the tolerance bracket, resulting in a reported 0% performance for that month.



Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Introductory Tenancy Visits carried out below target	Initial figures provided in the previous report were impacted by incorrect data input, which has since been corrected.	While streamlining via Civica CX is planned, it is not currently a priority. In the meantime, RSOs and Scheme Managers are expected to provide context when visits are missed. Area Managers have reinforced the importance of these visits and continue to monitor progress through 1:1 meetings.	In August 2025, 100% of required Introductory Tenancy visits were completed, and all were carried out within the required timescale. This reflects the positive impact of closer monitoring, and Area Managers will continue to maintain oversight through regular checks to ensure sustained performance.
<b>NEW:</b> Visits within timescale falling below target	This measure was introduced to the dashboard for August 2025 reporting, with historical data now backdated. Previously, there were delays in completing Introductory Tenancy visits within the required timescale. It is important to note that due to the very small number of visits each month, even one missed or delayed visit can significantly impact overall performance figures.	The Head of Housing Management met with Area Managers to review performance on Introductory Tenancy visits. In August 2025, 100% of visits were completed within the required timescale, reflecting the success of improved monitoring. In July 2025, 50% of the two scheduled visits were completed on time. The one delayed visit was completed just one day outside the 7-day tolerance period.	

# Home Ownership



## Category: Home Ownership

### How to Read Data:

- The Y-axis on graphs is not relational—please refer to individual data markers for accurate interpretation.

### Trends:

- **Right to Buy (RTB) Applications:** There has been a decrease in the average number of RTB applications received compared to 2024/25. This follows a spike in November 2024, driven by changes to RTB legislation that reduced the discount available.
- Aside from this anomaly, data remains consistent with 2024/25 averages.

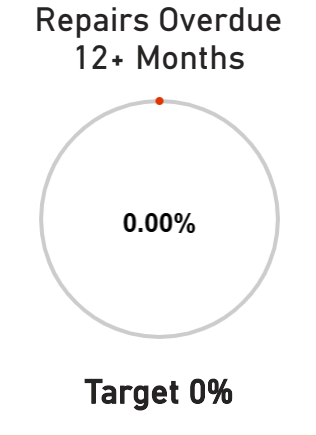
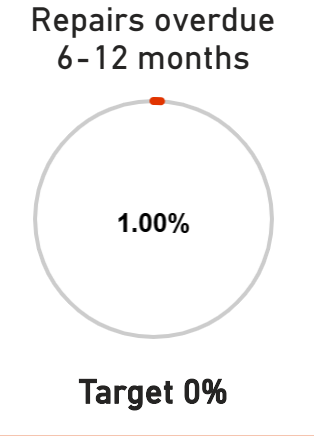
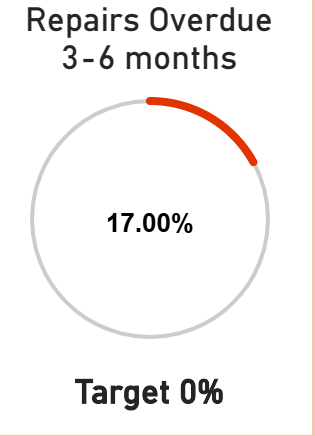
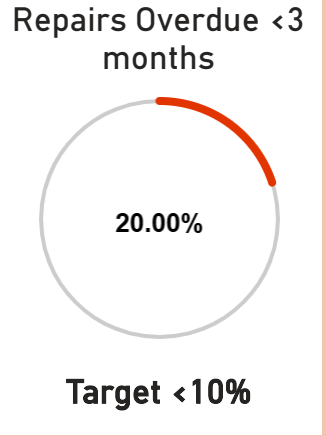
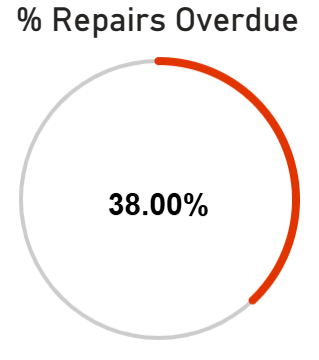
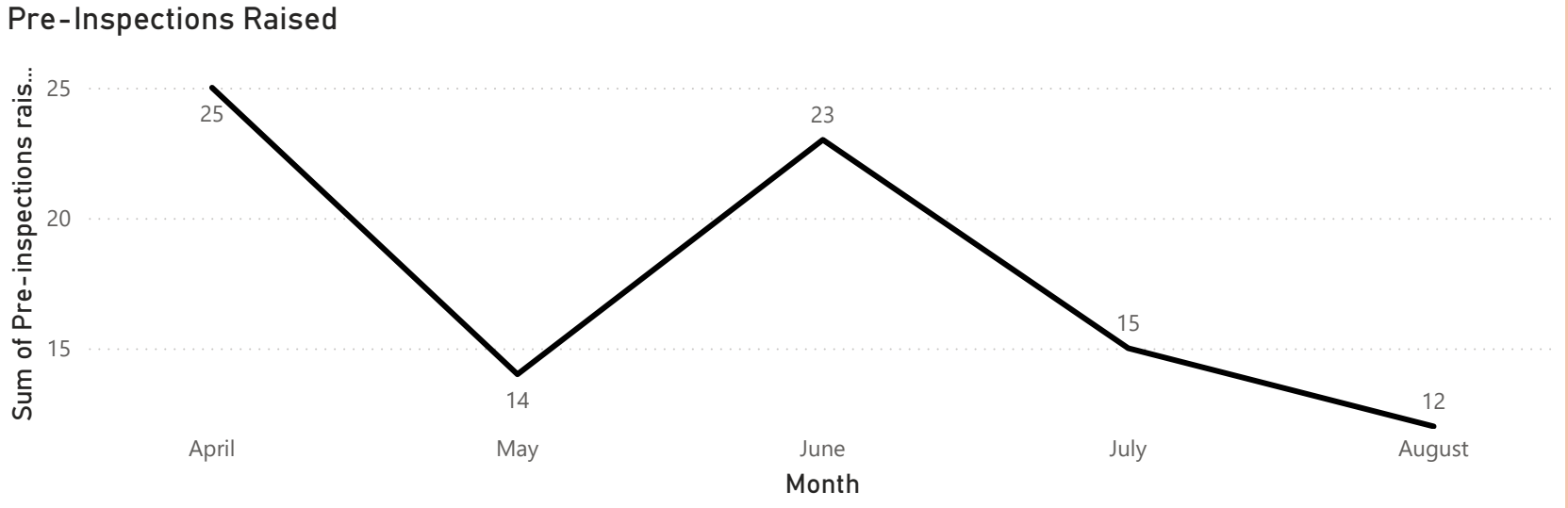
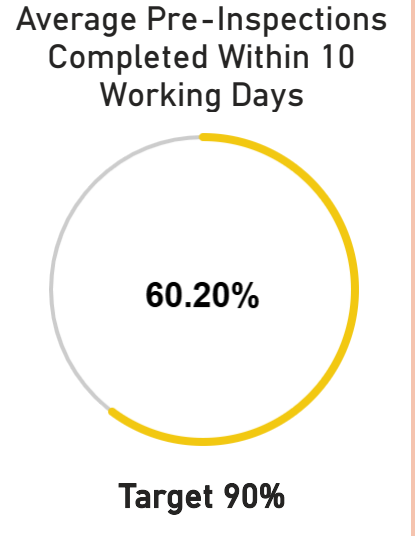
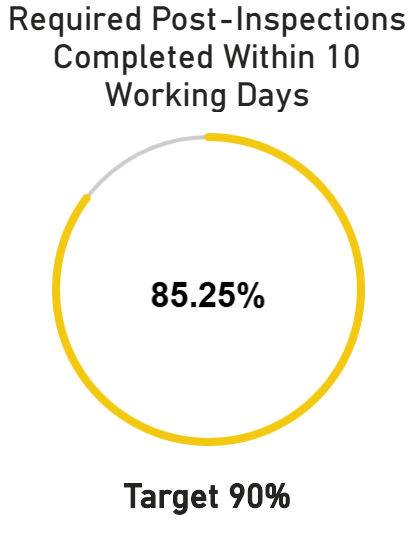
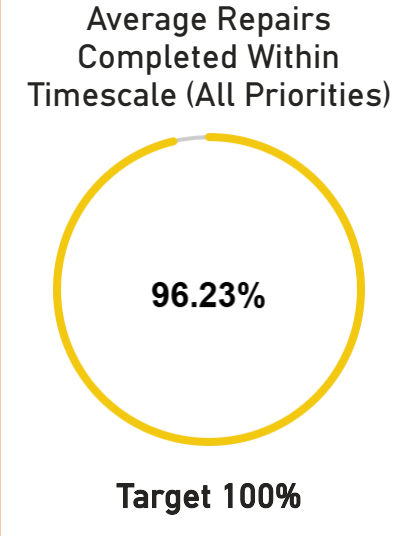
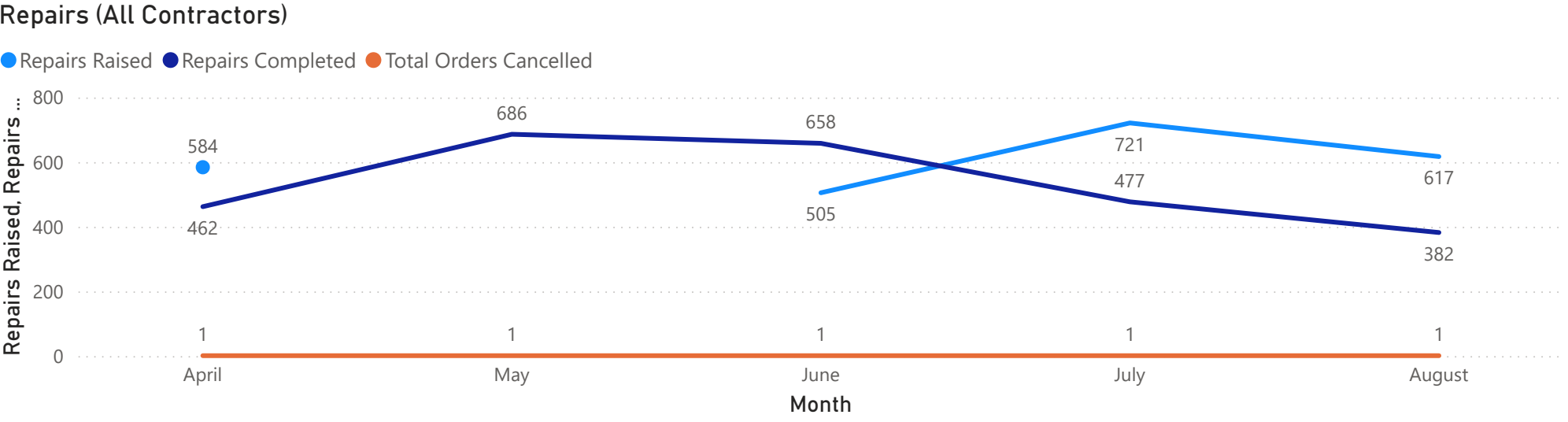
### Context:

- Additional data points are planned for inclusion in future reporting, including:
  - **Service Charge Arrears**
  - **Service Charge & Major Works Collections** (amount collected)
  - **Major Works Contributions** (amount billed – quarterly)
  - **Observations Dealt with Within Timescales**

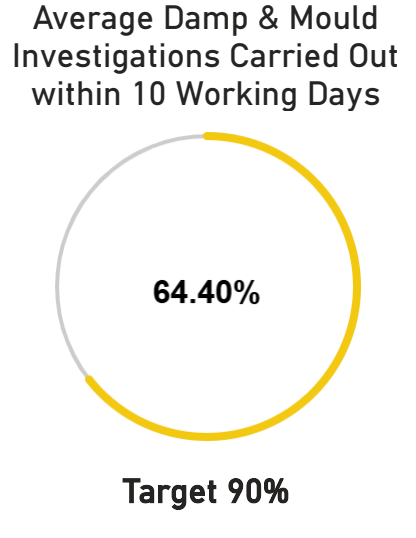
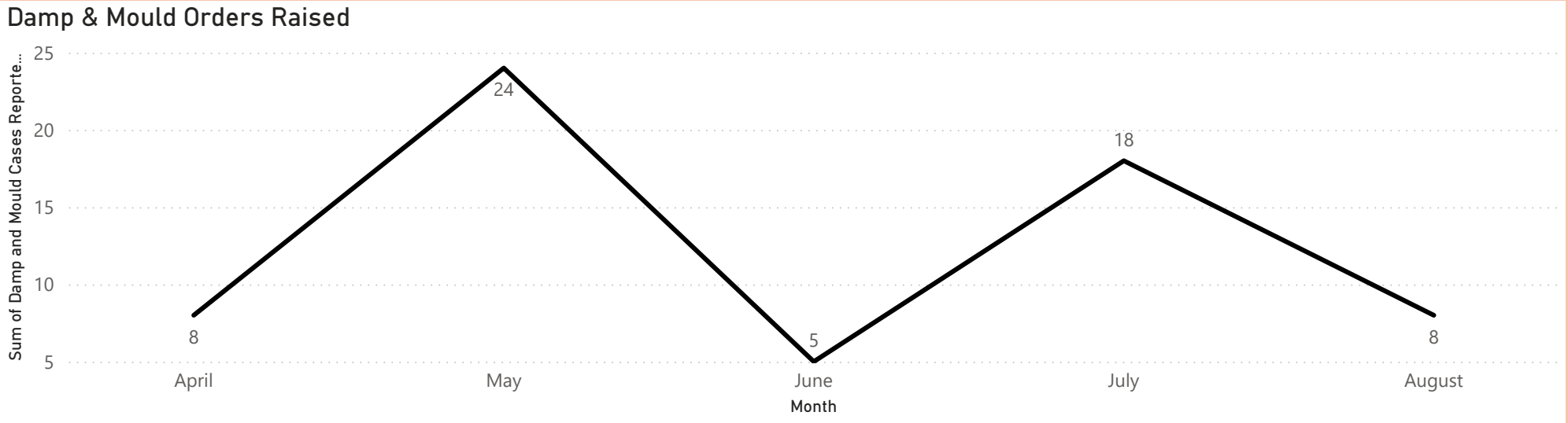
### Issues:

Measure	Explanation	Action Taken to Resolve	Actions
Right to Buy applications exceeding timescales	Delays are due to outstanding plans and valuations, particularly following the surge in applications at the end of 2024.	Site visits are being scheduled to produce updated plans. City Surveyors are coordinating with independent valuers to complete outstanding valuations. All actions are currently in progress.	The number of Right to Buy (RTB) cases overdue dropped to just one in both July and August 2025. This measure is being closely monitored to ensure continued improvement and timely processing.

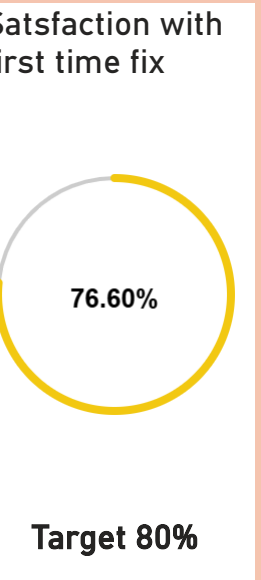
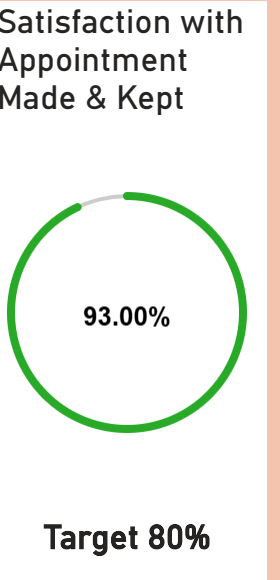
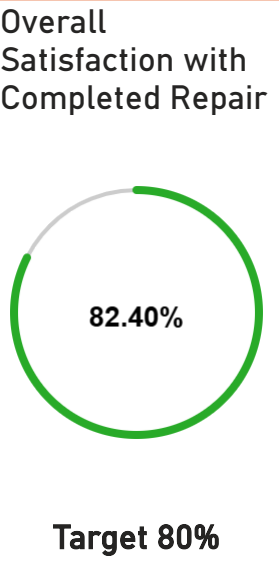
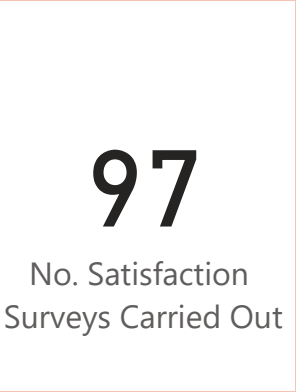
Repairs (All Contractors)



Damp & Mould:



Satisfaction:



## Category: Repairs

### How to Read Data:

- Percentage-based measures represent monthly averages.
- Numerical measures reflect year-to-date (YTD) totals.
- The Y-axis on graphs is not relational—please refer to individual data markers for accurate interpretation.

### Trends:

- **Repairs Completed:** In August 2025, a total of 382 responsive repairs were completed, equating to 198.6 per 1,000 properties. This represents a reduction compared to Quarter 1, where the average was 313.05 per 1,000. The decrease is largely due to a data cleansing exercise, which identified issues in the categorisation of repairs - specifically, distinguishing between responsive repairs, planned works, and compliance-related servicing. As a result, the data now more accurately reflects genuine responsive repairs, leading to a more reliable and representative volume.
- **Job Recalls:** Job recalls continue to be reported at 0%, which may not accurately reflect actual activity given the volume of completed jobs. To address this, refresher training is planned for the Service Desk to improve the identification and recording of recallable jobs. A reminder has been issued to the Service Desk regarding the correct process, including the use of the recall option available in Civica.
- **Completed Within Timescale:** 99% for the month of August.

### Context:

- We aim to report on:
  - Appointments made and kept
- The data presented is a merged dataset across all contractors (e.g., Chigwell, TSG, Abbotts, Applewoods), in line with Regulator of Social Housing (RSH) requirements for Tenant Satisfaction Measures (TSM).
- **Chigwell Contract KPIs:** Reporting on appointments made & kept is expected by December 2025, pending system configuration. We aim to report on this in the **January 2026 reporting cycle**.
- **Satisfaction Surveys:** Introduced in April 2025. Initial satisfaction with first-time fixes was low but exceeded targets in May and June, likely due to legacy issues from the previous R&M contract. Data is submitted to Acuity at the end of each month, after which they carry out the relevant surveys. Once the survey data is received, it will be backdated accordingly to ensure accurate reporting.

- **Repairs Overdue:** From August 2025 onwards, we have begun reporting on the percentage of repairs overdue, with measures aligned to the categories historically requested by the regulator. In future reporting, we will provide the number of repairs overdue for each measure:  
**Total Repairs Overdue: 205/535**  
**<3 Months: 107/535**  
**3-6 Months: 93/535**  
**6-12 Months: 6/535**  
**12+ Months: 0/535**
- **Damp & Mould:** Once Damp & Mould reporting transitions to a ‘case-based’ approach in Civica, figures are expected to increase. A single case may generate multiple orders and inspections, resulting in a higher volume of live cases. Each case will have its own target duration and will remain open until all associated actions are completed. Currently, reporting is based on individual orders, which may not fully reflect the true volume or complexity of the work being undertaken.

Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Inconsistent job classification and prioritisation	Historically, when jobs have been raised by the Repairs Service Desk, incorrect priorities and timescales were applied to a volume of jobs due to lack of training and awareness. Officers were unaware of the impact that this was having upon data output.	This was identified during the Chigwell contract mobilisation. Ongoing training, real-time feedback, and mentoring are now in place to resolve this issue. Civica CX has been reconfigured to restrict inappropriate job allocations (e.g., certain contractors cannot be assigned jobs within certain timescales that fall outside of their SLAs with COL).	The volume of responsive repairs raised and completed is declining, primarily due to measures taken to refine repair classification. This change reflects a more accurate distinction between responsive, planned, and compliance-related works. The trend will be actively monitored to ensure that service delivery remains effective and that any unintended impacts are identified early.
Damp & Mould Data Issues	We do not currently manage or record damp and mould as ‘cases’. We manage damp and mould by raising one or more	The team completed an end-to-end process review for Damp & Mould, from the reporting process to completion. The updated	The Head of Repairs & Maintenance has delivered two training sessions to the Service

	<p>work orders and one or more inspections.</p>	<p>process will be implemented in August 2025 and embedded throughout September and October ahead of Awaab's Law (27 October 2025).</p> <p>As part of the updated process, the team will be applying 'risk ratings' to damp and mould cases (high, medium and low). This is to ensure that our initial response is appropriate to the severity of the issue and complies with Awaab's Law timescales.</p> <p>These risk ratings will also allow us to correctly manage severe damp and mould cases identified through the stock condition survey, commencing in 2025.</p> <p>We intend to use Civica CX 'cases' to manage damp and mould cases prior to Awaab's Law (27 October). Work has started on this process already. The configuration and testing of this in Civica CX is expected to happen throughout August, September and October.</p>	<p>Desk so far, with a total of six sessions scheduled throughout September. In addition, they are meeting weekly with PSOs (every Wednesday) to support the rollout of the Damp &amp; Mould risk rating system, including guidance on required actions and timescales.</p>
Under-reporting of pre-inspections	<p>It has been identified that the number of pre-inspections are low. The inspections that are currently being under-reported in the system are those generated when the service desk creates an inspection order following contact from a resident.</p> <p>What is not currently being recorded are all other pre-inspections being</p>	<p>Property Services Officers have been asked to create an inspection record in Civica for themselves, complete the inspection, and mark it as completed on the system. This will enhance record keeping.</p> <p>Property Services Officers will be trained on how to raise an inspection for themselves. We will implement this process in August</p>	<p>There is an intention for Property Services Officers (PSOs) to begin instigating their own inspections. However, this process has not yet commenced, as other priority actions have taken precedence.</p>

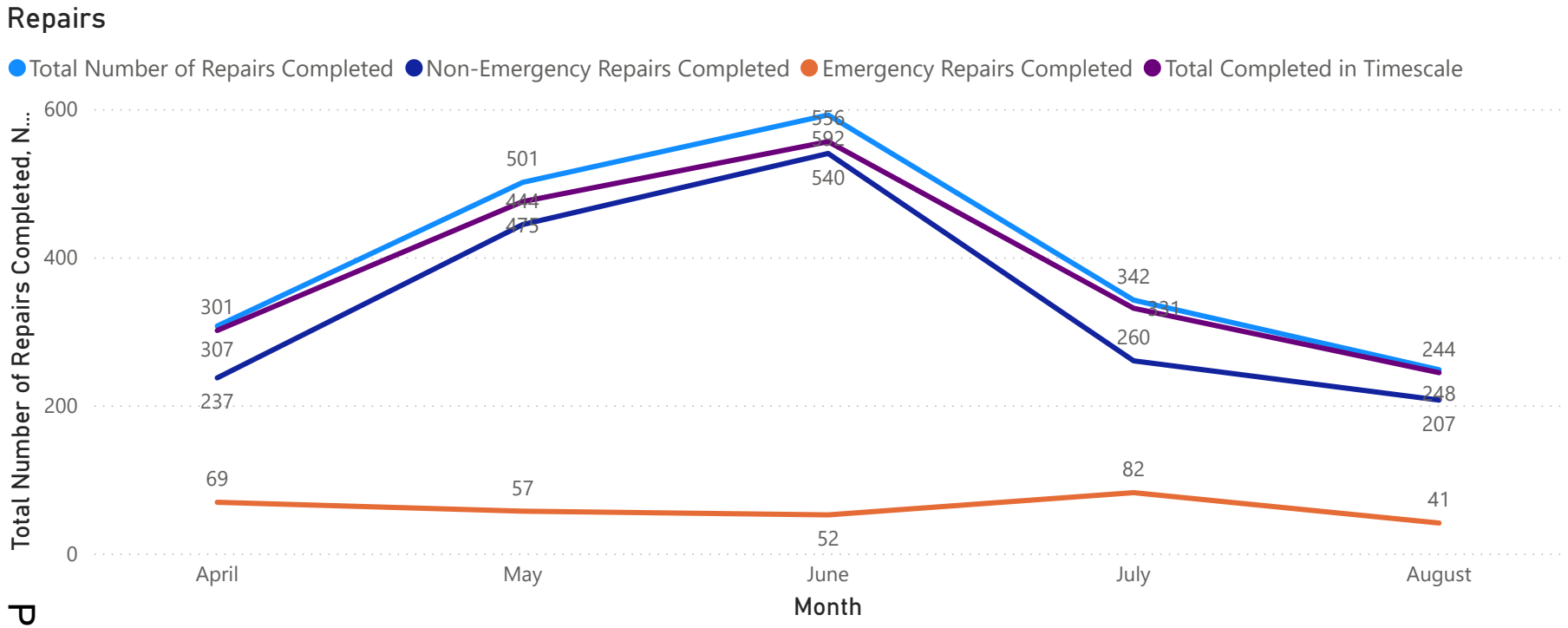
	undertaken by the Property Services Officers. E.g., inspections relating to formal complaints, mutual exchange inspections, estate inspections, disrepair inspections etc.	2025, and we expect monthly improvements in data and a steady increase in volume as this becomes part of normal working practice.	The plan is to initiate this once implementation of Awaab's Law and the regular post-inspection process is underway. <b>Updated Target:</b> PSO-led inspections to begin in November 2025.
Under-reporting of post-inspections	Post-inspections are not yet automated in Civica CX, which is why the volume is low. Current figures reflect only manually generated inspections.	System changes are being implemented in August 2025 to automate post-inspection triggers: 10% of orders under £500 20% of orders £500 - £2999 100% of orders £3000+	The 'Post Inspections' function in Civica CX went live in mid-August 2025. We are currently closely monitoring the volume of inspections being generated by the system to ensure the team has sufficient capacity to manage and deliver the required workload effectively.
<b>NEW:</b> % of Repairs Overdue Exceeding Target	Reporting on % of repairs overdue began in August 2025. Worked closely with Chigwell to understand the figures. Approximately 25 orders were delayed due to access issues (e.g., tenants on holiday or requesting appointments outside the target window). These types of cases could be closed and re-raised, but this risks losing visibility. Additional delays are due to internal procedural issues, such as waiting for repair approvals.	<b>Active Management of Overdue Repairs</b> <ul style="list-style-type: none"> <li>Monitoring frequency increased: Now reviewed weekly, previously monitored monthly.</li> <li>Integration with Chigwell provides real-time visibility of job progress.</li> <li>Stricter oversight of non-integrated contractors: <ul style="list-style-type: none"> <li>Weekly updates requested.</li> <li>Performance discussed in contract review meetings.</li> </ul> </li> </ul> <b>Contract Management Enhancements</b>	The rollout of weekly reviews has begun, with a focus on challenging cases nearing target deadlines. This proactive approach is expected to reduce the percentage of overdue repairs in future reporting. <b>Target:</b> By December 2025, we aim to see more timely updates from main contractors, enabling real-time management of work in progress.



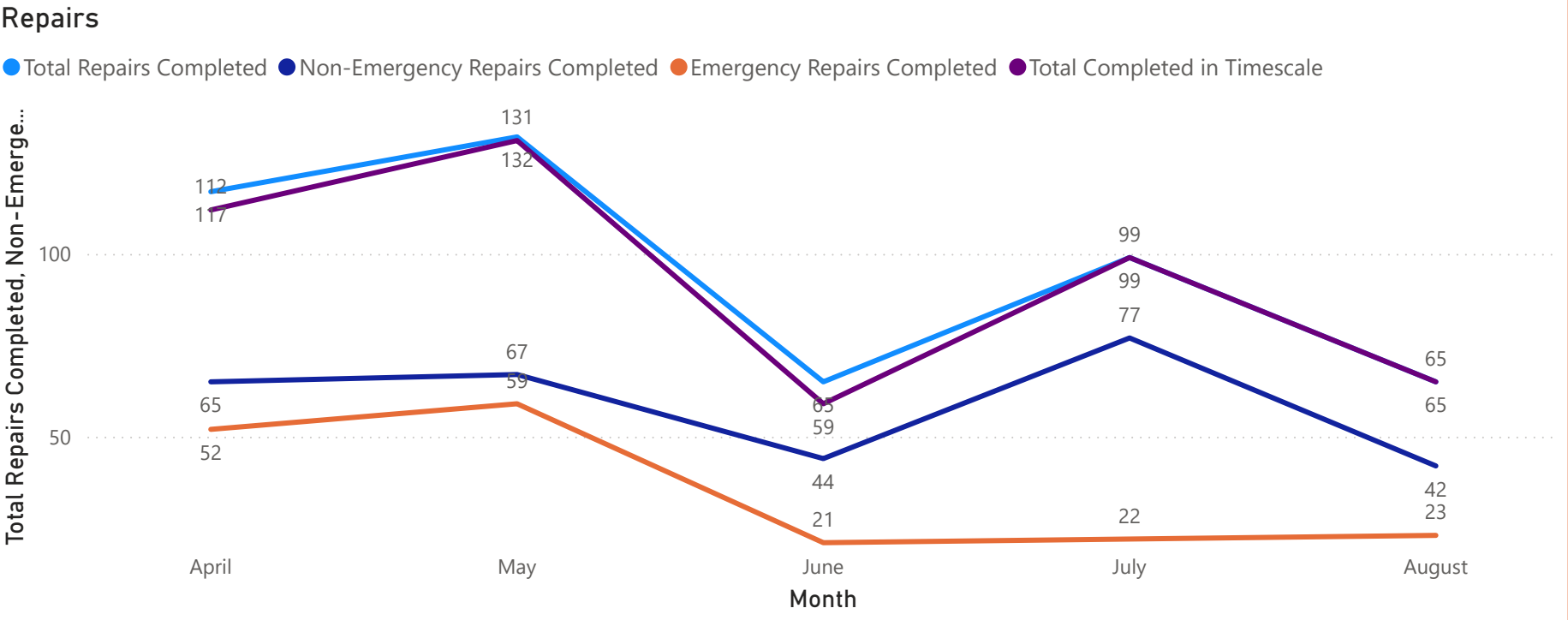
	<p>Some cases are delayed due to parts needing to be ordered, which can extend completion times.</p>	<ul style="list-style-type: none"> <li>• As of September 2025, two dedicated contract managers are in place: <ul style="list-style-type: none"> <li>○ Repairs Contract Manager</li> <li>○ Compliance Contract Manager</li> </ul> </li> <li>• Regular meetings with all main contractors to improve accountability and performance tracking.</li> </ul> <p><b>Digital Integration Trial – Abbotts</b></p> <ul style="list-style-type: none"> <li>• Trial underway with Abbotts, allowing them to enter updates directly into Civica CX, rather than submitting external reports.</li> <li>• Enables contractors to input their own completion data, improving accuracy and timeliness.</li> <li>• Planned rollout to other suppliers, including: <ul style="list-style-type: none"> <li>○ Sureserve</li> <li>○ New lift contractor</li> <li>○ New water contractor</li> </ul> </li> </ul>	
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# Repairs (Chigwell & TSG)

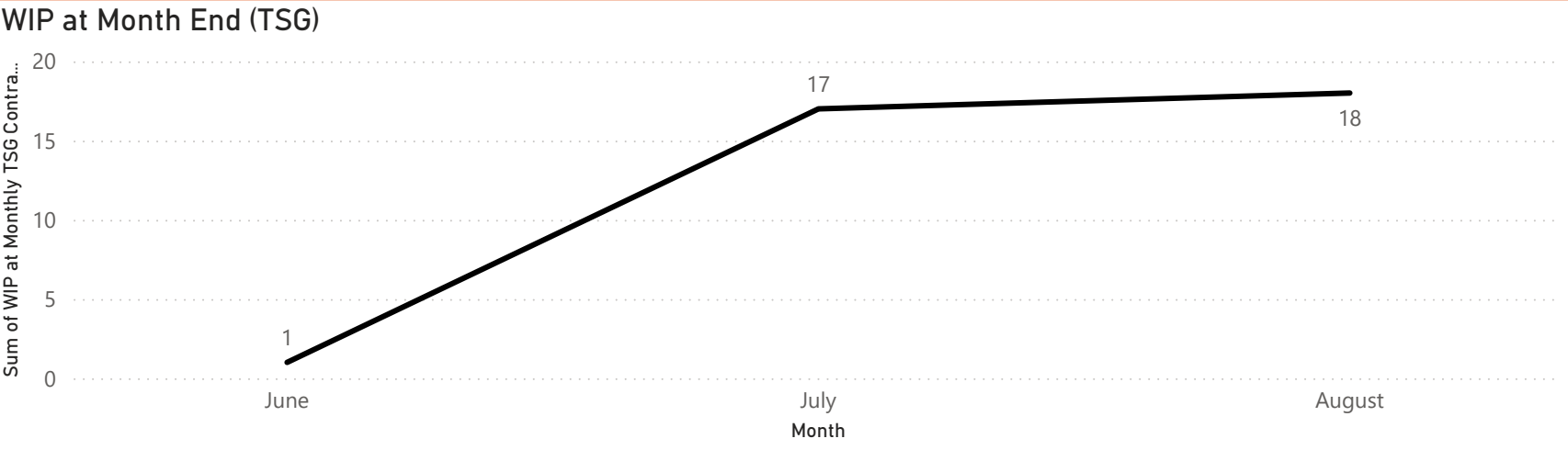
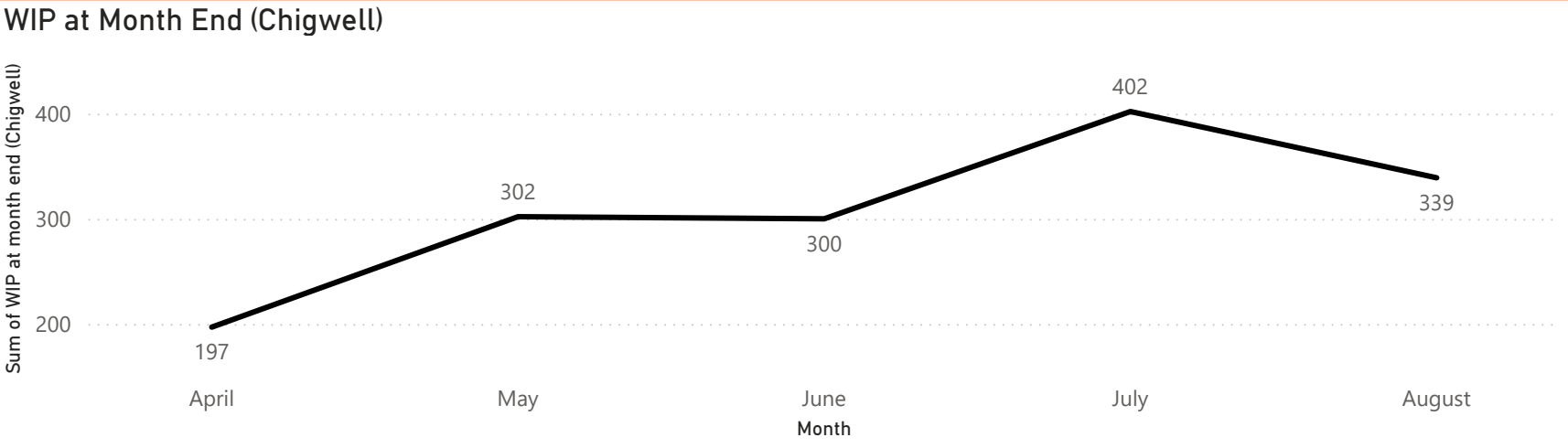
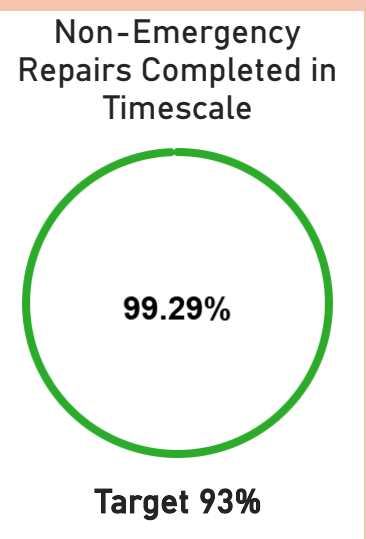
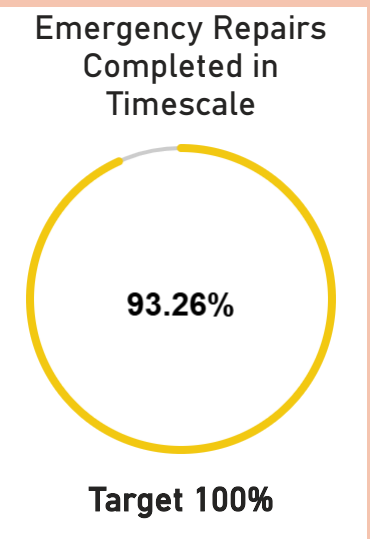
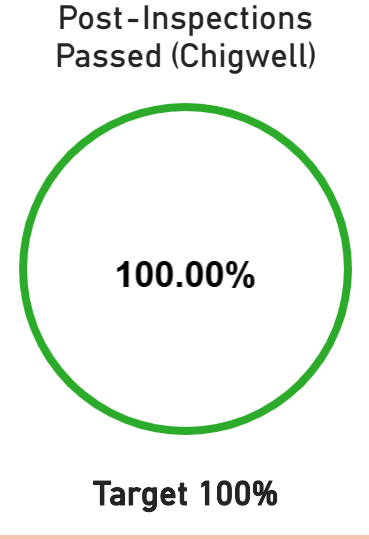
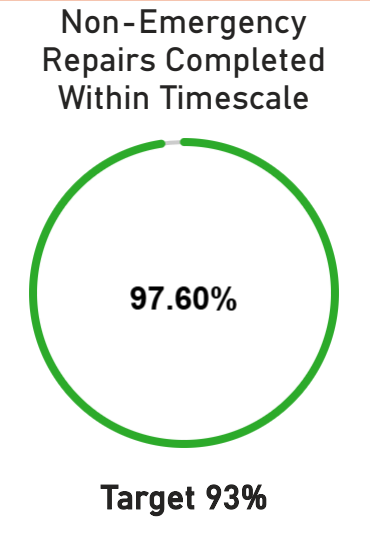
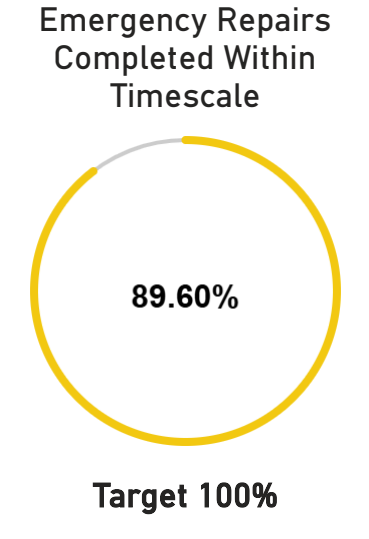
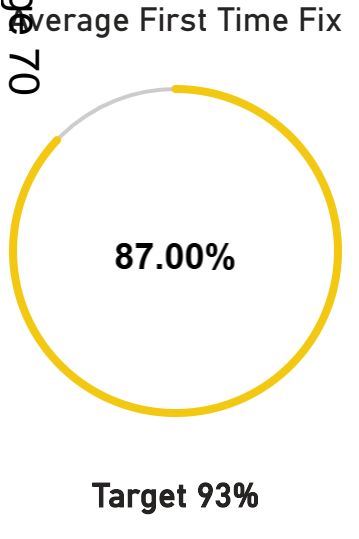
## Chigwell:



## TSG:



Page 70



## Category: Repairs (Chigwell & TSG)

### How to Read Data:

- Percentage-based measures represent monthly averages.
- The Y-axis on graphs is not relational—please refer to individual data markers for accurate interpretation.

### Trends:

- **Emergency Repairs:** Data remains consistent. A seasonal increase in volumes is expected later in the year, particularly for TSG (Heating & Hot Water), as colder months typically drive higher demand.
- **Responsive Repairs Completed Within Timescale:** Performance has improved compared to the previous contractor (Wates) during 2024/25. In August 2025, Chigwell achieved 99% completion for non-emergency repairs.
- **Chigwell WIP Update:** The Work in Progress (WIP) figures for Chigwell have shown a consistent upward trend throughout 2024/25. Initially, our reporting was based on data provided directly by Chigwell. However, we have since transitioned to using data extracted from our own internal systems. This change in data source may account for the observed differences in reported figures. We will continue to monitor this closely and anticipate that the WIP levels will begin to stabilise over the coming months.

### Context:

- **TSG Data Access:** TSG's performance data is currently sourced from their internal system (Servisoft) due to lack of integration. Work is underway to gain direct access for quality assurance and future reporting. Both Contract Managers will be working to validate the data provided by TSG.
- As of August 2025, we have started to report on Work in Progress (WIP) Data for TSG.
- We have now started to report on post inspection figures for Chigwell (August 2025 onwards)

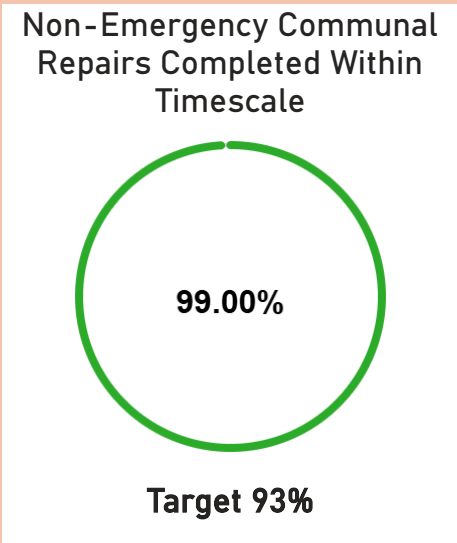
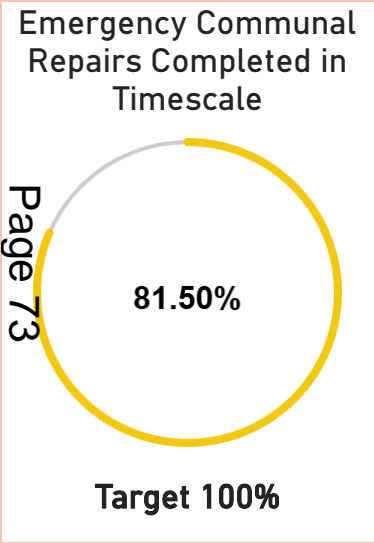
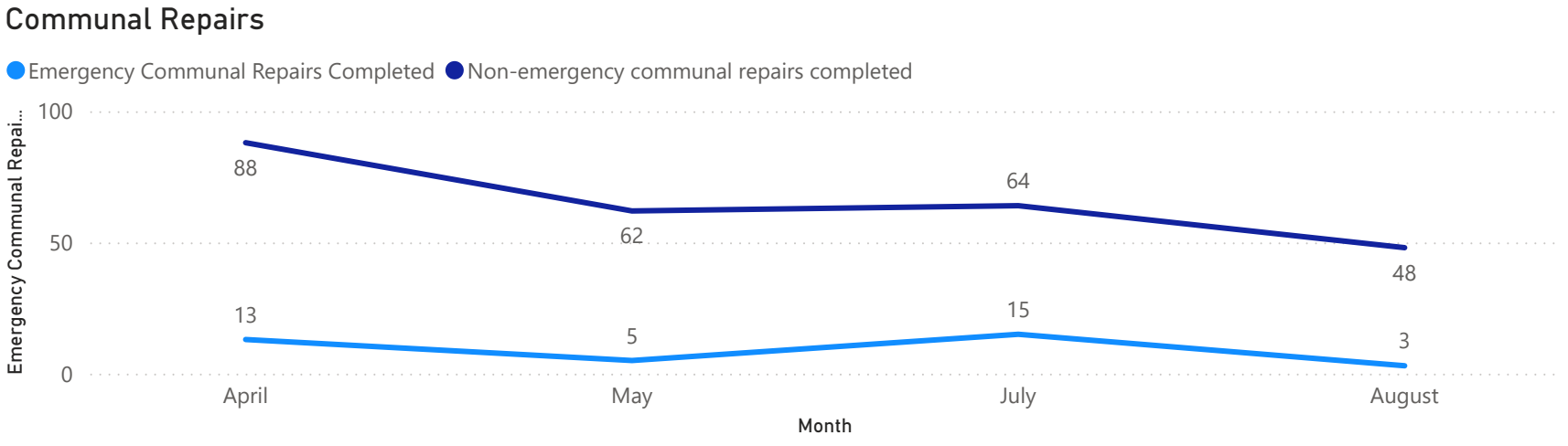
### Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Data integration issues (Chigwell's)	Since April 2025, integration delays have limited access to Chigwell data via Civica CX. Reporting has relied on Chigwell's own system.	From September 2025, performance reports are expected to be generated directly from Civica CX, starting with August data.	From August 2025, we have started to report data directly from Civica CX. Data is then provided to Chigwell.

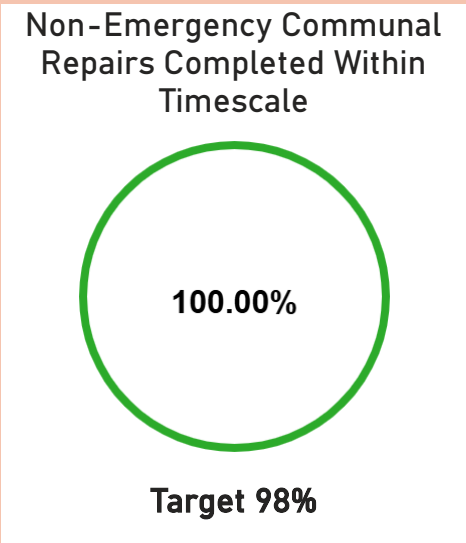
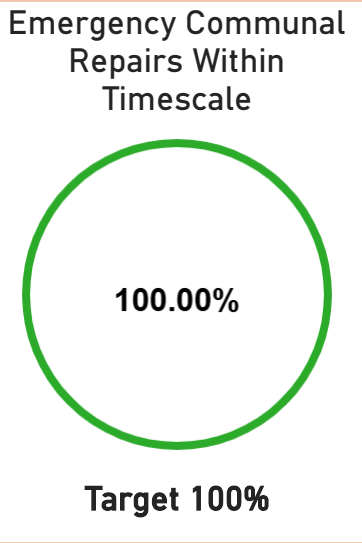
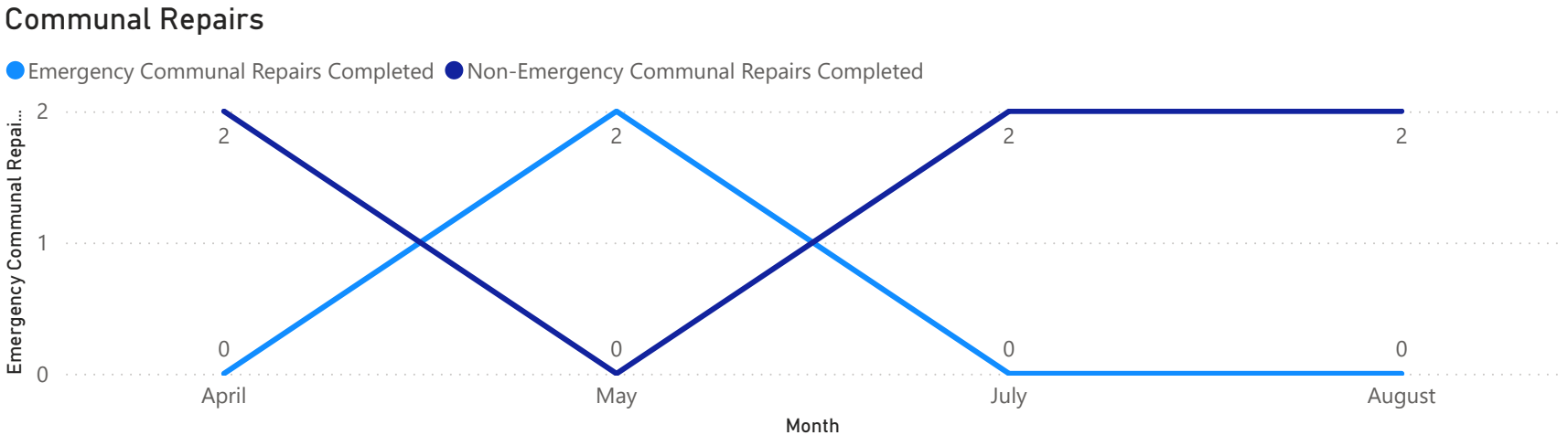
BigChange & Civica CX)			
Lower performance on emergency repairs	Failures are primarily due to data recording issues, such as jobs being raised retrospectively by contractors (e.g., out-of-hours), which automatically flags them as late. Analysis confirms these are not due to actual delays in attendance.	Weekly contract monitoring includes review of failed KPIs. The Repairs Service Desk is receiving training on raising retrospective orders with accurate start and completion dates. Civica CX allows backdating for completed jobs to ensure accurate reporting.	<p>In August 2025, there were three failures to attend emergency repairs within timescale (Chigwell). All failures occurred 'in hours', not 'out of hours', and the overall volume of failures has reduced compared to previous months.</p> <p>Emergency repairs are measured on a 24-hour clock, and analysis shows that failures occurred on Fridays, likely due to jobs being raised late in the day and attendance being pushed into out-of-hours.</p> <p>There is an ongoing timing issue with how job completions are recorded in the system, which may be contributing to these figures. We are in regular dialogue with Chigwell to improve the timeliness and accuracy of updates and will continue to monitor this closely.</p>

# Communal Repairs

Chigwell:



TSG:



## Category: Communal Repairs

### How to Read Data:

- Percentage-based measures represent monthly averages.
- The Y-axis on graphs is not relational—please refer to individual data markers for accurate interpretation.

### Trends:

- Communal Repairs are a newly introduced category on the performance dashboard for 2025/26.
- A low volume of communal repair jobs is noted for TSG, which is expected due to the seasonal nature of their work (e.g., heating and hot water repairs typically increase during colder months)

### Context:

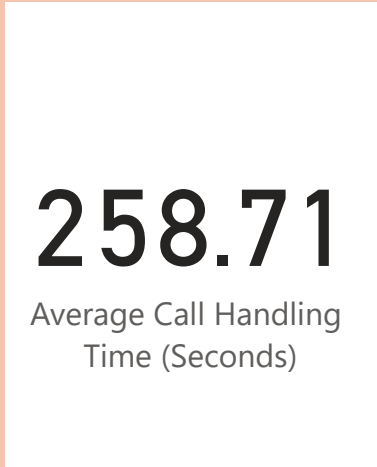
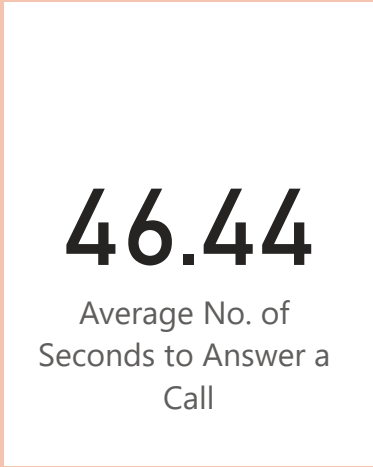
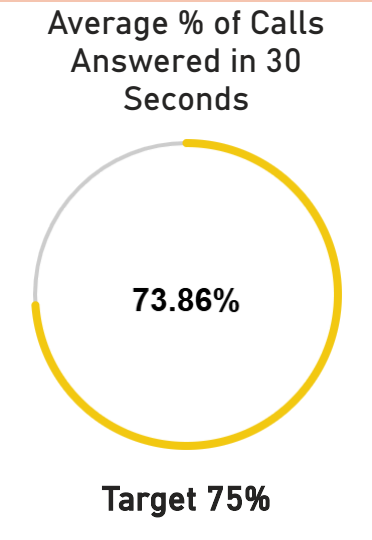
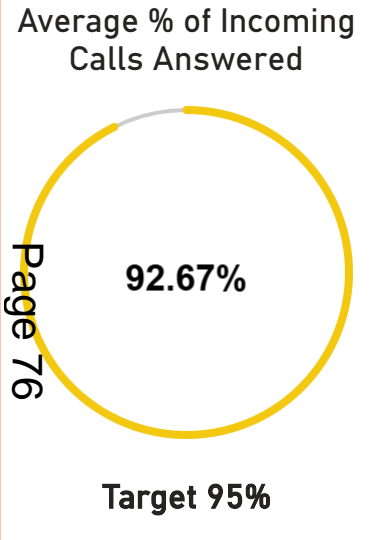
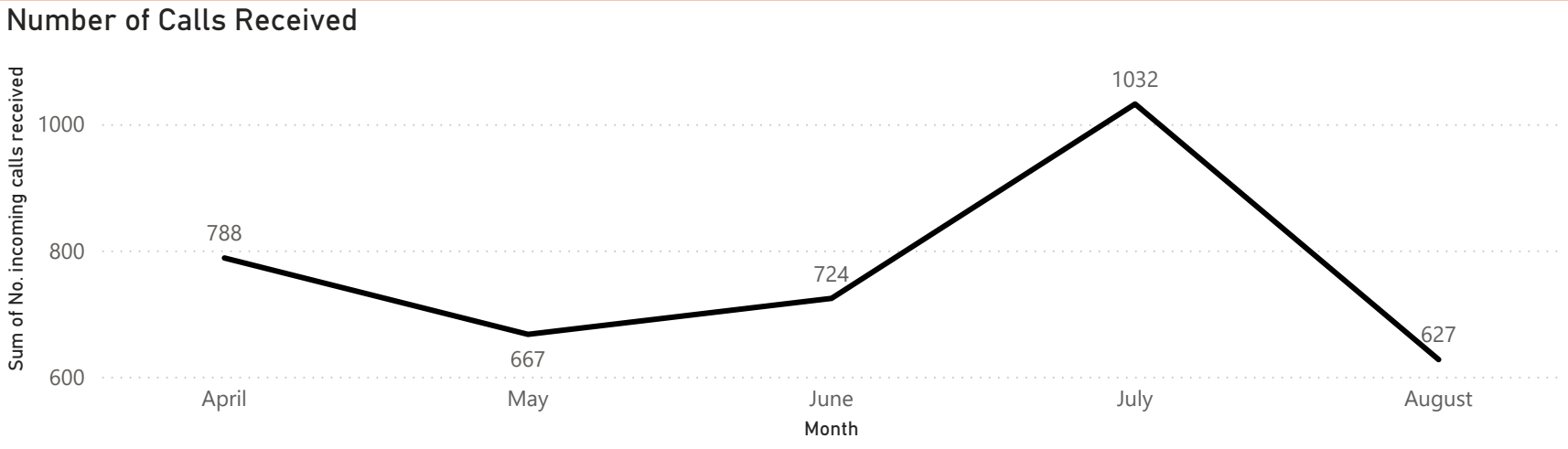
- **TSG Data Access:** Currently sourced from their internal system (Servisoft) due to lack of integration. Work is ongoing to gain direct access for **quality assurance** and future reporting.
- The volume of completed communal repairs is lower for August 2025, and therefore even one failure to attend within timescale will significantly impact % performance.
- Data will be backdated in October 2025 reporting which may lead to an improvement in % performance.

### Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Data issues with communal repairs	June 2025 data was unavailable due to broader issues with Civica CX reporting, which limits the ability to drill down into communal repair details.	June data will be input retrospectively once available. Resolution of Civica CX reporting issues (as outlined in the Repairs category) will enable more accurate and detailed reporting going forward.	We were historically unable to report communal repairs through Civica CX, but we are now able to do so. This was instigated for August 2025. <b>Target:</b> Data to be backdated in October for November Reporting Cycle.
Emergency communal repairs (Chigwell)	Failures are primarily due to data recording issues, such as jobs being raised retrospectively by contractors (e.g., out-of-hours), which automatically flags them as	Weekly contract monitoring includes review of failed KPIs. The Repairs Service Desk is receiving training on raising retrospective orders with accurate start and completion	As noted under 'Repairs (Chigwell & TSG)', we are in regular dialogue with Chigwell

falling below target (100%)	late. Analysis confirms these are not due to actual delays in attendance.	dates. Civica CX allows backdating for completed jobs to ensure accurate reporting.	to improve the timeliness and accuracy of job updates. This includes addressing issues with emergency repairs completed within timescale, particularly where jobs raised late on Fridays may be pushed into out-of-hours. We will continue to monitor this closely to ensure performance improves and reporting reflects actual service delivery.
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# Repairs Service Desk





## Category: Repairs Service Desk

### How to Read Data:

- All measures represent monthly averages, except for ‘number of calls received’, which is reported as a total.

### Trends:

- There was a spike in call volume in July 2025. These figures were double checked for accuracy. This is likely due to the summer holidays and people having more time to bring repairs to our attention. Currently, we are not able to determine the volume of repeat contact calls vs first time contact. Plan to implement additional telephone option to separate new requests from enquiries about existing repairs – because this will give us a better picture of contractor performance in terms of communications with residents. **Target:** ambition to introduce this in October 2025.
- In June and July 2025, 76%+ of calls were answered within 30 seconds, and 95%+ of incoming calls were answered, both were exceeding minimum targets. However, in August 2025, performance dropped marginally below target.
- The average call duration increased from 230.56 to 295.1 seconds in August 2025. The Service Desk have been asked to obtain more specific information from residents when raising orders to improve the quality of information, which will increase the likelihood of repairs being completed properly on the first visit. This means that more time spent on phone calls and could lead to delays in calls being answered within the % target.

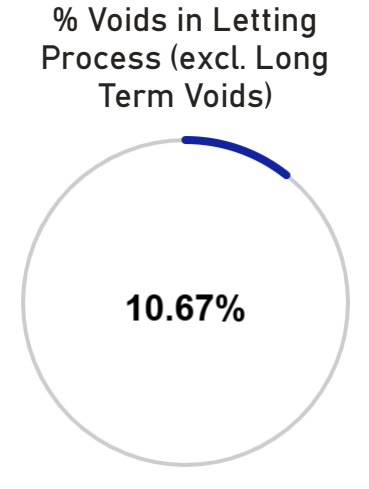
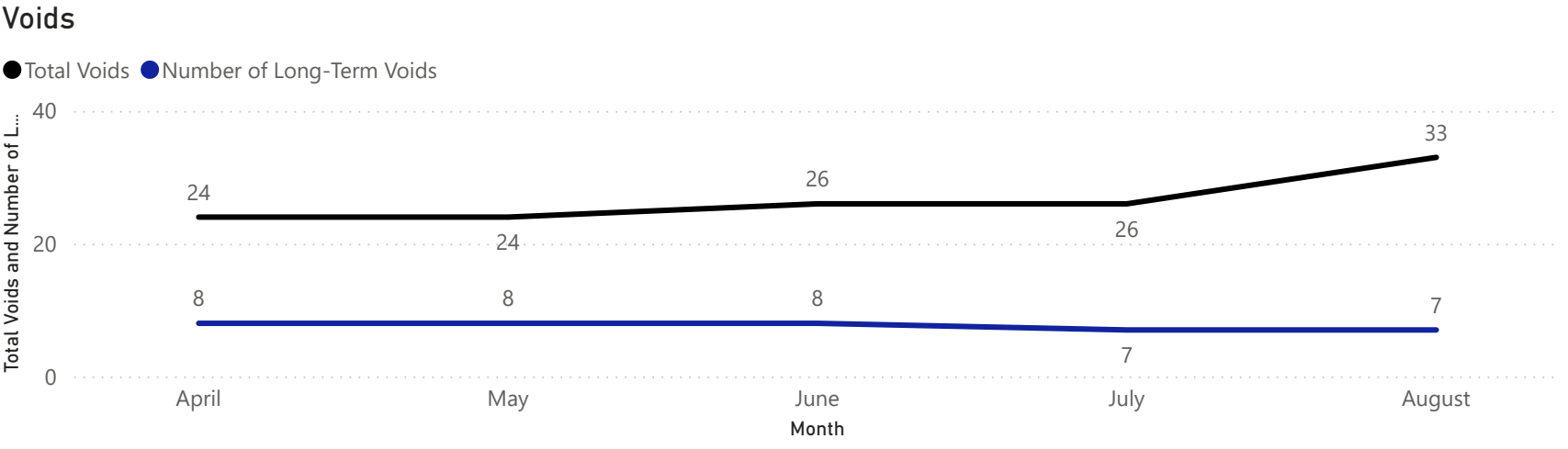
### Context:

- ‘Oldest non-actioned email in inbox’, is reported on the second Monday of each month, reflecting the status as of that day. This is recorded under the previous month’s dataset.
- The Repairs Service Desk supports both HRA and Barbican accounts; however, this data reflects HRA only.
- In August, two team members were on annual leave, with one colleague taking leave at short notice due to an emergency. Additionally, the team welcomed a new starter who is currently undergoing training and has not yet begun handling calls.

### Issues:

Measure	Explanation	Action Taken to Resolve	Progress
% of incoming calls answered	Performance dipped in April and May, likely due to increased demand (see Repairs	These measures fell below target for April and May, bringing the overall Q1 average	The correct management and oversight are in place, and we

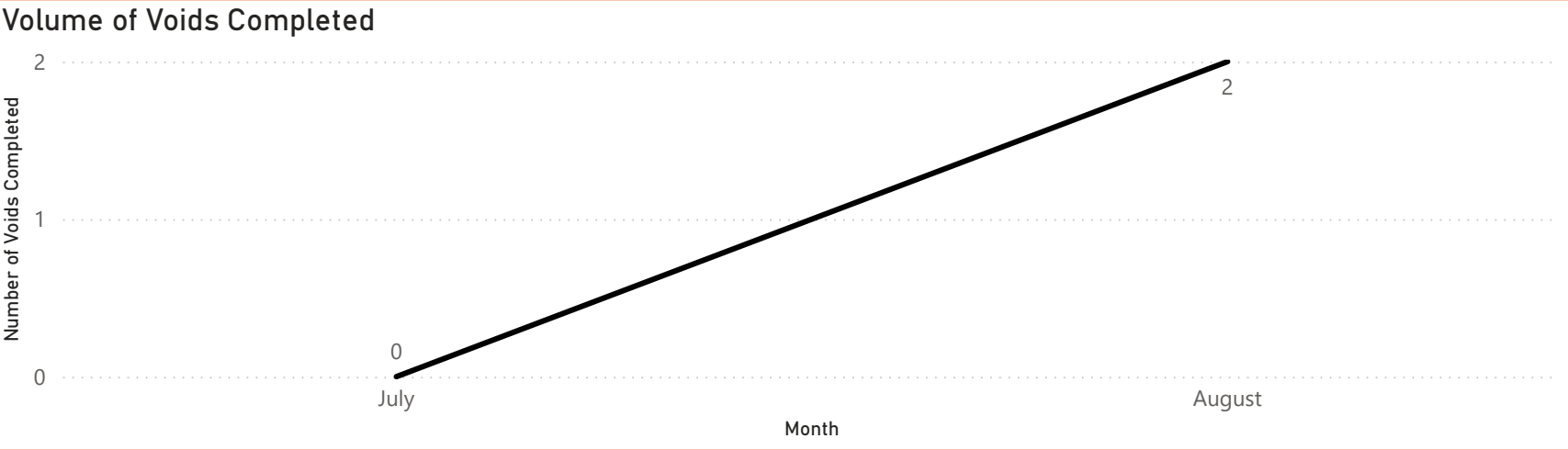
and % answered within 30 seconds below target	category for context on rising repair volumes).	down, but in June and July 2025, both measures exceeded minimum target. Improvements in results have occurred due to active, continuous monitoring by the Repairs Service Desk Managers.	are closely monitoring call data to identify trends and areas for improvement. We expect performance to improve steadily over the coming months. In particular, the ability to capture data on repeat contact will provide more meaningful insights into call volumes and help us better understand resident experience and contractor responsiveness.
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Average Re-Let Time (For Properties Let in the Month) (Days)



## Category: Voids

### Trends:

- The total number of void properties has remained consistent with the end of 2024/25, averaging 25 properties per month.
- The average re-let time continues to exceed both London and national medians by a significant margin (see Appendix 1).
- Average re-let time reduced slightly in July 2025 (95 days). This still exceeds national medians significantly.

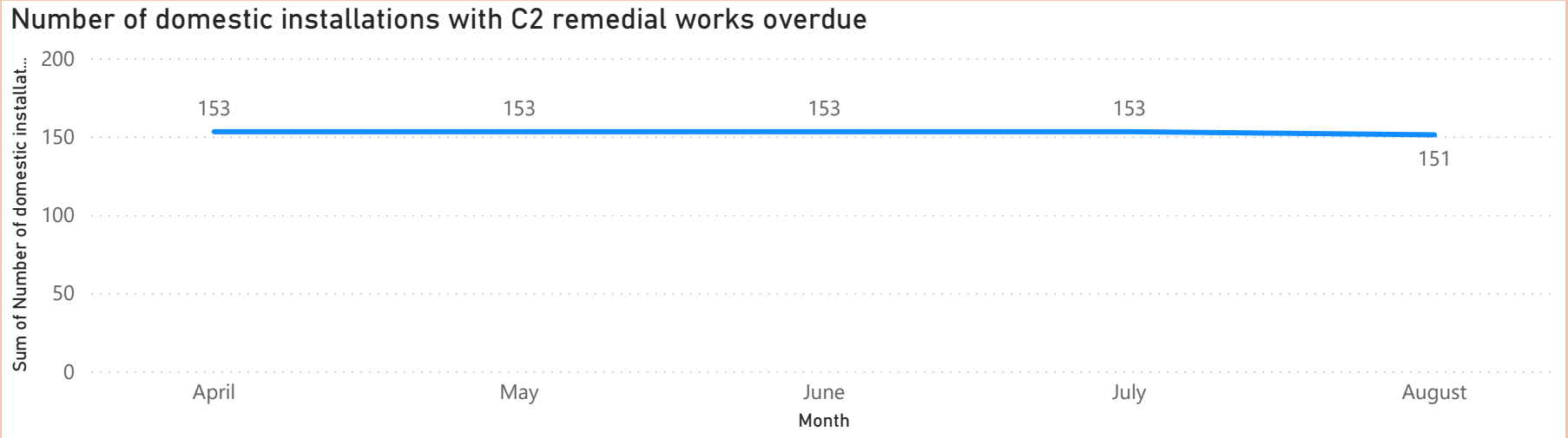
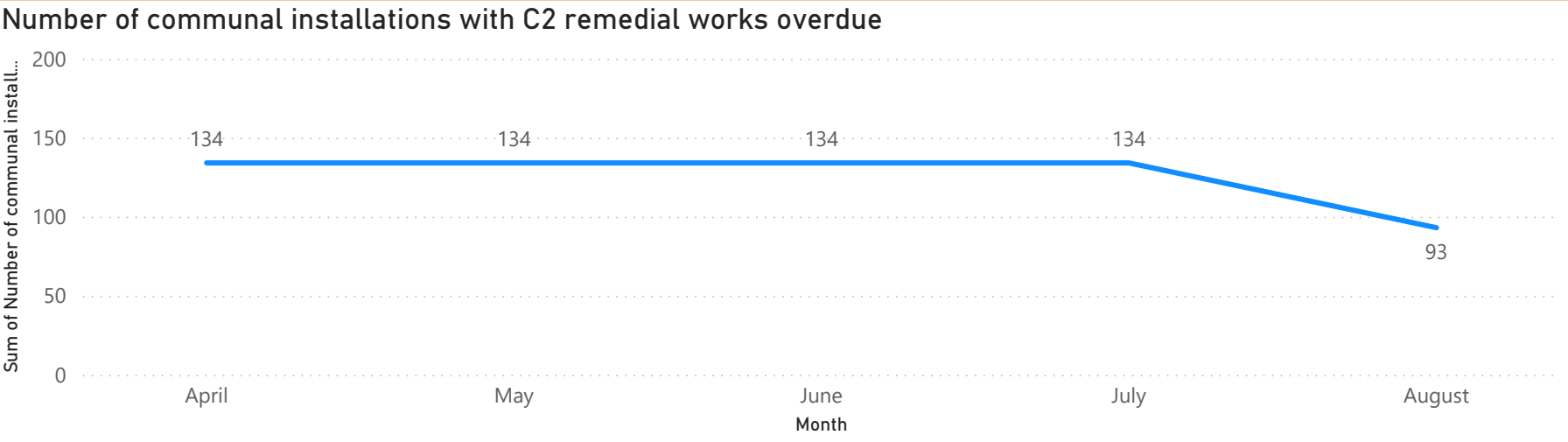
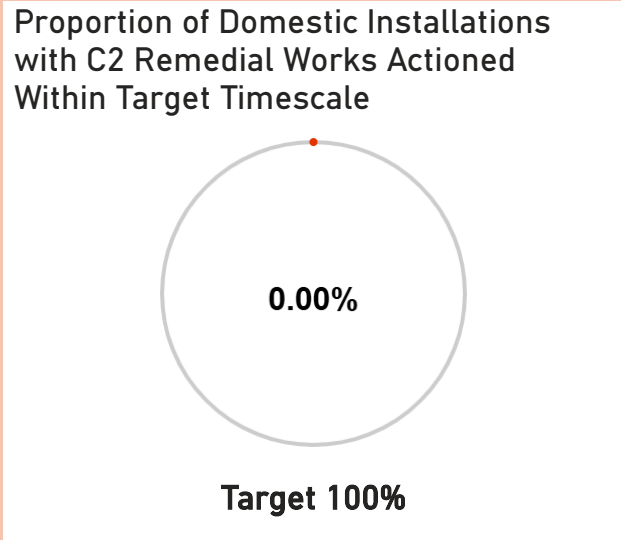
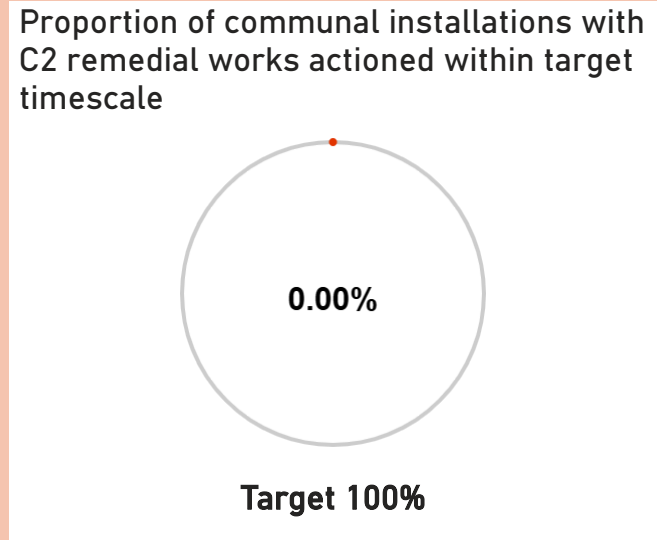
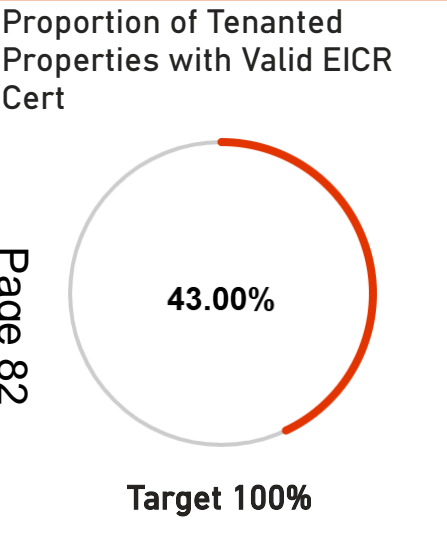
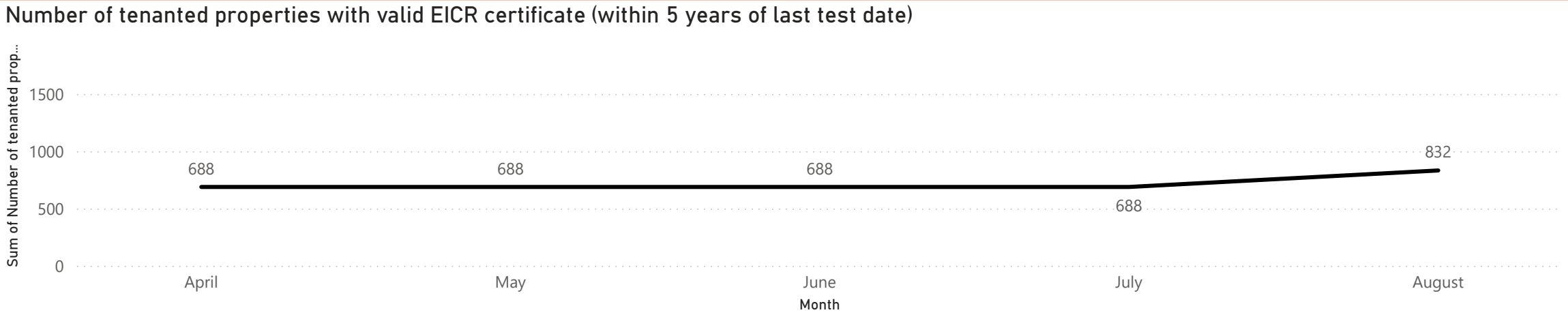
### Context:

- Chigwell began receiving void orders in early June 2025. As the process stabilises, more detailed reporting on void completions will be available. Voids data is now available, but early indications suggest orders may be raised late, as reported completion times appear inconsistent with the scale of work undertaken e.g., kitchen replacement.
- Planned future reporting will include:
  - Void Work Completed by Property Services Team within 20 working days (excluding long-term voids)
  - Average Number of Working Days Taken to Carry Out Standard Void Works (Chigwell)
  - Average Number of Days for Full Void Completion (excluding non-term voids)
  - Void Post-Inspections Completed
  - % of Voids Passing Post-Inspections
- New measure introduced – number of voids completed.
- There is no current target set for ‘% of voids in letting process’.

### Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Poor quality voids data	There have been significant inconsistencies in how void orders are created in the system have led to inaccurate reporting; some voids are misclassified as responsive repairs or not captured at all.	A service improvement project is underway, including the development of a bespoke voids module to support accurate reporting. Repairs and Housing Management teams are actively involved in this project.	The Voids Civica CX module is not yet available in the system due to licensing requirements. A special license is needed to activate this functionality, and the initial request for access was submitted on 24 June 2025. This delay is impacting

			our ability to fully monitor and manage voids performance through the system.
Average re-let time high	A voids workshop was held in June 2025, and a working group was established to investigate the causes of these delays. The re-let process involves multiple teams (Allocations, RSOs, Property Services, Contractors), making it complex.	A voids workshop was held with relevant team managers to discuss and refine the process in the interest of reducing this number. This will become a regular meeting to track improvements over time. There have been process reviews and updates around voids work delivery with Chigwell. A process has been agreed for the issuing and managing of Void work with Chigwell.	<p>Additional workshops have been scheduled to refine the voids process. These will take place on:</p> <ul style="list-style-type: none"> <li>• 08 October 2025</li> <li>• 04 December 2025</li> </ul> <p><b>Target:</b> to produce an improvement action plan arising from the voids workshop (October 2025)</p>



## Category: Electrical Safety

**Please refer to compliance tracker for most up-to-date data.**

### How to Read Data:

- All % Figures represent the actual compliance position in the most recent month.

### Trends:

- At the start of 2024/25, we were at 36% compliance, performance was at 43% in August. Please refer to compliance tracker for most up-to-date information.

### Context:

- This issue has been formally reported to the Regulator for Social Housing, and letters have been sent to affected tenants.
- EICR refers to the electrical testing process. Unsatisfactory results generate C2 remedial actions, which must be addressed within a defined timescale.
- Of the 688 properties tested, 153 produced unsatisfactory results, all of which are currently overdue for remedial works.
- Recruitment of Compliance Data Officers has been delayed, but they are expected to start by early October to strengthen compliance data processes.

### Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Valid EICR certificates below target	Historical staffing and leadership changes led to a lack of clear ownership over compliance. No dedicated team was in place, resulting in gaps in oversight and continuity. These are recognised as legacy issues.	Two contracts have now been mobilised with Goom and Sureserve to complete overdue domestic electrical tests. The full programme is expected to be completed by April 2026. This has been communicated to the Regulator, along with mitigations to manage risk during delivery.	Electrical testing compliance has improved since the last reporting period. A small number of properties were identified as potentially overdue by the end of the year, and these have now been added to the programmes of Goom and Sureserve,

			<p>increasing the total number of required inspections.</p> <p>Additionally, due to changes in electrical regulations coming into effect in November 2025, properties previously on a 10-year testing cycle will now require testing every 5 years. As a result, 66 properties that fall under the older cycle have been identified and will also be added to the programme. In total, approximately 80 additional properties have been scheduled for testing to ensure compliance with the updated legislation.</p>
C2 remedial actions overdue	Nearly all remedial works are past their required completion timescale.	<p>The <b>Major Works Team</b> is leading the delivery of overdue communal and domestic remedial actions. Please see below for further detail.</p> <ul style="list-style-type: none"> <li>• The 153 domestic remedials are targeted for completion by April 2026.</li> <li>• The communal remedial works are due for completion form part of long-term capital programme (TBC).</li> </ul>	<p>A condition survey programme has been completed across the entire portfolio, providing a clearer view of prioritisation and some indicative costings. High-priority remedial works will be addressed by the Repairs &amp; Maintenance team to ensure safety and compliance.</p> <p>The 153 domestic remedials are still on track for completion in 2026.</p>



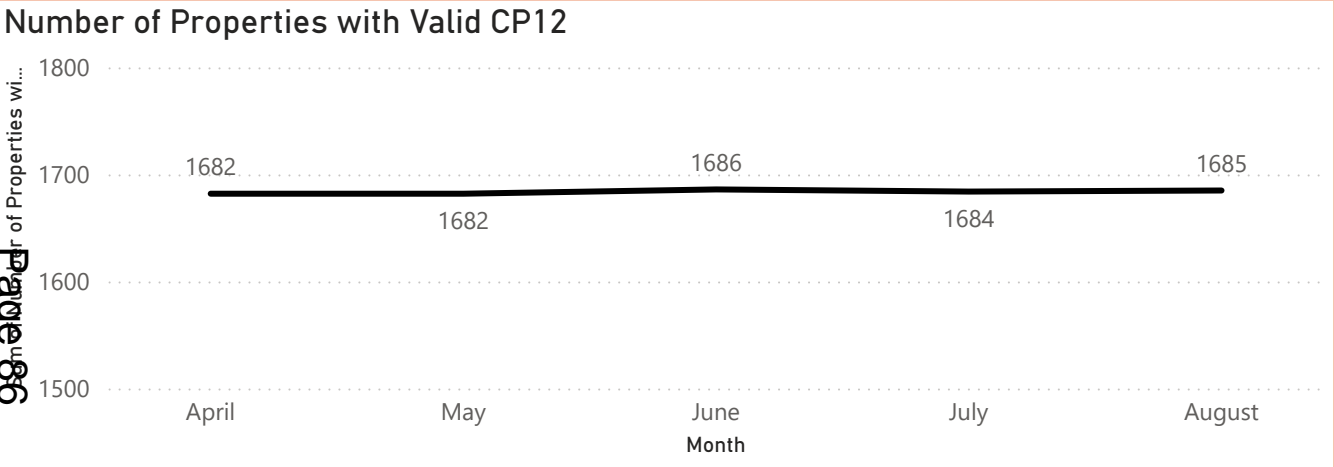
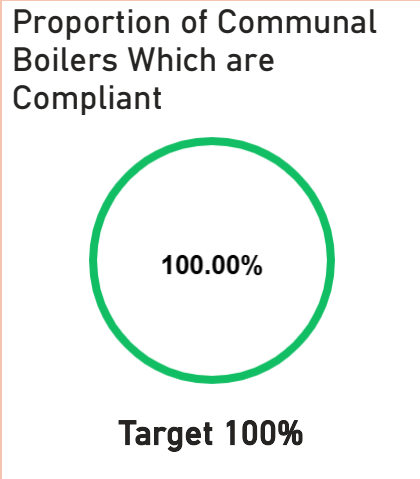
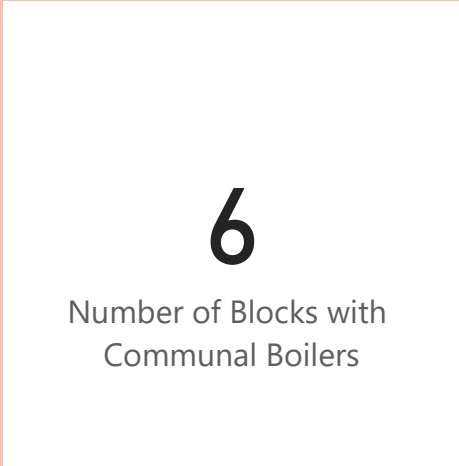
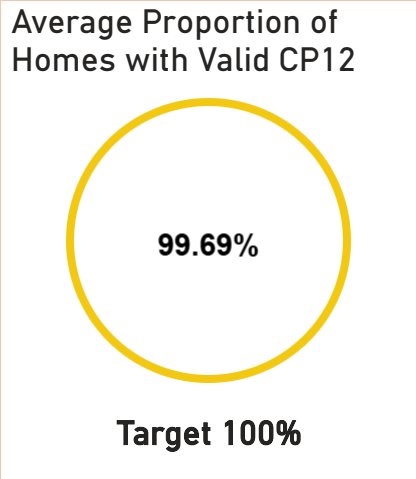
The Major Works Team will be responsible for delivering the C2 remedial actions that are currently outstanding (all communal remedial works, and the currently identified 153 domestic c2 remedial actions which are overdue).

- The 153 domestic remedials are targeted for completion by April 2026.
- The communal remedial works are due for completion form part of long-term capital programme (TBC).

For any C2 remedial actions identified through upcoming/ongoing electrical testing, the contractor will be expected to carry out any remedial works on the day of testing. If the works can be done on site at the time, we will expect contractors to resolve the actions.

In cases where the issues cannot be resolved on site, these will be handled by the Compliance Team and remedial works will be progressed with the contractor as quickly as possible.

Through this method, we are trying to minimise the number of unsatisfactory certificates generated and disruption to residents.



## Category: Gas Safety

Please refer to compliance tracker for most up-to-date data.

### How to Read Data:

- Percentage-based measures represent monthly averages.

### Trends:

- Performance has remained consistent since 2024/25.
- Q1 figures exceed the London median but fall just below the national median (see Appendix 1).

### Context:

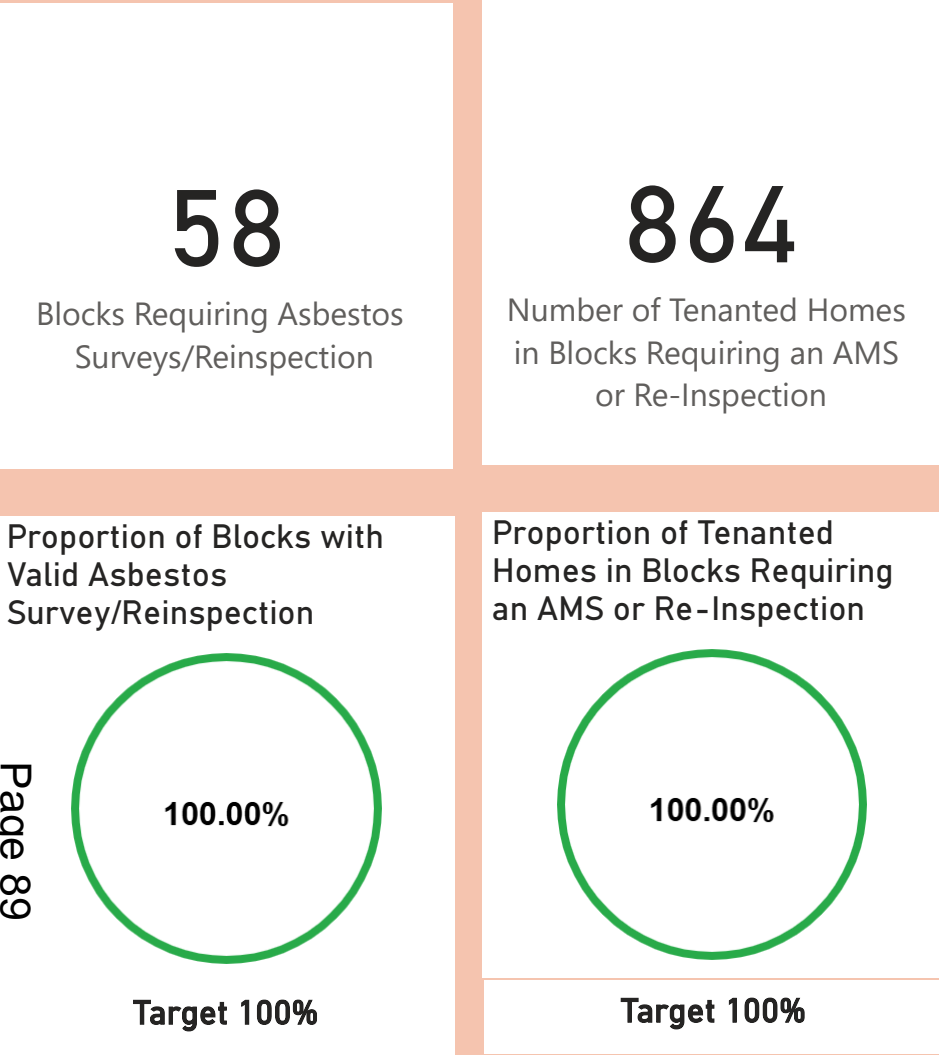
- The number of blocks with communal boilers has been revised from 2024/25. Previously, 7 boilers were reported, but Horace Jones House (managed by Tower Bridge) is no longer included, as it falls outside the City of London's compliance responsibility. The dashboard now reflects 6 communal boilers.
- The number of homes reported has also been updated. Earlier figures included community centres and estate offices with communal boilers, which have now been excluded for accuracy.
- Our gas servicing is now being independently audited by Morgan Lambert, and we have now begun receiving monthly assurance data. In August, a sample of 10 cases was reviewed, all of which achieved a 100% pass rate. **Target:** October Reporting Cycle - monthly gas audit data will be included in our reporting to provide ongoing assurance of compliance and quality.

### Issues:

Measure	Explanation	Action Taken to Resolve	Progress:
Proportion of homes with valid CP12 certificates below 100% target	<p><b>April 2025:</b> 4 properties required legal access (injunctions), 1 tenant was in long-term hospital care.</p> <p><b>May 2025:</b> 5 non-compliant cases—injunctions requested, 2 properties had no gas meter, 1 case involved a deceased tenant.</p>	<p>Legal proceedings are initiated where access is denied to ensure CP12 testing is completed.</p> <p>Gas safety is tightly managed, with testing scheduled on a 10-month cycle.</p> <p>This allows a two-month window for</p>	As of the end of August 2025, two properties were identified as not having a valid CP12 gas safety certificate. Both cases have gone through the full three-stage access process without resolution. These have

	<p><b>June 2025:</b> 1 non-compliant case due to no access, currently progressing through legal channels.</p>	<p>a structured three-stage access process, including legal escalation if necessary. Upcoming risks are actively monitored.</p>	<p>now been escalated to Housing Management and our Legal Team for further action.</p>
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# Asbestos Checks



## Category: Asbestos Checks

**Please refer to compliance tracker for most up-to-date data.**

### How to Read Data:

- Percentage-based measures represent monthly averages.

### Trends:

- The **proportion of blocks with a valid asbestos survey or reinspection** has increased from an average of **99.33% in 2024/25** to **100% YTD**.
  - This improvement is due to the resolution of a previously identified issue with survey records in 2024/25, which was corrected following an annual return.

### Context:

- The number of tenanted homes has been updated following a recount at the end of 2024/25 to align with figures submitted to the Regulator for Social Housing.
- Communal asbestos surveys for 2025/26 have now been completed.
  - These surveys may identify remedial actions, which are risk-rated.
  - While remedial actions are being tracked internally, they are not yet reported on the dashboard, this is planned for future reporting.
- Properties historically deemed asbestos-free are being re-surveyed to confirm status and ensure proper documentation, addressing gaps in historical records.

### Issues:

No issues identified at this time.

58

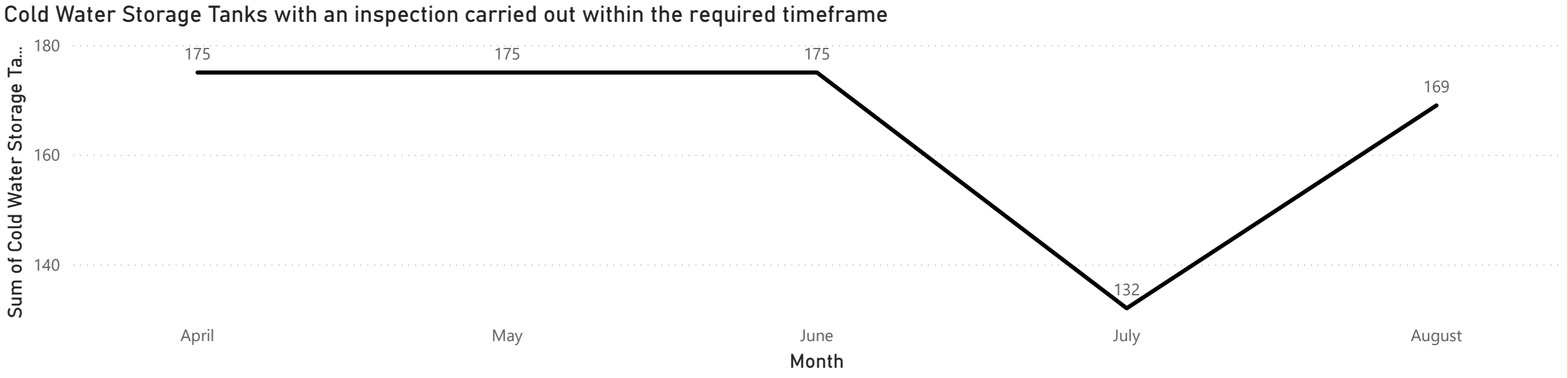
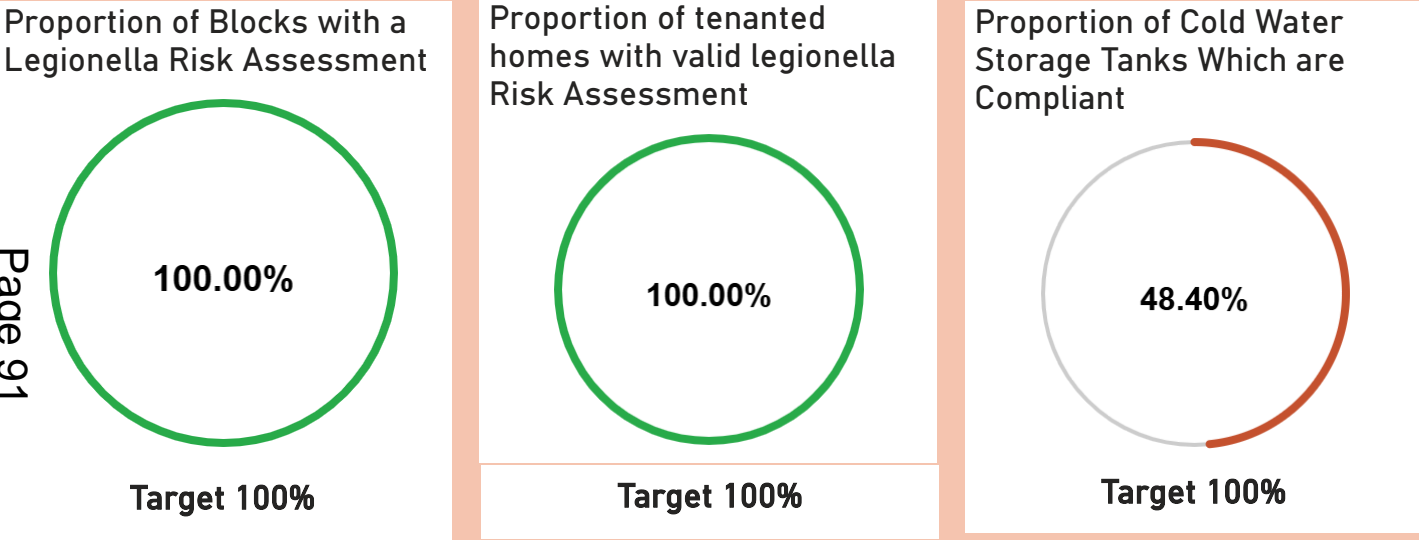
No. of Blocks Requiring Legionella Risk Assessment

1923

Number of Tenanted Homes with Valid Legionella Risk Assessment

339

Number of Cold Water Storage Tanks



## Category: Water Safety

Please refer to compliance tracker for most up-to-date data.

### How to Read Data:

- All **percentage-based measures** represent **monthly averages**.

### Trends:

- **Cold Water Storage Tank Inspections:** Compliance dipped in July 2025.

### Context:

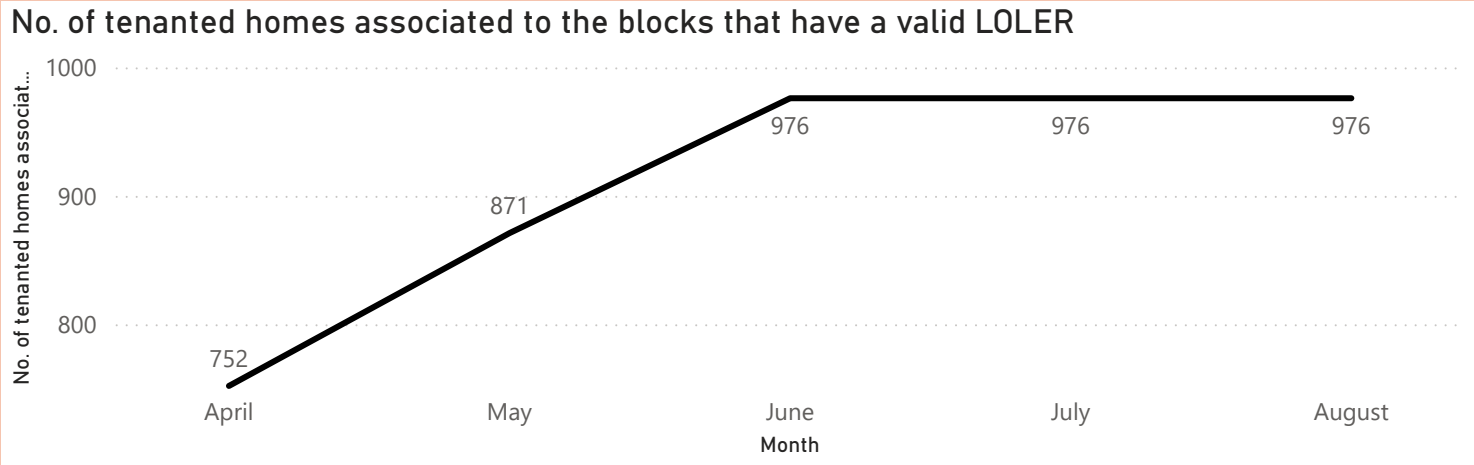
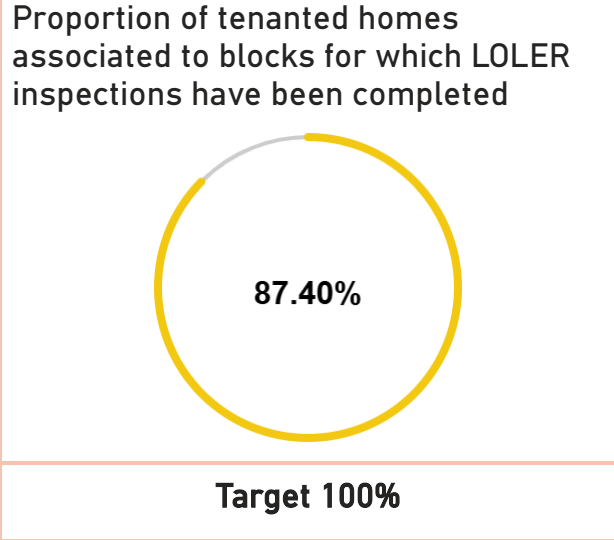
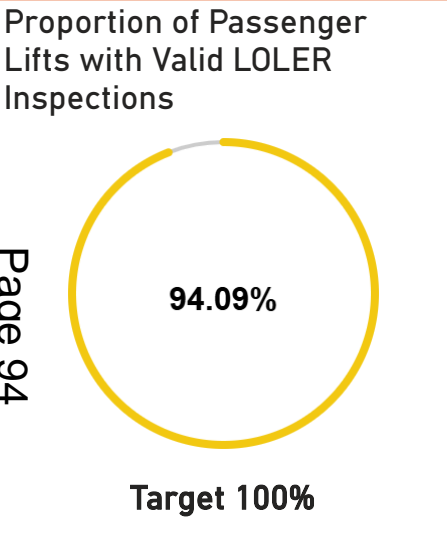
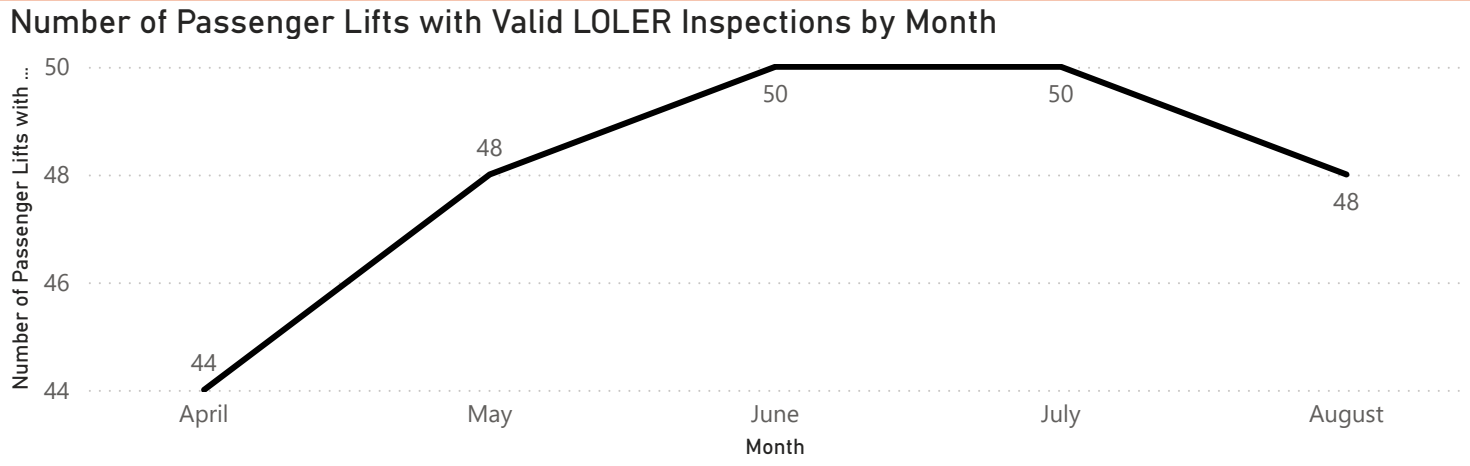
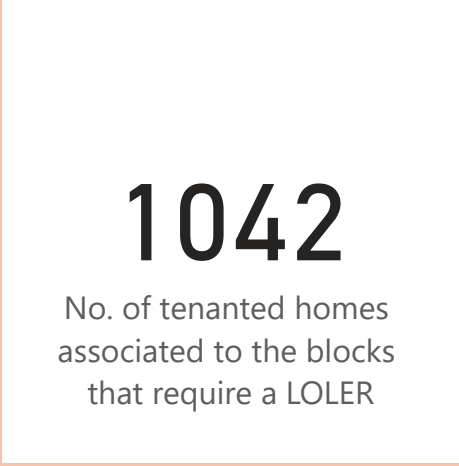
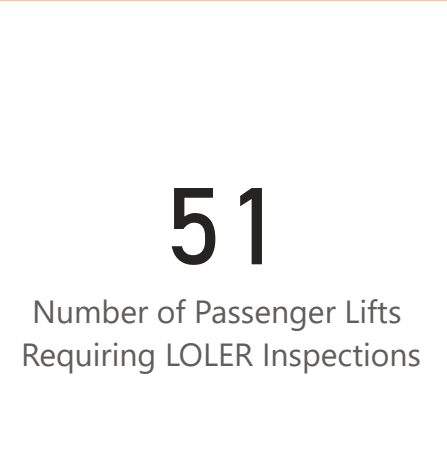
- In February 2025, the number of cold-water storage tanks was updated from 253 following a reconciliation exercise. Some tanks have been removed as part of major works programmes.
- A reconciliation of tank locations is ongoing to ensure accurate reporting.

### Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Data issues relating to cold water storage tank compliance	Inspections and water sampling are being carried out, but the team are not currently receiving the data from Guardian in a suitable format to enable them to regularly monitor tank inspections. It could be the case that 100% of cold-water storage tanks are compliant, but we do not have the data/evidence to back this up from Guardian. The Team are working on bridging gaps in the data to be able to present a final figure.	The water contract is currently under evaluation, with a new supplier expected to begin in January 2025. Guardian Water has not bid for the new contract.  The new contract will include requirements for accurate performance and compliance data. The team continues to meet regularly with Guardian to improve data quality, which has shown improvement over the past year.	A new supplier has been identified for cold water storage tank inspections, and an award is imminent. All inspections must be completed by the end of October 2025, as they need to be carried out during the warmer months. However, we are currently unable to report accurately on the total number of storage tanks due to ongoing data issues. Reconciliation of tank



		A more proactive approach is being taken, including advance notifications to residents and Estate Teams to facilitate access.	numbers is being addressed through the stock condition survey, which runs until March 2026. While this survey will provide an additional source of information, we aim to reconcile the data before its completion. In the meantime, we are actively cleansing the data using various methods to improve accuracy and ensure the inspection programme is comprehensive.
Cold Water Storage Tanks inspected within required timeframe below target	Tank inspections are carried out on an annual basis. We have requested feedback from the contractor to ascertain a reason for the drip in inspections within timeframe. They have explained that they are reliant on Estate Staff providing access.	<b>Advance Scheduling:</b> Tank inspections will be scheduled earlier in the year to reduce the risk of delays caused by seasonal factors such as staff leave. <b>Improved Communication:</b> Estate Staff will be regularly informed in advance of scheduled inspections to ensure access is coordinated effectively. <b>Formal Escalation:</b> Once written confirmation is received from the contractor regarding access issues linked to Estate Office availability, the matter will be formally escalated with Housing Management colleagues to support resolution.	As above.



**Category: Lift Safety**

**Please refer to compliance tracker for most up-to-date data.**

How to Read Data:

- All percentage-based measures represent monthly averages.
- The Y-axis on graphs is not relational—please refer to individual data markers for accurate interpretation.

Trends:

- The number of lifts with valid LOLER inspections has dropped from 50 to 48 in August.

Context:

- As of the latest reporting period (August 2025) **Lambfold House** and two platform lifts at **Horace Jones House** did not have a valid LOLER inspection.

Issues:

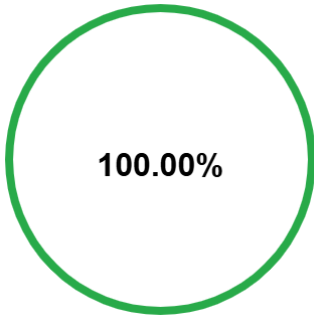
Measure	Explanation	Action Taken to Resolve	Progress
LOLER compliance below 100%	On 31 July, LOLER inspectors attended Lambfold House to inspect lift CL111 and issued a non-thorough examination certificate. The meaning and implications of this certificate are currently being investigated with BES and Butler & Young.	Lambfold House has two lifts, so one remains in service and operational. There are long-term plans in place for the refurbishment, replacement, or upgrade of high-priority lifts to improve reliability and compliance.	The number of lifts with valid LOLER inspections dropped from 50 to 48 in August. This relates to two platform lifts at Horace Jones House, where the inspector was unable to gain access during the scheduled visit. As a result, these lifts became overdue. A follow-up inspection was booked for 11 September, with the Estate Team advised to support access arrangements. An update will be provided in the next reporting cycle.

			The lift at Lambfold House remains out of service. The Compliance Team is actively progressing the significant remedial works required to bring it back into operation.
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1874

No. of homes within blocks  
requiring a Fire Risk  
Assessment

Proportion of homes for  
which FRAs have been  
carried out



Target 100%

**Category: Fire Safety**

**Please refer to compliance tracker for most up-to-date data (including information regarding FRA actions).**

How to Read Data:

- All percentage-based measures represent monthly averages.

Trends:

- Fire safety performance has remained consistent with 2024/25 averages and is currently meeting target.

Context:

- There is an intention to expand future reporting to include additional fire safety measures for greater transparency and oversight.
- The service is transitioning to a new system called Riskbase, which includes a comprehensive reporting suite to support enhanced monitoring and data accuracy.

Issues:

Measure	Explanation	Action Taken to Resolve	Progress
<b>NEW</b> Fire Risk Assessment Remedial Actions	We are not currently reporting on Fire Risk Assessment (FRA) Remedial Actions within this dashboard. However, this data is now being recorded separately and can be accessed via the Compliance Tracker.	A meeting was scheduled for 15 September 2025 to discuss the re-assignment of high-priority Fire Risk Assessment (FRA) actions, with the objective of completing as many as possible. We are currently transitioning to Riskbase, a new management system that includes a built-in reporting suite. Training on the use of Riskbase will take place in October 2025. This will support more efficient tracking and reporting of FRA actions.	

		<b>Target:</b> We intend to begin reporting on FRA remedial actions within this dashboard starting from the November 2025 reporting cycle.	
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# Resident Involvement

## Golden Lane Community Centre:

3,212

Total Hours of Use

£8,814

Average Monthly Income

£44,071

Total Income to Date

Average % of Available Time that is Booked

71.07%

Average % of free community use vs overall use

14.07%

5

Total No. of Engagement Exercises (e.g., surveys)

Average % of @Home Newsletter Communications Opened

51.92%

Average of % of Communication Recipients who Clicked Links

3.00%

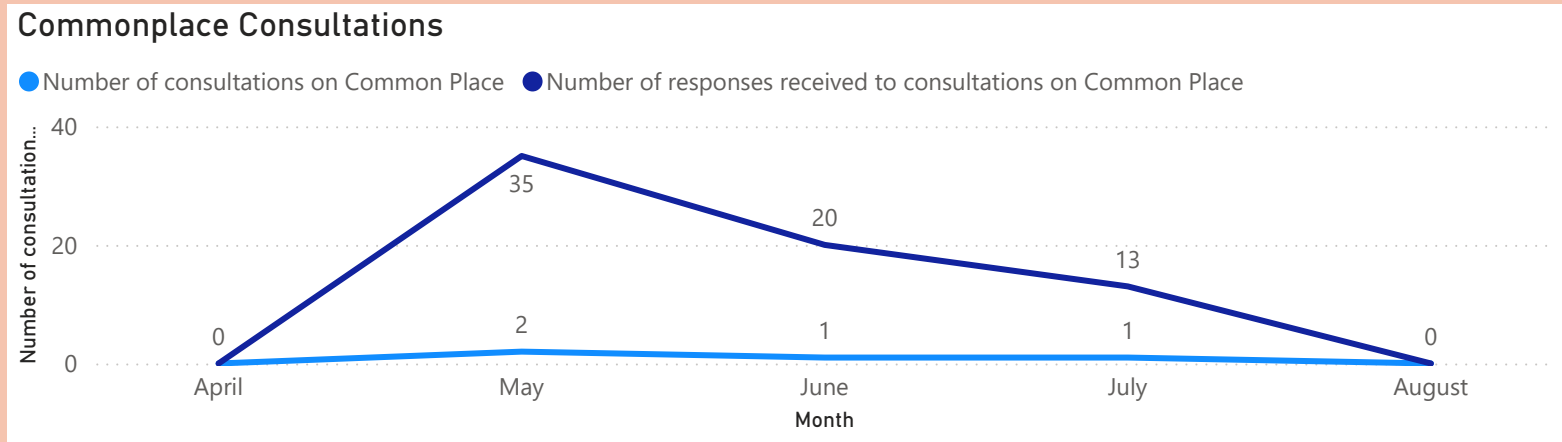
4

Total Recognised Residents Associations

0

Total Recognised Residents Association AGMs Overdue

Target 0



## Portsooken Community Centre:

2,969

Total Hours of Use

£5,184

Average Monthly Income

£25,918

Total Income to Date

Average % of Available Time that is Booked

58.22%

Average % of free community use vs overall use

70.25%

4

Total No. of Engagement Exercises (e.g., Surveys)

## Other Community Centres:

172

Total Hours of Use

£847

Average Monthly Income

£4,235

Total Income to Date



## Category: Resident Involvement

### How to Read Data:

- Each measure specifies whether it represents an average or a year-to-date (YTD) total.
- Percentage-based measures do not have targets.

### Trends:

- Average hours of use have increased across all three community centre types compared to 2024/25, indicating projected higher income for 2025/26.
  - Portsoken continues to grow in visibility and usage, reflecting its status as a relatively new community centre.
- There was a slight decrease in community centre usage over the summer, primarily due to a reduction in scheduled classes such as adult skills sessions. The Head of Housing Management is exploring alternative options to maintain engagement during future holiday periods.

### Context:

- The 'Other' community centres category currently includes only Avondale Square Estate, with plans to expand reporting to include additional centres.
- New measures introduced for 2025/26 include:
  - Average % of @home newsletter communications opened, reported monthly (data collected on the second Monday of the following month).
  - From July 2025, the % of recipients who clicked links within communications has also been recorded.
- Reporting has begun on Commonplace consultations and responses.
- The optimum booking rate for community centres is around 65%, allowing time for cleaning, setup, and transitions between bookings.

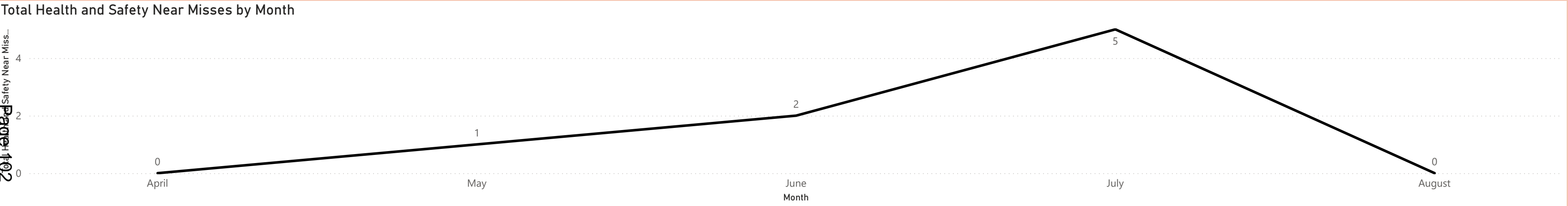
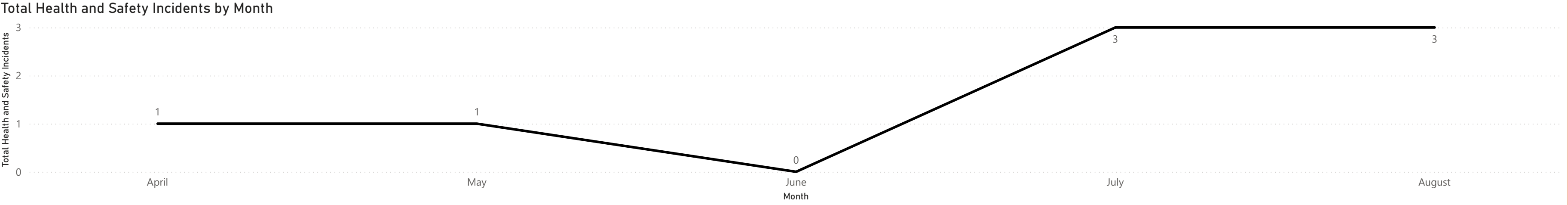
### Issues:

No issues identified at this time.

# Health and Safety

Month

Multiple sele...



0

Total RIDDOR reportable incidents

**Category: Health and Safety**

How to Read Data:

- All figures represent year-to-date (YTD) totals.

Trends:

- The number of reported health and safety incidents has remained consistent with 2024/25, with a total of 15 incidents recorded.

Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Low number of reported health and safety incidents	Incident figures appear low across the Corporation, which may be due to lack of staff awareness around when and how to report health and safety concerns.	Managers are attending mandatory Health & Safety training and are actively instructing their teams on how and when to use SafetyNet to report incidents. This is expected to improve reporting accuracy and volume.	Figures for incident reporting remained consistent in August 2025. Teams continue to receive regular reminders about the importance of reporting all incidents. Additionally, staff have been attending Mandatory Manager Health & Safety Training, which is ongoing throughout the year to reinforce best practices and compliance.

Decent Homes

Month

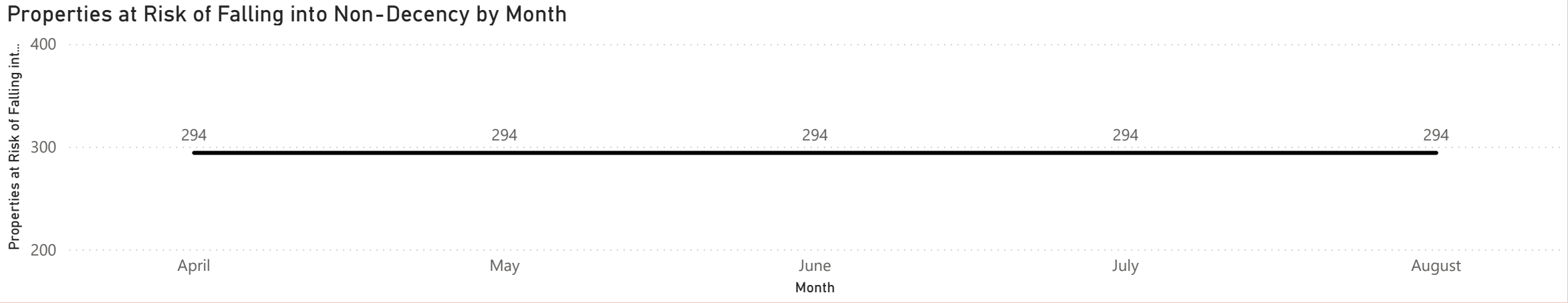
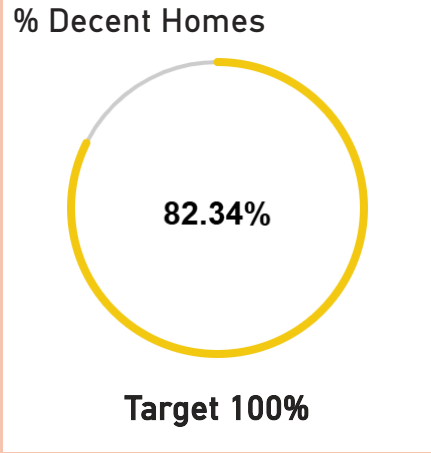
Multiple sele...

1923

Target Decent Homes

3

Number of Tenant Refusals



1920

Number of Homes Measures (Not Inclusive of Tenant Refusals)

1581

Number of Decent Homes

## Category: Decent Homes

### How to Read Data:

- The percentage measure represents a monthly average.

### Trends:

- The **percentage of decent homes** has decreased compared to the 2024/25 average shown on the dashboard produced at year end.
- However, this change shows **minimal difference** from the percentage submitted to the **Regulator for Social Housing (RSH)** at the end of 2024/25.

### Context:

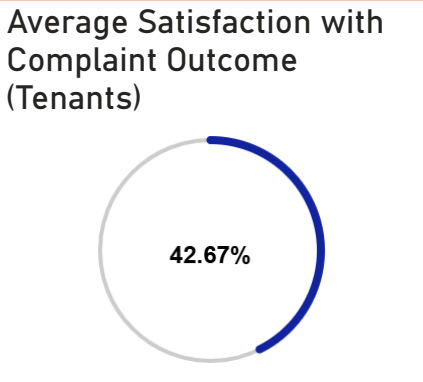
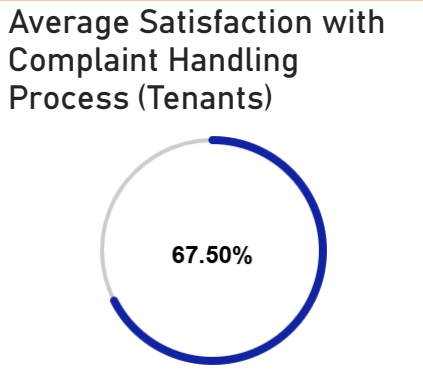
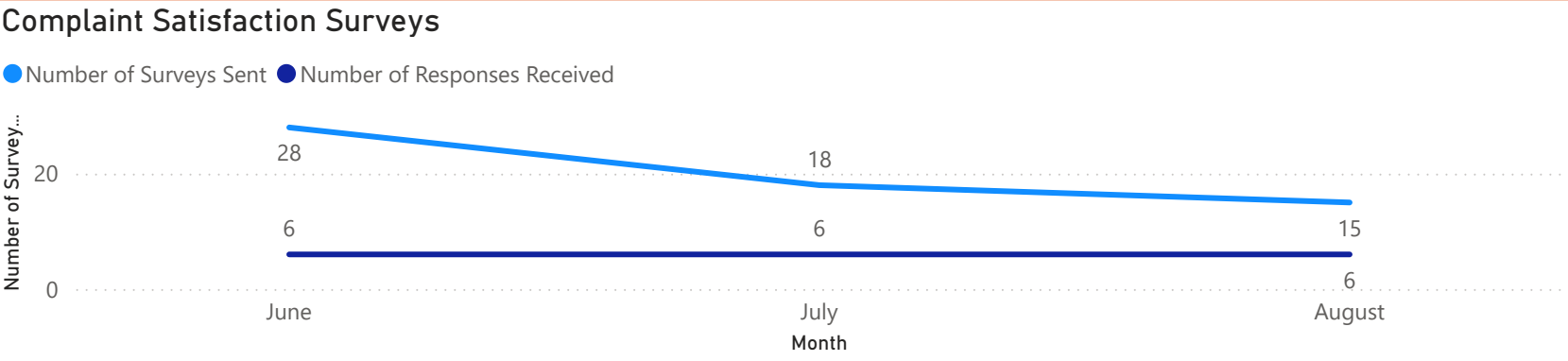
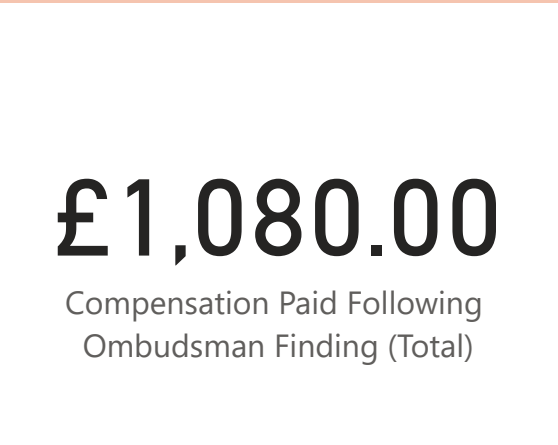
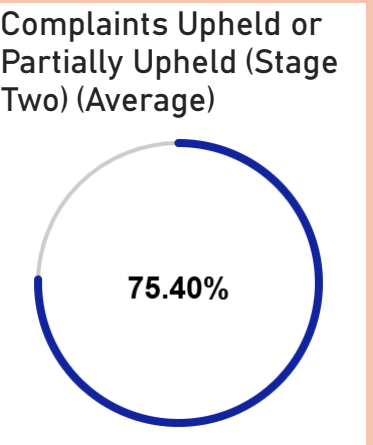
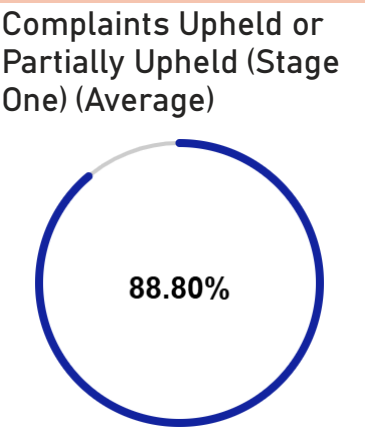
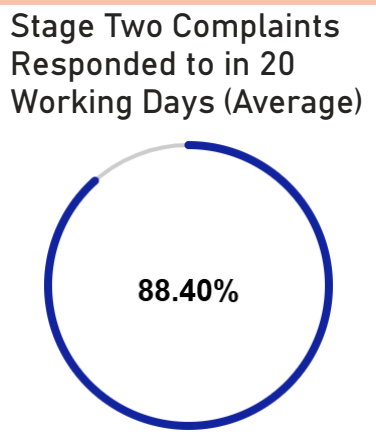
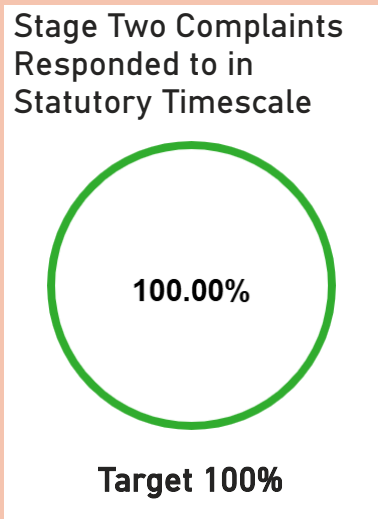
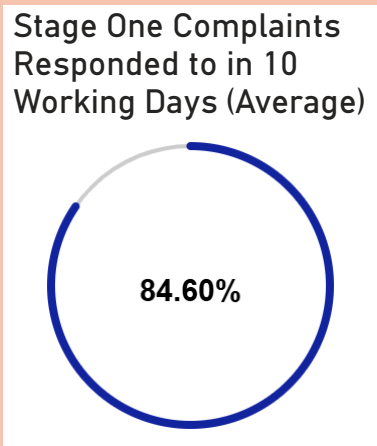
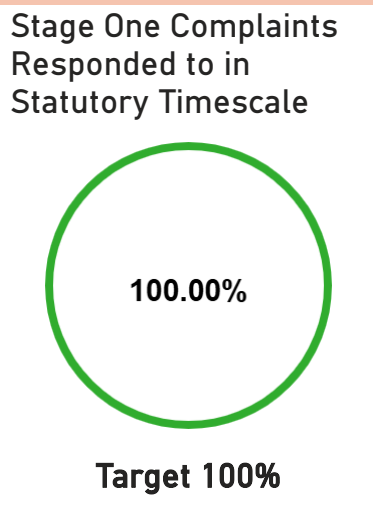
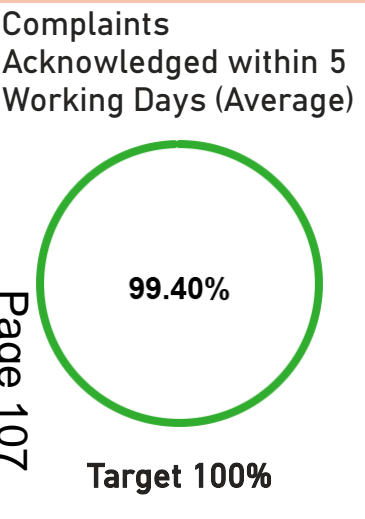
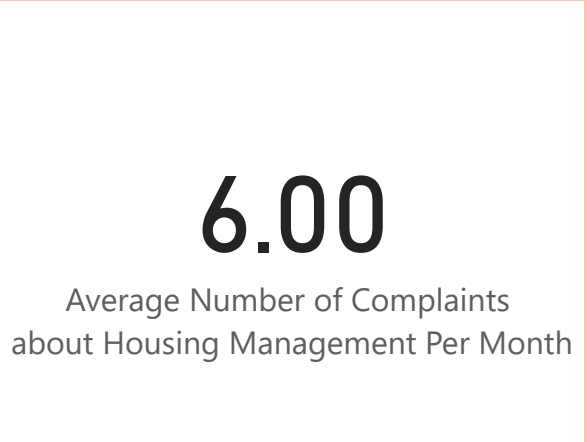
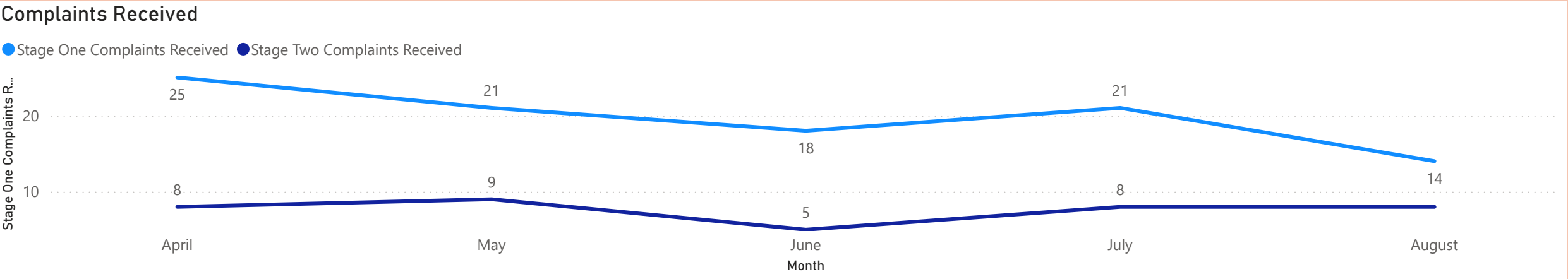
- During the 2024/25 year-end submission to the RSH, data discrepancies were identified in the Decent Homes figures shown on the Performance Dashboard at year end.
- The team has since updated and corrected the data, and the figures presented above are accurate.
- The Tenant Satisfaction Measures (TSMs) submitted to the regulator at year-end were based on verified data.
- Tenant refusals are recorded in line with TSM guidance: properties are not reported as non-decent if the tenant has declined works that would otherwise bring the home up to standard. There are currently three tenant refusals recorded under this guidance.
- The Information, Performance & Quality Assurance Manager now has live access to the Decent Homes dashboard and will be pulling monthly reports directly to ensure data accuracy.
- Ongoing monitoring is in place to track properties at risk of falling into non-decency.

### Issues:

Measure	Explanation	Action Taken to Resolve	Progress
% decency falls below 100% target			The Stock Condition Survey has commenced, and survey data is now being successfully received and loaded into Keystone. While this marks a positive step forward, it is currently too early to draw conclusions or predict how

			condition percentages may change over time.
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Complaints



## Category: Complaints

### How to Read Data:

- Percentage measures represent monthly averages.
- All other measures specify whether they represent an average or a year-to-date (YTD) total.

### Trends:

- The number of complaints received at Stage 1 and Stage 2 has remained relatively consistent with 2024/25 averages, alongside our drive to promote the complaints service, including through the creation and distribution of our updated Housing Complaints Leaflet to all Estate Offices.
  - The increase observed last year may be due to:
    - Greater public awareness of the complaints process.
    - The Complaints Handling Code becoming statutory from April 2024.
- Acknowledgement and response times have continued to improve.
- COL continues to outperform national and London medians for statutory response times.
- There has been little activity from the Housing Ombudsman Service over the summer period, but new requests have started to pick up in September 2025 so we expect to see some more determinations in the near future.
- From Apr – Aug, the top 5 complaint categories are: **Repairs, Leaks & Water Ingress, Communications & Customer Service, Service from Contractor, Heating & Hot Water**
- For complaints satisfaction, scores increased to 92% in July for Complaint Handling, and 80% for Complaint Outcome, but unfortunately dropped to 40% and 17% in August 2025.

### Context:

- 'Complaints Upheld by Housing Ombudsman' do not necessarily refer to the Complaints Received from Housing Ombudsman within the same time period. The Housing Ombudsman has a backlog of approximately 6 months and therefore any determinations we receive are likely associated with older complaints received.
- 'Compensation Paid' data is subject to change. We update this figure retrospectively when residents accept the offer of compensation. There is not a timescale for them to accept compensation.



- **New Measure:** Complaints NOT Upheld by Housing Ombudsman. We received 1 determination from HOS in August 2025. The complaint related to Complaints Handling Procedure was **Not Upheld**.

Transactional satisfaction surveys were introduced in June 2025 for tenants who received a complaint response. Survey results were received in August.

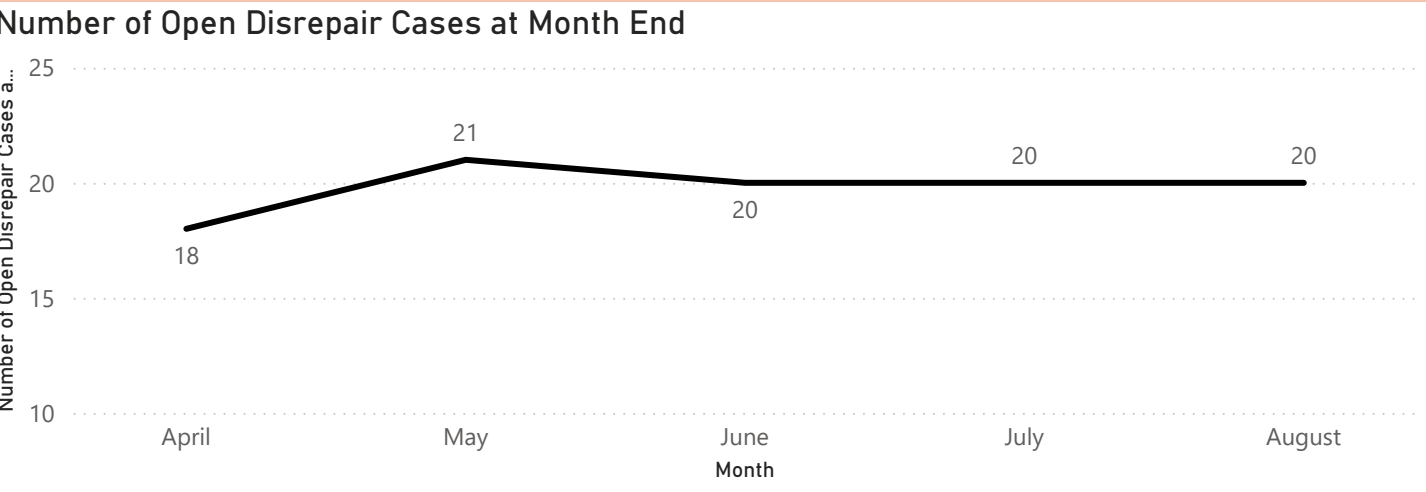
- Measures used to assess **satisfaction with complaint handling** include:
  - Understanding of the complaint
  - Ease of reporting
  - Being kept informed
  - Explanation of the outcome
- **Satisfaction with the outcome** is measured separately.
- Six residents responded to the June survey, we are awaiting feedback from July and August.

The Housemark London median for satisfaction with complaint handling is currently 27%, based on early-bird data.

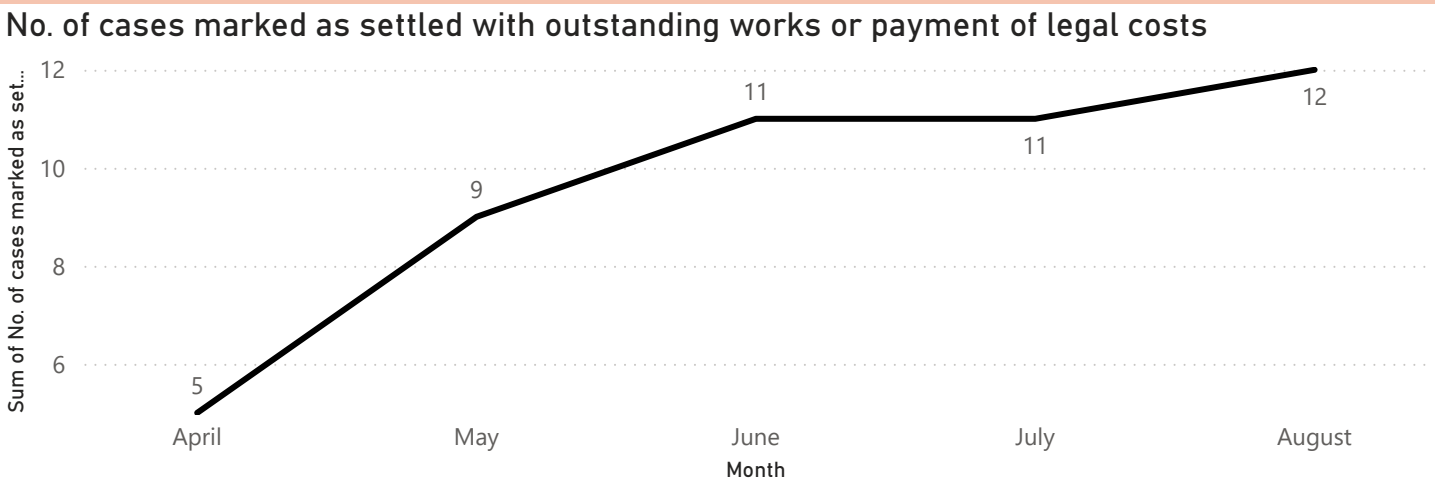
Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Complaints acknowledged within 5 working days below 100% target	One complaint was acknowledged outside the required timeframe due to a delay in it being passed to the Complaints Team.	The Information, Performance & Quality Assurance Manager delivered a training session for RSOs, reinforcing the process and their responsibilities in escalating complaints on behalf of residents.	Since May 2025, 100% of complaints have been acknowledged within 5 working days. This is closely monitored.
<b>NEW:</b> Satisfaction with Complaint Handling and Outcome Dropped in August 2025 to 40% and 17%	Since July 2025, Acuity have started to carry out transactional surveys. The Complaints Team were provided with data in September 2025 for June – August.	The Information, Performance and Quality Assurance Manager is working to analyse the feedback, and will present this to officers responsible for Complaint Handling, implementing an action plan for improvement. <b>Target:</b> October 2025	

# Disrepair

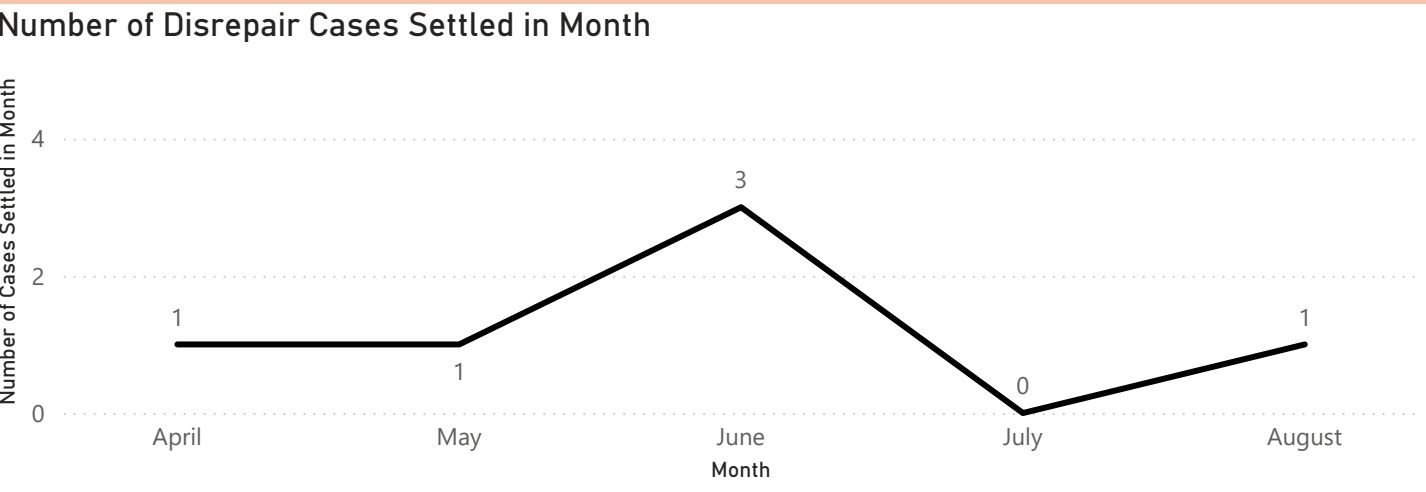
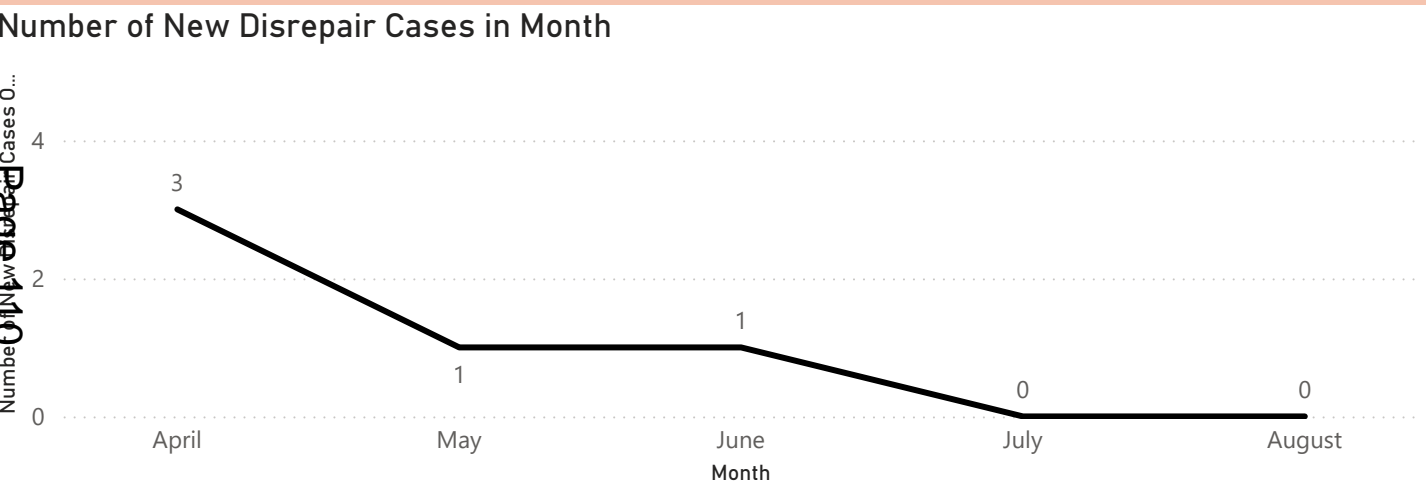


Target <=19



£28,299.45

Total Value of Settled Claims Agreed



## Category: Disrepair

### How to Read Data:

- The Y-axis on graphs is not relational—please refer to individual data markers for accurate interpretation.

### Trends:

- The number of open disrepair cases with outstanding works or unpaid legal costs has increased across Q1.
- A further rise in claims is anticipated following the enforcement of Awaab’s Law from 27 October 2025, as third-party solicitors may increase canvassing activity under the new legislation.
- No new claims received in July / August 2025.

### Context:

- Disrepair was introduced as a new performance measure for 2025/26.
- The target is to maintain  $\leq 19$  open disrepair cases, representing 1% of the City of London’s HRA tenanted stock.
- Cases are considered open on the dashboard until:
  - Settlement is reached,
  - Works are completed,
  - Legal costs are paid.

### Issues:

Measure	Explanation	Action Taken to Resolve	Progress
Open disrepair cases exceeding target ( $\leq 19$ )	The majority of current claims relate to Golden Lane and Avondale Square Estate. The average number of open cases per month is 19.75. Delays can sometimes be due to outstanding solicitor invoices, which can take months to resolve.	The Property Services Team meets regularly with the Legal Team to monitor case progress. The team is exploring the use of Civica CX ‘cases’ to improve the management and tracking of disrepair claims. <b>Target:</b> January 2026.	The team has demonstrated the newly developed process for managing Damp & Mould cases. Once this process is fully embedded, it will also be applied to disrepair cases to ensure consistency and efficiency in case handling.

			In terms of disrepair activity, one case was settled, and no new cases were issued during July and August 2025.
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Appendix 1: Benchmarking Data available from Housemark **Q1 2025/26**:

(Based on Monthly Averages)

Measure	CoL 2025/26 (Q1) (Av)	National Median (Q1) (Av)	London Median (Q1) (Av)	CoL 2024/25 (Year) (Av)
<b>Rent Collected (Average)</b>	96.75%	97.26% (taken from benchmarking measure ‘% current tenant arrears’)	95.77% (taken from benchmarking measure ‘% current tenant arrears’)	96.86% annual average
<b>Homes with a valid gas safety certificate (%)</b>	99.59%	99.95%	98.84%	99.83%
<b>Domestic Properties with EICR Certificates up to 5 years old (%)</b>	38%	99.52%	98.84%	35%
<b>Responsive Repairs Completed per 1000 Properties</b>	All priorities: 313.05	252.44	261.14	All priorities: 264.98
<b>Responsive Repairs Completed within timescale (%)</b>	All priorities: 95.15%	87.11%	87.24%	All priorities: 74%
<b>Average re-let time in days (standard re-lets)</b>	149	44.06	52.42	Info not held
<b>New ASB Cases Reported per 1000 properties (tenants)</b>	2.08	3.35	2.45	1.56
<b>Formal Stage 1 and Stage 2 Complaints Received Per 1000 Properties (tenants)</b>	6.32	5.02	8.45	8.32
<b>Stage 1 and 2 complaints resolved within timescale (tenants)</b>	100%	95.19%	75.65%	99.48%

## Appendix 2: Actions

Action Identified	Manager Responsible	Target Deadline Set (if applicable)
<b>Income</b>		
There is not yet a timescale for the implementation of the Civica CX Module for former tenant arrears.	Head of Housing Management	31 October 2025
<b>Estate Services</b>		
Achieve 100% completion of playground inspections, internal inspections & fire box checks by the next reporting cycle	Head of Housing Management	October 2025 Reporting Cycle
<b>Repairs &amp; Maintenance</b>		
Reporting on appointments made and kept	Head of Repairs & Maintenance	January 2026 Reporting Cycle
Training for Repairs Service Desk on job recall and retrospective order entry in Civica CX.	Head of Repairs & Maintenance	<b>Implemented &amp; ongoing.</b>
System changes in Civica CX to automate post-inspections.	Head of Repairs & Maintenance	<b>COMPLETE: August 2025</b>
PSOs to raise their own inspection records	Head of Repairs & Maintenance	Updated Target: Instigation from November 2025
Damp & Mould process update including risk ratings and Civica CX case management.	Head of Repairs & Maintenance	Implementation: August–October 2025; compliance by 27 October 2025 (Awaab's Law)
Data issues with communal repairs leading to a gap in June Data to be corrected	Head of Repairs & Maintenance	Updated Target: October Reporting Cycle
Repairs Overdue Exceeding Targets - aim to see more timely updates from main contractors, enabling real-time management of work in progress.	Head of Repairs & Maintenance	December 2025
<b>Repairs Service Desk</b>		
Plan to implement additional telephone option to separate new requests from enquiries about existing repairs – because this will give us a better picture of contractor performance in terms of communications with residents.	Head of Repairs & Maintenance	October 2025
<b>Voids</b>		
Service improvement project including bespoke voids module.	Director of Housing	October 2025

Regular voids workshops to refine processes and set implementation targets. Next workshop to set target date for updated process and implement and improvement action plan.	Director of Housing	October 2025
<b>Electrical Safety</b>		
Contracts with Goom and Sureserve to complete overdue EICR tests.	Head of Repairs and Maintenance	April 2026 Completion
The communal remedial works are due for completion form part of long-term capital programme (TBC).	Head of Repairs and Maintenance	TBC
153 Domestic C2 remedials to be completed.	Head of Major Works	April 2026
<b>Gas Safety</b>		
monthly gas audit data will be included in our reporting to provide ongoing assurance of compliance and quality.	Head of Repairs and Maintenance	October Reporting Cycle
<b>Water Safety</b>		
New water contract to include improved data provision.	Head of Repairs and Maintenance	Contract start: January 2026
Reconciliation of the number of cold-water storage tanks	Head of Repairs and Maintenance	Latest March 2026 (through Stock Condition Survey) – ongoing
<b>Fire Safety</b>		
Transition to Riskbase system with full reporting suite.	Business Support Manager	October 2025
We intend to begin reporting on FRA remedial actions within this dashboard starting from the November 2025 reporting cycle.	Business Support Manager	November Reporting Cycle
<b>Lift Safety</b>		
Long-term refurbishment/replacement plans for high-priority lifts.	Head of Major Works	2028
<b>Disrepair</b>		
The team is exploring the use of Civica CX ‘cases’ to improve the management and tracking of disrepair claims.	Head of Repairs and Maintenance	January 2026
<b>Complaints</b>		
The Information, Performance and Quality Assurance Manager is working to analyse the feedback from surveys, and will present this	Information, Performance and Quality Assurance Manager	October 2025

to officers responsible for Complaint Handling, implementing an action plan for improvement.		
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### **3. The Stock Condition Survey – 2025 Update**

**Members are asked to note the progress made with the Stock Condition Survey 2025 to date.**

#### **Purpose of update**

The last comprehensive stock condition survey was undertaken in 2018 and the data is due to be refreshed to ensure our records and planning are robust and up to date. This update has been developed to provide Members of the Housing Management and Almshouses Sub-Committee (HMASC) with an update on the stock condition survey 2025 currently underway.

#### **Project Overview**

City of London invited surveying firms to tender for a stock condition survey For the City of London Housing Revenue Account (HRA) homes in 2025. The surveys will assess homes, communal internal areas of blocks and the external areas of our estates and blocks.

Potter Raper were the successful bidder and pilot surveys were conducted in July 2025. A soft roll out took place in August 2025 with the full program going live in September 2025.

The aim is to have all surveys completed and submitted by March 2026.

#### **The main purpose of the surveys is to:**

- provide accurate and statistically reliable information concerning Housing Health and Safety Rating System (HHSRS) as well as to identify any damp and mould within properties.
- include an assessment of the properties against the decent homes standard together with an assessment of the key/other building components, modern facilities and thermal comfort.
- collect, validate and report on attribute and condition information about the homes including communal and external areas for the purpose of improving existing records and future maintenance planning.
- assess the condition of outbuildings such as sheds, bin areas and plant rooms.
- provide information to inform our stock valuation, asset management strategy and the HRA business plan.
- provide data in a format to be imported into the Corporation's Keystone asset management software system eventually to be transferred to Civica once the planned upgrade takes place
- carry out 100% surveys within 12 months, with the exception of those on the Barbican Estate, where only communal areas and external elements will be included; these are scheduled to be surveyed towards the end of the project.

The primary purpose of the stock condition survey is to assess the cost of the work to repair and maintain the housing for the next 30 years, the results of which will be used for a variety of purposes such as investment planning, asset management and informing the HRA Business Plan.

All information recorded during the stock condition survey will be loaded onto a Microsoft SQL Server database and this has been used as the basis for analysing the data and producing the cost reports. Information is to be provide in the Keystone KGI format for the Corporation to upload into their asset management system.

## Progress to date

Performance is measured against the projections submitted by Potter Raper with weekly meetings scheduled to discuss progress. Where adjustments may be required (e.g. the recent tube strike in September 2025) these are discussed at these meetings. It should be noted that the recent strikes did slightly impact the forecasted numbers for September.

So far access rates have been favourable although the expectation is that there will be homes towards the end of the programme where access has not been granted. The aim is to access at least 95% of homes between now and the end of the programme.

## Current performance (as of 02/10/25) against the forecast is shown below

Progress Overview														
Programme Overview														
Date	Batches	September 2025 Forecast	October 2025 Forecast	November 2025 Forecast	December 2025 Forecast	January 2026 Forecast	February 2026 Forecast	March 2026 Forecast	April 2026 Forecast	Total No	Total to Date	Percentage Complete	Progress Commentary	
24-Sep-25	1	36	64	92	120	200	300	381		381	69	18%	Gradual Progress on Batch 1 as surveyor (George) is working part time and currently on leave.	
24-Sep-25	2	13	97	181	265	301				301	14	5%	Full time surveyor (Leon) has now started on Batch 2 as of w/c 22 September so expecting a vast increase	
24-Sep-25	3	6	90	174	258	342	426	536		536	73	14%	Full time surveyor (Charles) has now started on Batch 3 as of w/c 22 September so expecting a vast increase	
24-Sep-25	4	25	109	193	220					220	21	10%	Full time surveyor (Atty) has now started on Batch 3 as of w/c 22 September so expecting a vast increase in	
24-Sep-25	5	0	0	0	100	200	299			299	0	0%		
24-Sep-25	6	0	0	0	0	0	100	144		144	0	0%		

It should also be noted that there is a time lag of around two weeks after the survey date before the report and data is submitted. This is to allow for the data to be 'quality assured' prior to submission to City of London.

## 4. Regulator of Social Housing Inspection 2025

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

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

### **Inspection Process**

On 15 September, the RSH provided a detailed scope outlining the areas to be assessed through a data and documentation review. All required documents were submitted on time on 30 September 2025. The RSH is now reviewing these submissions and may request clarification; we may also provide progress updates throughout the inspection process. A summary of the submitted documents is provided in Appendix 3. Inspectors are expected to be on-site at the Barbican Estate Office during the weeks commencing 3 and 10 November, with confirmation anticipated in mid-October. The on-site phase will include interviews with staff, tenants already involved in policy or service development, key members and the observation of meetings. We understand that there will be no home or estate visits.

We are likely to know the outcome late January / February 2026.

### **Progress to Date**

#### **Operational Improvements**

- **Electrical Safety Compliance:** Completion rates for domestic electrical installation checks have risen to 62%, with a target of 100% by April 2026.
- **Fire Safety:** A fire safety task group and a monthly fire risk assessment tracking group continue to monitor progress and address delays.
- **Repairs and Maintenance:** Additional resources have been allocated to improve contract and compliance management.

#### **Strategic Developments**

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

### **Self-Evaluation and Performance**

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

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

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

### **Governance and Coordination**

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

### **Communications Plan**

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

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

### **Next Steps**

- Continued delivery of priority actions identified by gap analysis.
- Maintain momentum on compliance improvements, especially electrical safety and fire risk actions.
- Prepare for onsite inspection activities in early November, including interviews with staff, members and tenants.
- Develop and implement a clear action plan following receipt of the inspection outcome.
- Update members on inspection outcomes and improvement plans.

## Appendix 3

### Summary of RSH document submission

Section	Assessment Focus	Key Documents include:	Explanation
1.1 Stock Quality, Decency, Repairs & Maintenance and Adaptations	<p>City of London Corporation's accurate, up to date and evidenced understanding of the condition of its homes and how this informs the provision of good quality, well-maintained and safe homes.</p> <p>Compliance with the Decent Homes Standard</p> <p>The effectiveness, efficiency and timeliness of City of London Corporation's repairs, maintenance and planned improvements service</p> <p>City of London Corporation's approach to assisting tenants seeking housing adaptations to access appropriate services. <i>(no documents requested at this stage)</i></p>	<ul style="list-style-type: none"> <li>• Stock Condition Survey (2018)</li> <li>• Stock Condition Survey (2025)</li> <li>• Major Works Programmes and progress reports,</li> <li>• Financial Projections,</li> <li>• Delivery Schedules,</li> <li>• Investment Plans,</li> <li>• Decent Homes Dashboard,</li> <li>• Asset Management Strategy,</li> <li>• Damp &amp; Mould Policy,</li> <li>• Compliance Risk Register</li> <li>• R&amp;M and Compliance Recovery Plans,</li> <li>• Performance Reports</li> </ul>	<p>An overview of the Corporation's approach to managing and improving its housing stock. Includes results and updates from the last full stock condition survey (2018) and subsequent updates, as well as detailed records of major works programmes, delivery schedules, and progress reports.</p> <p>The documents also cover financial planning, asset management strategies, and compliance with the Decent Homes Standard, highlighting areas of non-compliance and the steps being taken to address them through planned investment and targeted works.</p> <p>Additionally, there is a focus on repairs and maintenance performance, damp and mould management, and ongoing oversight through committee reports, audits, and performance reviews, ensuring that progress and challenges are regularly monitored and reported to senior officers and members.</p>

1.2 Health and Safety	City of London Corporation's approach to ensure the health and safety of tenants in their homes and associated communal areas.	<ul style="list-style-type: none"> <li>• Health &amp; Safety Briefings</li> <li>• Compliance Risk Registers</li> <li>• Fire Safety Reports</li> <li>• Accident &amp; Incident Logs</li> <li>• Strategic Health &amp; Safety Board Minutes</li> <li>• Damp &amp; Mould Updates</li> <li>• Building Safety Cases</li> <li>• Lesson learnt examples</li> <li>• Action Plans</li> <li>• Performance Reports</li> </ul>	<p>These documents collectively demonstrate the approach to health and safety compliance and continuous improvement in its housing stock. Regular briefings, board minutes, and quarterly agendas show ongoing oversight and strategic direction.</p> <p>There is a strong focus on building safety, fire risk assessment tracking, and incident reporting, as well as targeted action on damp and mould through updated policies and self-assessments. Performance is monitored through board reports and audits, while lessons learnt from specific projects and case studies are used to inform future improvements and ensure resident safety and satisfaction.</p>
1.3 Safety of Shared Spaces	How City of London Corporation works with tenants, other landlords and relevant organisations to take all reasonable steps to ensure the safety of shared spaces.	<ul style="list-style-type: none"> <li>• Estate Services Standards</li> <li>• Service Updates</li> <li>• Horace Jones House Partnership Agreements</li> <li>• Parkguard Service Specification</li> </ul>	<p>These documents demonstrate aim to demonstrate the structured, transparent approach to setting, monitoring, and improving standards for communal areas, ensuring they are safe, well-maintained, and responsive to resident needs.</p> <p>Explain.</p> <p>They include formal agreements and standards for estate services, regular</p>

			updates and appendices detailing service delivery and improvements, and extensions of relevant policies. The Parkguard service specification highlights partnership work to enhance safety and security.
1.4 Local Co-operation & Anti-Social Behaviour	<p>The effectiveness of City of London Corporation's approach to dealing with ASB and hate incidents including through partnership working.</p> <p>City of London Corporation's co-operation with partners to promote the environmental, social and economic well-being of the areas in which it operates.</p>	<ul style="list-style-type: none"> <li>• ASB Policy</li> <li>• Hate Incidents Policy</li> <li>• Incident Investigations</li> <li>• ASB and Hate Incidents Service Standards</li> <li>• Social Value Reports</li> <li>• Financial Support reports</li> </ul>	<p>These documents set out the policies and procedures for tackling anti-social behaviour (ASB) and hate incidents, as well as the standards and support available for residents. They include the formal ASB and hate incidents policies and service standards alongside committee minutes evidencing policy extensions and approval updates. The set also covers practical responses to incidents, such as fire investigations and health and safety follow-ups and outlines available financial support for affected residents. Together, these documents aim to demonstrate a structured, transparent, and responsive approach to managing ASB, supporting victims, and promoting community safety and wellbeing.</p>
1.5 Management of domestic abuse	City of London Corporation's co-operative working with other agencies tackling domestic	<i>(no documents requested at this stage)</i>	<i>(no documents requested at this stage)</i>

	abuse and enabling tenants to access appropriate support and advice.		
1.6 Tenancy Management	<p>The fairness and transparency of City of London Corporation's approach to allocating and letting homes, including how the needs of tenants and prospective tenants are taken into account. <i>(no documents requested at this stage)</i></p> <p>How City of London Corporation ensures that tenancies and terms of occupation granted are appropriate, meeting all relevant requirements</p> <p>City of London Corporation's support for tenants to maintain their tenancy.</p> <p>City of London Corporation's support to relevant tenants in eligible</p>	<ul style="list-style-type: none"> <li>• Allocations Scheme</li> <li>• Equality Impact Assessments</li> <li>• Fraud Reports</li> <li>• Income Recovery Policy</li> <li>• Annual Reports</li> <li>• Mutual Exchange Details</li> <li>• Case Studies</li> <li>• Service Provisions Summary including information on tenancy support activity</li> </ul>	<p>These documents aim to demonstrate the approach to fair and transparent housing allocations, robust tenancy management, and proactive fraud prevention. They include core policies, regular audits, committee reports, and annual reviews, as well as practical resources for supporting vulnerable residents and promoting mutual exchanges. The set also highlights ongoing efforts to detect, investigate, and prevent tenancy fraud, ensuring compliance with legal and ethical standards while maintaining a focus on resident support and service improvement.</p>



	housing to access mutually exchange their homes. <i>(no documents requested at this stage)</i>		
2.1 Fairness and respect	Extent to which City of London Corporation treats tenants and prospective tenants with fairness and respect.	<ul style="list-style-type: none"> <li>• Complaints Updates</li> <li>• Reasonable Adjustments Policy</li> <li>• Anti-Racism Training</li> </ul>	These documents aim to show that the Corporation regularly informs tenants about complaints processes and outcomes, makes reasonable adjustments for those who need them, and invests in anti-racism training to foster a culture of respect and equality across its housing services.
2.2 Diverse needs	Extent to which City of London Corporation takes action to deliver fair access to, and equitable outcomes of, housing and landlord services for all tenants.	<ul style="list-style-type: none"> <li>• Accessibility Audit Reports</li> <li>• Equality Diversity and Inclusion Policy</li> <li>• TSM Report</li> <li>• Equality Impact Assessments</li> </ul>	These documents aim to demonstrate show that the Corporation audits accessibility, assesses the impact of its decisions, and implements action plans to ensure all tenants have fair access to services and opportunities, in line with regulatory and best practice standards.
2.3 Engagement with tenants	City of London Corporation's approach to giving its tenants a wide range of meaningful opportunities to influence and scrutinise strategies,	<ul style="list-style-type: none"> <li>• Consultation Reports and Appendices</li> <li>• Resident Involvement Strategy</li> <li>• Scrutiny Activity</li> <li>• Resident Feedback</li> <li>• Newsletters</li> <li>• Handbooks</li> </ul>	These documents aim to evidence a comprehensive and proactive approach to tenant engagement and involvement. They show that the Corporation regularly consults with residents, provides accessible information, and incorporates tenant

	<p>policies and services.</p> <p>Extent to which City of London Corporation ensures that it takes tenants' views into account in its decision-making about how landlord services are delivered and communicates how tenants' views have been considered.</p>	<ul style="list-style-type: none"> <li>• Committee Reports</li> </ul>	<p>feedback into policy and service development. Through structured involvement strategies, recognition policies, and transparent reporting, the Corporation demonstrates its commitment to meaningful resident participation, continuous improvement, and accountability in housing services.</p>
2.4 Service and performance information	<p>Extent to which City of London Corporation communicates with tenants and provides information so that they can use its services, understand what to expect from the Corporation as their landlord, and hold it to account.</p> <p>How City of London Corporation collects and provides information to support effective scrutiny by tenants of its performance in delivering landlord services.</p>	<ul style="list-style-type: none"> <li>• Annual Reports</li> <li>• Satisfaction Measures</li> <li>• Website Directories</li> <li>• Newsletters</li> <li>• Performance Reports</li> </ul>	<p>These documents evidence how we communicate key service and performance information to tenants and stakeholders. They include regular updates on complaints and service standards, revisions to the tenant handbook, and accessible online resources such as website directories and links for residents. Annual reports and newsletters provide transparency on performance, tenant satisfaction, and service improvements, while reports like the TSM LCRA and Tenant Satisfaction Measures demonstrate compliance with regulatory requirements and a commitment to continuous improvement</p>

	Whether City of London Corporation meets the requirements in relation to the Tenant Satisfaction Measures (TSMs).		
2.5 Complaint handling	<p>Extent to which complaints are addressed fairly, effectively and promptly.</p> <p>City of London Corporation's approach to ensuring that there is sufficient information so that tenants can make complaints, understand the Corporation's policy and process (including what they can do if dissatisfied with the outcome of how the complaint was handled) and what lessons are being learnt from complaints overall to continuously improve.</p>	<ul style="list-style-type: none"> <li>• Complaints Updates</li> <li>• Self-Assessments</li> <li>• Learning Panel Notes</li> <li>• Performance Reports</li> <li>• Ombudsman Cases</li> </ul>	<p>These documents outline the Corporation's approach to handling housing complaints, learning from feedback, and driving service improvement. They include regular updates on complaint volumes and trends, annual self-assessments, and detailed performance and service improvement reports. Notes from learning panels and landlord reports show how lessons are identified and shared, while procedures for member and MP enquiries, as well as weekly updates, demonstrate transparency and responsiveness.</p>

## 5. Diverse Needs

**Members are requested to note the following update concerning the support provided to residents with diverse needs, along with our plans to enhance housing services through improved data utilisation**

The City of London Corporation is committed to delivering fair access and equitable outcomes for all tenants, with strategic leadership for equality, diversity, and inclusion (EDI) driven by the executive director and supported by the Equalities, Diversity and Inclusion Sub-Committee. The Corporate Plan prioritises building diverse, engaged communities, ensuring everyone feels they belong, connecting people to co-create services, and promoting social mobility. Locally, the Housing Strategy sets out priorities to improve housing services and quality, engage residents, improve building safety, and increase housing supply.

To address gaps in understanding tenant demographics and needs, the Housing Service has launched the Inside Every Home Project (detailed on this agenda) - a resident audit initiative. This project will see every resident visited in their home to gather key profiling data, enabling tailored support and improved service delivery. The project is led by a newly appointed project manager, with team resourcing underway and a tested digital form developed by the digital solutions team. Data collected will be uploaded to Civica, our Housing Management System and used alongside other informative data such as Tenant Satisfaction Measures (TSMs), Stock Condition Surveys and resident involvement activities for strategic planning and EDI initiatives.

The Tenancy Support Team (TST) provides targeted, holistic support to vulnerable residents, including those at risk of eviction or homelessness, care leavers, and sheltered housing residents. Support includes emergency funding, care leaver grants, household support fund applications, charity grant facilitation, income maximisation, and crisis support such as food vouchers and referrals to specialist services. The TST works collaboratively with partner agencies, using a person-centred approach and making reasonable adjustments to meet individual needs. Recent case studies demonstrate the impact of tailored interventions, such as supporting tenants through benefit transitions, rent arrears, and health-related vulnerabilities, enabling them to sustain tenancies and improve wellbeing.

City of London's Housing Service is strengthening its approach to monitoring protected characteristics and ensuring fairness and respect for all tenants. This includes improved data profiling, targeted interventions based on satisfaction and complaints trends, enhanced use of support services and embedding equality impact assessments across activities. The Inside Every Home project will further support these aims by providing robust, up-to-date data to inform service planning, asset management, and compliance with the Public Sector Equality Duty.

In summary, the Housing Service is advancing their commitment to fairness, respect, and meeting diverse needs through strategic leadership, targeted support, robust data collection, and continuous improvement in service delivery and monitoring.

## **6. Compliance Performance Update**

**Members are requested to note the HRA Compliance Status as at 3 October 2025. Some of these matters are reported in the Performance Dashboard above.**

Members are asked to note the detail of the Compliance Corrective Plan at Appendix 4 being managed by the compliance team and the progress made to date. Members are also asked to note the content of the Compliance Risk Register at Appendix 5. The risk register is updated fortnightly at the internal officer Compliance Board which meets every two weeks to maintain focus on this key area.

**Appendix 4 – Compliance Corrective Plan**

**Appendix 5 – Compliance Risk Register**

Category	Item number	Issue/Non Compliance	Action required	Owner	target completion date	Status (complete or status update)
Gas Safety	1.0	The TSG gas servicing and repairs contract is due to expire in 2025 and there is insufficient time & resource to procure new contract, due to mobilisation of new R&M Contract	Seek Category Board approval and extend Contract until 30th Sept 2026 Complete PT2 and Commence Procurement of new contract to include EICR testing in summer of 2025 Gather monthly gas audit data from Morgan Lambert and commence formal reporting of audit performance in Q2	BA	31/12/2025	TSG extended to 30/09/26 New procurement activities have commenced and new contract spec will be drafted September & October. New contract will combine gas servicing and electrical testing and heating and hot water repairs. Tenders need to go out in January via Fusion 21 Framework  Morgan Lambert gas audit data was added to the compliance tracker in August 2025  This action will be marked complete when tenders are ready for issue
Asbestos	2.0	Updates to keystone asbestos register are delayed due to limited users and restricted licences	Obtain additional keystone licences from Civica and gain access to system	FM	31/03/2025	<b>Complete -</b> Keystone access and permissions agreed - working group set up to review and maintain Keystone data
	2.1	The Eton Asbestos survey and remedial contract is due to expire in March 2025 and there is insufficient time & resource to procure new contract, due to mobilisation of new R&M Contract	Seek Category Board approval & Extend Contract until 31st March 2026 Commence procurement of new contract	FM	31/08/2025	Eton contract Extended Asbestos Reinspection risk rated remedial actions are now added to compliance tracker New contract procurement to commence September 2025 - April 2026. Asbestos testing and asbestos remedials will be split into 2 contracts.  Action will be updated to complete when Tenders are issued.
Passenger lifts	3.0	The Compliance Manager, Head of Repairs and Butler and Young have incorrect configuration of BES LOLER data in the BES portal, inhibiting proactive management and reporting of LOLER compliance	Provide access to and provide correct data configuration for Compliance Manager, Head of Repairs and Butler and Young	FM	31/03/2025	<b>Complete</b>
	3.1	Slow progression of follow up actions with Guideline lifts and BES to resolve overdue LOLER inspections	Agree Butler and Young scope of management, expectations and ownership of actions within LOLER Process	FM	31/05/2025	<b>Complete</b>
	3.2	LOLER PNAs because of no access to estate lift plant rooms - estate office closed or keys lost or not available	Escalate to Estates Manager. BES to be given estate officers contact details and liaise with estates office prior to Inspectors attendance. Share the BES inspection calendar with Estate Offices for forward planning.	GN	30/06/2025	<b>Complete</b>

	3.3	LOLER PNAs due to lift equipment issues or lift outages at time of LOLER inspection	Improve communication & co-ordination between Guideline lifts and BES to resolve lift equipment issues and to promptly notify and reschedule inspections with BES when lifts back in service. This is to be evidenced via B&Y updates to the comments section on the BES portal as an audit trail.	FM	30/06/2025	<b>Complete</b> Butler and young are taking a greater role in LOLER Management and a sample of lift maintenance audits have been introduced. The number and age of LOLER immediate defects will be included on compliance tracker in Q2.
	3.4	The Guideline lift maintenance contract is due to expire in 2025 and there is insufficient time & resource to procure new contract, due to mobilisation of new R&M Contract	Seek Category Board approval & Extend Contract until 30th August 2025 and commence procurement for contract renewal	BA	31/08/2025	<b>Complete</b> Guideline Extended. New lift Maintenance contract awarded with mobilisation in September & October 2025 - new contract start 1st November 2025
	3.5	The operational management of lift servicing, maintenance, remedial actions & compliance evidence is currently managed in the contractors system and updates undertaken via email exchange with evidence stored in sharepoint.	Migrate compliance workflow management and record keeping to agreed asset management/compliance software system.	BA	30/09/2026	In the interim, options to improve compliance work flow & data management are being considered as part of new lift contract now due to start in November 2025.
Fire Safety	4.0	FRAs are currently stored in Sharepoint and remedial actions added to an excel tracker in sharepoint, Remedial action data and supporting evidence is subject to data quality issues. Data is not always consistent, can be overwritten or deleted and there is no date time stamped audit trail. Compliance evidence has to be stored in separate sharepoint files.	FRAs and remedial actions need to be migrated and managed in a suitable software system	LC	30/09/2025	Riskbase has been demonstrated and is to be adopted - date to be confirmed The current excel FRA tracker is being overseen centrally and teams are making updates where appropriate
	4.1	The volume and age of overdue FRA remedial actions, by risk rating and due date has not been historically calculated. Historically remedial action owners have not always been assigned correctly based on the action type, leading to confusion and delays in progressing actions.	Agree target timescales for high, medium and low risk actions and apply formula to tracker to calculate overdue actions. Jointly review and update assigned action owners and monitor progression.	GW	31/03/2025	Timescales based on risk level have been agreed and applied to all current actions. This has resulted in a significant volume showing overdue. Consideration is being given to procuring a dedicated FRA remedial contractor to support work delivery for reactive FRA works however this is not currently in any procurement timetable. A further review of high risk remedial actions is scheduled with all dept managers in September
	4.2	The operational management of fire equipment servicing, maintenance, remedial actions & compliance evidence is currently managed in the contractors system and updates undertaken via email exchange with COL evidence stored in sharepoint. COL do not have access to the Amalgamated client portal and It is time consuming to keep this compliance data up to date and accurate via email exchange	Long Term solution - Migrate compliance workflow management and record keeping to agreed asset management/compliance software system 2026  Interim solution - SureServe to upload certs directly to COL Sharepoint site	FM	30/09/2026	<b>Complete</b> Sureserve have almost completed all site visits and reconciled fire equipment asset data which is showing discrepancies in some areas. Certification being uploaded directly to COL Sharepoint site. Initial compliance KPIS received for August but some gaps in compliance which need to be understood e.g access issues
	4.3	Inspection and Servicing frequencies are set incorrectly for some fire equipment types based on current statutory requirements, including new requirements for HRBs	Review and implement updated service frequencies in accordance with current legislation	FM	31/07/2025	Dry riser wet testing updated to 6 months rather than annual inspection. Monthly inspection of all fire equipment for HRBs is being implemented in Q3 with SureServe

Water Safety	5.0	The operational management of tank inspections, sampling, remedial actions & compliance evidence is currently managed in the contractors system with updates undertaken via email exchange. Guardian Water have provided access to their client portal however the data is not kept in a suitable format to monitor compliance performance	Migrate compliance workflow management and record keeping to agreed asset management/compliance software system.	BA	30/09/2026	In the interim, options to improve compliance work flow & data are being considered as part of new water contract from January 2026 There is now a discrepancy in the volume of water tanks between COL and Guardian data, which may be a result of some tanks being taken out. Water tank data is being collected via the stock condition survey to help reconcile volumes
	5.1	The Guardian water safety contract is due to expire in 2025 and there is insufficient time & resource to procure new contract, due to mobilisation of new R&M Contract	Seek Category Board approval & Extend Contract until 30th September 2025 Commence procurement for new contract	BA	30/09/2025	<b>Complete</b> Guardian Water extended to 03/01/2026 New contract tenders evaluated and contract award pending in Sept. Mobilisation to commence in Q3
Electrical Safety	6.0	The % of domestic EICR completed within the recommended 5 year cycle remains same because there is no current programme	Undertake emergency procurement of domestic EICR electrical contractors x2 to complete all overdue EICRS in 2025	RO	31/05/2025	<b>Complete</b> 2No suppliers via Fusion 21 Framework - Sureserve and Goom. Contracts have commenced 01/07/25 Suppliers given a self approval limit to undertake C2 remedial actions whilst on site to obtain satisfactory certificates and reduce need for second visits Keystone has been full reconciled with HRA current asset list Electrical specification including smoke detection has been finalised and shared Reporting of progress and compliance started 18/08/2025
	6.1	Historically EICRs have been delivered as a major works project in 'phases' rather than a rolling programme. the current profile of EICRS due means there is a spike in volume every five years	5 year programme to be reprofiled from 26/27 onward to avoid peaks and troughs, once overdue backlog has been cleared Proposed delivery of rolling programme via new Gas servicing & repairs contract sept 2026 to include electrical servicing	RO	31/12/2025	Reprofiling will be reviewed in Q3 & Q4 2025 when overdue backlog is being undertaken and Keystone records updated New gas & electrical servicing contract will be reprocured between 01/09/2025 to 30/09/2026 (item 1.02) EICRs due in 2025 and early 2026 are being added to the existing programme along with new builds previously on a 10 year cycle. This is to comply with New 25 Electrical Regulations
	6.2	Communal and domestic C2 remedial actions identified from unsatisfactory tests have not been progressed with suitable urgency.	Appoint contractor to clear backlog of overdue C2 remedial actions for communal and domestic EICRs.	GW	31/03/2026	Identified C2 communal remedial actions are being progressed by Major works Team in 25/26. Quality assurance is being provided by consultant David Miles and Partners. Large scale remediation works & lateral mains renewal will require new planned programmes to deliver work. Previously identified domestic C2 remedials are also being progressed via Major works Team.
	6.3	The housing electrical safety policy indicates that C2 actions (apart from re-wires) are to be completed in 10 working days	Review and update policy timescales for C2 remedials as 10 working day target may be unrealistic. Check policy details regarding hard wired smoke detection	BA	30/06/2025	Policy review completed and draft updates made to reflect new Electrical Regulations, however policy timescales for communal electrical remedial actions needs further review and context Penningtons to undertake independent policy review December 2025



	6.4	Some EICR compliance data and certification has been recorded in Keystone, however the keystone data is not fully complete or up to date. Keystone is not currently set up for compliance workflow management. EICRs completed outside of the project via voids contractors has been held locally on contractors systems.	Reconcile number of domstic EICRs against current CX asset list and locate certificates. Collect all communal EICR certificates with outcomes from Guardian electrical. Collect EICR void certs from Wates	BA	31/03/2025	<b>Complete</b> Keystone EICR data has been updated and used to provide updated list of overdue domestic EICR to inform the emergency programme The volume of assets requiring a test in Keystone has ben reconciled against the updated HRA Asset list and volume.  Wates data is not in a useable format as documents are not properly labelled. We can no longer rely on thier EICR data.
	6.5	There is currently no software system to manage EICR compliane workflow. Keystone is not currently set up for compliance workflow management, but can provide an overview of testing compliance e.g volume of tests within due date.	Migrate compliance workflow management and record keeping to agreed asset managemement/compliance software system in 2026.	RO	30/06/2026	<b>Complete</b> In the interim, the management of EICR compliance workflow and remedials is via the appointed contractors own system. EICR reporting is now via Keystone weekly report extracts. EICR remedials completed are being raised and recorded on CX.
	6.6	There is no current resource to manage EICR workflow and no access process for the emergency EICR programme. There is also no technical QA resource assigned to this programme	Recruit 2x compliance data officers to manage workflow & no access process Appoint David Miles Partners to QA domestic testing and remedials	BA	31/07/2025	1x Officer recruited and started 09/2025. Still recruiting for 2nd position  Morgan Lambert are now providing QA on completed EICR certs
Other M&E	7.0	Service and inspection records for Mansafe equipment with PTSG is not up to date. Also location data and asset tagging of mansafe equipment is currently insufficient to enable BES to undertake independant inspection	Re-engage with PTSG and formalise service and inspection requirements, inclcuding the urgent provision of location data and tagging of assets.	FM	30/06/2025	<b>Complete</b> PTSG Contract performance meeting held 24/06/25. Service programme with due dates and current compliance position/overdue has been shared by PTSG Meetings take place periodically until further notice
	7.1	There is no current contract in place for servicing of fire dampers for car park shutters	Envirocure have been recommended as a competent supplier. Set up Envirocure with City Proc and issue Purchase orders for annual servicing programme.	FM	31/05/2025	<b>Complete</b>
General	8.0	There is no defined handover and sign off process for M&E equipment installed in new developments and a risk of equipment handed over without adequate commisioning certification or sufficient notice to include in current service programmes.	Work with Development and Special project team to standardise equipment handover schedule and minimum certification requirements	FM *	31/07/2025	Compliance Manager and Head of Operations have requested specific handover information in relation to Avondale fire equipment and Black Raven Court M&E equipment before handover can be agreed. Black Raven Handover is delayed due to M&E validations taking place and assurance around asset data in Keystone
	8.1	The majority of compliance service and maintenance contracts have not been subject to robust contract management to ensure servicing data is provided and performance against KPIs is monitored. There is no dedicated resource to manage compliance workflows with compliance contractors.	Allocate interim resource to cover and resume contract meetings Recruit dedicated Compliance Contracts Manager and 2x compliance data officers to manage workflow	BA	30/09/2025	<b>Complete</b> A fixed term Compliance Contracts Manager started 16/06/25 for 1 year. Operational performance meetings have resumed. Recruitment of 2x compliance data officers is in progress with 1x Officer started in September
	8.2	There is no periodic reconciliation of the volume of assets and equipment requiring compliance servicing against the total number of HRA assets. Changes to assets as a result of new development or tenure change may not be reflected in current service programmes	Agree source data, process and frequency of reconciliation for all servicing. Update relevant policies to reflect this.	FM	31/03/2026	LADRs return is to inform current stock volume 1923 final number- Electrical reconciliation is completed for domestic EICR Frequency and souce for reconciliation to be included in policy update later this year

	<b>8.3</b>	There is no current COL compliance software system to manage workflow, record evidence and report compliance in real time. Repairs and compliance data being collected or due to be collected via remote monitoring, sensors and other IOT is not fully understood in terms of location, capability and where data is currently captured.	Identify all current and proposed sensors and remote monitoring equipment across estates including BMS systems and where data is currently received and what it is measuring Contribute to user requirements and implementation of CX Asset Management & Compliance Module Consider systems integrations potential during procurement of gas and electrical servicing contract	BA	31/07/2026	Exploring how CX AM could be fast tracked. Work on CX AM and compliance has started - compiling full list of all serviceable equipment types. BMS, IOT/remote monitoring assets do not currently exist in Keystone and these are to be created as new equipment types
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## COMPLIANCE RISK REGISTER

Minor delays <1  
month  
Major Delays >1  
month

03/10/2025

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Compliance Category	Type	TSM	Total assets or Actions	Volume Not Compliant	Volume Compliant	% Compliant	Target Compliance date	Progress against target date	Actions to achieve compliance	Current Mitigations
Stock Condition	Surveys completed	Yes	1881	1804	77	4.09%	31/03/2026	On track	Programme progressing with Potter Raper - data as per 26/09/25 The volume of properties requiring a stock conditon survey has reduced to 1881 because new development properties under 5 years of age do not require a survey this year.	
Stock condition	CAT 1 Hazards/ Severe (property)	No	1	0	1	100%		N/A	No CAT 1 hazards have been identified via the Stock condition survey so far. There is 1 property identified by the Repairs Team as a likely CAT 1 hazard for damp and mould, however actions have since been taken to mitigate the risks, until major roof replacement works are undertaken in 2026	Property made safe, but resident has repeatedly refused temporary decant Risk Mitigated but still a non decent home- Roof has been sheeted for rain protection and is to be given additonal Tin Hat protection. Roof replacement is scheduled for 2026
Damp & Mould	Damp & Mould Orders (property)	No	10	4	6	60%	30/09/2025	Minor delays	10 live D&M Orders - 4 overdue - 3 medium risk and 1 low risk 2 x Chigwell - appointments dates are scheduled for works 2X Abbotts - access issues - awaiting urgent update from Contractor	There are no overdue 'high risk' orders based on extent/location and vulnerabilities using risk rating system being introduced in September 2025
Environment	Petrol Interceptor (item)	No	1	0	1	100%		N/A		New item identified by Development Team at York Way Estate in June 2025. A&E Elkins quote approved and order raised for 6 monthly Service prior to handover of new development site.
Gas	Gas Domestic installation (item)	Yes	1702	3	1699	99.82%	30/09/2025	on track	2 Properties have exhausted 3 stage lettering process & have tenancy support issues with HM/TS teams & Legal to resolve. One property to be returned on 27/09 & awaiting Housing to confirm access. Second property there is a sensitive tenancy issue. 1x Tenant is in hospital, arranging for friend or family to provide access. CP12 Volumes peak in November and December & January - we are trying to pull some of these forward- TSG instructed to bring forward service dates where possible.	Overdue gas services are being managed via legal team with dates for access. Third party auditing in place with Morgan Lambert
	Domestic CO detection (item)	No	1702	19	1683	98.88%	24/12/2025	On track	Validation will be completed by TSG & via the stock condition survey to confirm there is CO detection installed. Volume non compliant has reduced from 53 to 19. Focus is on remediating properties with an active gas supply rather than those with gas capped	TSG replace missing CO detectors as part of the CP12 test. From September 2025 we are receiving separate certification to confirm the presence of a working CO and smoke detector. We are fitting Battery operated to the remaining 19 until we confirm hard wired installed
	Gas communal installation (Blocks)	Yes	6	0	6	100%		N/A		
	Gas auditing (certificate)	No	10	0	10	100%		N/A		Sample volume/ % compliance pass rate. Morgan Lambert have shared a detailed audit report for the last 3 months
	High pressure HW systems expansion vessels (Block)	No	4	0	4	100%		N/A		1x Twelve Acres House Expansion Vessel Resolved by TSG. BES informed Ref: 39983220. BES due to return on 11/11/25 to re- certify PUWER inspection undertaken by BES

	HPHW systems - Immediate (defects) Target 30 Days	No	0	0	0	100%		N/A		
Asbestos	Communal Reinspection (Blocks)	Yes	58	0	58	100%		N/A		New Management surveys completed for 25/26
	High Risk Remedial (Action) Target 30 Days	No	0	0	N/A	100%		N/A		
	Asbestos Management Plan (Blocks)	No	58	0	58	100%		N/A		Asbestos Management plans are being updated for 25/26
Lifting Equipment	Passenger lifts (item)	Yes	51	2	49	96%	30/09/2025	Minor delays	1x Lambfold House - Awaiting issue of LOLER thorough examination cert with BES insurance date to be confirmed  1x Harmon close - paperwork outstanding from Guideline for SAFed inspection. This is required for BES to provide full LOLER certification. Paperwork has been chased with Guideline.	
	Passenger lift - Immediate (defects) Target 30 Days	No	1	1	0	0%	30/09/2025	Minor delays	1X Horace Jones House CL136 LIFT 21 - repair completed WO HSG2540978 - Quote 158577. B&Y are monitoring. BES Ref: 40214855 BES Re-scheduled for 08/10/25	
	Mansafe systems (block)	No	161	34	127	79%	31/10/2025	Minor delays	We have just updated the way in which Mansafe systems are recorded for compliance as of 30/09/25. Previously compliance was recorded against the number of blocks where equipment of differing types is installed, however we are now recording the volume of specific mansafe components installed for greater accuracy A block can have more than one component type installed e.g Eye Bolts, Edge Protection, Wire system. Each type is subject to specific testing and certification. For the 34 overdue/expired, remedial works have been instructed or there have been access issues and PTSG are arranging a new date to inspect.  Whilst some specific equipment types may not be compliant, other equipment may be available and compliant for use. Contractors should refer to their RAMs for working at height before commencing work using these systems.	Undertaken by PTSG
	Suspended Access Cradle BMU (item)	No	1	1	0	0%	31/10/2025	On track	Maintenance complete. Partial inspection completed only by BES - we have asked for a date to fully re-certify	1No Equipment location confirmed at GLE Quarterly Service regime has been managed by Assets team
FRA	Fire Risk Assessment (Blocks)	Yes	58	0	58	100%		N/A		
	High Risk FRA (Actions) Target 30 days	No	48	43	5	10%	31/03/2026	Major delays	Action plan to acheive compliance to be submitted at October Housing Improvement Board meeting. <u>Breakdown of overdue by type and status</u> Fire compartmentation/fire stopping Minor works = 4 Fire compartmentation/fire stopping Major Works = 2 Cladding inspection = 1 Fire/Safety equipment - Inspection, Testing & maintenance = 6 Fire/Safety equipment - Major works/New installations = 9 Fire Doors & closers Minor Works = 5 Fire Doors & Closers Major works /New Installations= 5 Strategy, Policy & Information = 9 Housing - Operational inspections & actions = 2 <u>Status of overdue</u> Works In progress with Repairs Team or Major works projects = 25 Delayed due to scale/complexity= 12 *The majority relate to providing evidence around strategy/policy Not started/Major delays due to scale/complexity = 6 *These generally relate to major landlords EICR remedials and large scale fire door closer installations to whole blocks	Other mitigations - Ongoing Programme of fire door inspections & remedials. Regular H&S inspections by Estate Services, Fire equipment servicing programmes in place

	Medium Risk Actions - all Target 90 days	No	679	606	73	11%	31/12/2026	Major delays	An action plan is being developed as to how medium risk compliance is going to be achieved within reasonable timescales  The highest volume of overdue actions by category are; Fire/Buidling safety inspections, repairs and certification = 219 Stratgey/Policy/Information = 75 Compartmentation/Fire Stopping =57 Fire door repairs/renewals =55	
	Low risk Actions - all Target 180 Days	No	512	440	72	14%	31/12/2026	Major delays	As above but for low risk The highest volume of overdue actions are under the following categories; Fire/Building safety equipment - servicing/repairs & certification = 161 Compartmentation = 92 Estate inspections & clearances = 74 Fire Doors =36	
Fire Equipment	Domestic Smoke alarms (Property)	No	1923	463	1460	76%	30/04/2026	On track	Installs are being undertaken as part of EICR Programme, voids & CP12 programme - updates obtained through CP12 completions, are to be uploaded to Keystone in October, now that the data format has been agreed.	1460 total - 1012 & 448 battery operated Of those without hardwired or battery - battery operated are being installed in the short term
	Fire detection systems (item)	No	22	2	20	91%	30/09/2025	On track	Reported by Sureserve 29/09/25	Sureserve contract started 24 April.
	Extinguishers (item)	No	100	2	98	98%	30/09/2025	On track	Reported by Sureserve 29/09/25	Sureserve contract started 24 April.
	AOVs (Item)	No	4	3	1	25%	30/09/2025	Minor delays	Reported by Sureserve 26/08/25 - access issues to the equipment is being investigated and resolved	Sureserve contract started 24 April.
	Sprinklers (installations)	No	6	1	5	83%	30/09/2025	On track	Reported by Sureserve 29/09/25	Sureserve contract started 24 April.
	Sprinklers - Uninterrupted Power Supply (Blocks)	No	3	0	3	100%		N/A	Quote provided and to be commissioned via Sureserve	Avondale Tower sprinklers and MSE - Petticoat tower - Currently compliant as these are new installations
	Hose Reels (item)	No	1	0	1	100%		N/A	Reported by Sureserve 29/09/25	Sureserve contract started 24 April.
	Dry Risers (item)	No	20	0	20	100%	30/09/2025	N/A	Reported by Sureserve 29/09/25	Sureserve contract started 24 April.
	Fire dampers (block)	No	4	4	0	0%	30/09/2025	Minor delays	We are looking to transfer the dampers service and maintenance to Sureserve under the new main equipment contract	2No location confirmed at GLE & 2No MSE Contract meeting with Envirocure to be scheduled July 2025
Water	Legionella Risk Assessment (block)	Yes	58	0	58	100%		N/A		Legionella Risk assessments completed by independent supplier for 24/25. Next assessments not due to 27/28
	High Risk Remedial (Action) Target 30 Days	No	3	3	0	0%	30/09/2025	Minor Delays	Guardian have attempted to complete the inspectio of the tanks, however there is an issue with pigeons infesting the roof space. Pest contorl has been conducted along with pigeon proffing of access points, however a further clean is required before its safe to enter the loft space. Guardian will remain in contract until 31st Dec 2025, after which a new contractor will take over compliance.	1. Enhanced Water System Monitoring 2. Targeted Flushing Regime 3. Controlled Outlet Isolation 4. Escalation & Incident Response
	Cold Water Storage tanks (unit)	No	339	170	169	50%	31/10/2025	Major delays	Tank inspections are due by end of summer months by close of Oct 2025- communications taking place about lack of access. There are discrepancies between the total number of tanks CoL count 339 compared to the contractor approx. 290 which is being investigated and crossed checked against the last Risk assesement  Some tanks may have been removed due to major works programmes but this is not reflected in Keystone . All Water tank assets need to be added to keystone.  There will be delays in confirming the correct volume of current tanks as it requires access into flats to access loft spaces to confrim.	Water Sampling has been completed and tank inspection up to August 2025
Electrical	EICR Communal Installation (unit)	No	93	0	93	100%		N/A		Further physical reconciliation has been undertaken - GW has reconciled 93 installations following site visits to all estates between Guardian and David Miles Partnership to witness the installation on site.

EICR Domestic Installation (unit)	No	1923	790	1133	59%	30/04/2026	On target	There are now a total of 790 requiring a test of which 31 have no certificate on record For those that have an in date EICR; 54 New Build in date 887 tested in date (due 2025-2030) 190 tested with remedials	Electrical Regs Nov 2025 applicable to social housing. Testing & remedials to comply by May 2026. There may be additional completed tests by Wates within 5 years not recorded on Keystone. A review of received data will take place in Sept 2025
EICR Communal C2 remedials (unit)	No	93	93	0	0%	31/12/2026	Major Delays	Following a physical site reconciliation of all communal sites and installations the number has been updated to 93  An action plan is being drafted for October Hosusing Imprvoement Board meeting to set out delivery of compliance , ahead of the current estimated date . This will include smaller scale works that could be brought forward and any further risk mitigation actions, whilst we wait for longer term major works programmes for lateral mains renewals. Mitigations will likely also include periodic checks of lateral mains every 3- 6 months.	93 unsatisfactory certificates -Overdue C2 remedial actions are being progressed by Major works Team in 25/26. 100% of blocks have an in date Fire Risk Assessment 9 blocks benefit from additional sprinkler systems installed 81 of the 98 communal installations benefit from block emergency lighting in the event of a power failure, of which 100% have been tested
EICR Domestic C2 remedials (unit) Target 28 Days	No	190	190	0	0%	30/04/2026	on track	Identified overdue C2 'urgent' remedial actions are being progressed by Major works Team in 25/26 - Works programme has commenced initially on current voids in the list of 190. Following a full update and reconciliation of Keystone records a further 35 unsatisfactory certs were identified making to the total now 190 not 153.	Electrical Regs Nov 2025 applicable to social housing. Testing & remedials to comply by May 2026. 92 homes have smoke detection installed For the remaining 16 homes without smoke detection, we will be undertaking further validation and arranging for smoke detection to be installed with those residents within the next 90 days. 63 homes benefit from additional sprinklers systems installed as additional fire suppression measures
Emergency lighting (installations)	No	98	3	95	97%	30/09/2025	Minor delays.	Reported by Sureserve 29/09/25 Some major EL lighting repairs have been identified and ordered to progress to full compliance	Sureserve contract started 24 April.
Lightning Conductors (item)	No	18	2	16	89%	30/09/2025	Minor delays.	Reported by Sureserve 11/08/25 Discrepancy over asset volume with SureServe One Conductor is known to have been removed from MSE as identified through EICR with Guardian. We are undertaking a visual check of other conductors via PSOs and estate teams to resolve the discrepancy	Sureserve contract started 24 April.
Emergency Generator (item)	No	1	0	1	100%		N/A		1No Equipment location confirmed at Middlesex street estate - Contract has been renewed with Guardian electrical
Vehicle Charging points (block)	No	1	0	1	100%		N/A		1No Equipment location confirmed at GLE. Compliance service check completed by Guardian electrical
In Service Electrical Inspection (PAT) (Estates)	No	13	0	13	100%		N/A		Chigwell have completed Estate PAT tests

## **7. Conclusion**

Members are asked to approve the revised damp and mould policy presented in appendix 1

Members are asked to note and comment on as necessary the following reports:

- Performance Dashboard – April 2025 – August 2025
- Stock Condition Survey 2025 Update
- Regulator of Social Housing Inspection Update
- Residents with Diverse Needs Support Update
- Compliance Update – 3 October 2025

**Peta Caine**

Director of Housing

E: [peta.caine@cityoflondon.gov.uk](mailto:peta.caine@cityoflondon.gov.uk)

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<b>Committees:</b> Corporate Projects Board [ <i>for information</i> ] <b>Housing Management &amp; Almshouses Sub Committee [<i>for decision</i>]</b> Projects and Procurements Sub [ <i>for information</i> ]	<b>Dates:</b> 10 September 2025 21 October 2025 18 November 2025
<b>Subject:</b> Renewal of Flat Roof Coverings at Petticoat Square, Middlesex Street <b>Unique Project Identifier:</b> 12200	<b>Gateway 6:</b> <b>Outcome Report</b> Light
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> David Downing, Asset Programme Manager	<b>For Decision</b>
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<p><b>Project Description:</b> Following the completion of detailed condition surveys, the main roof coverings to the low-level residential block at Petticoat Square on the Middlesex Street Estate were identified as having reached the end of their useful life and required replacement to prevent water ingress and subsequent internal damage and loss. At Gateway 5, the contractor M H Goldsmith were appointed to carry out the work.</p> <p><b>RAG Status:</b> Green (Green at last report to Committee)</p> <p><b>Risk Status:</b> Low (Low at last report to committee)</p> <p><b>Costed Risk Provision Utilised: £0</b> (of which X amount was drawn down at the last report to Committee);</p> <p><b>Final Outturn Cost: £418,360.75</b></p>
<b>2. Next steps and requested decisions</b>	<p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. To note the content of this report,</li> <li>2. To note the lessons learnt,</li> <li>3. To authorise closure of this project.</li> </ol>

<b>3. Key conclusions</b>	<p>The project was successfully delivered with the replacement flat roof eliminating water ingress and providing new, modern and efficient roof coverings warrantied for a period of 20 years</p> <p>The final outturn costs underspent the allocated Gateway 5 project budget by a sum of £25,312.25.</p>
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## Main Report

### Design & Delivery Review

<b>4. Design into delivery</b>	The project design worked well and has formed the basis for roof replacements subsequently carried out at other City housing blocks.
<b>5. Options appraisal</b>	The selected option to procure a contractor to deliver the works as required worked well.
<b>6. Procurement route</b>	<p>The works contract was successfully procured via open tender. The tender generated an appropriate and manageable number of competitively priced bids for evaluation. This procurement route can be recommended for future projects of this nature.</p> <p>Procurement reference: itt_COL_12202</p>
<b>7. Skills base</b>	The City of London project team had the required skills and experience to deliver the project. All aspects of project management for this project were handled internally.
<b>8. Stakeholders</b>	Due to the nature of the works carried out which entailed minimal disruption for residents, the extent of external stakeholder engagement required to successfully develop and deliver this project was low beyond the statutory Section 20 consultation.

### Variation Review

<b>9. Assessment of project against key milestones</b>	The project progressed as expected throughout the design period with a main works contractor appointed as anticipated at Gateway 5. During the delivery phase, the contract ran as expected throughout its duration without variation.
<b>10. Assessment of project against Scope</b>	The scope of the project remained unchanged throughout both the design period and project delivery.
<b>11. Risks and issues</b>	<p>This low-risk project proceeded as planned with no significant risks realised during the delivery phase following the appointment of the selected contractor.</p> <p>Costed Risk Provision was not applicable to this project.</p>

<b>12. Transition to Business As Usual</b>	The new installations have a defect liability period of 12 months commencing from the date of practical completion with a comprehensive 20-year insurance backed warranty. The ongoing management of the new roofs has been handed over to the Housing Repairs & Maintenance team.
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### Value Review

13. Budget	<table><tr><td>Estimated Outturn Cost (G2)</td><td>Estimated cost (including risk): £425,500 Estimated cost (excluding risk): £425,500</td></tr></table>		Estimated Outturn Cost (G2)	Estimated cost (including risk): £425,500 Estimated cost (excluding risk): £425,500													
	Estimated Outturn Cost (G2)	Estimated cost (including risk): £425,500 Estimated cost (excluding risk): £425,500															
	<table><tr><td></td><td>At Authority to Start work (G5)</td><td>Final Outturn Cost</td></tr><tr><td>Staff Costs</td><td>£5,000.00</td><td>£0.00</td></tr><tr><td>Fees Costs</td><td>£1,500.00</td><td>£1,478.00</td></tr><tr><td>Works</td><td>£432,173.00</td><td>£416,882.75</td></tr><tr><td><b>Total</b></td><td><b>£443,673.00</b></td><td><b>£418,360.75</b></td></tr></table>			At Authority to Start work (G5)	Final Outturn Cost	Staff Costs	£5,000.00	£0.00	Fees Costs	£1,500.00	£1,478.00	Works	£432,173.00	£416,882.75	<b>Total</b>	<b>£443,673.00</b>	<b>£418,360.75</b>
		At Authority to Start work (G5)	Final Outturn Cost														
	Staff Costs	£5,000.00	£0.00														
	Fees Costs	£1,500.00	£1,478.00														
Works	£432,173.00	£416,882.75															
<b>Total</b>	<b>£443,673.00</b>	<b>£418,360.75</b>															
There is a total underspend on the approved Gateway 5 budget of £25,312.25.																	
Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.																	
14. Investment	N/A																
15. Assessment of project against SMART objectives	<p>The project successfully replaced the identified main flat roof areas to flat blocks that make up Petticoat Square.</p> <p>The successful completion of the works has eliminated all roof leaks and has provided a new, modern and efficient roof coverings warrantied for a period of 20 years.</p> <p>In replacing the defective roof, the City has ensured that its housing stock continues to meet the Decent Homes Standard and its statutory obligations to tenants and leaseholders are met.</p>																
16. Key benefits realised	<p>1. The elimination of roof leaks and prevention of further internal structural damage and damage to property.</p> <p>2. New roof coverings with improved insulation complete with a comprehensive 20-year insurance backed warranty.</p> <p>3. The value of the City’s Housing assets was maintained.</p> <p>4. Compliance with statutory measures.</p>																

### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	<p>1. This straightforward project was delivered without issue and successfully achieved all its objectives with an underspend of £25,312.25 against the Gateway 5 budget.</p> <p>2. The contractor, M H Goldsmith &amp; Sons, performed well over the period of the contract and can be recommended for future works of this nature.</p>
<b>18. Improvement reflections</b>	<p>1. The works were directly managed by a former Assistant Director of Housing who has now left the City. Only a limited consideration of lessons learned has been possible due to the limited documentation made available; this in itself should be taken as a lesson learned to ensure key documentation is accessible when project staff leave the City.</p>
<b>19. Sharing best practice</b>	<p>1. Dissemination of key information through team and project staff briefings.</p> <p>2. Lessons learned have been logged and recorded on departmental SharePoint.</p>
<b>20. AOB</b>	None

### **Appendices**

<b>Appendix 1</b>	Project Coversheet
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### **Contact**

<b>Report Author</b>	David Downing
<b>Email Address</b>	David.Downing@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 1645

# Project Coversheet

## [1] Ownership & Status

**UPI:** 12200

**Core Project Name:** Renewal of Roof Coverings at Petticoat Square, Middlesex Street

**Programme Affiliation** (if applicable): N/A

**Project Manager:** Paul Murtagh

**Definition of need:** Following the completion of detailed condition surveys, the main roof coverings at Petticoat Square on the Middlesex Street Estate were identified as needing urgent replacement to prevent further water ingress and subsequent internal damage and loss.

**Key measures of success:**

1. The elimination of roof leaks and prevention of further internal structural damage and damage to property.
2. New roof coverings with improved insulation complete with a comprehensive 20-year insurance backed warranty.
3. The value of the City's Housing assets was maintained.
4. Compliance with statutory measures.

**Expected timeframe for the project delivery:** June 2020 – October 2021

**Key Milestones:** Project Complete

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

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

N/A

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:** Project complete without material price, scope or design changes.

**'Project Briefing' G1 report (as approved by Chief Officer 19/11/19):**

- Total Estimated Cost (excluding risk): £425,500
- Costed Risk Against the Project: £0
- Estimated Programme Dates: 2020-2021

*Scope/Design Change and Impact: None*

**'Project Proposal' G2 report (as approved by PSC 19/11/19):**

- Total Estimated Cost (excluding risk): £425,500
- Resources to reach next Gateway (excluding risk): £12,500
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-2021

*Scope/Design Change and Impact: None*

**'Options Appraisal and Design' G3-4 report (as approved by PSC 19/11/19):**

- Total Estimated Cost (excluding risk): £425,000
- Resources to reach next Gateway (excluding risk): £12,500
- Spend to date: £0

- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-21

*Scope/Design Change and Impact: None*

**‘Authority to start Work’ G5 report (as approved by Chief Officer 06/20):**

- Total Estimated Cost (excluding risk): £443,673
- Resources to reach next Gateway (excluding risk): £431,173
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-21

*Scope/Design Change and Impact: None*

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

**Programme Affiliation [£]: N/A**

<b>Committees:</b> Corporate Projects Board [ <i>for information</i> ] <b>Housing Management &amp; Almshouses Sub Committee [<i>for decision</i>]</b> Projects and Procurements Sub [ <i>for information</i> ]	<b>Dates:</b> 10 September 2025 21 October 2025 18 November 2025
<b>Subject:</b> Decent Homes Call-backs 2020-22 <b>Unique Project Identifier:</b> <b>12074</b>	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> David Downing, Asset Programme Manager	<b>For Decision</b>
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<b>Project Description:</b> A contractor, Abbott Property Solutions Ltd, were appointed on a fixed budget, 3-year term contract, comprised of an agreed schedule of rates, to supply and install replacement kitchen, bathroom and WC facilities on an ad hoc basis to City of London tenanted properties to bring them up to the Decent Homes standard.  <b>RAG Status:</b> Green (Green at last report to Committee) <b>Risk Status:</b> Low (Low at last report to committee) <b>Costed Risk Provision Utilised: £0</b> (of which X amount was drawn down at the last report to Committee); <b>Final Outturn Cost: £476,572.67</b>
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.
<b>3. Key conclusions</b>	The project was successfully delivered with kitchens to 41 homes and bathroom/WC facilities to 33 homes being brought up to the Decent Homes standard across the contract period.

	A sum of £58,427.33 of the allocated project budget remained unspent at the close of the contract.
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	The project design, repeating that of the previously successful Decent Homes projects again worked well. Tightly defined 'all-inclusive' specifications were drawn up setting a maximum upper price limit on all components that could be scaled down on instruction but not exceeded. This was a large factor in the successful delivery of the project and a significant aid to overall cost control and is a recommended approach for future projects of this nature.
<b>5. Options appraisal</b>	The selected option to procure a contractor to deliver the works as required on an ad hoc basis via open tender successfully delivered the projects objectives. This was repeated from the two preceding Call-backs projects where project objectives were also successfully delivered. No changes were required during project delivery.
<b>6. Procurement route</b>	The works contract was successfully procured via open tender. The tender generated an appropriate and manageable number of competitively priced bids for evaluation. This procurement route can be recommended for future projects of this nature.  Procurement reference: itt_COL_17964
<b>7. Skills base</b>	The City of London project team had the required skills and experience to deliver the project. All aspects of project management for this project were handled internally.
<b>8. Stakeholders</b>	As the majority of works under this contract were carried out to properties as they fell void between tenancies, the extent of external stakeholder engagement required to successfully develop and deliver this project was minimal.

### **Variation Review**

<b>9. Assessment of project against key milestones</b>	The project progressed as expected throughout the design period with a main works contractor appointed as anticipated at Gateway 5. During the delivery phase, the fixed term contract ran as expected throughout its duration without variation.
<b>10. Assessment of project against Scope</b>	The scope of the project remained unchanged throughout both the design period and project delivery.
<b>11. Risks and issues</b>	This project is a repeat of a previously successful Decent Homes Call-backs contract which was procured and delivered in the same way. As such, the project proceeded as planned with no significant risks realised. This is largely attributable to the successful



	<p>application of lessons learnt from previous Decent Homes projects which were incorporated into the project design, specification and procurement which greatly aided the management of the resultant contract.</p> <p>Costed Risk Provision was not applicable to this project.</p>
<b>12. Transition to Business As Usual</b>	<p>The new installations have a defect liability period of 12 months commencing from the date of practical completion. At the close of this period, the ongoing maintenance of these new installations will transfer to the general Repairs &amp; Maintenance contract.</p>

### Value Review

13. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost (including risk): £535,000 Estimated cost (excluding risk): £535,000
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
	<i>Staff Costs</i>	£35,000	£12,940.70
	<i>Works</i>	£500,000	£463,631.97
	<b>Total</b>	<b>£535,000</b>	<b>£476,572.67</b>
There is a total underspend on the approved Gateway 5 budget of £58,427.33.			
Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.			
14. Investment	N/A		
15. Assessment of project against SMART objectives	The project was successfully delivered with kitchens to 41 properties and bathroom/WC facilities to 33 properties being brought up to the Decent Homes standard across the contract period.  A term contractor was successful appointed bringing cost assurance through the contract duration and ensuring market tested value for money.		
16. Key benefits realised	1. Improved and modernised facilities for qualifying properties were completed. 2. The value of the City’s Housing assets was maintained. 3. Compliance with statutory measures. 4. Newly installed kitchens have expected lifespans of 20 years. 5. Newly installed bathrooms have expected lifespans of 30 years.		

### Lessons Learned and Recommendations

<b>17. Positive reflections</b>	<p>1. The Call-backs contract remains a vital resource in ensuring the timely upgrading of key components to previously hard to access properties as they fall void between other large scale Decent Homes programmes allowing the costs to be capitalised.</p> <p>2. The fixed term schedule of rates contract allowed accurate financial monitoring and a high degree of cost certainty.</p> <p>3. The flexibility of the contract allowed works to proceed as required at fixed rates over a pre-defined period of time rather than subject to multiple procurements.</p> <p>4. The contractor, Abbott Property Solutions Ltd, performed well over the period of the contract and can be recommended for future works of this nature.</p>
<b>18. Improvement reflections</b>	<p>1. As a recurring term contract, some consideration could perhaps be given at Corporate level as to whether such repeat pieces of work should be treated as Business as Usual and not required to go through the project development cycle as each term contract nears expiry. In project management terms a repeat piece of work cannot by definition be a project.</p>
<b>19. Sharing best practice</b>	<p>1. Dissemination of key information through team and project staff briefings. A standard approach to Decent Homes work has been adopted by the Property Services team reflecting industry best practice.</p> <p>2. Lessons learned have been logged and recorded on departmental SharePoint.</p>
<b>20. AOB</b>	None.

### Appendices

<b>Appendix 1</b>	Project Coversheet
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### Contact

<b>Report Author</b>	David Downing
<b>Email Address</b>	David.Downing@cityoflondon.gov.uk

# Project Coversheet

## [1] Ownership & Status

**UPI:** 12074

**Core Project Name:** Decent Homes Call-backs 2020-22

**Programme Affiliation** (if applicable): N/A

**Project Manager:** Steve Spooner

**Definition of need:** A appoint a contractor on a fixed budget, 3-year term contract, comprised of an agreed schedule of rates, to supply and install replacement kitchen, bathroom and WC facilities on an ad hoc basis to City of London tenanted properties to bring them up to the Decent Homes standard.

**Key measures of success:**

1. Improved and modernised facilities for qualifying properties were completed.
2. The value of the City's Housing assets was maintained.
3. Compliance with statutory measures

**Expected timeframe for the project delivery:** 2020-2022

**Key Milestones:** Project Complete

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

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

N/A

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:** Project complete without material price, scope or design changes.

**'Project Briefing' G1 report (as approved by Chief Officer 30/04/19):**

- Total Estimated Cost (excluding risk): £550,000
- Costed Risk Against the Project: £0
- Estimated Programme Dates: 2020-2022

*Scope/Design Change and Impact: None*

**'Project Proposal' G2 report (as approved by PSC 19/07/19):**

- Total Estimated Cost (excluding risk): £535,000
- Resources to reach next Gateway (excluding risk): £5,000
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-2022

*Scope/Design Change and Impact: None*

**'Options Appraisal and Design' G3-4 report (as approved by PSC 19/07/19):**

- Total Estimated Cost (excluding risk): £535,000
- Resources to reach next Gateway (excluding risk): £5,000
- Spend to date: £0
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-2022

*Scope/Design Change and Impact: None*

**'Authority to start Work' G5 report (as approved by Chief Officer 20/01/20):**

- Total Estimated Cost (excluding risk): £535,000
- Resources to reach next Gateway (excluding risk): £530,000
- Spend to date: £3,130.08
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: 2020-2022

*Scope/Design Change and Impact: None*

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

**Programme Affiliation [£]: N/A**

## • City of London Corporation Committee Report

<b>Committee(s):</b> Housing Management & Almshouses Sub-Committee – For Decision  Community & Children’s Services Committee – For Decision	<b>Dated:</b> 21 <sup>st</sup> October 2025  10 <sup>th</sup> November 2025
<b>Subject:</b> Allocated Members to the City Corporation’s Various Housing Estates – October 2025 Update	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul>	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>	Town Clerk
<b>Report author:</b>	Kate Doidge, Governance Officer

### Summary

An Allocated Members Scheme has been in place since 2000, which aims to ensure that Members are aware of the issues on each estate and nominations are required. Following the agreement of various Member allocations at the meeting of the Housing Management & Almshouses Sub-Committee on 30<sup>th</sup> June 2025, it has become necessary to re-allocate to the Lambeth housing estate following the resignation of a Member from that position.

### Recommendation(s)

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

- Appoint a Member to the Lambeth housing estate.

## Main Report

### Background

1. The Allocated Members Scheme, which has been in operation since 2000, matches Members of the Community and Children's Services Committee with one or more of the housing estates portfolios. The scheme is particularly valuable for estates outside the City of London, given that they do not have direct elected Member representation within the City Corporation in the same way as Golden Lane and Middlesex Street Estates.
2. The scheme is intended to:
  - give residents and staff a named Member to 'champion' their estate;
  - allow Members to take an interest in the estate, its residents, and staff;
  - develop a group of Members with housing knowledge and experience to contribute to the Community and Children's Services Committee.
3. At its meeting on 30<sup>th</sup> June 2025, the Housing Management and Almshouses Sub-Committee allocated specific Members to various housing estates (detailed in Appendix 1). Since that meeting, a Member has resigned from the Lambeth housing estate owing to personal capacity and it is now necessary to re-allocate to that position.

### Current Position

4. Owing to a vacancy, it is required that a Member be allocated to the Lambeth housing estate. **Mark Wheatley** has expressed an interest in the allocation of the Lambeth housing estate.
5. Should the Sub-Committee appoint an allocated Member to the housing estate, a report shall be received at the next meeting of Community and Children's Services Committee for endorsement.

### Options

6. Option 1 (Recommended) – That a Member be appointed to the allocation of Lambeth housing estate.
7. Option 2 (Not Recommended) – That a Member not be appointed and the matter be brought back to the Community & Children's Services Committee.

### Proposals

8. It is recommended that a Member be appointed to the Lambeth housing estate.

### Corporate & Strategic Implications –

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

Financial implications – N/A

Resource implications – N/A

Legal implications – N/A

Risk implications – N/A

Equalities implications – N/A

Climate implications – N/A

Security implications- N/A

## **Conclusion**

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

## **Appendices**

- Appendix 1 – Current Member Allocations to various housing estates

**Kate Doidge**

Governance Officer

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**Member Allocations to Various Housing Estates**  
**(As of October 2025)**

- Tower Hamlets and Middlesex Street – Deputy John Fletcher
- Hackney and Golden Lane Estate – Deputy Ceri Wilkins
- Southwark – Charles Edward Lord
- Lewisham – Sandra Jenner
- Islington – Deputy Anne Corbett
- Lambeth – *vacancy*



## City of London Corporation Committee Report

<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Dated:</b> 21/10/2025
<b>Subject:</b> Housing Resident Voice Group	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>delivers Corporate Plan 2024-29 outcomes</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 author:</b>	Helen Chantry, Head of Housing Management

### Summary

In line with a key commitment set out in the City of London Corporation's Housing Strategy 2024-29, the Housing Service is launching a new Resident Voice Group to strengthen resident involvement and drive service improvement. This group will serve as our primary strategic resident engagement forum, providing residents with a direct and formal link to this Sub-Committee.

Comprising five tenants and two homeowners, the group will meet quarterly to review performance, scrutinise core services, and help shape strategic objectives.

Recruitment is nearing completion following a successful campaign that attracted eighteen expressions of interest, with the first meeting scheduled for October 2025.

## **Recommendation**

Members are asked to: Note the report

## **Main Report**

### **Background**

1. Resident involvement is a key priority for the Housing Service, and the Resident Voice Group is being established to provide a formal, structured platform for residents to contribute to service scrutiny and improvement. The initiative builds on previous engagement efforts and responds to feedback from residents seeking greater involvement in decision-making, as demonstrated during the consultations carried out when developing our Resident Involvement Strategy.
2. The creation of a strategic resident group with a direct connection to elected Members was a key pledge in our Housing Strategy 2024-29. It reflects our ambition to embed resident involvement at the heart of service delivery and governance.
3. The Resident Voice Group is also a cornerstone of our new Resident Involvement Strategy 2025-29, which aims to ensure that residents are empowered to influence decisions, hold us to account and shape the future of housing services delivered by the City of London Corporation.

### **Current Position**

4. Resident Voice will have seven resident members, made up of five tenants and two homeowners. This balance reflects the proportion of tenanted and privately owned homes under our management. We aim to attract interest from across various estates across our housing portfolio to ensure good representation.
5. The group will:
  - a. Review housing performance and compliance data
  - b. Scrutinise services such as repairs, estate services, customer service and compliance
  - c. Invite staff and contractors to discuss service areas and their performance
  - d. Set strategic aims and objectives with the Housing team
6. A recruitment campaign started in early September 2025, inviting residents to submit expressions of interest to join Resident Voice. This was publicised in our online newsletter, by posters on estates, and flyers posted through doors.

7. We received expressions of interest from eighteen residents, with applicants from a wide range of estates both within and outside the Square Mile, including general needs tenants, homeowners and sheltered housing residents.
8. At the time of writing, a selection process is underway, and the final panel will have been appointed and held an initial meeting by the date of this Sub-Committee.
9. It is intended that Resident Voice will meet quarterly, in person on weekday evenings, with an option to join online. As the group becomes established, meetings may initially be held more frequently to support its development, before transitioning to a regular quarterly schedule.
10. Full training will be provided to Resident Voice members to help them in their roles and empower them to effectively hold the Housing Service to account. This training will be discussed with the group at the first meeting and will be delivered by an external provider.
11. Incentives are offered to group members in accordance with our department Reward and Recognition Policy, such as shopping vouchers. In order to reduce barriers to participation, we will also pay travel and childcare expenses.
12. The group will be jointly chaired by a resident (elected by the group) and the Director of Housing. The resident chair will act as a key point of liaison between the Resident Voice Group and the Chairman and Deputy Chairman of the Housing Management and Almshouses Sub-Committee, helping to ensure that resident perspectives are reflected in strategic discussions.

## **Corporate & Strategic Implications**

**Strategic implications:** Establishing the Resident Voice Group was a commitment made in the Housing Strategy 2024-29 and supports the overarching priority of 'engaging and listening to residents'.

The group also forms a key part of the work we plan to deliver to strengthen resident influence as set out in the Housing Resident Involvement Strategy 2025-29; it will support achievement of the five aims in that document.

**Financial implications** – none.

**Resource implications** – none.

**Legal implications** – none.

**Risk implications** – none.

**Equalities implications** – The establishment of the Resident Voice Group will support the City of London Corporation in meeting its obligations under the Public Sector Equality Duty, as set out in Section 149 of the Equality Act 2010. By creating a structured and inclusive

forum for resident engagement, the Corporation is actively promoting equality of opportunity and fostering good relations between individuals with different protected characteristics.

The group will provide a platform for diverse resident voices to influence service delivery and policy, helping to identify and address any disparities in housing services. Through inclusive recruitment, accessible meeting formats, and support for participation, the Resident Voice Group will contribute to a more representative and equitable approach to housing governance.

**Climate implications** – none.

**Security implications** – none.

## **Conclusion**

13. The establishment of the Resident Voice Group represents a significant advancement in the Housing Service's approach to resident involvement. As a key commitment within the Housing Strategy 2024–29, the group will serve as a structured and strategic forum through which residents can actively contribute to the scrutiny of housing services and the development of policy.

14. Crucially, it will provide a formal mechanism for resident input directly linked to the Housing Management and Almshouses Sub-Committee, enhancing transparency, accountability, and collaborative decision-making. Updates on the group's progress and impact will be shared with Committee on a regular basis.

## **Appendices**

- Resident Voice Group Flyer

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Head of Housing Management

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# APPLY TO JOIN OUR NEW RESIDENT VOICE GROUP



This Autumn, City of London Corporation Housing is launching our Resident Voice Group. We are looking for interested residents to apply to join this new group.

The Resident Voice Group will meet quarterly to review City Corporation Housing performance data, scrutinise our services and work with us to set strategic aims and objectives.



The group will be jointly chaired by a resident voted for by the group, and Peta Caine, Director of Housing. The Resident Voice Group membership will be made up of two thirds tenants and one third leaseholders. We will meet on a weekday evening with an option to join online. Residents will be able to claim shopping vouchers for their time, as well as travel and childcare expenses.

If you are interested in joining the Resident Voice Group, or if you have any further questions, please email the Resident Involvement team: [resident.involvement@cityoflondon.gov.uk](mailto:resident.involvement@cityoflondon.gov.uk) for an application form. The deadline to apply is 19 September.

For more information about City Corporation Housing's Resident Involvement, please visit our website or scan the QR code:

<https://tinyurl.com/CCHResInv>



# KEY CONTACTS



To report issues relating to cleaning and grounds maintenance on your estate, email: [estateservices@cityoflondon.gov.uk](mailto:estateservices@cityoflondon.gov.uk) or call your estate office.

Repairs: 0800 035 0003 | [propertyservices@cityoflondon.gov.uk](mailto:propertyservices@cityoflondon.gov.uk)

For urgent estate matters outside normal office hours, other than repairs, please call 020 7256 6583.

Complaints and customer feedback:

[Housing.complaints@cityoflondon.gov.uk](mailto:Housing.complaints@cityoflondon.gov.uk)

By phone: 0207 606 3030 (Switchboard) or 0207 029 3935 (Housing complaints and customer feedback)

By post: Housing Complaints and Customer Feedback Team,  
Barbican Estate Office, 3 Lauderdale Place, London EC2Y 8EN

Rent Accounts/Payments: 020 7332 1263

[rentsteam@cityoflondon.gov.uk](mailto:rentsteam@cityoflondon.gov.uk)

Rent Arrears: To contact us about rent arrears, please call your estate office or email the Income Recovery team:

[incomerecoverofficer@cityoflondon.gov.uk](mailto:incomerecoverofficer@cityoflondon.gov.uk)

Scan the QR code to register for the  
City of London @Home Newsletter or visit:

<http://eepurl.com/iSYW0s>



## City of London Corporation Committee Report

<b>Committee:</b> Housing Management and Almshouses Sub-Committee	<b>Dated:</b> 21/10/2025
<b>Subject:</b> Inside Every Home Project – Household Surveys	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> </ul>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	
<b>Report of:</b>	Judith Finlay, Executive Director of Community and Children's Services
<b>Report author:</b>	Helen Chantry, Head of Housing Management

### Summary

This report provides an update on the Inside Every Home project, launched this summer to ensure the safety, compliance, and continuous improvement of our housing stock. The project involves visiting every home across our estates to complete essential safety checks and to conduct a comprehensive household survey.

While the project comprises four key components - Gas Safety Checks, Electrical Safety Checks, Stock Condition Surveys, and Household Surveys - this report focuses on the Household Surveys element.

### Recommendation

Members are asked to: Note the report.

### Main Report

#### Background

1. As a social landlord, the City Corporation has a responsibility to ensure that all its homes are safe, well-maintained, and meet the needs of residents. Accurate and comprehensive data underpins every aspect of effective housing management. Without reliable information about the condition of our properties and the people living in them, it is impossible to plan maintenance, target investment, or deliver services that are responsive to residents' needs.
2. Improving the quality of our data is essential for several reasons. Firstly, it enables us to fulfil our legal and regulatory obligations. The Consumer Standards require landlords to demonstrate that their homes are safe, decent, and fit for purpose. This includes having up-to-date records on key safety checks, such as gas and electrical testing, as well as detailed information about the physical condition of each home. Accurate data ensures that we can evidence compliance, respond promptly to any issues, and take a proactive approach to managing risk.
3. Secondly, robust data allows us to plan and prioritise investment in our housing more effectively. By understanding the age and condition of building components, such as windows, kitchens, bathrooms, and heating systems, we can make informed decisions about where to allocate resources, schedule major works, and prevent issues before they arise. This not only helps to maintain the quality and safety of our homes but also delivers better value for money for residents and the organisation.
4. Having accurate information about our residents and their households is vital for delivering equitable and inclusive services. It enables us to identify vulnerable residents, tailor support to those with specific needs, and ensure that our communications and engagement activities are accessible to all. In emergency situations, such as a fire or major incident, up-to-date household data is critical for ensuring the safety and wellbeing of everyone living in our homes.
5. In summary, the drive to improve our data is not simply a matter of compliance, but a core part of our commitment to providing safe, high-quality homes and excellent services for all residents. The Inside Every Home project is a key step towards achieving this goal, ensuring that we have the information we need to manage our homes and support our communities effectively.

### **Inside Every Home Project – Key Elements and Objectives**

6. The Inside Every Home project was initiated to address several key objectives:
  - To ensure all homes meet current safety and compliance standards.
  - To gather up-to-date information on the condition of our housing.
  - To better understand the needs and demographics of our residents, enabling us to better tailor services and future investment.
7. The four components of the project are as follows:



- **Gas Safety Checks:** Annual checks to ensure gas appliances are safe and functioning correctly.
- **Electrical Safety Checks:** Testing of electrical installations to identify and address any faults.
- **Stock Condition Surveys:** Assessment of key components such as windows, kitchens, bathrooms, and communal areas.
- **Household Surveys:** Collection of demographic and household data to inform service delivery.

## Household Surveys

8. We are currently setting up the Household Surveys element of the project. As part of this, we will be visiting every household to conduct a household survey. The primary aim of this survey is to collect essential demographic and household data, including:
  - Household composition (number of occupants, ages, relationships)
  - Ethnicity, language, and accessibility needs
  - Health and wellbeing needs, including any disabilities or support requirements
  - Resident satisfaction and service feedback
9. A Project Manager has been recruited to mobilise the Household Surveys element. It is intended that, once a team of Visiting Officers has been recruited and trained, surveys will begin later in Q3.

## Why we are collecting this data

10. Landlords are required to collect household demographic and other data for several reasons:
  - **Regulatory Compliance:** The Regulator of Social Housing's Consumer Standards and the Decent Homes Standard require landlords to understand and respond to the needs of their residents, including those with protected characteristics. This is predicated on having complete and accurate data on households living in the homes we manage.
  - **Service Improvement:** Accurate data enables us to tailor services, communications, and support to different groups, ensuring inclusivity and accessibility more effectively.

- **Investment Planning:** Understanding the makeup and needs of our resident population informs future investment decisions, ensuring resources are targeted where they are most needed.
- **Equality and Diversity:** Collecting demographic data helps us monitor and promote equality, diversity, and inclusion across our estates. Accurate data is fundamental to being able to comply with our Equality Act duties.
- **Emergency Planning:** Up-to-date information ensures we can respond effectively in emergencies, particularly for vulnerable residents.

## **Benefits and Uses of the Data**

11. The information gathered through the Household Surveys will be instrumental in shaping the way we manage our homes and deliver services to residents. By having a clearer and more accurate picture of who lives in our properties and what their specific needs are, we can ensure that our support is both targeted and effective. For instance, if we know which households include residents with disabilities or health needs, we can prioritise adaptations, offer tailored advice, and ensure that communications are accessible.
12. This improved understanding will also allow us to plan investment and maintenance more strategically. When we have reliable data on the age and condition of building components, as well as the needs of the people living in each home, we can make informed decisions about where to focus resources. This means we can address issues before they become urgent, reduce the risk of disrepair, and ensure that our homes remain safe and comfortable for everyone.
13. Also, the data will enhance our ability to engage with residents. By understanding the diversity within our communities, we can design engagement activities and communications that are relevant and inclusive, ensuring that all voices are heard and that residents feel involved in shaping the services they receive. This will help us deliver on commitments made in both our Housing Strategy and the Housing Resident Involvement Strategy.
14. From a compliance perspective, the data will provide robust evidence that we are meeting our statutory and regulatory obligations as a landlord. It will also support our efforts to promote equality, diversity, and inclusion, helping us to identify and address any disparities in service provision.
15. Finally, the information will be invaluable in emergency situations. Up-to-date household data enables us to respond quickly and appropriately to incidents, ensuring that vulnerable residents receive the support they need without delay.

## **Timeline and Costs**

16. We anticipate that the household surveys will take approximately six months to complete, as was the case during our last programme which concluded in 2019. With the added scope of including homeowners, this may be extended slightly to ensure comprehensive coverage.

17. With an assumed start in November, we expect the survey phase to continue through to around May 2026.

18. A detailed project timeline will be developed to set out key milestones, and funding will be finalised, with the majority of costs relating to additional staff resources for the duration of the project. Further updates on progress, delivery, and any emerging issues will be brought to this Sub-Committee as the project advances.

### **Approach to Surveying Homeowners**

19. While the primary focus of the Inside Every Home project is on our tenanted properties, we will also be engaging with leaseholders and freeholders across our estates. However, the household survey for these residents may take a different form, reflecting the relationship between the City Corporation and leaseholders or freeholders. Unlike tenants, leaseholders and freeholders are responsible for the internal maintenance and safety of their own homes, and our legal obligations as a landlord are more limited in these cases.

20. Nevertheless, it is important for us to maintain open lines of communication and to understand the wider community's needs, particularly in relation to communal areas, building safety, and estate-wide services. By gathering relevant information from leasehold and freehold households, albeit through a more tailored survey, we can ensure that our investment planning, safety initiatives, and community engagement activities are inclusive and responsive to all residents, regardless of tenure.

### **Data Protection**

21. All data collected will be managed in accordance with data protection legislation and used solely for the purposes of improving our services, planning investment, and ensuring the safety and wellbeing of residents.

22. We will use the opportunity to ask residents if they would like to opt in to receive communications from us, become involved in resident engagement activities, or be referred to other agencies for support or advice.

### **Corporate & Strategic Implications**

**Strategic implications** - The Inside Every Home project, particularly the household surveys, will directly support delivery of the City of London's Corporate Plan objectives by enabling us to better understand our residents and their needs. This improved insight will help us promote safe, inclusive, and resilient communities, ensure equitable access to services, and provide targeted support to those who may require additional assistance. In doing so, the project strengthens our ability to deliver high-quality public services and foster community wellbeing in line with the Corporate Plan's priorities.

### **Financial implications**

### **Resource implications**

**Legal implications** – none.

**Risk implications** – none.

**Equalities implications** – Conducting these household surveys will play a key role in helping us meet our duties under the Equality Act. By collecting detailed information about residents' characteristics, needs, and circumstances, we can identify and address any barriers to accessing our services, ensure fair treatment for all, and make reasonable adjustments where necessary. This proactive approach enables us to promote equality of opportunity, foster good relations within our communities, and ensure that our policies and practices are inclusive and compliant with our legal obligations.

**Climate implications** – none.

**Security implications** – none.

## **Conclusion**

23. The Inside Every Home project is part of our commitment to understanding the people who live in our homes and ensuring that all residents receive appropriate support. By visiting every property and gathering relevant household information, we aim to build stronger relationships with all residents, whether tenants, leaseholders, or freeholders, and to identify those who may require additional assistance or tailored services.

24. Including homeowners in this process, through a survey tailored to their circumstances, ensures that we have a comprehensive understanding of our communities and can assist anyone who might benefit from extra support. Our goal is to use this information to engage more effectively, respond to individual needs, and ensure that everyone has equitable access to the help and services they require.

25. The success of this project depends on the cooperation of all residents. By working together and sharing accurate information, we can ensure that our services are accessible, responsive, and focused on supporting those who may need it most.

## **Appendices**

- None

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<b>Committee(s):</b> Housing Management and Almshouses Sub (Community and Children's Services) Committee	<b>Dated:</b> 21/10/2025
<b>Subject:</b> Housing Major Works Programme – Progress Report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Greg Wade Head of Major Works Housing, DCCS Housing	

## Summary

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

## Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. The purpose of this report is to present progress and highlight any slippage within the projects which make up the Housing Major Works Programme to Members of the Housing Management and Almshouses Sub Committee.
2. The City of London Corporation (City Corporation) has committed to investing circa £110million on a Major Works Programme for the maintenance, refurbishment, and improvement of its social housing portfolio. This funding was originally approved by Committee for commencement in 2014/15. The works, in the main comprise:
  - Window repairs / replacements.
  - Re-roofing (including repair / replacement of rainwater goods);
  - Decent Homes (new kitchens and bathrooms);
  - Electrical rewiring and upgrades (communal landlord supply and domestic);

- Heating replacements and upgrades (communal and domestic);
  - Concrete and external fabric repairs;
  - Fire safety improvement works (fire door replacement, compartmentation works, fire-stopping, fire alarm upgrades, sprinkler installation);
  - Energy efficiency works (co-funded through Climate Action Strategy funding);
  - Estate Improvement works (minor landscaping / security / fencing / waste storage / external drainage).
3. The funding for these works, which is intended to bring all the City Corporation's social housing stock up to, and beyond, the Decent Homes Standard, comes from the Housing Revenue Account (HRA), which is ring-fenced for housing. The HRA is made up of:
- Income from rents
  - Income from our commercial portfolio
  - Income from service charges.
4. The Housing Major Works Programme was originally intended to be a 5-year programme. However, the size and complexity of certain high-profile projects (such as the Golden Lane Major Works Renewal Programme), along with persistent staff resourcing issues and the addition of unprogrammed works, has meant that delivery of the works has been re-profiled as part of a new 10-year capital programme, which will be delivered from 2025-2036.
5. The Housing Major Works Programme is monitored and managed at several levels both corporately and within the department. This includes:
- Gateway Process;
  - Community & Children's Services Committee (C&CS);
  - Projects and Procurement Sub Committee;
  - Housing Management & Almshouses Sub Committee;
  - Housing Programme Board.
6. The Housing Programme Board (HPB) is a cross-departmental group which meets every two months to oversee the Major Works Programme. It is chaired by the Director of Housing and comprises senior officers from:
- Housing Management;
  - Major Works Team (HRA);
  - City Surveyors;
  - Planning;
  - Finance;
  - Town Clerks;
  - City Procurement.
7. Attached at Appendix 1 to this report, for Members' consideration, are progress reports for the Housing Major Works Programme (HRA). To note, Appendix 1 only includes major projects which a) are estimated at over the £1m works value

threshold; and b) have been cleared at Gateway 2 of the Corporation's approvals process.

8. Further to the 2014/15 commitment of £110 million towards delivery of the Housing Major Works Programme, the current position is that £70 million has been spent on the successful delivery of projects and the remaining £40 million has been committed to projects either in active stages of delivery or design development.
9. The majority of these approved funds (circa £30 million) have been allocated to what was originally titled as the Golden Lane Estate Window Refurbishment (and Associated Works) projects. This has now evolved into a more holistic investment programme, covering fire safety, electrical compliance, communal redecorations and external fabric repairs over the next 10 years. A significant shortfall of circa £75m is already anticipated in terms of this dedicated programme and is currently under review by senior officers within Chamberlains.
10. Furthermore, it is clear that the current crop of pipeline projects across the social housing portfolio will require additional funding. The financial impact of the pandemic was followed by a sustained period of price inflation in the construction industry. This introduced a level of volatility to the market which was further exacerbated by Brexit and the war in Ukraine.
11. In addition to the works detailed by Savills' stock condition survey in 2018, further Compliance-related planned programmes have since been identified:
  - Fire Safety Works originating from Fire Risk Assessments (compartmentation works, fire-stopping, fire alarm upgrades)
  - Electrical Planned Maintenance Works originating from Electrical Installation Condition Reports (upgrades to communal landlord's supply, distribution boards and communal lighting)
12. These previously unidentified works have been provisionally programmed to commence in a phased approach from 2026/27, subject to confirmation of funding.
13. The requirement for additional funding has been the subject of a growth bid, which was presented to Policy and Resources Committee in July 2025.

## **Progress of note on key projects**

### **Window Replacements and External Redecorations**

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

#### *William Blake Estate*

The tender for the design team services has been successfully undertaken and the statutory post tender section 20 consultations with Leaseholders has been completed.

Baily Garner LLP has been appointed to provide multidisciplinary consultant services, with the Major Works Team acting as client-side Project Manager. Baily Garner's initial duties will involve design, specification and obtaining statutory approvals for the

proposed works. Subject to further committee approvals, successful statutory consultations, tenders and planning consents, the works are expected to start by Summer 2027.

### *Golden Lane Major Works Renewal Programme*

#### **Phase 1 - Crescent House**

- Crescent House has been included as part of a Higher Risk building (HRB) registration, covering Hatfield House and Cullum Welch.
- Further to a review of the scope in early 2025, there is active consideration of additional works, including fire safety, electrical compliance, communal decorations and external fabric repairs. Subject to detailed surveys and design development, an updated cost plan has been produced and will form part of a Gateway 4 Issues report, scheduled for presentation at CCS Committee in November.
- Consequently, the two-stage tender from Summer 2024 was withdrawn and will be replaced with a single-stage tender (incorporating a Pre-Construction Services Agreement and a Main Works contract), once the revised scope has been fully incorporated and the statutory approvals process has been completed.
- The 7 original bidders were all notified of the decision to withdraw the tender and were provided with a further update in July 2025 as part of a formal Pre-Market Engagement exercise held at the GLE Community Centre (attended by 30+ contractors).
- It is anticipated that the works will be tendered in April/May 2026 and that the revised planning application will be submitted in January 2026, further to a scheduled planning consultation event in late November 2025.
- A further Leaseholder update letter is being prepared for issue in October 2025.
- A Resident Consultation event was held on 8 April for Crescent House specifically, featuring a full presentation and Q&A session with the project team

#### **Phase 2 – Wider Golden Lane Estate**

- Of the remaining blocks on the estate, Bowater, Bayer, Stanley Cohen and Basterfield are all similarly affected in terms of HRB status and have been registered with the Building Safety Regulator (BSR).
- Design work and testing is continuing for the Wider Estate blocks; initial planning applications (for roof covering replacement and window refurbishment only) were ready for submission in January 2025 but will now be staggered in line with plans for a revised scope (mirroring Crescent House) once the programme for the entire estate has been finalised.
- Window repair works (frames only) have been completed in three vacant flats (which served as temporary pilot properties) and these have now been returned to allocations. Exploratory work is continuing in one of the Bayer House maisonettes, which will be used as two-bedroom temporary accommodation whilst the contract works are being undertaken in Crescent House. Planning approval for the pilot works was successfully obtained in the summer.
- A Resident Consultation event was held on 1 May for the wider estate specifically, featuring a full presentation and Q&A session with the project team.



## ***Middlesex Street Estate Communal Heating***

The ongoing programme of heating system replacements in Petticoat Square is close to completion. There remain four refusals across the estate, which are awaiting the outcome of the tribunal that is being handled by the City's legal department. Enforcement action is currently being considered.

A provisional practical completion date of 31 October 2025 has been agreed with the contractor, although it is expected that some minor work in the plant room may still be required at that stage. This may necessitate a further extension of time until the end of November. However, the critical item will be to complete works to any outstanding homes and decommission the old/existing system before a full switch over can be actioned. Some form of limited site setup and welfare facilities will be required to support any further upgrade works.

Following the troubleshooting and diagnostics exercise, which was completed at the end of January 2025, a comprehensive report on the system by independent consultants was commissioned. The Corporation's appointed consultant Butler Young and Associates issued their technical review in May 2025. This was shared with MSERA following review by the Major Works Team, together with a summary of the outcomes of approximately 30 visits which were carried out as part of the troubleshooting exercise.

## ***Fire Door Replacement Programme (Multiple Estates)***

### ***Lot 2 (Avondale Square Estate)***

Works to the low-rise general needs' blocks are complete. Replacement of communal corridor doors within the Point Blocks remain on hold (pending resolution of an issue relating to the sprinkler installation) and is a matter of contractual discussion with United Living. The Corporation is currently considering alternative options. Replacements within Harman Close were also placed on hold temporarily, pending renewal of the fire alarm and warden call systems, which is scheduled for commencement in mid-November 2025. The fire door installation at Harman Close will now be coordinated with the fire alarm and warden call system project, with the aim of completing all works by June 2026.

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

Works at Dron House and William Blake Estate are complete. One flat resident in Sumner Buildings continues to deny access; this is still with City Solicitors to resolve. Works to the communal doors in Petticoat Tower are set to recommence in Spring 2026 (subject to a successful Gateway 2 Application to the Building Safety Regulator, which has now been submitted), given that the sprinkler installation contractor has now vacated site and thereby can grant access.

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

Reform Architects have been appointed to lead the design work for Lot 4. There will be an initial focus on Sydenham Hill, due to the Listing status and previous experience of lengthy timescales when dealing with Lewisham's Planning Authority. Works are expected to commence in early 2026. The intention is for Spitalfields to be

incorporated within separate stand-alone packages for delivery in 2027/28, encompassing fire-safety and compliance works.

## **Appendices**

Appendix 1: Housing Major Works Project Update Reports (October 2025)

### **Greg Wade**

Head of Major Works, Housing

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Project Summary

Project Name	Golden Lane Estate Major Works Renewal Programme	Reporting Date & Number	02/10/2025 (5)	Project Number	29100102/73/74	PM	NICK CONDON/BUNMI ALI
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Phase 1

Key Milestones	Planned Start	Actual Start	Completion	Status
Consent Approval			07/12/17	Complete
Gateway 4c			13/03/23	Complete
Planning Permission - Phase 1				Complete
Procurement - Phase 1		05/07/24		Ongoing
Gateway 5 - Phase 1	TBC			Pending
Building works - Phase 1	TBC			Pending
Planning Permission - Phase 2	TBC			Pending
Procurement - Phase 2	TBC			Pending
Gateway 5 - Phase 2				Pending
Building works - Phase 2				Pending

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

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

Status			
Budget	Programme	Risks	Quality
RED	RED	AMBER	GREEN

Summary
Phase 1 – Works to Grade II listed Crescent House include window repairs, installation of vacuum glazing, new roof covering and insulation, soffit insulation, new mechanical ventilation system, some changing heating systems from gas to electric.
Crescent House and adjoining blocks – Hatfield and Cullum Welch are now registered as HRB's (Higher Risk Buildings) under the Building Safety Act.
Additional works are now being designed including Fire Safety, electrical compliance with intrusive re-wiring of main electrical supplies and ancillary cabling including TV, CCTV, fire, communal decorations and external fabric repairs. Survey work and new design work is ongoing with a planning and listed building application due to be submitted early in the new year. It is intended that the Tender for the works will go out in Summer 2026.
Phase 2 – Of the remaining blocks Bowater, Bayer, Stanley Cohen and Basterfield are also now registered as HRB's with the Building Safety Regulator.
Cuthbert Harrowing, which is not an HRB, is programmed for works to follow closely behind Crescent House with a Planning and Listed Building Application to follow shortly after Crescent House.
The additional works now outlined for Crescent House will also be included in the Planning and Listed Building Application for the other blocks. Planning Permission was granted for further investigative work to be undertaken on 2 Bayer House, and this work is now continuing.

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£80,000	£0	£30,585	TBC
Fees	£2,017,623	£574,124	£1,908,513	TBC
Works	£1,216,867	£237,646	£963,119	£48,102,712
SUB TOTAL	£3,314,490	£811,770	£2,902,217	£48,102,712
Risk Register	£0	£0	£0	£0
GRAND TOTAL	£3,314,490	£811,770	£2,902,217	£48,102,712

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 4	13/03/23	£473,118	£0
Issues Report	10/04/24	£2,928,861	£0
Gateway 5		£3,314,490	£0
Gateway 6			£0

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge S20 recovery
Resourcing	A fully resourced Major works team needs to be in place to effectively manage the works.
Increase in pricing during works.	A clear contract and robust contract management will be carried out throughout the project to keep a focus on cost and delivery to budget.
Electrical Supply	The electrical supply into Crescent House may not have sufficient capacity for all flats to be converted to electric heating. Tests underway
Procurement failure	Unsuitable contractors tendering for project. Robust evaluations procedures in place
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that the full extent of works may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.
HRB / Building Safety Act	Crescent House, Hatfield House, and Cullum Welch registered as High-Risk Buildings. Additional regulatory requirements (Gateway submissions, Safety Case Report, BSR engagement) may impact programme and cost.

Project Summary

Project Name	Middlesex Street Estate Heating Replacement	Reporting Date & Number	26/09/2025 (5)	Project Number	29100130	PM	Neil Clutterbuck
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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 1&2			23/02/15	Complete
Gateway 3/4			19/07/18	Complete
Main Tender	01/08/18	01/12/18	31/05/19	Complete
Gateway 5	01/06/19	13/09/19	20/09/19	Complete
Building Contract		05/11/19		Ongoing

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

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

Status			
Budget	Programme	Risks	Quality
AMBER	RED	AMBER	GREEN

Summary
<p>The scope of this project is to replace the communal heating and hot water system, including boilers, distribution pipe work, heating controls and emitters with a more modern, efficient system. TSG were appointed to complete the works in Oct/Nov 2019.</p> <p>Progress with the contract was significantly delayed due to the Covid 19 public health crisis, and was also impacted due to ongoing access and planning-related issues. An Issues Report was submitted and approved in November 2023 to cover additional costs following material and labour cost inflation and the extensive delays experienced during he pandemic.</p> <p>Installations of replacement heating systems remain ongoing across Petticoat Square. There are currently four leasehold properties on the estate which have refused access and there is an ongoing first tier tribunal case (relating specifically to costs) that is being dealt with by the City's legal department. This was adjourned to 11 August and is still unresolved in terms of a decision. The City's legal department are currently considering enforcement action in respect of potential breach of lease, but a final decision is yet to be made. Once the legal issues have been resolved and access is confirmed, there may be additional costs to consider. It is expected that the principal contractor will have to return to site to fully decomission the old communal system, which will mean that their site setup and welfare facilities would need to be re-established.</p> <p>Following the troubleshooting and diagnostics exercise which was completed by the contractor in January 2025, a full, comprehensive report on the system performance was commissioned. A summary of the outcomes of approximately 30 visits has already been shared, with nothing to indicate a fundamental issue with the system performance.The Corporation's appointed consultant Butler Young and Associates issued their subsequent technical review in May 2025, which was shared with key stakeholders and MSERA following review by the Major Works Team.</p>

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£325,564.00	0.00	240,812.70	£325,564.00
Fees	£73,800.00	£10,600.00	£58,775.00	£73,800.00
Works	£4,210,025.00	33,219.97	3,916,805.03	£4,210,025.00
SUB TOTAL	£4,609,389.00	£43,819.97	£4,216,392.73	£4,609,389.00
Risk Register	£25,000.00	£0.00	£0.00	£0.00
GRAND TOTAL	£4,634,389.00	£43,819.97	£4,216,392.73	£4,609,389.00

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 2	23/02/2015	£35,000	£0
Gateway 3/4	19/07/2018	£58,000	£0
Gateway 5	13/09/2019	£3,125,639	£0
Gateway 5 Issues(1)	01/11/2023	£4,349,339	£0
Gateway 5 Issues(2)	27/01/2025	£4,609,389	£25,000
Gateway 6			£0

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



Project Summary

Project Name	Fire Door Replacement Programme	Reporting Date & Number	02/10/2025 (5)	Project Number	MULTIPLE	PM	Neil Clutterbuck
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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 1-4			16/12/19	Complete
Gateway 5 (Lot 1)			08/12/21	Complete
Gateway 5 (Lot 2)			09/11/22	Complete
Gateway 5 (Lot 3)			20/02/23	Complete
Gateway 5 (Lot 4)	31/10/25			Ongoing
Building Works				Ongoing

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

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

Status			
Budget	Programme	Risks	Quality
GREEN	AMBER	GREEN	GREEN

Summary
<p>This project forms a programme of works to replace all identified fire doors (residential front doors, communal corridor doors and service cupboard doors), including any associated panel surrounds and fanlight windows, within City of London Housing managed residential blocks. At Gateway 4, approval was granted to proceed to procurement on an estate-by-estate basis (divided into Lots) with each procured contract to be authorised by a separate Gateway 5 report on the regular approval track. Works were procured via the Hyde Fire Safety Framework, using the direct award mechanism to appoint Gerda as approved by Members. Total estimated project cost at Gateway 4: £9.1 million.</p> <p><b>Lot 1:</b> Holloway Estate, York Way Estate - all works are complete.</p> <p><b>Lot 2:</b> Avondale Square Estate - All low level general needs blocks are now complete. The residential front doors in the three Point Blocks are almost complete, however, we are experiencing some access issues with some residents that we are working on with our colleagues in the estate office to overcome. The communal doors in the Point Blocks are on hold until ongoing issues are resolved with the Sprinkler system project. Harman Close communal doors are also on hold as there are cables for the door entry system, the fire alarm system and the warden call lines that have been installed by penetrating through the existing doorsets, this prevents these doors from being removed for replacement until such essential services are renewed and relocated. The relocation of these services is expected shortly as part of the soon to commence replacement of the fire alarm and warden call system in this block.</p> <p><b>Lot 3:</b> William Blake Estate, Sumner Buildings, Dron House- all works are complete. Petticoat Tower- the replacement of communal doors cannot yet commence as it requires approval from the new Building Safety Regulation before works can begin. Delays of 6 months+ are being reported industrywide due to a backlog of applications with the BSR.</p> <p><b>Lot 4:</b> Southbank Estate, Sydenham Hill Estate, Isleden House, Windsor House - procurement for Lot 4 is ongoing. The Gateway 5 report is expected to be submitted for Chief Officer approval shortly. Golden Lane Estate has been removed from this programme, replacement doors will be delivered as part of the GLE Major Works Renewal Programme instead.</p>

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£245,000	£0	£153,696	£285,000
Fees	£330,000	£34,175	£130,907	£360,000
Works				
Lot 1	£1,533,214	£51,747	£1,473,103	£1,533,214
Lot 2	£2,843,751	£952,149	£1,891,602	£2,843,751
Lot 3	£1,311,746	£379,359	£932,387	£1,311,746
Lot 4	£0	£0	£0	£2,033,619
SUB TOTAL	£6,263,711	£1,417,430	£4,581,695	£8,367,330
Risk Register	£35,564	£0	£0	£0
GRAND TOTAL	£6,299,275	£1,417,430	£4,581,695	£8,367,330

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 1 to 4	16/12/19	£150,000	£0
Gateway 5 (Lot 1)	08/12/21	£1,848,214	£0
Gateway 5 (Lot 2)	09/11/22	£4,891,965	£21,249
Gateway 5 (Lot 3)	20/02/23	£6,263,711	£35,564
Gateway 5 (Lot 4)			
Gateway 6			

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

Project Summary

Project Name	Southwark Estate Windows Replacement	Reporting Date & Number	29/09/2025 (Report No.:5)	Project Number	29100104	PM	Rafael Cardenas
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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 3/4			17/11/17	Complete
Court Approval			07/12/17	Complete
Planning Application 1			29/11/19	Complete
Main Tender			10/05/22	Complete
Gateway 5			08/06/22	Complete
Building Contract	31/10/22	31/10/22	01/05/26	Ongoing
Planning Application 2			04/10/23	Complete
Completion	31/10/24		01/05/26	Ongoing

HEALTH & SAFETY	
Accidents: 0	No accidents reported during the last month.
Near Misses: 0	No near miss reported during the last month.
Issues: 0	No issues reported during the last month.
Latest H&S Score:	TBC
Site tidy and well laid out	No complaints reported during the last month.
Hot Work Permits	N/A. Not permitted during the project.

Change Request	Raised	Appr	Outstanding
Time / Slippage:	3	3	0
SoW:	21	21	0
Cost ( £)	2	2	0

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

Summary

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

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

Certificate of Practical Completion was issued on 21 May 2025. Final accounts are now under review. The project is currently under the 12-month warranty period which is due to expire on 1st May 2026.

A Defect Log has been created and updated with the residents reports of issues related to the operation of the new windows, internal finishes and making good around the window areas and the performance of the newly installed extract fans. ETEC will be then instructed to address those issues in order to release the retentions hold.

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£104,650.00	£0.00	£103,436.40	£104,650.00
Fees				
Design Team	£59,271.65	£1,260.00	£44,278.82	£59,271.65
Legal Fees	£896.00	£0.00	£896.00	£896.00
Works	£6,166,832.35	£1,024,920.46	£5,140,252.89	£6,166,832.35
SUB TOTAL	£6,331,650.00	£1,026,180.46	£5,288,864.11	£6,331,650.00
Risk Register				
GRAND TOTAL	£6,331,650.00	£1,026,180.46	£5,288,864.11	£6,331,650.00

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

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



Project Summary

Project Name	William Blake Windows & Redecorations	Reporting Date & Number	02/10/2025 (5)	Project Number	29100107	APM/PM	Jason Crawford / Rafael Cardenas
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Status			
Budget	Programme	Risks	Quality
Green	Red	Green	Green

Summary
<p>This project will address the need for the Window Replacements and external redecoration at William Blake Estate as well as a basis for establishing a platform for programming the future cyclical redecorations for the internal and external common parts across the Estate.</p> <p>This project has suffered significant delays during its development period, firstly as with the other HRA Window Replacement Projects through the enforced delays of the Covid-19 public health crisis, and then secondly, after completing procurment for the works, the City's Capital Programme Review. During this second enforced hiatus, both the tender returns submitted and the planning permission obtained expired. Approaches were made to the Local Planning Authority seeking an extension of time to allow us to undertake the tender pricing submissions again, but this was rejected. As such, we will have to undertake full planning approvals again and re-tender for the works. Due to changes in legislation the previously submitted designs will need to be respecified.</p> <p>The tender for the design team is now complete with the statutory post-tender leaseholder consultations now also complete. Baily Garner LLP has now been appointed to provide multidisciplinary consultant services, with the Major Works Team acting as client-side Project Manager. Baily Garner's initial duties will involve design, specification and obtaining statutory approvals for the proposed works. Subject to further committee approvals, successful statutory consultations, tenders and planning consents, the works are expected to start by Summer 2027.</p>

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£ 48,324.00	£ -	£ 13,318.00	£ 83,318.00
Works	£ -	£ -	£ -	£ 2,701,086.00
Fees				
Comms Consultant	£ -	£ -	£ -	£ -
Design Review Panel	£ -	£ -	£ -	£ -
Multidis Design Team	£ 276,105.00	£ -	£ 43,823.00	£ 251,316.00
Planning Consultant	£ -	£ -	£ -	£ -
Planning Fees	£ -	£ -	£ -	£ -
Quantity Surveyor	£ -	£ -	£ -	£ -
Other (please specify)	£ -	£ -	£ -	£ -
Surveys				
Structural	£ -	£ -	£ -	£ -
M&E	£ -	£ -	£ -	£ -
SUB TOTAL	£ 324,429.00	£ -	£ 57,141.00	£ 3,035,720.00
Risk Register	£ -	£ -	£ -	£ -
GRAND TOTAL	£324,429.00	£ -	£57,141.00	£3,035,720.00
Actuals and Committed				

GW Prog Tracker	Date	Approved Budget	CRP
Gateway 3/4	17 November 2017	£ 177,657.00	£ -
Gateway 3/4	15 January 2023	£ 276,105.00	£ -
Gateway 5			
Gateway 6			

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery.
Weather delays.	The weather impact on this project would be high as the majority of works are taking place outdoors.
Increase in pricing during works.	A clear contract and robust contract management will be carried out
Challenge to tender awarding process.	A robust tendering process and cost evaluation has been undertaken.
Delay to works completion leads to project overrunning.	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set.
Contractor Financial Viability.	Procurement colleagues undertake financial viability assessments as part of the tender process.
Works more extensive than planned for.	It's possible that the full extent of works required may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.
Delays to funding approval.	Last capital funding review caused delays which led to planning approvals expiring. Gateway 3/4 process began again. Project cost estimates increased £743,278. Any further delay to funding approval could see a similar result.

Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 3/4	17/11/2017	17/11/2017	17/11/2017	Complete
Gateway 3/4 (report submitted)	18/09/2023	18/09/2023	18/09/2023	Complete
Planning Application				
Main Tender				
Gateway 5				
Building Contract				
Completion				

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

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

Project Summary

Project Name	George Elliston and Eric Wilkins Refurbishment	Reporting Date & Number	02/10/2025 (5)	Project Number	29800156	PM	Lochlan MacDonald
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Key Milestones	Planned Start	Actual Start	Completion	Status
Gateway 1 & 2			11/12/20	Complete
Appt Consultant	01/01/21	01/01/22	01/11/23	Complete
Options Appraisal	01/04/21	01/04/24	30/08/24	Complete
Gateway 2 (Lift Works)	10/11/25			Pending
Main Tender (Lift Works)				Pending
Gateway 3/4 (Building Fabric)				Pending
Gateway 5 (Lift Works)				Pending
Gateway 5 (Building Fabric)				Pending
Completion				Pending

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

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

Status			
Budget	Programme	Risks	Quality
GREEN	RED	AMBER	GREEN

Summary
The refurbishment of George Elliston and Eric Wilkins Houses originally formed part of the 2014-2020 Major Works Programme but was initially put on hold, whilst the City explored rooftop development options. The development scheme progressed to the tender stage before ultimately being terminated for economic reasons in 2019. A new refurbishment-only project was commenced in 2020. This project has experienced delays for several reasons, including an initial deferment as part of the City's post Covid-19 Capital Programme Review, but is now on track for delivery in two separate phases, spanning 2027-30.
The project scope includes replacement of roof and windows, lift refurbishment, brickwork repairs, communal redecorations, and drainage works as necessary.
Studio Partington has been appointed to carry out a full condition survey, design work, options appraisal and to assist with the tender process. Their appointment also includes providing technical due diligence and CDM Client Advisory duties during the construction phase. A separate appointment for another consultant will be needed for contract administration, cost control and clerk of works services once the works contract has been awarded. Design development work is ongoing. The options appraisal has been completed and updated costings are now under review. It has been determined that the lift refurbishment element of the works needs to be delivered separately as a stand-alone package. Butler and Young Associates have already undertaken some feasibility work in this respect and will now be appointed as the lift consultant responsible for design, specification, tendering, Principal Designer duties and post-contract professional services for this specific package. The Gateway 2 Approvals paper which recommends this approach has already been successfully presented at September Corporate Projects Board and will now go to CCS Committee in November for Member approval.

Financial Summary	Approved Budget TD	Commitment	Spend TD	Projected Outturn Costs
Staff Costs	£50,000.00		£5,873.77	£50,000.00
Fees	£150,000.00	£77,700.00	£55,404.60	£133,104.60
DesignArchitect	£130,000.00	£77,700.00	£38,274.60	£115,974.60
Guardian Consultancy	£20,000.00	£0.00	£17,130.00	£17,130.00
Works	£0.00	£0.00	£0.00	£3,540,000.00
Risk Register	£0.00	£0.00	£0.00	£0.00
GRAND TOTAL	£200,000.00	£77,700.00	£61,278.37	£3,723,104.60

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

Risks and Issues	
Section 20 Challenges.	Leaseholder(s) may challenge the S20 service charge recovery.
Insufficient funding capacity in HRA	Other funding streams are being explored; works have already been subject to deferment due to funding issues.
Works more extensive than planned for.	The full extent of remedial works required may not become apparent until opening up works have been undertaken.
Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.



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