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

Date: **WEDNESDAY, 1 JULY 2026**

Time: 11.00 am

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

Members:

Steve Goodman OBE (Chairman)
Deputy Anne Corbett
Deputy Helen Fentimen OBE JP
Deputy John Fletcher
Mercy Haggerty
Sandra Jenner
Deputy James Thomson CBE
Deputy Ceri Wilkins
Philip Woodhouse
Vacancy
Vacancy

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**

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

3. **ELECTION OF DEPUTY CHAIRMAN**

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

For Decision

4. **MINUTES**

To approve the public minutes and non-public summary of the meeting on 13 April 2026.

For Decision
(Pages 5 - 12)

5. **OUTSTANDING ACTIONS**

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

For Information
(Pages 13 - 16)

6. **ALLOCATED MEMBERS TO THE CITY'S HOUSING ESTATES**

a) Appointment of Members to the City's Housing Estates

Report of the Town Clerk

For Decision
(Pages 17 – 20)

b) Golden Lane Estate Renewal Board update

Chair of the Golden Lane Estate Renewal Board to be heard.

(Verbal Report)

7. **HOUSING MATTERS UPDATE**

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

For Decision / For Information
(Pages 21 - 104)

8. **INSPECTION ACTIVITY AND HOUSING IMPROVEMENT STRATEGY**

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

For Decision
(Pages 105 - 176)

9. **TENANT SATISFACTION MEASURES 2025-26**

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

For Information
(Pages 177 - 236)

10. **TENANCY AGREEMENT UPDATE AND CONSULTATION**

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

For Information
(Pages 237 - 282)

11. **DCCS HEALTH, SAFETY AND WELLBEING CHARTER**

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

For Information
(Pages 283 - 322)

12. **QUARTERLY FIRE SAFETY STATUS REPORT**

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

For Information
(Pages 323 - 330)

13. **HOUSING OUT OF HOURS PROVISION UPDATE**

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

For Discussion
(Pages 331 - 334)

14. **HOUSING MAJOR WORKS PROGRAMME 2026-36**

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

For Information
(Pages 335 - 340)

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

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

17. **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

18. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 13 April 2026.

For Decision
(Pages 341 - 344)

19. **RECOMMENDATIONS OF POLICY, GOVERNANCE AND ADMINISTRATION REVIEW: THE CITY OF LONDON ALMSHOUSES**

Report of the Managing Director, City Bridge Foundation and the Executive Director Community and Children's Services.

For Decision
(Pages 345 - 358)

20. **REPAIRS AND MAINTENANCE SERVICE UPDATE**

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

For Discussion
(Pages 359 - 368)

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

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

HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE
Monday, 13 April 2026

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 13 April 2026 at 11.00 am

Present

Members:
Steve Goodman OBE (Chairman)
Deputy Ceri Wilkins (Deputy Chair)
Deputy Helen Fentimen OBE JP
Leyla Boulton
Sandra Jenner
Charles Edward Lord, OBE JP
Mark Wheatley

Attended virtually:
Deputy John Fletcher

Officers:

Judith Finlay	-	Executive Director, Community & Children's Services
Peta Caine	-	Community & Children's Services
Bev Andrews	-	Community & Children's Services
Paul Barton	-	Community & Children's Services
Helen Chantry	-	Community & Children's Services
Zoe Gayle	-	Community & Children's Services
Gregory Wade	-	Community & Children's Services
Jack Joslin	-	City Bridge Foundation
Julia Pridham	-	City Bridge Foundation
Kelila Perry	-	Town Clerk's Department

1. **APOLOGIES**
   Apologies were received from Deputy John Fletcher, who attended the meeting virtually, and Anne Corbett.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
   There were no declarations.

3. **PUBLIC MINUTES**
   RESOLVED – That, the public minutes and non-public summary of the meeting held on Tuesday 27 January be approved as a correct record.

4. **OUTSTANDING ACTION TRACKER**

RESOLVED – That, the report be noted.

5. **REGULATOR OF SOCIAL HOUSING INSPECTION - OUTCOME, BENCHMARKING AND IMPROVEMENT RESPONSE**

Members received a report of the Executive Director of Community and Children's Services providing and update on the outcome of the Regulator of Social Housing (RSH) inspection, benchmarking of the Corporation's result against other London local authority landlords, and the actions being taken to address the findings.

Following the inspection results, officers shared action plans with the RSH. Next steps would include further engagement with the RSH and developing an improvement strategy.

There was a discussion about the pathway and timeline for upgrading to a C1 grading. Officers advised it was possible to jump from C3 to C1, and the RSH thought that the Corporation may be able to address the issues identified on a faster timescale than the four-year inspection cycle. Officers would drive improvements as quickly as possible.

Members commented on communication and engagement with residents, advising there should be open and transparent communication about progress, and that residents should be updated on a regular and ongoing basis. They thanked officers for the newsletter to residents updating them on the RSH inspection. Concern was raised about the tone of communication, with Members advising this should be framed around the impact on residents. Officers confirmed they would use more resident-focused language. Officers also noted that they planned to engage with the Resident Voice Group and Resident Associations.

Officers confirmed that an update would also be provided to the Community and Children's Services Committee.

RESOLVED – That, Members:

- Note the outcome of the Regulator of Social Housing inspection and the C3 Consumer Standards grading.
- Note the benchmarking position of the City of London Corporation relative to other London boroughs.
- Note the improvement actions underway and the governance arrangements in place to provide assurance and oversight.

6. **HOUSING STRATEGY 2024-29 YEAR 1 ACTION PLAN - END OF YEAR UPDATE**

Members received a report of the Executive Director of Community and Children's Services providing an update on delivery of Year 1 of the Housing Strategy Action Plan (2025–26), highlighting achievements, areas of partial delivery, actions carried forward and the overall impact on housing services.

RESOLVED – That, the report be noted.

7. **HOUSING STRATEGY 2024-29 - YEARS 2 & 3 ACTION PLAN**

Members considered a report of the Executive Director of Community and Children's Services seeking approval of the draft Years 2 and 3 Housing Strategy Action Plan (2026-28), which sets out the key priorities, deliverables and performance measures for the next phase of the Housing Strategy 2024–29.

Members commented that it would be useful to understand the priority of each action. They also noted that actions should have specific and measurable KPIs and it would be helpful to develop estate-based targets. Officers responded that they would look into identifying vital actions, and they were continuing to develop KPIs which would be included in the plan.

A Member asked about resourcing, to which officers confirmed they were confident they could deliver the plan in two year subject to receiving the extra resources identified.

Regarding communications and engagement, a Member noted that success for residents will be when they can see and feel differences being made. Residents should be regularly updated, and communications should get to the heart of what they want. Officers responded that they would reflect this in the improvement strategy.

A Member asked whether there was a planned preventative maintenance schedule for each estate and if this could be priorities. Officers responded that there were minor plans for some estates but acknowledged the need for wider roll out. They would replan once the Stock Condition Survey was completed.

The Chair commended a statement in the report: the draft action plan had been informed by "the need for a step change in the quality of the housing services provided to residents".

RESOLVED – That, Members:

- Approve the draft Housing Strategy Action Plan for Years 2 and 3 (2026-28), appended to the report.
- Delegate authority to the Director of Housing, in consultation with the Chair and Deputy Chair of the Housing Management and Almshouses Sub Committee, to make minor amendments to the Action Plan arising from post inspection engagement with the Regulator of Social Housing.

8. **APPROVAL OF A LOCAL LETTINGS POLICY - BEAN TREE COURT AND OTTO CLOSE (SYDENHAM HILL) AND THE EXTENSION OF THE LOCAL LETTINGS POLICY FOR BLACK RAVEN COURT (COLPAI)**

Members considered a report of the Executive Director of Community and Children's Services seeking approval of two Local Lettings Policies (LLPs) to support the allocation of newly built social rented homes at Bean Tree Court and Otto Close, Sydenham Hill Estate, and Black Raven Court (CoLPAI), Golden Lane.

Members enquired about the rate of uptake. Officers responded that 23 offers had been accepted at Black Raven Court and 14 offers had been accepted at Bean Tree Court and Otto Close. Members were concerned about the pace of uptake, given the number of families in temporary accommodation. Officers advised that the lettings teams were working at pace, however several factors had affected the rate of uptake:

- Black Raven Court – some properties were being held for MGO board removal.
- Bean Tree Court and Otto Close – Lewisham Council's nominations process takes five weeks. Regarding City of London nominations, some people said the homes were too far away. Furthermore, some ex-Mais house residents did not wish to return.

Officers advised that the LLPs were not superseded by the standard Allocation Policy and lettings officers could continue to allocate according to the estates that are closest.

A Member asked why the homes were predominantly one-bedroom, to which officers responded that this property type was the most needed one when the schemers were being designed.

Officers agreed to provide an additional briefing that would provide further information about the above questions, and answer additional questions from Members regarding:

- The split of uptake across City of London, Islington and Lewisham properties.
- Of the properties being held at Black Raven Court, the number of City of London properties versus Islington properties.
- Whether the current policy was flexible enough to promote uptake, and what would be the appropriate governance process if changes were required.

RESOLVED – That, Members –

- Approve the Local Lettings Policy for Bean Tree Court and Otto Close (Sydenham Hill).
- Approve the extension of the Local Lettings Policy for Black Raven Court (CoLPAI).
- Note that Equality Impact Assessments have been completed for both Local Lettings Policies.

9. **QUARTERLY FIRE SAFETY STATUS REPORT**

Members received a report of the Executive Director of Community and Children's Services providing quarterly oversight of the status and outcomes of fire safety management in the Corporation's social housing, including the fire risk assessment programme, the fire strategy programme, an update on fire safety management in respect of higher risk buildings within social housing, and emerging legislative responsibilities.

A Member enquired about balcony hoarding at Golden Lane Estate, to which officers responded that there had been further visits and letter drops, and they

were consulting with legal officers. An update would be provided in the next report.

A Member asked what impact the fire risk assessment programme would have on resourcing. Officers advised that they were developing a fire safety works programme that would form part of the Housing Major Works Programme.

There was a discussion about Residential Personal Emergency Evacuation Plans (RPEEPs), with Members asking at what point these were established and how often they were reviewed. Officers responded that RPEEPs were established when the resident moved in and were reviewed annually or sooner if the resident advised that their situation had changed. Residents were regularly reminded that RPEEPs were available through newsletters, the tenant's handbook, and through estate officers. Officers were also undertaking a survey of residents' needs that would inform a plan for establishing RPEEPs.

A Member noted it was difficult to differentiate the RAG status in the printed agenda. The Town Clerk would address this in future reports.

RESOLVED – That, the report be noted.

10. **DRAFT RESIDENT SAFETY ENGAGEMENT STRATEGY**

Members received a report of the Executive Director of Community and Children's Services sharing a draft of the Housing Services Residential Engagement Strategy.

In response to a request from a Member, officers agreed to discuss the draft strategy with the Resident Voice Group.

RESOLVED – That, the report be noted.

11. **HOUSING OUT OF HOURS SERVICE - CURRENT ARRANGEMENTS AND IMPROVEMENT PLAN**

Members received a report of the Executive Director of Community and Children's Services updating on Housing Out of Hours provision, setting out what arrangements are currently in place, what is not working as intended, and the next steps to improve consistency, coordination and assurance.

There was a discussion about residents being unable to contact the repairs Out of Hours service over the bank holiday weekend. Officers acknowledged there had been shortcomings and advised that for future bank holidays they would make sure the service was sufficiently resourced and had an up-to-date status on lifts.

Members asked how quickly the improvements would be made and what would be done in the meantime to ensure a good service. Officers would provide a report responding to these questions at the next Sub Committee meeting.

In response to a question about communication to residents, officers advised they would explore how to communicate improvements the service the broader improvement strategy.

RESOLVED – That, Members note the report and note that a full review of Housing Out of Hours provision and return to Committee with recommendations developed with residents to strengthen assurance, coordination and oversight.

12. **HOUSING COMPLAINTS UPDATE**

Members received a report of the Executive Director of Community and Children's Services providing an overview of Housing Complaints data covering the 2025/26 financial year.

A Member acknowledged that the handling of complaints had improved but said it was unclear from the data whether the issue that caused the complaint had been resolved. Officers responded that while a complaint could be upheld, some issues were complex and may take time to resolve.

RESOLVED – That, the report be noted.

13. **HOUSING MAJOR WORKS PROGRAMME 2026-36**

Members received a report of the Executive Director of Community and Children's Services providing a progress update on the development of the Housing Major Works Programme.

Officers anticipated that the restructure would be completed by summer 2026.

Members commended the report. A Member asked that future reports detail progress being made on specific projects.

In response to queries about leaseholder contributions, officers advised they had been engaging with the Chamberlain's and legal officers on this matter and would bring a report with further details to the next Sub Committee meeting. A Member expressed concern about including the total sum of leaseholder contributions in reports.

A Member queried why multidisciplinary consultants were needed. Officers responded that this was standard practice for local authorities and Housing Associations, as the skillsets required, such as design, surveying and architectural skills, need to be procured from private practice. If these skills were sourced in-house, the cost of management and delivery would be much higher.

There was a discussion about when the planning application for Crescent House would go before the Planning and Transportation Committee. Charles Edward Lord declared that he would not take part in any discussion about Crescent House due to being a Member of the Planning and Transportation Committee. Officers advised that the next Planning and Transportation Committee meeting was in late June, and they were escalating this matter with planning officers.

The Chair commented on the various ways that the work would be monitored and managed and requested that officers inform the Sub Committee of any obstacles or delays at these levels.

RESOLVED – That, Members note the report and give consideration to future commitments, targets and challenges in delivering the Housing Major Works Programme 2026-36.

14. **HOUSING MATTERS UPDATE**

Members received a report of the Executive Director of Community and Children's Services providing an update on key issues being dealt with by housing officers.

Allocated Member / Senior Management Team Leads

The Allocated Members for Lambeth and Lewisham requested that officers confirm arrangements for meetings with their respective residents' groups.

Warm Homes Plan

Members requested further information about what could be done to address overheating. Members also requested that related organisational policies be incorporated into this work, noting that the Health and Wellbeing Board had considered a policy to address overheating. Officers advised that this issue could be considered as part of the Stock Condition Survey and updating the Asset Management Strategy, however it would require additional funding.

Social Rent Convergence Update

In response to a question about funding, officers advised that this work would not be included in the Housing Revenue Account budget for the 2026/27 financial year.

RESOLVED – That, the report be noted.

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

There was one question submitted in advance of the meeting asking what arrangements were in place to access properties during an emergency when the resident is not home. For example, leaks in one flat causing flooding in neighbouring flats.

In relation to tenants, officers advised that access would depend on the seriousness of the emergency and the terms of the tenancy agreement. Currently, 24 hours' notice was needed to access the property and if the risk was deemed non-serious, then they would need to send a letter before acting. This issue would be looked at through the updating of tenancy agreements and tenant's handbook. In relation to leaseholders, access depended on the terms of the lease and in some cases forced entry may not be possible.

The Chairman said it would be useful to clarify what risks were considered serious. Officers noted that leaks would be considered a serious risk.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.

17. **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.

18. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on Tuesday 27 January be approved as a correct record.

19. **PROPOSED ESTABLISHMENT OF A HEALTH AND FIRE SAFETY TEAM**
Members received a report of the Executive Director of Community and Children's Services.

20. **CHARITY TRUSTEE DUTIES IN RESPECT OF THE CITY OF LONDON ALMSHOUSES**
Members received a report of the Managing Director, City Bridge Foundation.

21. **UPDATE ON POLICY, GOVERNANCE AND ADMINISTRATION REVIEW: CITY OF LONDON ALMSHOUSES**
Members received a report of the Managing Director, City Bridge Foundation.

22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no non-public questions.

23. **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 12.54 pm

Chairman

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

Community & Children's Services

Members Update – Action Tracker 1 July 2026

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	April 2026	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

					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. Presented to December HMASC. Complete
28.11.2024	Financial Support for all Leaseholders	Revised paper to be presented to January 2025 Committee	Helen Chantry	July 2026	Revised paper to CCS to include reference to the paper for the GLE Leaseholder question (Housing/Major Works) with sign off from Finance for both.
28.11.2024	Terms of reference of HMASC to be changed to allow for up to three	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.

Community & Children's Services

Members Update – Action Tracker 1 July 2026

	external appointments for the following terms: 2 years 2 years 3 years Subject to CCS Committee approval				Complete
28.11.2024	Updated Organogram request	Organogram that shows the recent senior management team changes was requested	Peta Caine	January 2025	Complete.
21.10.2025	Deadline for Lease Negotiations	The deadline for the lease negotiations policy to be supplied.	Helen Chantry	July 2026	Paper to be reviewed by Legal re lease extension clause as its new, then to the next Committee to sign off.
21.10.2025	Tenant Satisfaction Measures	Tenant Satisfaction Measures, there was commitment to an update in the next committee.	Liane Coopey	November 2025	TSM action plan to HMASC in November 2025. Complete
21.10.2025	Golden Lane Estate Transformation Board	Transformation Board had been convened urgently ahead of the summer recess and had already met three times. Dates for future meetings had been agreed.	Peta Caine	November 2025	2026 dates were discussed and agreed at the 20/11/2025 meeting and are in diaries. Complete
21.10.2025	Income Recovery Update	The cost benefit analysis for the Income Recovery Update.	Helen Chantry	July 2026	Work In Progress. Require Finance input and data analysis, but a lot of the benefits aren't measured in numbers. Manual lookup through notes on accounts to see what referrals were made, officer time, etc.).

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City of London Corporation Committee Report

Committee(s): Housing Management & Almshouses Sub-Committee – For Decision	**Dated:** 1 July 2026
Subject: Allocated Members to the City Corporation's Various Housing Estates	**Public report:** For Decision
This proposal: • **provides statutory duties** • **provides business enabling functions**	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Town Clerk
Report author:	Kelila Perry, Governance Officer

Summary

An Allocated Members Scheme has been in place since 2000, which aims to ensure that Members are aware of the issues on each estate and nominations are required.

At the Community and Children's Services Committee meeting on 5 May 2026, Members allocated Members to the City's Housing Estates and agreed that the Housing Management and Almshouses Sub-Committee would determine the vacant Allocated Member positions: Southwark, Tower Hamlets and Lambeth; to return to the Community and Children's Services Committee for approval.

Recommendation(s)

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

- Agree the vacant Allocated Member positions to the City's Housing Estates:
  - Southwark
  - Tower Hamlets
  - Lambeth

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.

Current Position

3. At its meeting on 5 May 2026, the Community and Children's Services Committee agreed the following Allocated Members to the City's various housing estates:
   - Islington - Deputy Anne Corbett
   - Hackney - Deputy Ceri Wilkins
   - Lewisham - Sandra Jenner
   - City of London - Golden Lane Estate - Deputy Ceri Wilkins
   - Middlesex Street Estate - Deputy John Fletcher
   - Southwark – *vacancy*
   - Tower Hamlets - *vacancy*
   - Lambeth – *vacancy*

4. The Community and Children's Services Committee agreed that the vacant positions (Southwark, Tower Hamlets and Lambeth) would be determined by the Housing Management and Almshouses Sub-Committee, and these appointments would return to the Community and Children's Services Committee for final approval.

Proposals

5. The Housing Management and Almshouses Sub-Committee is asked to allocate Members to the Southwark, Tower Hamlets and Lambeth housing estates.

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

6. Members are asked to determine the vacant Allocated Member positions to the City's various housing estates so that all positions are filled. This will enhance representation, improve coordination, streamline decision-making, and foster stronger community engagement.

Appendices

None

Background Papers

Community and Children's Services Committee, 5 May 2026 - Item 6: Appointment of Sub-Committees and Appendix 1: 2025/26 appointments

Kelila Perry
Governance Officer
Town Clerk's Department
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City of London Corporation Committee Report

Committee: Housing Management and Almshouses Sub Committee	**Dated:** 1 July 2026
Subject: Housing Matters Update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Diverse engaged communities Leading Sustainable environment Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	**No**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Judith Finlay, Executive Director of Community & Children's Services	For Decision and Information
Report author: Peta Caine, Director of Housing	

Summary

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

For Decision

- Local Lettings Policy York Way
- Updated Pets Policy

For Information and Discussion

- Housing Services Recruitment Update
- Local Lettings Update – Sydenham and Black Raven Court
- Access to Homes Policy – Update
- Asset Management Strategy Refresh Progress
- Housing Design Guide Update
- Voids Process and Improvements being made
- Housing Performance Update - April 2025 – March 2026
- Pennington Choices Compliance Review
- Housing Complaints Policy – Housing Ombudsman Service Review

Items for Decision

1. Local Lettings Policy York Way

Local Lettings Policy York Way Introduction

The Local Lettings Policy (LLP) sets out the framework for allocating the new homes and enables the City Corporation to make direct offers outside of the Choice Based Lettings scheme. The policy reflects the previously agreed nomination arrangements between the City of London Corporation and the London Borough of Islington, with 46 homes allocated to City of London nominees and 45 homes allocated to Islington nominees.

Under the LLP, the City Corporation will prioritise:

- Existing York Way Estate residents
- Holloway Estate residents
- Applicants on the wider Housing Register

The approach is designed to:

- Support residents with identified housing need, including overcrowding and medical
- Enable transfers that release under-occupied homes
- Contribute to the creation of a balanced and sustainable community

An Equality Impact Assessment (EQIA) has been completed to assess the potential impact of the LLP on residents and applicants with protected characteristics. The EQIA identifies:

- Potential positive impacts, particularly in supporting households in housing need and improving access to suitable accommodation
- Some risks of differential impact, particularly due to the place-based prioritisation approach
- No evidence of unlawful discrimination, with mitigation measures in place to monitor and address any unintended impacts

The EQIA is informed by:

- Interim findings from the ongoing household survey
- Housing management and allocations data
- Operational insight and service feedback

The household survey is still being undertaken, and the EQIA recognises that the evidence base will continue to be strengthened. A commitment is included to:

- Complete the survey and update the analysis as necessary
- Monitor lettings outcomes by protected characteristics
- Review the policy and its impact one year from approval

Recommendation:

Members are asked to approve the Local Lettings Policy for York Way Estate, noting that an Equality Impact Assessment has been completed and appropriate monitoring and review arrangements are in place.

Appendix 1

Local Lettings Policy for the 91 Homes at York Way Estate, London Borough of Islington

Background

1. A development of 91 new homes is being provided by the City of London Corporation (the "City") at York Way Estate, N7, in the London Borough of Islington ("Islington").

2. These new homes will be let at social rent levels. The scheme provides a mix of studio, one-, two-, three- and four-bedroom homes as set out below the table also details the previously agreed split with LB Islington:

Type	Total	City of London	LB Islington
Studio	17	17	0
One bed	25	8	17
Two bed	21	8	13
Three bed	25	11	14
Four bed	3	2	1
Total	**91**	**46**	**45**

3. The new homes are being delivered as part of the City's strategic commitment to increase the supply of homes for social rent. The letting of these homes will be subject to this Local Lettings Policy ("LLP").

Purpose of the Local Lettings Policy

4. This LLP sets out how these homes will be let and which households will be prioritised for allocation.

5. The LLP enables the allocation of new homes to be managed outside the usual Choice Based Lettings process, via the use of direct offers to applicants on the Housing Register. This approach ensures that these homes and the homes made available through transfer of existing COL tenants are allocated to those most in need and that the best use is made of the available housing stock.

Objectives of the Local Lettings Policy

6. The LLP for York Way supports the following objectives:
   - To increase the supply of social rented homes and provide greater opportunities for households in housing need.

- To prioritise existing COL tenants where a move would better meet their housing needs and support effective use of the Corporation's housing stock.
- To support the creation of a sustainable and balanced community at York Way and the surrounding area, including nearby estates.
- To enable the City Corporation to meet the needs of households in priority need, including those who are overcrowded, under-occupying, or have medical or welfare needs.
- The impact of this approach, however, is an increase in empty homes that have to be serviced as a result of internal moves and the fact that existing residents are given priority rather than homeless households living in temporary accommodation.

Local Lettings Policy for York Way Estate

7. There is a previously agreed allocation split between the City of London Corporation and the London Borough of Islington:

    - 46 homes (51%) will be allocated to City of London nominees
    - 45 homes (49%) will be allocated to LB Islington nominees

8. Homes allocated to LB Islington nominees will be offered to applicants who qualify under that authority's Housing Register or are existing tenants of that authority.

9. The City of London Corporation will retain responsibility for the administration of all lettings.

10. This Local Lettings Policy operates in conjunction with the City of London Housing Allocations Scheme.

Prioritisation for City of London Nominations

11. Homes allocated to City of London nominees will be prioritised in the following order:

    a. **Existing York Way Estate residents -** Priority will be given to secure tenants currently living on the York Way Estate, particularly where a move would address overcrowding, under-occupation, or other identified housing needs.

    b. **Holloway Estate residents -** Where there are insufficient eligible applicants from York Way Estate, priority will then be given to residents living on the nearby Holloway Estate.

    c. **City of London Housing Register applicants -**Remaining homes will be allocated to other applicants on the City of London Housing Register in accordance with the Housing Allocations Scheme.

12. Priority will be applied on a reasonable endeavours basis. Where no suitable or eligible applicants are identified within a priority group, or where offers are refused, the City Corporation will move to the next priority group to ensure that homes are let

efficiently.

13. This does not guarantee that applicants within a priority group will be made an offer, as allocations are also subject to eligibility, suitability, and availability of appropriate properties.

Exception / Discretion

14. In exceptional circumstances, the City of London Corporation reserves the right to depart from the priority order set out in this Policy where this is necessary to:
    - address urgent housing need;
    - respond to safeguarding concerns; or
    - ensure the best use of the available homes.

15. Any such decisions will be made in accordance with the Housing Allocations Scheme and will be clearly documented, including the rationale for the decision.

Assessment and Ranking

16. Within each priority group:

    - Priority will be determined based on assessed housing need, including overcrowding, under-occupation, and medical or welfare grounds.

    - Where applicants refuse a reasonable offer of accommodation, this will be managed in accordance with the City of London Housing Allocations Scheme, including any applicable consequences for future offers.

    - Where applicants have the same level of need, priority will be determined by their priority date on the Housing Register.

17. Applicants (including existing City of London tenants and nominations received from LB Islington) may be excluded where there is evidence of serious or persistent tenancy breaches, including rent arrears, anti-social behaviour, or other breaches of tenancy conditions, in accordance with the Tenancy Agreement, Tenant Handbook, and Housing Allocations Scheme.

18. Homes will be allocated in accordance with bedroom need and overall property suitability, taking account of:
    - household size and composition
    - medical or mobility requirements
    - any specialist features of the property

19. Applicants must be assessed as suitable for the specific property being offered.

20. The City will maintain clear records of allocation decisions, including how priority and suitability criteria have been applied, to ensure transparency and consistency.

Tenancy type

21. Where homes are allocated to tenants who previously held a secure tenancy (whether with the City of London or LB Islington), a secure tenancy will be granted.

22. All other new tenants will be granted a tenancy subject to the successful completion of an introductory tenancy period.

Duration

23. This Local Lettings Policy will apply two years from the date of approval.

24. At the end of this period, the Policy will either:
    - be reviewed and re-approved; or
    - lapse, after which allocations will revert to the Housing Allocations Scheme if this has not occurred already.

Equalities

25. This LLP has been developed in line with the Equality Act 2010.

26. Monitoring will be undertaken to ensure that the policy operates as intended and does not result in unintended adverse impacts on any group.

27. The operation of this Policy will also be monitored to ensure it is being applied consistently and achieving its intended objectives. Any identified issues will inform future review of the Policy.

Appendix 2

Equality Impact Assessment Form

The Equality Impact Assessment (EQIA) will identify how any proposed policies, practices, activities, service changes or procedures will impact or affect different groups or communities if implemented. It supports officers in assessing whether the impacts are positive, negative, or unlikely to impact each of the nine protected characteristic groups. The assessment will also demonstrate whether there are ways to proactively advance equity, equality, diversity and inclusion. An EQIA is required before you finalise your proposal, or it may not be legally compliant.

Section 1: To be completed by all

Proposal Title	Local Lettings Policy – York Way Estate (91 homes)
Details of the lead officer completing the Assessment/ Role responsible for the completion of the EQIA	Zoe Gayle Service Improvement Manager
Department Responsible:	Department of Community & Children's Services – Housing Service
Who has been involved in creating the EQIA: (please summarise/list stakeholders you have engaged with and how)	• Housing Management (policy development) • Allocations / Housing Needs teams • Informal input from officers with knowledge of York Way and Holloway estates • Review of complaints themes from recent lettings (internal learning) At this stage, no formal resident consultation has been undertaken specifically on the LLP prioritisation approach, which limits direct evidence of resident perspective.
Date of Initial assessment:	04/06/2026
Dates of review (as applicable)	To be reviewed alongside the Local Lettings Policy review (2 years from approval).

1.PROPOSAL OVERVIEW

What does the proposal aim to achieve? Please outline your proposal below

➔ If no potential impacts are identified at this stage, proceed to **Section 3**

➔ If you believe there may be potential negative impacts, continue to **Section 2, Steps 2,3,4, and 5** to complete a full EQIA, then move to **Section 3**

➔ If you identified any positive impact, please record and monitor at **Section 2, Step 5,** then move to **Section 3**

Please feel free to attach supporting documents/ information

The proposal introduces a Local Lettings Policy (LLP) to manage the allocation of 91 new homes at York Way Estate. The LLP enables the City of London Corporation to make direct offers outside of the Choice Based Lettings system, prioritising:

- Existing York Way Estate residents
- Holloway Estate residents
- Wider Housing Register applicants

The policy applies eligibility, suitability and housing need criteria in line with the Allocations Scheme.

Intended outcomes:

- Make best use of new housing stock
- Support existing residents with identified housing needs (e.g. overcrowding, medical needs)
- Enable transfers that release under-occupied homes back into the system
- Support the creation of a sustainable and balanced community

The LLP introduces place-based prioritisation, which may result in differential impacts depending on geography, housing need and socio-economic circumstance.

Evidence base and current limitations: A household survey is currently being undertaken, including engagement with lead and joint tenants. The survey is collecting data on:

- Household composition
- Disability and health needs
- Ethnicity and language
- Socio-economic factors

Interim data from this survey, alongside existing housing management and allocations data, has been used to inform this assessment. However, the dataset is not yet complete, which limits the depth of equalities analysis at this stage. This is acknowledged and will be addressed through ongoing data collection and review.

<u>Section 2: To be completed for a full EQIA</u>

2. EVIDENCE AND IMPACT ANALYSIS

Please highlight the potential impact on these groups, actions taken to mitigate impact and advance equality, diversity and inclusion (include data/evidence upon which the analysis is based)

Protected Groups:

- Age
- Disability

- Gender Reassignment
- Marriage & Civil Partnership
- Pregnancy & Maternity
- Race
- Religion & Belief
- Sex
- Sexual Orientation

Additional Groups

- Socio-economic background
- Care leavers
- Carers & Parents
- Veterans

Where relevant note relevant intersectional impacts: where combinations of different group identities may result in unique or compounded impacts.

This assessment draws on:

- Interim household survey data (including lead and joint tenants and household members)
- Housing register and allocations data
- Operational insight from Housing Management and Housing Needs teams
- Complaints and service feedback, including known issues relating to repairs, estate environment and satisfaction levels

The household survey is ongoing; therefore, some equality data remains outdated or incomplete. Impacts identified below combine available evidence with professional judgement and will be reviewed as data improves.

Protected Groups

Age

Impact:

- Potential positive impact for overcrowded families and older residents needing more suitable accommodation
- Younger single applicants not residents on the estate may be comparatively disadvantaged due to prioritisation

Evidence:

- Housing need (e.g. overcrowding/under-occupation) is a key driver in allocations
- Interim survey data identifying household composition

Mitigation:

- Apply needs-based criteria alongside residency priority
- Monitor lettings by age group

Disability

Impact:

- Positive impact where accessible or adapted homes are allocated to residents with identified needs
- Risk if incomplete data limits identification of hidden or emerging needs

Evidence:
- Survey capturing disability/health needs (in progress)
- Known service issues (repairs, lifts) disproportionately affecting disabled residents

Mitigation:
- Dedicated resource allocated to use survey data to upload housing management records
- Prioritise medical need within allocations framework

Gender Reassignment
Impact:
- No direct impact identified
- Risk of indirect impact if privacy, safety, or harassment issues arise in allocation or rehousing

Evidence:
- No specific dataset currently held at estate level

Mitigation:
- Ensure allocations and tenancy management processes remain inclusive and confidential
- Address any reported safety concerns promptly

Marriage & Civil Partnership
Impact:
- Neutral overall
- Household-based allocations may positively support couples requiring appropriate accommodation

Evidence:
- Household composition data (survey and housing records)

Mitigation:
- Ensure consistent application of allocations policy

Pregnancy & Maternity
Impact:
- Positive impact where overcrowded or unsuitable housing is addressed
- Risk if emerging needs are not captured early due to incomplete data

Evidence:
- Housing Needs data highlighting overcrowding

Mitigation:
- Allow flexibility to respond to changing household needs
- Ongoing engagement through survey and housing management activity

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Race

Impact:
- Risk of indirect disadvantage if wider housing register applicants are not prioritised

Evidence:
- Survey includes ethnicity and language data (in progress)
- Known need for accessible communication

Mitigation:
- Monitor lettings outcomes by ethnicity
- Provide translation/accessible communication where required

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Religion & Belief
Impact:
- No direct impact identified
- Potential indirect impact where housing location or property type does not meet cultural or religious needs

Evidence:
- Limited estate-specific data

Mitigation:
- Consider individual needs where identified
- Ensure fair and consistent allocation processes

Sex
Impact:
- Neutral overall

Evidence:
- Housing register and survey data

Mitigation:
- Monitor allocations and outcomes by gender

Sexual Orientation
Impact:
- No direct impact identified
- Risk of indirect impact linked to safety or vulnerability if not appropriately considered

Evidence:
- No specific dataset currently held

Mitigation:
- Ensure inclusive, non-discriminatory allocation practices
- Respond to any reported concerns

Additional Groups
Socio-economic background
Impact:

- Strong positive impact: LLP prioritises residents with existing housing need
- Reflects levels of dissatisfaction linked to estate conditions

Evidence:
- TSM data indicating lower satisfaction linked to environment and services
- Known levels of overcrowding and housing need

Mitigation:
- Target allocations to those in greatest need
- Monitor outcomes and resident satisfaction

Care Leavers
Impact:
- Potential disadvantage if not resident on estate and therefore not prioritised

Evidence:
- No estate-specific dataset

Mitigation:
- Continue to meet statutory duties through wider allocations scheme
- Consider exceptions where appropriate

Carers & Parents
Impact:
- Positive impact for families requiring larger or more suitable homes
- Risk where needs are not fully captured in incomplete dataset

Evidence:
- Survey capturing household composition
- Housing Needs data

Mitigation:
- Ensure flexibility within allocations criteria
- Ongoing engagement and data collection

Veterans
Impact:
- No direct impact identified

Evidence:
- No specific dataset available

Mitigation:
- Consider on a case-by-case basis through allocations scheme

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Intersectional Impacts (Key Risks)
The following combined characteristics may result in compounded impacts:

- **Disabled + older residents:** greater reliance on functioning lifts/repairs and need for accessible homes
- **Low income + families + overcrowding:** higher likelihood of benefiting from LLP but also greater vulnerability if not prioritised
- **Ethnic minority + language needs:** risk of exclusion if communication is not accessible
- **Single parents (often female) + socio-economic disadvantage:** may face compounded housing need and financial pressure
- **Residents affected by estate conditions + disability or age:** may experience disproportionate impact from environmental issues (e.g. lifts, repairs)

Mitigation across groups:
- Completion of household survey to strengthen data
- Monitoring lettings outcomes by protected characteristics
- Post-implementation review to identify unintended impacts
- Ongoing resident engagement and feedback mechanisms

3. STAKEHOLDER ENGAGEMENT

Outline any consultation/engagement activity and additional information gathered not outlined above (if relevant)

Include information on stakeholders involved, and methods used for engagement / consultation.

Describe any further work required on proposals as a consequence of engagement/consultation (if relevant)

Engagement activity has been undertaken through a combination of internal officer input and ongoing resident data collection:
- Housing Management, Allocations and Housing Needs teams have contributed to the development of the Local Lettings Policy (LLP).
- Officers with operational knowledge of York Way and neighbouring estates have provided contextual insight, including learning from complaints and previous lettings.
- A household survey residents is currently being undertaken. This includes engagement with lead and joint tenants and captures data on demographics, housing need, disability, language, and household composition.
- Interim findings from this survey have been used to inform the EQIA; however, the dataset remains incomplete at the time of this assessment.

At this stage:
- No formal consultation has been undertaken specifically on the LLP prioritisation framework, and this is acknowledged as a limitation.
- Engagement to date has focused on evidence gathering rather than testing policy proposals with residents.

Further engagement planned:

- Completion of the household survey to strengthen equalities evidence.
- Ongoing feedback routes via Housing Officers, tenancy audits and resident communication channels.

4. DECISION MAKING (MITIGATIONS AND CHANGE)

After completing steps 1-3, please outline your informed decision.

Possible outcomes could be that:

a. **No changes are required; there is no negative impact or discrimination**
b. **Available actions have been taken to remove or minimise potential negative impacts**
c. **Adjustments to the proposal to remove or minimise potential negative impacts – monitoring and regular review will take place to manage this with a view to taking further mitigation actions**
d. **Where a negative impact is identified that is not unlawful discrimination, or where discrimination can be objectively justified- justify and continue with the proposal: there may be other factors (such as other proposal aims or financial constraints) that make it reasonable to adopt the proposal, despite the negative impact – potential impacts will be monitored and kept under regular review. Please seek advice from the EDI team and the Legal team before making the decision.**
e. **You decide not to take the proposal forward.**

Following assessment of the available evidence, including interim survey data and operational insight, the following conclusions are reached:

- The LLP does not introduce direct discrimination.
- There is potential for **indirect differential impact** due to the place-based prioritisation, particularly where protected characteristics intersect with geography and housing need.

Mitigations in place:

- Allocations will be needs-led and suitability-based, ensuring decisions consider disability, household size, medical need and safeguarding.
- Case-by-case assessment provides flexibility to address:
  - mobility and accessibility needs
  - language or communication barriers
  - complex household or support requirements
- Transparent decision-making and record keeping will allow scrutiny of outcomes.
- Monitoring will track outcomes by protected characteristic to identify any emerging inequalities.

Allocation split:

- The LLP includes an agreed allocation split of 46 homes to City of London (51%) and 45 homes to LB Islington (49%), delivered in partnership.

- Lettings to Islington nominees will be made in accordance with LB Islington's allocations arrangements and are not expected to undermine the overall equalities objectives, given the shared focus on housing need and statutory compliance.

Conclusion:
- The proposal is considered to have a neutral to positive equalities impact overall, particularly in enabling existing residents with identified housing need (e.g. overcrowding, medical need) to access new homes.
- Any residual risks will be managed through monitoring, review, and ongoing engagement.

5.MONITORING AND REVIEW

How will you monitor and review the impact (positive or negative) of the proposal once it has been put into effect, if so, how? What are the timescales for reviewing the EQIA once proposals are implemented?

This may take the form of an action plan.

The impact of the LLP will be actively monitored to ensure compliance with equality duties and to identify any unintended adverse outcomes.

Monitoring approach:
- Lettings outcomes will be tracked by:
  - protected characteristics (where data is available)
  - household type and need
  - nomination route (City vs Islington)
- Analysis will include:
  - allocation outcomes
  - refusal rates
  - tenancy sustainment indicators
- Interim household survey data will be updated as the survey completes and incorporated into future analysis.

Qualitative monitoring:
- Case reviews for any complex or adverse outcomes
- Feedback from Housing Officers and residents
- Follow-up engagement with tenants rehoused through the scheme

Review timescales:
- Annual summary reporting to senior management, Housing Improvement Board and Committee
- Full EQIA review aligned with LLP review (within 2 years of implementation)

Continuous improvement:
- Findings will inform adjustments to the LLP if required
- Additional mitigation actions will be introduced where any disproportionality is identified

Section 3: To be completed by ALL

6.RECORDING YOUR DECISION AND SIGN-OFF

1. Submit to your line manager for review and sign-off
2. Submit to Director or Chief Officer (as relevant) for sign-off
3. Where possible, share the final document with the corporate EEDI team

The Equality Impact Assessment identifies that:

- The Local Lettings Policy is justified in meeting its objectives of addressing housing need, supporting existing residents, and making effective use of new housing supply.
- The policy is broadly compliant with equality duties, with no evidence of unlawful discrimination.
- Potential indirect impacts arising from place-based prioritisation have been considered and are mitigated through:
    - needs-based allocation decisions
    - flexibility at case level
    - monitoring and review arrangements

The EQIA draws on interim findings from the ongoing household survey, including data from tenants and household members and will be updated as further evidence becomes available.
The proposal will proceed with monitoring, and any required adjustments will be made following review.

Sign off

1. Officer completing the EQIA

Name	Zoe Gayle
Job Title	Service Improvement Manager
Date	04/06/2026
Signature	Z.Gayle

2. Second Approval Manager

Name	
Job Title	
Date	
Signature	

3. Senior Manager or Chief Officer

Name	Peta Caine
Job Title	Director of Housing
Date	15 June 2026
Signature	Peta Caine

Once this form has been signed off, please send a copy of the form to the EDI Team: CSPT.EDI@cityoflondon.gov.uk

2. Updated Pets Policy For Approval

Background
In 2024, the Housing Service undertook an extensive resident consultation on the Pets Policy as part of the scheduled review of housing policies.
The consultation included a programme of independently facilitated workshops (both in person and online), delivered by Calm Mediation, alongside an estate-wide survey administered by an external research organisation (Acuity Research & Practice) to ensure a fair and transparent process.
This approach ensured that residents were well informed and able to meaningfully contribute to the review. A total of 1,235 responses were received from 2,745 issued surveys, representing a turnout of 45%. The results of the ballot were:

- **No:** 721 (58%)
- **Yes:** 496 (40.5%)
- **No response:** 18 (1.5%)

Updated Policy and Recommendation
Following approval by HMASC and implementation of the Pets Policy in November 2024, a further review has been undertaken to strengthen clarity and ensure compliance with the Equality Act 2010. This includes clearer recognition of assistance dogs and consideration of individual circumstances. This further review has also been informed by complaints analysis, staff consultation, and has been reviewed by Legal Services to ensure the policy is clear, proportionate, and legally robust.
The updated Pets Policy is now presented to Members for approval.
The revised policy does not introduce material changes to the existing approach or permitted pets (see Table A - Policy changes) Instead, it has been updated to:

- Improve clarity, structure and overall accessibility
- Introduce clearer definitions (including assistance dogs and emotional support animals) to support consistent application
- Strengthen alignment with emerging expectations under the Renters' Rights Act
- Clarify residents' responsibilities and the Corporation's approach to managing nuisance

These amendments ensure the policy is clearer, more consistent and legally robust, while maintaining the existing balance between supporting responsible pet ownership and protecting the amenity of estates.

Table A: Proposed Policy changes

Area	Current Version (v.3 - Nov 24)	Proposed Revision	Nature of Change
Reason for update	Routine review following consultation	Further review undertaken to improve clarity and ensure Equality Act compliance	Clarification / compliance
Evidence base	Based on resident consultation (2024)	Now also explicitly informed by complaints analysis, staff consultation, and Legal review	Strengthened governance / audit trail

Clarity and structure	Existing wording and structure	Improved clarity, structure and accessibility of policy including addition of a Contents page	Editorial improvement
Definitions	Basic references to pet types	Clearer definitions introduced (assistance dogs and emotional support animals)	Clarification / consistency
Equality considerations	Assistance dogs referenced	Stronger alignment with Equality Act 2010 and clearer recognition of assistance dogs / individual circumstances	Legal strengthening
Legislative alignment	No explicit reference to emerging legislation	Alignment strengthened with Renters' Rights expectations	Future-proofing
Residents' responsibilities	Set out in policy	Further clarified, including approach to nuisance management	Clarification
Overall position	Balanced approach to pets and estate amenity	Same approach retained but now clearer, more consistent and legally robust	Reinforcement (no policy shift)

Appendix 1: Pets Policy Revisions

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

Housing Service

Pets Policy

Approved by:	***Housing Management & Almshouses Sub-Committee***
Original Approval Dates:	***May 2017 (v.1); January 2021 (v.2) November 2024 (v.3)***
Review Date:	***November 2027***
Re-Approval Date	***1 July 2026 (v.4 – this version)***
Next Review Date	***November 2027***

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1. Purpose and scope

1.1 This policy sets out our approach to residents keeping pets in their homes and reinforces the provisions in tenancy and lease agreements.

1.2 This policy applies to residents of all tenures living on estates managed by the Housing Division, including Secure tenants, leaseholders and sub-tenants of leaseholders. Some differences apply to sheltered housing, and these are explained in the policy.

1.3 This policy applies to the almshouses administered by City Corporation in their capacity as trustee of the relevant charities (the City of London Almshouses and Gresham Almshouses).

2. Policy aims and objectives

2.1 Our aim is to encourage responsible pet ownership and to prevent residents from allowing their pets to cause a nuisance and annoyance to others. We will achieve this aim by:

- Limiting pet ownership according to the type of property occupied
- Having a clear and simple process for residents to make a request to keep a pet
- Communicating information on responsible pet ownership
- Acting when residents do not comply with their tenancy or lease conditions

3. Service standards

3.1 When we deal with residents' requests to keep pets (if permission is needed) we will:

- Respond to requests within 10 working days
- Where permission is granted, explain the pet owner's responsibilities
- Where permission is refused, explain the reasons
- Take prompt action where pets cause nuisance or annoyance

4. Legal and regulatory obligations

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

- Tenancy standard – we must have clear and accessible policies which outline our approach to the management of tenancies
- Neighbourhood and community standards – we must keep the neighbourhood and communal areas associated with our homes clean and safe.

4.2 There are no direct legal obligations arising from this policy. However, this policy will ensure that we act when residents do not comply with their legal obligations as pet owners.

5.0 Our approach

We want all residents to enjoy living in their homes and we recognise the benefits of responsible pet ownership. However, we must ensure appropriate controls are in place to prevent nuisance or harm to others and to animals. Residents who wish to keep a pet must ask our permission first, providing details of the pets that they wish to keep.

In exceptional circumstances, we may consider variations to this policy. Any variation will depend upon an individual's circumstances. Our decision and reasons for the decision will be provided in writing to the relevant parties.

5.1 Permitted pets

Permission

Residents do not need to seek prior permission for pets permitted under this policy.

If a resident wants to ask for us to make an exception to the policy in their case, they must apply in writing via their Estate Office, explaining why an exception should apply in their case. They may be asked to provide appropriate evidence to support their application.

General needs rented and leasehold properties

In line with our tenancy and lease conditions, we will only allow residents to keep pets that we regard as suitable, and in such numbers that we consider reasonable.

Cats – Up to two indoor cats or 'house cats' are permitted per property. Cats must not be allowed to roam in any indoor or outdoor communal areas, or to cause a nuisance.

Dogs – The following rules apply to all residents:

- Residents who live in a flat or a maisonette are not allowed to keep a dog unless it is an assistance or support dog.

- Residents living in a house with a private enclosed garden are permitted to keep one dog, provided that the breed, size and temperament of the dog are suitable.

We will not refuse your request unreasonably and we ask that you provide us with your request in writing with information supporting your request including medical information. When considering who is entitled to an assistance or support dog, we will consider whether you are considered disabled and require an assistance or support dog. We will send you our decision in writing within 28 days.

Please note that emotional support dogs are not the same as assistance dogs. Emotional support dogs are not defined in the Equality Act 2010. However, we can make reasonable adjustments for disabled people depending on the specific facts and circumstances in each case.

For the purpose of this policy, definitions are as follows:

- Assistance dogs are:
  - a dog which has been trained to guide a blind person;
  - a dog which has been trained to assist a deaf person;
  - a dog which has been trained by a prescribed charity to assist a disabled person who has a
  - disability that consists of epilepsy or otherwise affects the person's mobility, manual dexterity,
  - physical co-ordination or ability to lift, carry or otherwise move everyday objects;
  - a dog of a prescribed category which has been trained to assist a disabled person who has
  - a disability (other than one falling within paragraph (c)) of a prescribed kind.

- Emotional support dogs are interpreted as:
  - Emotional Support dogs that provide emotional support to a person with a

mental health or psychiatric disability (such as a serious mental health condition).

Other animals - Small domestic pets such as hamsters, caged birds and fish are permitted to be kept. Exotic or wild animals are not permitted to be kept.

Sheltered Housing and Almshouses

Cats and dogs are not permitted in our sheltered housing, which includes the City of London Almshouses and Gresham Almshouses for the purposes of this policy. This does not include assistance or support dogs.

We will not refuse your request unreasonably and we ask that you provide us with your request in writing with information supporting your request including medical information. When considering who is entitled to an assistance or support dog, we will consider whether you are considered disabled and require an assistance or support dog. We will send you our decision in writing within 28 days.

Please note that emotional support dogs are not the same as assistance dogs. Emotional support dogs are not defined in the Equality Act 2010. However, we can make reasonable adjustments for disabled people depending on the specific facts and circumstances in each case.

5.2 Resident responsibilities

Any permission to keep a pet is subject to the following conditions and responsibilities:

- Residents must ensure the health and welfare of their pets at all times
- Residents must comply with all legal obligations relating to the ownership and control of their pets and not keep any breed banned by law
- Residents are also responsible for the behaviour and control of any animal they own including those belonging to visitors. They must not allow their pets to cause a nuisance or annoyance to others or cause damage to property
- All assistance dogs must not be exercised on City of London estates and communal areas and must not be allowed to cause a nuisance to others.
- All assistance dogs must be kept on a lead at all times when being taken through a City of London estate and must not be tethered to any land owned by us.
- Residents must not keep any pets on balconies or communal walkways.
- Residents must not undertake the following activities from their home:

- Breeding of animals.
- Sale of animals.
- Hoarding of animals – this involves keeping an excessive number of animals as pets without having the ability to properly house or care for them.

5.3 Dealing with nuisance from pets

We will take appropriate action where residents do not comply with these conditions or their obligations and responsibilities as pet owners.

Pet nuisance includes but is not limited to the following: allowing pets to roam unattended; fouling; loud noise nuisance; smells; damage caused by animals; injuries caused by animals; aggressive animals.

We aim to resolve problems informally and by agreement. However, where the problem is serious or persistent, we may take legal action to enforce our tenancy or lease conditions and remove the pet or animal from the property.

6. Responsibilities, monitoring and performance

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

6.2 Monitoring the implementation of this policy and our performance in dealing with issues relating to pet ownership will be the responsibility of senior management within the Housing Division.

6.3 The City Corporation in its capacity as trustee of the City of London Almshouses Trust has oversight of the application of the policy to the Charity, through the Housing Management and Almshouses Sub-Committee.

7. Associated documents

- Anti-Social Behaviour Policy
- Tenancy Agreement
- Tenancy Policy
- Estate Management Policy
- Safeguarding Policy
- Reasonable Adjustments Policy
- Unreasonable Behaviour Policy
- Complaints Handling Policy

8. Document Management

Policy title	Pets Policy
Date created	May 2017 (v.1) January 2021 (v.2) November 2024 (v.3) July 2026 (v.4 – this version)
Policy owner	Head of Housing Management
Authorised by	Housing Management and Almshouses Sub- Committee
Date authorised	1 July 2026
Review period	3 years
Date of next review	November 2027

Consultation and assessment	
Customer consultation	Residents have been consulted on this policy. Any substantive changes to this policy will result in further consultation.
Equality Impact Assessment	This Policy has been subject to a full Equalities Analysis. We permit assistance dogs in line with disability requirements. The policy allows for the needs of individual residents to be considered.
Data Protection Impact Assessment	Not required. Minimal risk of data breaches. Use of personal data covered by our privacy statement.

Document review history			
Version	**Date reviewed**	**Date approved**	**Key changes**
1.0	N/A	February 2017	Original document
2.0	November 2020	January 2021	Routine policy review. Document format amended and updated but the policy approach is unchanged.

3.0	July-November 2024	28 November 2024	Routine policy review. Resident consultation completed. No material amendments.
4.0	July 2026	1 July 2026	No material amendments. Wording clarified to support compliance with the Equality Act 2010.

Recommendation

Members are asked to approve the proposed revisions to the Pets Policy.

For Information and Discussion

1. Housing Services Recruitment Update

Need for Extra Staffing Resources in Housing

The results of the Regulator for Social Housing Regulator and the results of the Pennington Compliance Review and previous findings from the Tenant Satisfaction Measures (TSMs) surveys confirmed the need for extra resources outlined in the Housing Strategy action plan.

The key areas identified were:

- Health and Fire Safety
- Repairs, Maintenance and Compliance
- Estate Services
- Resident Engagement
- Housing Management
- Major Works

Health and Fire Safety

CCS did not have a dedicated resource covering these areas. The housing team had one advisor which was insufficient to meet health and safety requirements for housing let alone the requirements coming from recent legislation such as the Building Safety Act 2022. In response an interim Head of Health and Fire Safety was employed to develop a team structure for this area of work covering DCCS and Housing (social housing and Barbican housing). The new structure has been approved by Committee and the workforce panel and recruitment is due to commence.

Repairs, Maintenance and Compliance

The need for stronger contract management was identified, in response contract managers covering the repairs contract and compliance areas were brought in on fixed term contracts. These posts have now been made permanent and will be recruited to.

Estate Services

Tenant satisfaction as measured by TSMs has declined in recent years. This is in part due to the need for estate services staff to become part of the first line of compliance. This has led to a dilution of the focus on the more aesthetic elements of the role, essential for residents' enjoyment of their homes. Extra posts have been agreed to provide resource for the compliance element of the role to allow for a greater focus on cleaning and other external works. These roles are going through the workforce planning process.

Resident Engagement

This area of work is rightly expanding and more internal work is required to support it.

Housing Management

Estate Office

The estate office model is not working as it should, partly because it is a thinly spread resource, which is not robust enough when annual leave and sickness etc occur. There is a need for 2 peripatetic resident services officers to be employed to plug gaps, work on projects and help where demand is high on an ad hoc basis.

Golden Lane Estate, Black Raven Court and Major Works

More intensive work is needed on our larger estates. Especially those where major works and new build is planned. To this end the need for a senior person based in the office at the Golden Lane Estate, to focus on Golden Lane, Black raven Court and Major Works has been identified. Recruitment to this post is progressing initially on a temporary basis.

MHCLG Capitalisation Directive Bid
The new posts identified and detailed above formed part of our request to MHCLG for a capitalisation directive to fund them. Funding was also sought for compliance including fire safety repairs.

Senior Management Team Recruitment
There are two vacancies on the senior management team, the posts are being covered by interim staff on fixed term contracts. The permanent recruitment process for the posts has commenced. Interviews for the Head of Housing Management role are due to take place in early July, and the Head of Health and Fire Safety will be advertised by the end of June.

An organogram showing the revised structure is included below for information.

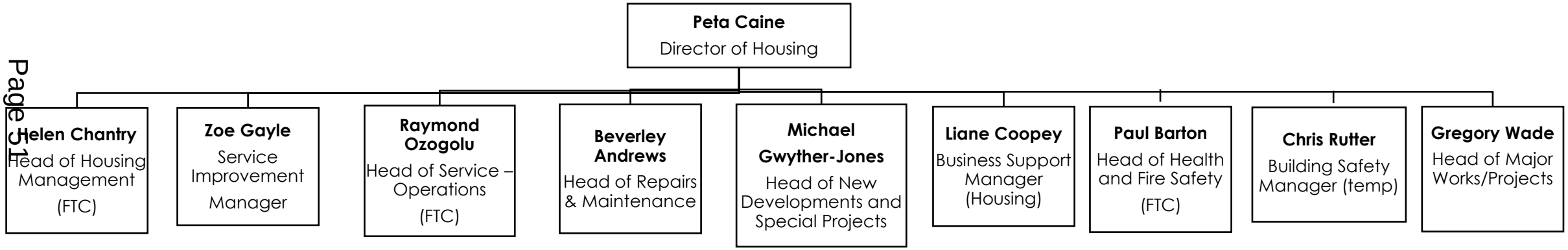
Recommendation

Committee is asked to note the progress being made on recruiting to the new posts and the detail contained in the organogram

Community and Children's Services

HOUSING SERVICES

Senior Management Team

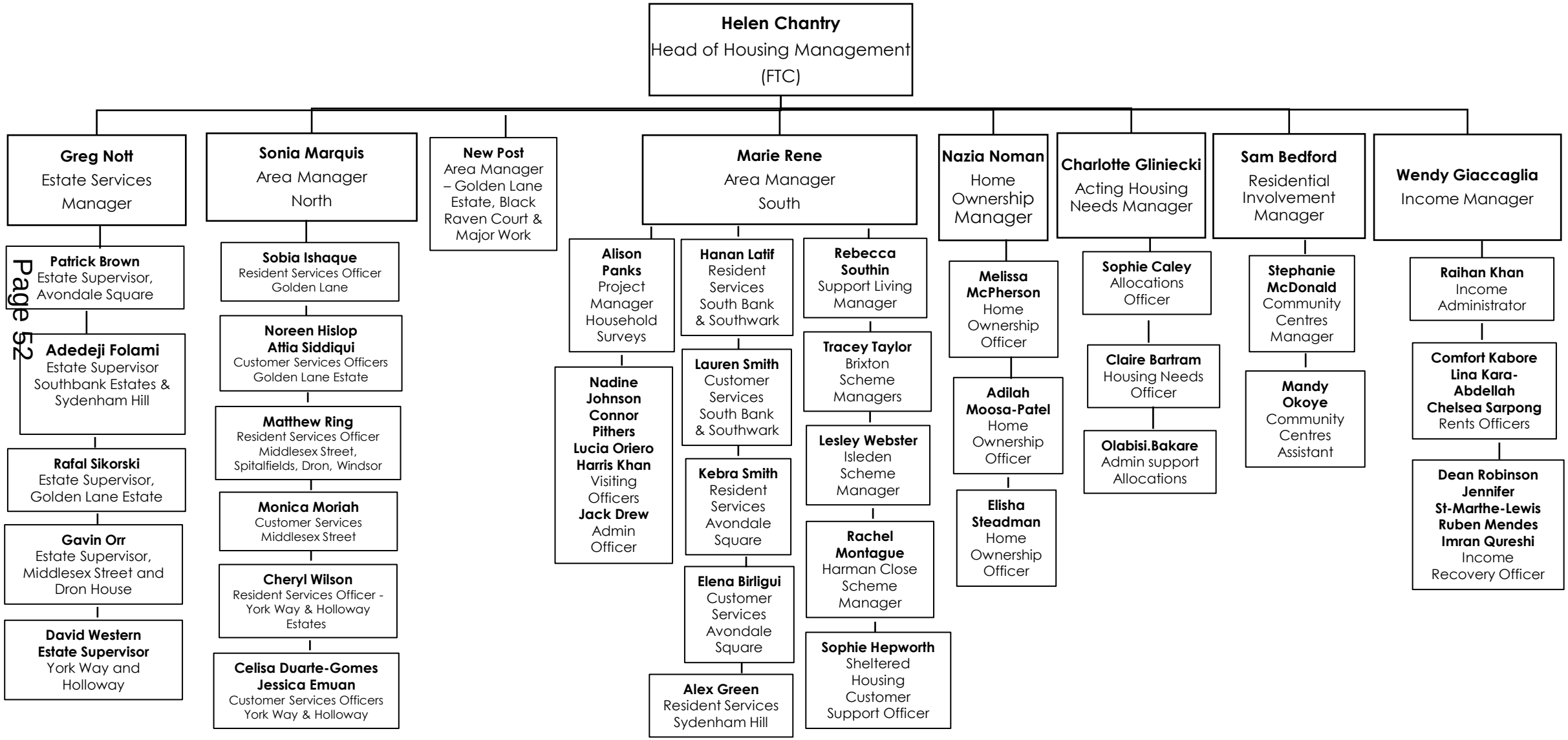


Last Updated
16/06/26

Community & Children's Services

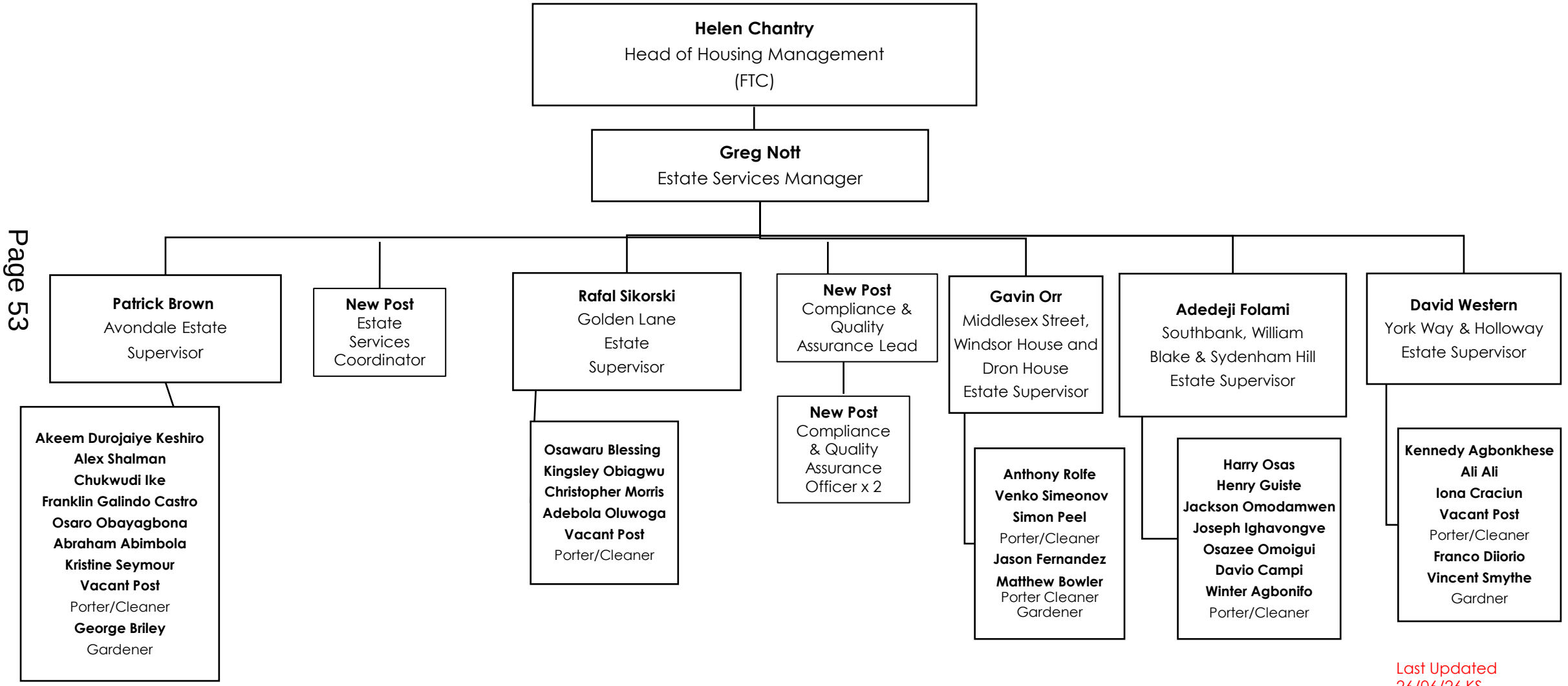
Last Updated
16/06/26 KS

Housing Management



Community & Children's Services

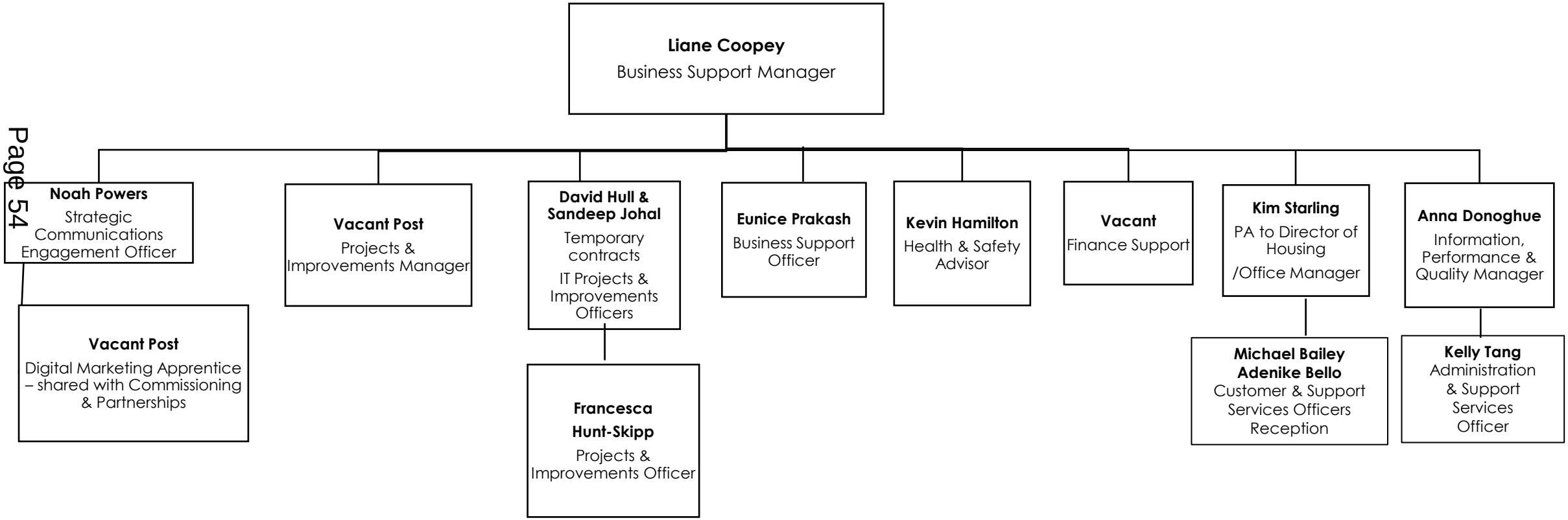
Estate Services - Housing



Last Updated
26/06/26 KS

Community & Children's Services

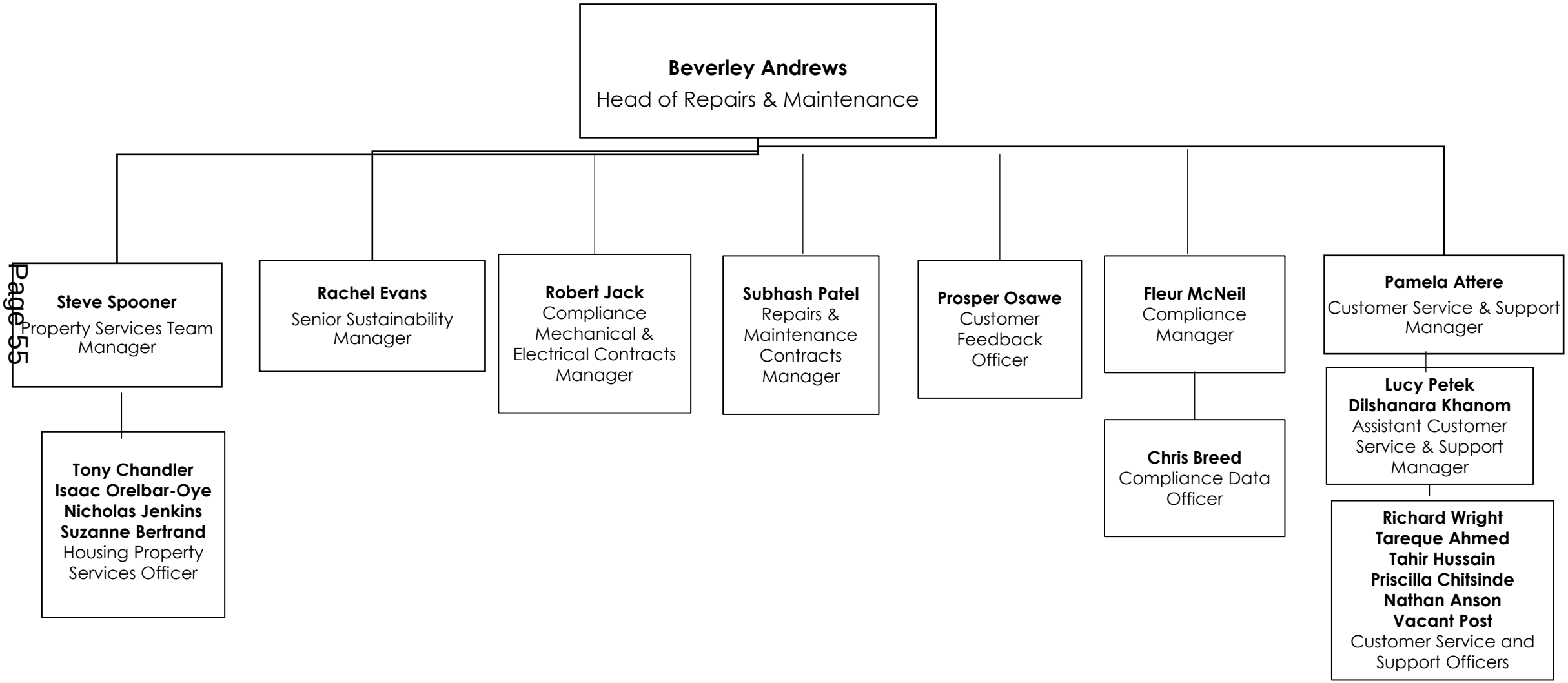
Business Support - Housing



Last Updated
26/06/26 KS

Community & Children's Services

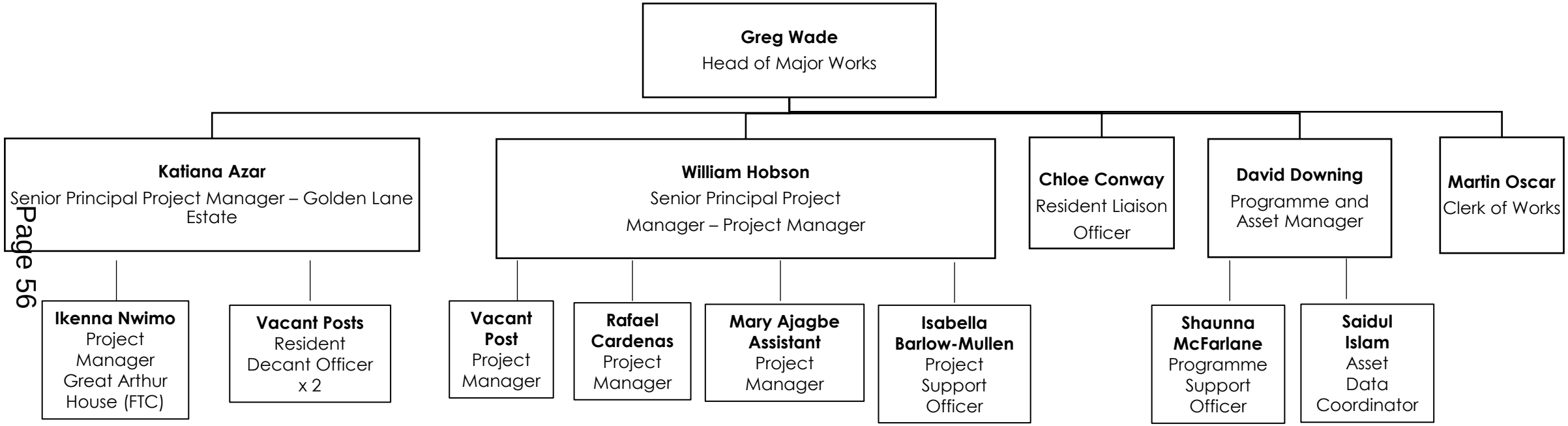
Repairs and Maintenance - Housing



Last Updated
26/06/26 KS

Community & Children's Services

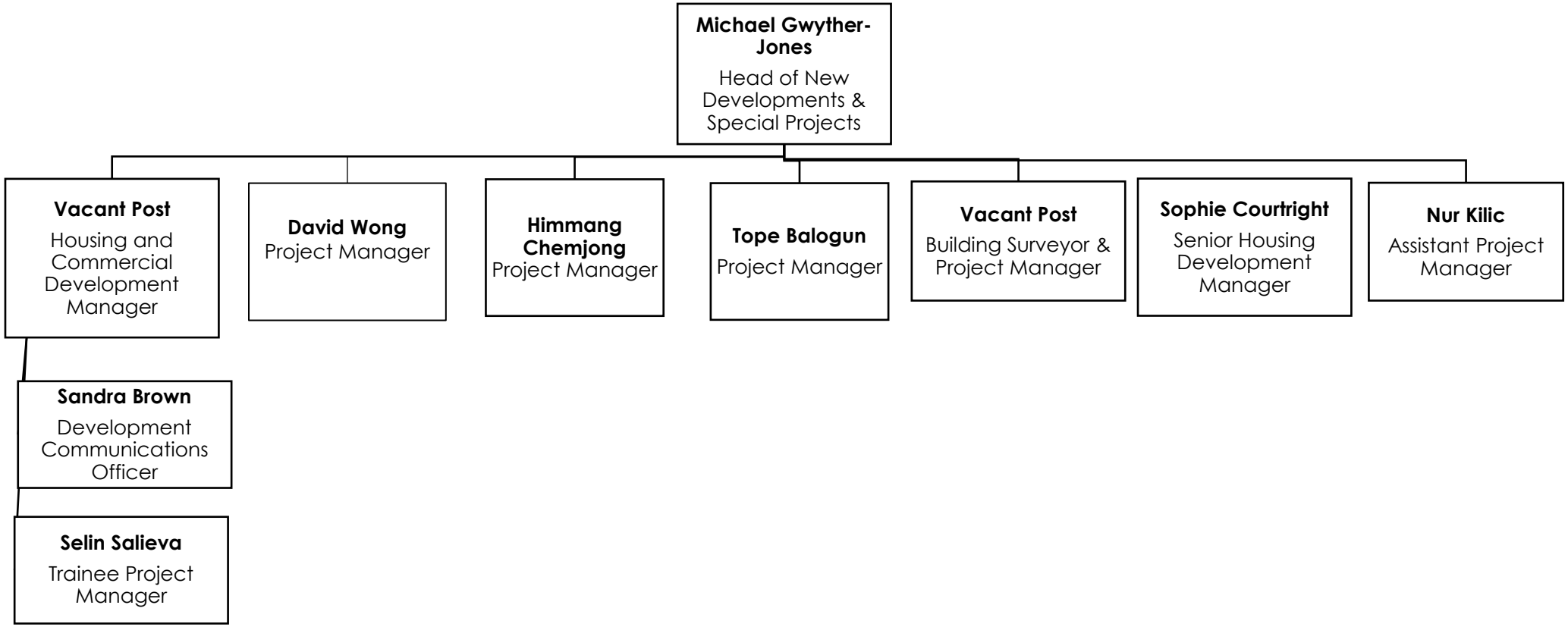
Major Works/Projects - Housing



Last Updated
26/06/26 KS

Community & Children's Services

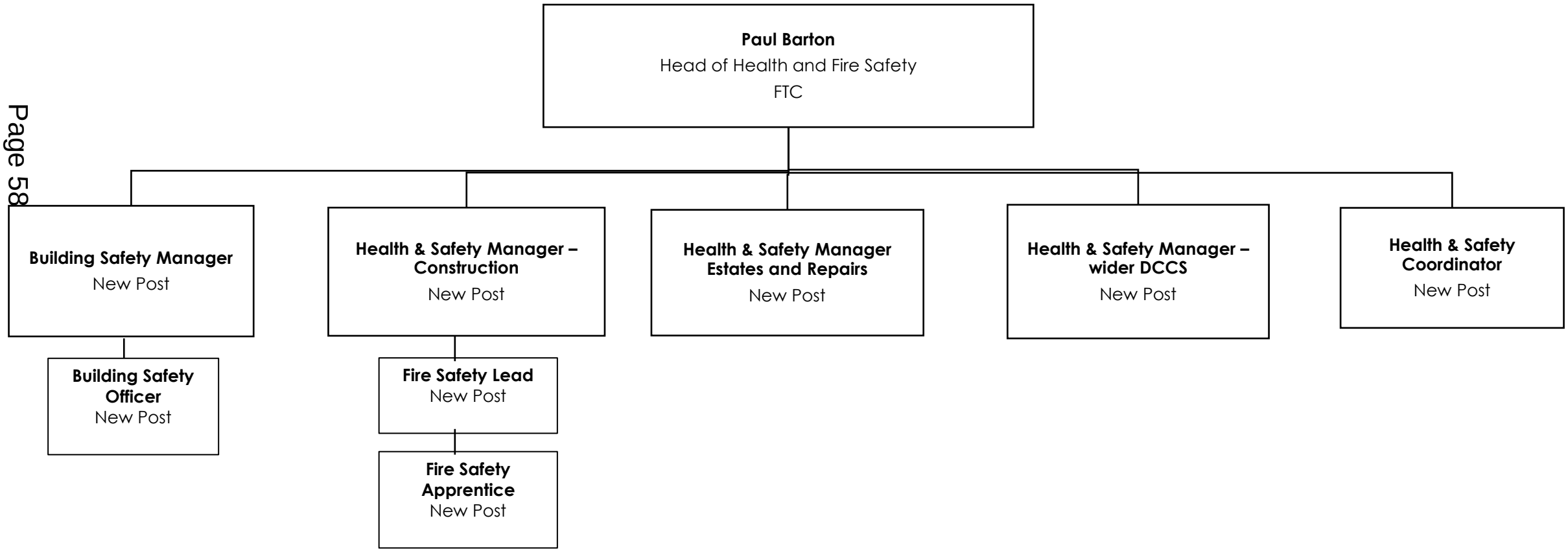
New Developments/Special Projects - Housing



Last Updated
26/06/26 KS

Community and Children's Services

Health and Fire Safety



2.Local Lettings Update – Sydenham and Black Raven Court

Overview

This briefing provides an update on the progress of lettings across the Local Lettings Policy (LLP) schemes at Black Raven Court (Islington) and Sydenham Hill (Lewisham). It sets out current uptake levels, explains the position on properties currently held, and responds to questions raised by Members regarding borough allocation and policy flexibility.

Overall, lettings are progressing, but are constrained by cross-borough nomination processes, and applicants' affordability and location preferences. Uptake is strongest where applicants remain within their existing borough, with lower acceptance rates where relocation is required.

LB Lewisham is proving easier to deal with in this regards than LB Islington.

Current City of London Housing Register (by bedroom need)

Bed size Need	Number of Applicants
Studio	439
1 Bed	146
2 Bed	282
3 Bed	146
4+ Bed	40

Total: 1,091 (some applicants' bedroom need is not yet determined)

Uptake Across Boroughs

Scheme / Borough	No. of Homes	Under Offer / Let
Black Raven Court - City of London	33 (11 non-lettable)	22
Black Raven Court - Islington	33 (2 non-lettable)	17
Black Raven Court Total	66 (13 non-lettable)	39
Sydenham - City of London	55	33
Sydenham - Lewisham	55	55
Sydenham Total	110	88

Former Mais House residents (returning to Sydenham):

- 27 residents offered
- 1 accepted
- 10 no response
- 16 not proceeding (including 3 deceased, 12 not interested, 1 moved to a care home)

Properties Held at Black Raven Court

A number of properties are currently held back due to required remedial works and are not available for immediate allocation.

Property Type	Total Held	City of London	Islington	Reason
1-bed	11	9	2	Remedial works
2-bed	2	1	1	Remedial works
Total	13	10	3	—

The first two held apartments are expected to be available from March 2027, with a further two released every two months until all units are available by November 2027. Apartments will be released from top to bottom.
The programme remains subject to finalisation, including Building Safety Regulator approval, which is outside the City Corporation's control.

Barriers to Uptake
Analysis of refusals highlights the following key challenges:

- **Location:** Applicants declining Sydenham properties due to distance from existing homes, employment, or schools. This is particularly evident for 2-bed homes, where refusals have been linked to location even in cases of overcrowding.
- **Borough preference:** Strong preference among Golden Lane residents to remain within the City of London rather than relocate to Islington. There is also a preference to retain properties where parking is available.
- **Affordability:** Concerns where downsizing results in higher rent, despite downsizing payments offer (£2,000 for the first bedroom and £1,000 for each additional bedroom).
- **Pets Policy:** A number of Lewisham nominees for Sydenham have dogs, which has affected eligibility in line with policy requirements.
- **Human behaviour**: The team have had to accommodate the following-
  applicants who bid and do not attend viewings
  applicants who accept and later refuse properties
- **LB Islington's Allocation Policy** states that "applicants who fail to bid for more than twelve months may be removed from the Housing Register. These applicants will be required to reapply if they consider they still have a housing need. Any decision to remove an applicant from the housing register is subject to review" There is no defined limit (The CoL's limit is 3).

Operational Considerations
Lettings are also affected by operational and process factors:

- The Housing Needs Team manages matching for Islington nominations, adding complexity
- All applications require eligibility checks, documentation review, and fraud screening
- Approximately 30 applications are received each month
- Staffing capacity and long term sickness is impacting pace

For context, 62 lets were completed in 2025/26. Current delivery includes approximately 176 new lets alongside ongoing lettings and internal moves.
These factors contribute to delays between property availability and tenancy sign-up, although work is ongoing to streamline processes.

Policy Flexibility and Governance
Members asked whether the LLP is sufficiently flexible to support uptake.
Current position:

- No formal flexibility has been applied within the LLP
- We reverted to the main allocations policy on 15 June 2026.

We identified that some LLP features constrained uptake, including:

- Borough allocation restrictions
- Property type mismatches

- Reliance on external nomination processes

Conclusion
The LLP is supporting delivery of new homes across multiple boroughs, with steady progress to date. However, uptake continues to be influenced by applicant preferences, property mix, limitations of the local lettings plan, and estate office staff capacity. Officers will continue to monitor performance and consider whether targeted adjustments are required to support improved uptake. A meeting will be arranged with Islington colleagues to strengthen the level and quality of nominations received in advance of the York Way scheme, which also sits within the London Borough of Islington. Any proposed changes will be brought forward through the appropriate governance process.

Recommendation

Members are asked to note the content of the Local Lettings Update – Sydenham and Black Raven Court above.

3. Access to Homes Policy – Update

- The Housing Service has developed a new Access Policy to strengthen our approach to gaining access to residents' homes in order to meet our legal, regulatory and service obligations.
- The policy is required to ensure a consistent, fair and legally compliant approach to gaining access to residents' homes, particularly in relation to statutory compliance activities such as gas, electrical and fire safety, as well as repairs, inspections and emergency situations such as leaks. It also provides a clear framework for escalation where access is not provided and supports robust record keeping for compliance and complaints purposes.
- Importantly, the policy also seeks to ensure that access arrangements and procedures are clear and responsive to residents' needs, promoting a positive and cooperative approach. This includes the requirement to provide residents with clear information on why access is required and using a range of communication methods to make contact and support engagement.
- Development of the policy has been informed by internal consultation with operational housing teams and Legal Services, to ensure the approach is practical, proportionate and supports frontline delivery. Feedback has helped refine areas such as escalation processes, timelines and the balance between enforcement and resident engagement.
- At the time of the Committee meeting on 1 July, the draft policy will be out for resident consultation via Commonplace, inviting tenants and leaseholders to provide feedback on how access arrangements are communicated, managed and experienced. The consultation has been designed to ensure the policy is clear, fair and resident-focused, and that it appropriately balances safety, compliance and residents' rights.
- Following the close of the consultation, all feedback will be reviewed and used to inform the final version of the policy. A further report will be brought back to Members at the September HMASC meeting seeking formal approval, alongside a summary of resident feedback and any proposed amendments.

Appendix 1 – Draft Access to Homes Policy

City of London Corporation

Department of Community & Children's Services

Housing Service

Approved by:	***Housing Management & Almshouses Sub-Committee***
Original Approval Date:	**Xx xxxx 2026 (v.1 – this version)**
Review Date:	**xx 2029**
Tenant Consultation Date:	**June 2026**

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1. Purpose

1.1 This policy sets out the City of London Corporation's approach to gaining access to residents' homes to meet legal, regulatory and service delivery obligations.

1.2 It ensures:

- Resident safety and building safety obligations are met
- A consistent, fair and legally compliant approach to access
- Clear escalation where access is not provided
- Robust evidence for regulatory, legal and complaints purposes

2. Scope

2.1 This policy applies to tenanted residential properties managed by the City of London Corporation. Leaseholder arrangements are excluded from this policy and will be addressed separately due to differing legal rights of access

2.2 It covers access required for:

- Statutory compliance (including. gas, electrical, water safety, fire safety, asbestos and damp & mould checks)
- Planned maintenance and major works
- Repairs (including damp & mould management, leak management and follow-on works)
- Property condition inspections (e.g. structural checks)
- Welfare checks
- Investigation of tenancy compliance and breaches
- Emergency situations
- Access to shared building services located within properties

3. Definitions

3.1 Definitions referred throughout the policy are listed as below:

- **Routine Access** - Planned, non-urgent visits
- **Compliance Access** - Access required to meet statutory landlord obligations
- **Urgent Access** - Required to prevent damage or allow other works to proceed
- **Emergency Access** - Required where there is immediate risk to the safety of residents/others or the property
- **No Access** - Where reasonable attempts to gain entry have been unsuccessful

4. Policy Statement

4.1 The City will:

- Take all reasonable steps to obtain access to a property within agreed timelines
- Ensure residents are given clear notice and opportunity to engage
- Apply a consistent minimum standard of contact attempts
- Act proportionately but firmly where access is required to meet obligations
- Record all actions taken to demonstrate compliance and accountability

4.2 Access to carry out statutory obligations is a condition of the tenancy agreement, and residents are expected to cooperate with reasonable requests and adhere to the tenancy conditions.

5. Our Commitments to Resident

The City recognises that accessing homes requires cooperation and trust. We are committed to working with residents in a fair, transparent and respectful way.

When seeking access to your home, we will:

5.1 Provide Clear Information

- Explain the reason access is required, including any legal or safety obligations
- Give reasonable notice and provide clear details of the appointment, including date, time and expected duration
- Explain the importance of access and any consequences where access is not provided. This may include recharging residents for refused access, as well as any associated damage or administrative costs.

5.2 Give Reasonable Notice and Flexibility

- Provide sufficient notice for planned appointments where possible
- Offer alternative appointments where available
- Take a flexible and proportionate approach in exceptional circumstances (e.g. vulnerability or health issues)

5.3 Make it Easy to Contact Us

- Provide clear contact details for residents to:
    - Rearrange appointments
    - Ask questions
    - Raise concerns
- Ensure access to multiple contact channels (e.g. phone, email, estate office)

5.4 Respect You and Your Home

- Ensure staff and contractors:
    - Attend within agreed appointment times
    - Carry and show valid identification
    - Act professionally and respectfully

- Minimise disruption wherever possible

5.5 Take a Fair and Proportionate Approach

- Consider individual circumstances, including:
  - Vulnerability
  - Language barriers
  - Support needs
- Provide reasonable adjustments, including translation support where required

5.6 Keep Accurate Records

- Maintain records of appointments, contact attempts and outcomes
- Use this information to provide transparency and improve services

5.7 Work with You to Resolve Issues

- Seek to resolve access issues without escalation wherever possible
- Use local knowledge (e.g. estate staff and RSOs) to support engagement
- Keep residents informed where escalation is required

6. Types of Access

6.1 Routine Access - Planned, non-urgent access such as:
- Inspections
- Planned works
- Surveys

6.2 Compliance Access - Access required to meet statutory landlord obligations, including damp & mould, gas, electrical, fire and water safety. Failure to gain access in these cases represents a significant compliance risk and will be escalated accordingly.

6.3 Urgent / Priority Access - Access required to:
- Prevent damage to property (e.g. leaks and other safety issues)
- Enable follow-on work affecting the property or other properties

6.4 Emergency Access - Access required where there is:
- Immediate risk to life, property or building safety
- Situations such as fire, flood, gas leak, leaks affecting electrical supply etc. or welfare concerns

If emergency access is required, access must be allowed immediately. If access is not allowed immediately, we reserve the right to enter the property, and force entry, at short notice.

7. Approach to Gaining Access

7.1 Minimum Attempts

- A minimum of three attempts must be made to gain access before escalation
- Attempts must include written contact and should include multiple channels (e.g. phone, email, visit)
- The approach must be actively managed and tracked throughout

7.2 Contact Methods

The following methods should be used (where available):

- Letters (hand delivered and photographed)
- Telephone (leaving a voicemail if no response)
- Email
- SMS
- Door knocking / estate-based engagement

All attempts must be fully recorded, including dates, method of contact and outcomes.

7.3 Timelines for Contact Attempts – Non Emergencies

- First attempt: Response requested within 3 working days
- Second attempt: If no response, follow-up contact issued with a further 3 working day response period
- Third attempt: Final contact issued with a further 3 working day response period

Progress must be closely monitored, with prompt escalation if no response is received after the third attempt.

7.4 Evidence Requirements

- Contractors must evidence access attempts (e.g. dated letters, calling cards, photographs)
- Records must be maintained on CoL corporate systems (e.g. Civica) to ensure a full audit trail.

8. Escalation Process

8.1 Post-Attempt Escalation

Following unsuccessful access attempts:

- Cases must be escalated to Housing Management
- Relevant teams (Area Managers, RSOs, Tenancy Support) must be informed to support access

8.2 Internal Coordination

- Early involvement of Resident Services Officers (RSOs) and Tenancy Support Officers (TSOs) is expected for known hard -to-access households
- Local knowledge should be used to support engagement and resolution

8.3 Legal Escalation

Where access cannot be secured:

- Cases may be escalated for legal enforcement including a Notice of Seeking Possession being served for breach of tenancy conditions
- Sufficient evidence of attempts must be available prior to referral

9. Emergency Access and Forced Entry

9.1 Principles

Entry within 24 hours and without consent will:

- Only occur as a last resort
- Be based on a clear and recorded risk assessment
- Be proportionate to the level of risk

9.2 Authorisation

Forced entry must be agreed by an Area Manager or Senior Management Team member with evidence of access attempts and supported by legal services.

9.3 Process

- All reasonable attempts to contact the resident must be made
- Emergency services may be involved where appropriate
- A housing representative must be present

9.4 After Entry

- Home must be secured
- A record of actions taken must be left at the property
- All decisions and rationale must be recorded on a corporate system such as Civica.

10. Resident Responsibilities

10.1 Residents are expected to:

- Provide access for appointments
- Respond to communication
- Inform the City if they cannot attend
- Facilitate access where required under the tenancy agreement

11. Data and Record Management

11.1 All records must be accurate, complete and auditable. Records must include:

- Contact attempts
- Dates and methods
- Outcomes and decisions

12. Non-Compliance and Escalation

12.1 Failure to provide access for compliance activities will be treated as significant non-compliance and escalated appropriately.

13. Related Documents

- Access to Homes SOP / Workflow
- Tenancy Agreement
- Repairs & Maintenance Policy
- Compliance Policies (Gas, Electrical, Fire, Damp & Mould, Asbestos, Water, etc.)
- Vulnerability Policy
- Safeguarding Policy

14. Equalities

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

15. Data Protection

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

16. Exceptions

16.1 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.

Recommendations

Members are asked to note the content of the Draft Access to Homes Policy report.

Members are asked to note that the draft policy is out to consultation and that the revised policy will be returned to committee in September 2026.

4. Asset Management Strategy Refresh Progress

Asset Management Strategy – Refresh Progress
Members are reminded that the Housing Asset Management Strategy (AMS) 2025 was approved at CCS 17 September 2025 with a commitment to refresh it following completion of the Stock Condition Survey (SCS) and improved asset data.

Progress to date
Good progress has been made in strengthening the evidence base and delivery framework underpinning the Strategy. The Stock Condition Survey (SCS) programme is progressing well, with 85% of homes surveyed as of 4 June 2026 and 86% of these quality assured. Data migration, validation and full analysis are planned in 2026/27, which will provide a robust baseline of stock condition, compliance and risk to inform long-term investment planning.
In parallel, the Major Works programme is being strengthened through improved planning, governance and resourcing, with delivery increasingly aligned to compliance requirements, emerging SCS data and estate-level priorities. Key risks relating to funding, inflation and delivery capacity continue to be actively managed through established governance arrangements.
Governance and assurance arrangements continue to mature, with regular reporting to Boards and HMASC strengthening oversight of asset risk, compliance and delivery. The AMS remains the overarching framework for coordinating investment, compliance and service improvement.

Evidence informing the refresh
The refresh will be informed by a strengthened evidence base, including the SCS as the core dataset, alongside emerging household and resident survey insights to better understand resident needs and priorities.
The Strategy will also align with wider corporate priorities, including the Climate Action Strategy, ensuring asset investment supports retrofit, energy efficiency and delivery of net zero carbon objectives, alongside Housing Strategy delivery plans and wider climate commitments. Compliance and regulatory requirements will continue to shape investment priorities, maintaining a strong focus on safety and consumer standards.
This will be supported by updated HRA funding assumptions, reflecting cost pressures and financial risks, alongside improvements in service capacity, including a strengthened Major Works delivery model.

Approach to refresh
The refresh will move the strategy to a fully evidence-based Asset Management Strategy, supported by a data-led long-term investment plan aligned to SCS outputs and integrated with the Major Works programme and corporate strategies.
A clear prioritisation framework will balance compliance and safety, asset condition, resident need and financial sustainability, in line with the Housing Strategy commitment to adopt an updated AMS in 2026/27.

Next steps
Work will now focus on completing SCS validation and analysis, continuing resident insight activity, and finalising an integrated investment plan. A refreshed Asset Management Strategy will be presented to Members for approval later in 2026/27

Recommendations

Members are asked to note the content of the Asset Management Strategy Refresh Progress.

Members are asked to note that the Asset Management Strategy Refresh will be presented to committee later this year.

5. Housing Design Guide Update – For New Homes

The Housing Design Guide produced in 2020 has been updated for 2025/6. The new version captures changes made in the last five years to Building Regulations including fire, overheating, energy and building safety. We have transitioned from a requirement for Home Quality Mark Accreditation to the new Building Research Establishment Environmental Assessment Methodology (BREEAM) Residential V6.1 targets to ensure sustainability is embedded across all new homes.

It also includes employer guidance on the new P3 framework, our requirements for Building Management Systems and captures lessons learnt from the completed projects at Black Raven Court and Sydenham Hill and handover processes.

Recommendation
Members are asked to note the brief update on progress made on the Housing Design Guide.

6. Voids Process and Improvements being made

Overview
Performance within the voids process has been impacted by operational inefficiencies, process gaps, and data quality issues, alongside increasing system pressures. These include the impact of new build homes entering the voids and lettings system and current contractor performance constraints. Service continuity has been maintained through the use of contractors familiar with existing voids processes; however, this has highlighted the need to strengthen capacity and flexibility. There is also a clear requirement to improve the service in preparation for future demand arising handover of the York Way development.
These current and historic factors have contributed to elevated average re-let times, inconsistencies in performance reporting, and reduced confidence in management information. A structured improvement programme is now in place to address these issues and strengthen the effectiveness, consistency, and transparency of the end-to-end voids process.

Key Issues Identified
Complexity of the End-to-End Process
The voids process spans Allocations, Resident Services, Property Services, and contractors. This multi-stage approach has increased the risk of delays at handover

points, duplication of activity, and unclear accountability. Historically, ownership of the full process has lacked clarity, resulting in fragmented oversight.

Delays in Lettable Works
Ongoing inefficiencies in the lettable works stage continue to impact delivery timescales. Key drivers include delays in resolving gas and electricity meter debts and difficulties in reconnecting utilities, preventing contractors from progressing works.

Contractor Coordination and Work Allocation
Inconsistencies in how void works are issued, managed, and monitored, alongside current contractor performance constraints, have contributed to inefficiencies in works sequencing, mobilisation, and overall delivery. While service continuity has been maintained through contractors familiar with voids processes, these arrangements have limited flexibility and responsiveness at peak demand. Additional pressures arising from new build homes entering the system have further highlighted the need for improved contractor capacity and coordination.

High Re-let Times
Average key-to-key re-let times remain above target for standard voids. Performance has been further impacted by long-term voids linked to Major Works programmes and legacy properties remaining within the system, distorting performance averages.

Data Quality and Reporting
Reporting inconsistencies have affected data accuracy, including variations in reported re-let times and inclusion of long-term voids within standard measures. Continued reliance on manual tracking and variances between manual and system data have limited effective performance monitoring and decision-making.

Actions Taken
Voids Workshops and Governance
A programme of cross-service voids workshops has been established to map the end-to-end process, identify root causes of delay, and develop and monitor a formal improvement action plan.

Adoption of Housing Quality Network (HQN) Empty Homes Toolkit
The HQN toolkit has been implemented to provide a recognised sector benchmark and structured framework to identify gaps and prioritise improvements.

Operational Improvements (Pre-Void and Delivery)
Property Services has introduced targeted improvements, including onboarding two voids contractors, implementing “Energy Angels” to resolve utility and billing issues, and assigning a dedicated Property Services Officer. These measures are expected to improve coordination, strengthen contractor management, and reduce delivery delays.

Systems and Process Strengthening (Civica CX)
The Civica CX voids module and key-to-key workflow (from April 2026) have been introduced to standardise processes, improve visibility, and enhance accountability.

These systems will support separation of long-term and standard voids, improve data validation, and reduce reliance on manual tracking.

Progress to Date
Improvements have been made to reporting accuracy, including clearer distinction between void types and enhanced validation processes. Contractor mobilisation is progressing, supported by strengthened performance management to improve sequencing, mobilisation, and delivery timescales.

Next Steps
Further actions will focus on completing onboarding of voids contractors and energy/billing support, alongside continued embedding and optimisation of the Civica voids system. This will be complemented by a structured review and implementation of actions identified through the HQN Empty Homes Toolkit. Ongoing oversight will be maintained through regular voids workshops (next scheduled September 2026). In parallel, expansion of a Planned Preventative Maintenance (PPM) approach will reduce reliance on reactive void works and improve overall property condition at tenancy end. These improvements will also support service readiness for increased demand associated with the York Way development and future housing delivery.

Recommendation

Members are asked to note the Improvements being made to improve our performance on reletting empty homes

7. Housing Performance Update – 1 April 2025 – 31 March 2026

The performance dashboard for the year 2025/26 is included below.
The key points of note are as follows:
Unless otherwise stated percentage based measures represent an average across the financial year 2025/26
Next year we will be able to provide Members with trend data as the performance measures are now stable
There have been marked improvements in compliance performance
The main contractor performance is broken down making it easier to distinguish the performance of our key contractors
Civica CX our management system is being configured to allow system based reporting by officers of inspections, damp and mould, elements of the void management process and ASB. This will make it easier to record performance and provide more robust reporting. Work is being done with staff to support them in adopting these new working practices.

Recommendation

Members are asked to note the content of the performance dashboard and the 2025/26 performance.

Appendix 1:

Housing Performance Dashboard (1 April 2025 – 31 March 2026)

Please note that compliance-related figures may vary slightly from those reported in the Compliance Risk Register, as data extracts may be taken at different points in the month and figures are subject to ongoing change.

Unless otherwise stated, percentage-based measures represent an average across the reporting period (financial year 2025/26).

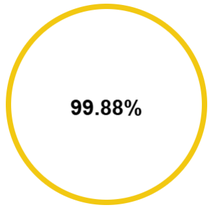
For any feedback or queries relating to the dashboard's layout, please contact anna.donoghue@cityoflondon.gov.uk.

Housing Performance Summary: TSM Management Measures:

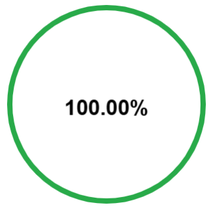
Month
All

Compliance Measures (Target 100%):

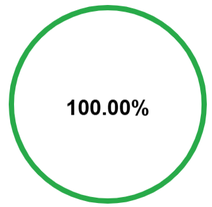
% Homes with Valid CP12



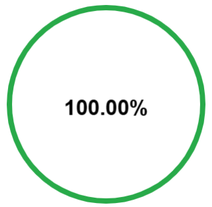
% homes for which FRAs have been carried out



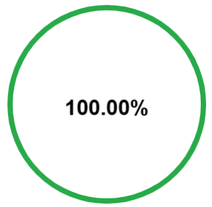
% Blocks with Valid Asbestos Survey/Reinspection



% Blocks with a Legionella Risk Assessment

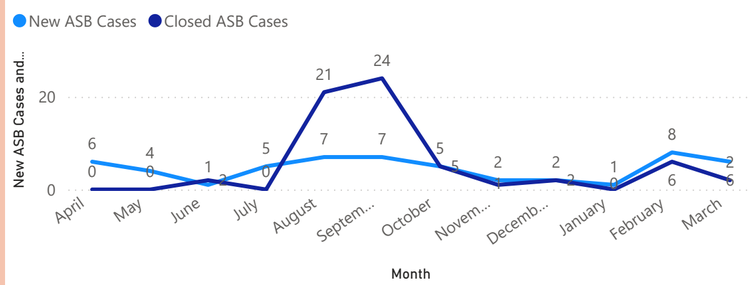


% Tenanted Homes in Blocks with Completed LOLER



ASB:

ASB Cases

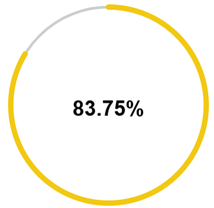


0

Total Number of Hate Crimes Recorded

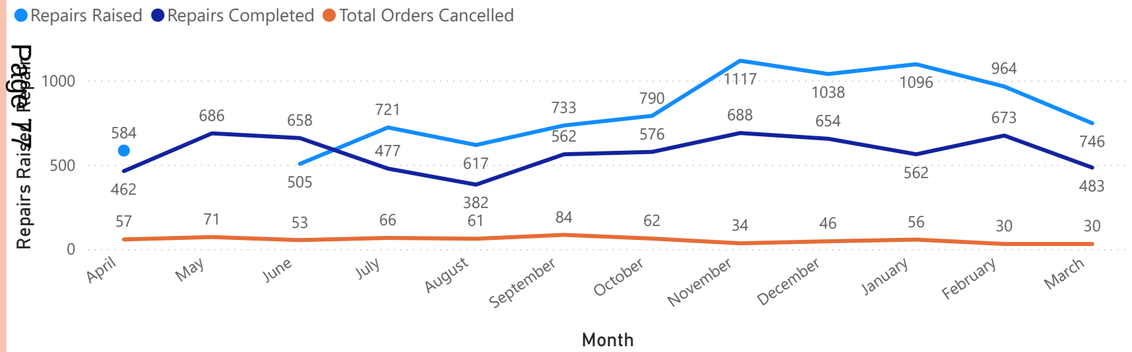
Decent Homes:

% Decent Homes



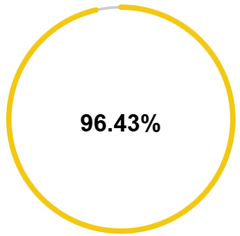
Repairs:

Repairs (All Contractors)



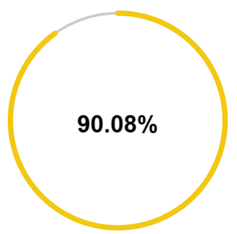
Repairs: Chigwell:

Average Repairs Completed Within Timescale (All Priorities)



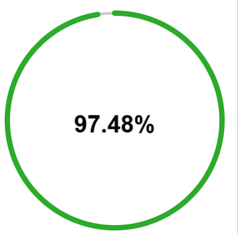
Target 100%

Emergency Repairs Completed Within Timescale



Target 100%

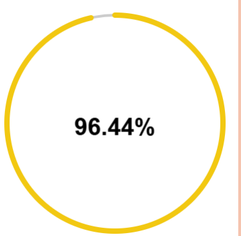
Non-Emergency Repairs Completed Within Timescale



Target 93%

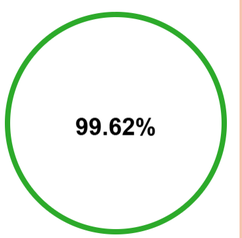
Repairs: TSG:

Emergency Repairs Completed in Timescale



Target 100%

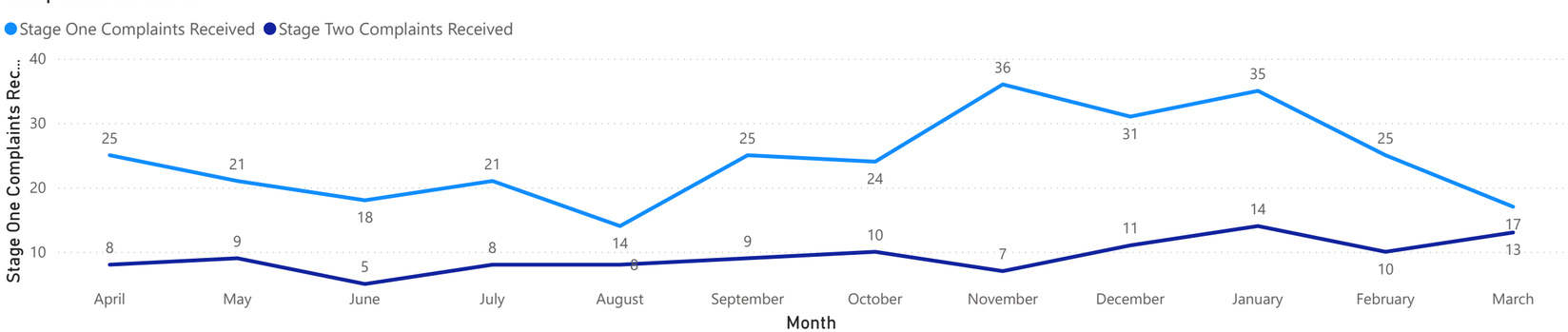
Non-Emergency Repairs Completed in Timescale



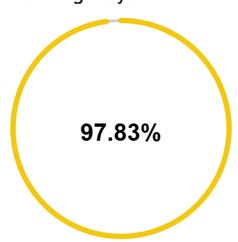
Target 93%

Complaints:

Complaints Received

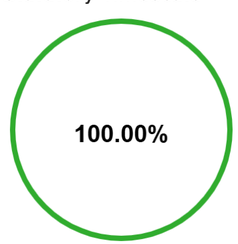


Complaints Acknowledged within 5 Working Days



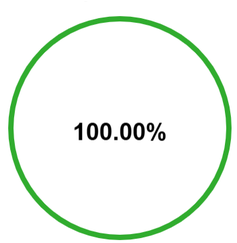
Target 100%

Stage One Complaints Responded to in Statutory Timescale



Target 100%

Stage Two Complaints Responded to in Statutory Timescale



Target 100%

TSM Management Measures:

Measure:	Context:	Mitigations:	Year-End Position
Compliance Measures (Target: 100%) Position at 31 March 2026			
% Homes with Valid CP12	Performance remains stable and in line with 2024/25 year-end position.	Gas safety is managed through a 10-month servicing cycle, providing a two-month window to complete access via a structured three-stage process, including legal escalation where necessary. Legal proceedings are initiated where access is persistently denied. Upcoming risks continue to be monitored proactively.	At year end, two properties remained overdue and were within the NOSP process. Following engagement with the City Solicitor, Legal Services will now be copied into access correspondence at an earlier stage, allowing earlier advice and more timely escalation where access issues persist.
Anti-Social Behaviour (ASB)			
Closed ASB Cases	Civica CX was implemented from 1 September 2025 to manage ASB cases, improving visibility and process consistency.	Area Manager audits of live cases confirmed general procedural compliance, but identified that cases were not always formally closed. The transition to CX prompted review and closure of legacy cases.	Case management is now actively monitored through CX and routine audits. A small increase in ASB cases was recorded towards year end, primarily linked to noise nuisance across estates. No hate crimes were recorded in 2025/26. In December 2025, staff completed hate incident training to strengthen understanding of classification and recording requirements.
Decent Homes (Target 100%) Position at 31 March 2026			
% Decent Homes	Data quality issues identified in the 2024/25 submission have now been corrected.	Ongoing monitoring is in place to identify properties at risk of falling into non-decency. The Stock Condition Survey commence in 2025/26, with survey data being received and uploaded into Keystone to improve asset intelligence.	The proportion of decent homes increased slightly (c.1.5%), influenced by new developments coming online at the start of 2026. Full trend analysis of stock condition survey will follow.

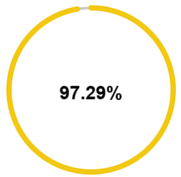
Repairs			
Repairs Completed within Timescale (All Priorities)	Performance peaked at 99% in August 2025, before falling to 91% in December. Performance stabilised between 97–98% from January to March 2026.	Performance is closely monitored, with all delays reviewed on a case-by-case basis. Weekly reviews identify jobs exceeding agreed timescales to ensure early intervention.	Instances of out of target completions remained low in volume towards year end (e.g. 16 completed jobs out of timescale in March 2026). Overall non-emergency performance remains within target.
Emergency Repairs Completed Within Timescale	This measure combines Chigwell and TSG performance. Recorded failures are largely attributable to data recording issues (e.g. retrospective out-of-hours orders automatically recorded as late), rather than operational delays.	The Repairs Service Desk received training on setting accurate start and completion dates for retrospective jobs. Civica CX functionality is used to backdate completed jobs where appropriate.	Each failure was reviewed individually, with evidence requested to confirm root cause. These were discussed at contract monitoring meetings to ensure accountability. In March 2026, performance was 88% for Chigwell and 100% for TSG.
Complaints			
Complaint Volumes (Stage 1 & 2)	Complaint volumes increased across the year in line with sector trends. The service has been actively promoted.	Benchmarking confirms complaint volumes exceed London and national averages; however, this reflects an accessible and transparent complaints process rather than service failure. Improvements have focused on investigator training, capturing lessons learned, and reducing escalation rates.	A peak in complaints was observed between November 2025 and January 2026, aligning with seasonal repair issues (e.g. heating, water ingress). Volumes reduced towards year end, alongside a reduction in Stage 2 escalations.
Complaints Acknowledged Within 5 Working Days	A small number of acknowledgements (four cases in October–November 2025) fell outside timescale due to administrative issues (e.g. emails in junk folders, delays in internal forwarding).	Improvements include weekly inbox checks, regular junk folder reviews, and reinforcing expectations across teams for timely referral of complaints.	A small proportion of acknowledgements fell outside timescale across the year; however, performance recovered, achieving 100% compliance in March 2026.

Housing Performance Summary: (Non-TSM):

Month
All

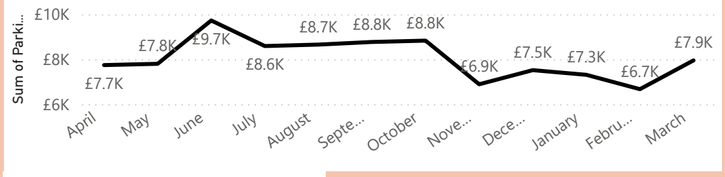
Income:

Rent Collected (Average)



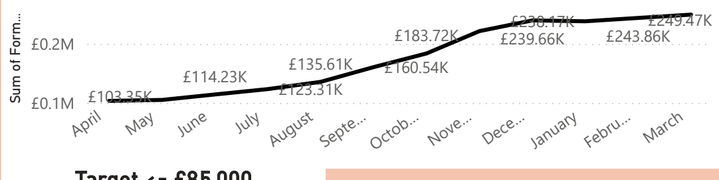
Target 100%

Parking Arrears



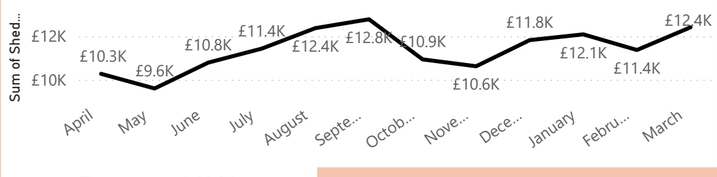
Target <= £5000

Former Tenant Arrears



Target <= £85,000

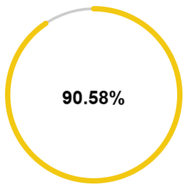
Shed Arrears



Target <= £4000

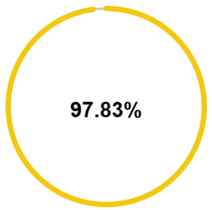
Estate Services:

Average of Monthly playground inspections completed



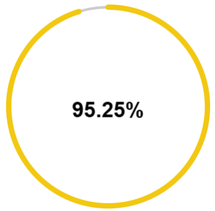
Target 100%

Average Monthly Fire Box Checks Completed



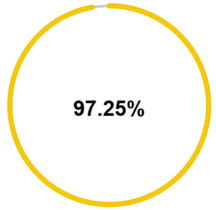
Target 100%

Quarterly Estate Grounds Inspections Completed



Target 100%

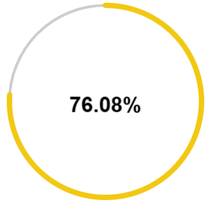
Monthly Internal Inspections completed



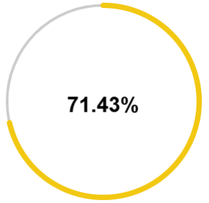
Target 100%

Tenancy Management:

North Visits Completed Within TImescale



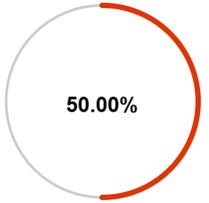
South Visits Completed Within Timescale



9 Month Visits Completed (Sheltered)

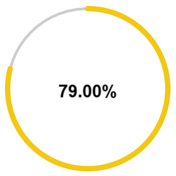


Sheltered Visits Completed Within Timescale



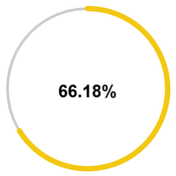
Repairs:

Required Post-Inspections Completed Within 10 Working Days



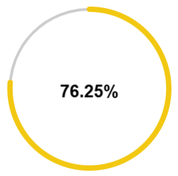
Target 90%

Average Pre-Inspections Completed Within 10 Working Days



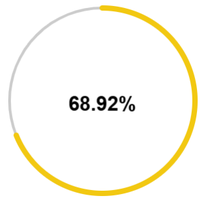
Target 90%

Average Damp & Mould Investigations Carried Out within 10 Working Days



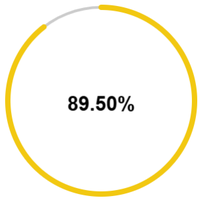
Target 90%

Satsfaction with first time fix



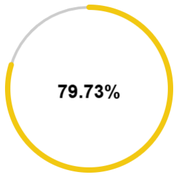
Target 80%

Post-Inspections Passed (Chigwell)



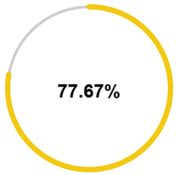
Target 95%

Emergency Communal Repairs Completed in Timescale (Chigwell)



Target 100%

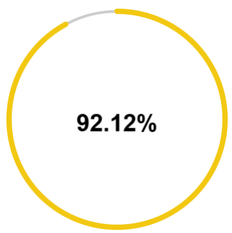
Overall Satisfaction with Completed Repair



Target 80%

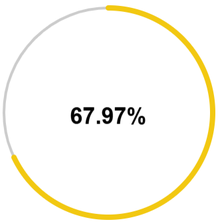
Repairs Service Desk:

Average % of Incoming Calls Answered



Target 95%

Average % of Calls Answered in 30 Seconds



Target 75%

Housing Performance Summary: (Non-TSM):

Month
All

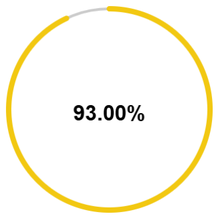
Voids:

195.70

Average re-let time in days (for properties let in the month)

Electrical Safety:

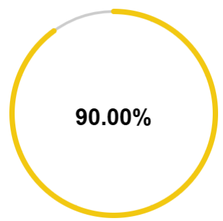
Proportion of Tenanted Properties with Valid EICR Cert



Target 100%

Water Safety:

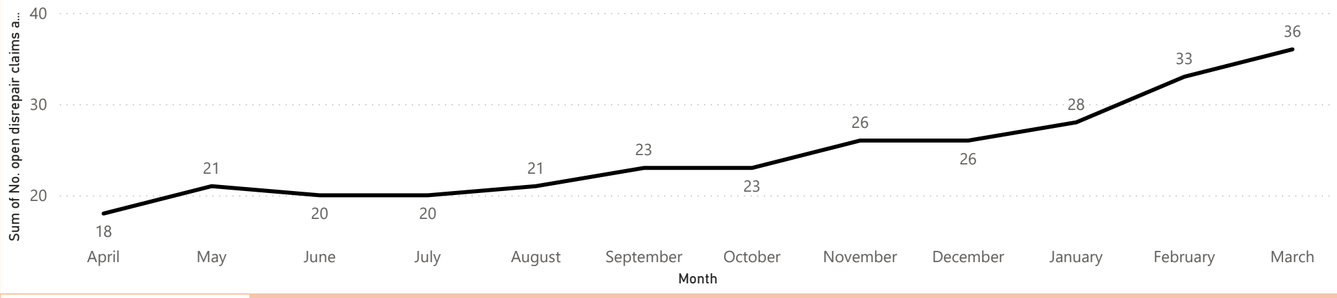
Proportion of Cold Water Storage Tanks Which are Compliant



Target 100%

Disrepair:

Number of Open Disrepair Cases at Month End



Target <=19

Non TSM Measures:

Measure:	Context:	Mitigations:	Progress
Income			
Rent Collected	The 2024/25 average was 96.86% against a target of 100%. In 2025/26, it was agreed that there would be an accepted 2% operational tolerance. The measure applies to residential rent only.	Progression of historic possession cases, with High Court evictions now being scheduled.	Rent collection peaked at 99% in November 2025 and closed at 97%, with an annual average of 97.29%, consistent with sector norms
Former Tenant, Parking and Shed Arrears	The Civica CX former tenant arrears module was not yet live at the start of the financial year, limiting automation and reducing frequency of tenant contact.	Implementation of CX arrears modules was prioritised, with automated letters ready for deployment once live. Modules for parking and sheds were in testing, with policies and templates already configured.	Modules for sheds, parking, and garages are now available for testing in the Civica CX test environment. All related arrears letters are already loaded in the live system, enabling automatic or ad hoc issue as required. Current and former arrears policies are active in CX Live. Former tenant arrears continue to increase, driven largely by legacy cases and delays in enforcement. Parking and shed arrears fluctuate but have both increased slightly since April 2026.
Estate Services			
Inspection Regimes (Playgrounds, Fire Boxes, Grounds, Internal)	Performance is sensitive to low inspection volumes, where a small number of missed inspections can significantly impact percentages.	Performance is monitored through team meetings and 1:1s. Data input accuracy has been reinforced through targeted engagement with staff.	Performance improved significantly following early-year dips (e.g. playground inspections increased from 22% in July to 100% in September/October). Across January to March 2026, 100% completion was achieved for playground inspections. Minor dips in March (fire box

			checks and internal inspections) were due to staff absence but were rectified in the following period.
Tenancy Management			
Introductory Tenancy Visits	Due to low volumes, a small number of missed or delayed visits has a disproportionate impact on performance. Delays can also occur due to resident availability.	Area Managers continue to monitor performance through 1:1s, requiring justification where visits are not completed within timescale.	Performance improved significantly towards the end of the financial year. General Needs tenancy visits achieved 100% compliance between January and March, while sheltered tenancy visits were fully completed in December and January. One visit in March (North Estate) was delayed due to resident unavailability and subsequently completed.
Repairs (Operational Detail)			
Post-Inspections Completed within 10 Working Days	Post-inspection volumes increased significantly following activation of Civica CX functionality in mid-August 2025. This resulted in a step change in reporting, with 56 post-inspections recorded in September alone.	A tiered inspection approach has been introduced to prioritise complex cases. Lower-value inspections (£75–£200) are undertaken as telephone-based checks via the Service Desk, allowing Property Services Officers (PSOs) to focus on higher-risk or more complex works. Post-inspections are also routinely triggered following complaints.	Volumes continued to increase across 2025/26 as the process became embedded. Performance against timescale has been more variable, with 87% completed within target in January reducing to 68% in March. This dip is attributable to PSO staffing pressures and reduced inspection capacity.
Pre-Inspections	Historically, pre-inspections were being under reported.	PSOs were trained in 2025/26 to raise and complete inspection records directly within CX to improve data accuracy.	Increased volumes (e.g. 58 in January 2026) demonstrate improved compliance, though performance dipped in February–March due to staff absences and redeployment to voids.
Damp & Mould Investigations	The service undertook a full end-to-end process review	Civica CX case management functionality is now used to manage damp and mould cases end-to-end.	Performance improved following implementation, achieving 100% completion within timescale in March 2026

	ahead of Awaab's Law (October 2025).		despite increased demand linked to survey activity and seasonal trends.
Repairs Satisfaction	Satisfaction data is derived from post-repair transactional surveys.	Ongoing monitoring through contract management, with a particular focus on first-time fix performance.	Satisfaction with appointments kept remained consistently high. However, satisfaction with first-time fix declined over the year, falling to approximately 69–70% between January and March 2026. Satisfaction with completed repairs remained slightly higher (76–84% during the same period).
Post-Inspections Passed (Chigwell)	Reporting on this measure commenced from August 2025 following activation of CX functionality. Early analysis prompted clarification with the contractor regarding when inspections should be triggered (i.e. only once works are marked as complete).	All post-inspection data was jointly reviewed and validated with Chigwell to ensure consistency and accuracy. Each failed inspection was reviewed individually and referred back to the contractor for remedial action.	The number of failed inspections increased over time (e.g. 3 failures out of 38 inspections in November 2025, rising to 11 out of 37 in February 2026), indicating a decline in quality outcomes. Failed inspections across 2025/26 were subject to follow-up action.
Emergency Communal Repairs Completed in Timescale (Chigwell)	Reported performance is impacted by data recording issues, particularly where contractors raise orders retrospectively (e.g. out-of-hours works), which results in jobs being automatically flagged as late. Analysis confirms that these cases are generally not due to delays in attendance or service delivery.	Weekly contract monitoring included a review of all KPI failures. The Repairs Service Desk has received training on accurately recording retrospective jobs, including correct start and completion dates. Civica CX functionality is used to backdate jobs where appropriate to improve reporting accuracy.	Performance improved over the course of the year, rising from a low of 36% in June 2025 to 88% in March 2026. Each job falling outside of target was reviewed individually to confirm root cause and ensure appropriate follow-up action. In March 2026, two emergency communal repairs were completed outside of target timescale

Repairs Service Desk			
Call Handling Performance	Call handling performance fluctuated in line with increased demand, with peaks in call volumes (e.g. February 2026 – 1000+ calls).	Robust management and oversight are in place, and we are actively monitoring call data to identify trends and improvement opportunities. An enquiry was raised with the telephony provider in **October 2025** to explore separating call data for new repair requests and follow-up enquiries. This distinction will help us: • Understand repeat contact patterns more accurately. • Identify potential service issues earlier. • Strengthen contractor performance monitoring.	Some performance indicators remain below target; however, further improvements are expected through enhanced data visibility and service demand analysis. The enquiry into separating call volumes remains ongoing, with continued engagement with IT. Call handling performance is also being reviewed across the wider Housing Service to strengthen data quality and improve understanding of service demand and performance drivers. In the interim, Repairs Service Desk officers are manually recording call types to provide an indicative view of demand by contact category.
Voids			
Average Re-Let Time (Days)	Average re-let times significantly exceed benchmarks.	Two voids workshops (October and December 2025) resulted in a revised key-to-key process. A manual tracker remains in place pending full CX adoption.	This area is subject to an ongoing end-to-end process review. Average re-let times remain above industry benchmarks, reflecting a combination of factors, including persistent challenges within the voids process that are still being addressed. For example, delays can arise where gas or electricity meter debts must be cleared before utilities can be reconnected,

			preventing contractors from commencing works. While identified data issues are being resolved, a manual void tracker remains in place to monitor progress on the works element of the process. The Civica CX Voids Module went live on 20 April and is expected to provide clearer, more consistent tracking across the full key-to-key process. In addition, the introduction of dedicated voids resources and contractors is expected to improve oversight and contribute to a reduction in overall re-let times.
Electrical Safety (EICR) **Position at 31 March 2026**			
Proportion of Tenanted Properties with Valid EICR Certificate	Historical resourcing and ownership gaps impacted compliance.	Two contracts were mobilised to address backlog and improve delivery Performance position was communicated to the Regulator, along with mitigations to manage risk during delivery.	Compliance has improved significantly, reaching 93% at year-end (up from 36% in April 2025).
Water Safety **Position at 31 March 2026**			
Proportion of Cold-Water Storage Tanks Which Are Compliant	Performance impacted by access issues and data quality limitations.	A new contractor was onboarded and data cleansing undertaken to improve accuracy and alignment with compliance requirements.	Tanks volumes have been reconciled under the new supplier (TDK). Performance improved from c.44% to 90% at year end, with stronger data flows now feeding into compliance tracking.

Disrepair			
Disrepair Cases Open at Month End Exceeding Target	Cases may remain open due to legal processes, including outstanding invoices or cost settlement, rather than outstanding works.	Regular monitoring takes place through meetings with the Property Services Team	A relatively low number of new cases were received (22 across the year). At year end, 14 cases remained open where settlement had been reached but works or legal costs were outstanding, meaning cases remain reported until fully resolved.

Housing Performance Summary: Highlights (Non-TSM):

Month
All

Allocations:

Average Properties Offered within 5 Days of Bid End
100.00%
Target 90%

Average Applications Processed within 30 Working Days
100.00%
Target 95%

Average Properties Offered within 10 Days of Handover
100.00%
Target 90%

Average Mutual Exchanges Decided within 42 Days
100.00%
Target 100%

Estate Services:

Average Monthly Fire Door Checks Completed
100.00%
Target 100%

Average Grounds Inspection Score
78.55%
Target 75%

Average Internal Inspections Score
79.22%
Target 75%

Repairs:

Satisfaction with Appointment Made & Kept
91.67%
Target 80%

Golden Lane Community Centre:

Average % of Available Time that is Booked
72.28%

Complaints:

Average Satisfaction with Complaint Handling Process (Tenants)
64.31%

44
Number of Compliments Received (Total)

Gas Safety:

Morgan Lambert Assurance Pass Rate (Average)
100.00%
Target 100%

Proportion of Communal Boilers Which are Compliant
100.00%
Target 100%

Chigwell:

Non-Emergency Repairs Completed Within Timescale
97.48%
Target 93%

Non-Emergency Repairs Completed Within Timescale
97.48%
Target 93%

TSG:

Non-Emergency Repairs Completed in Timescale
99.62%
Target 93%

Emergency Communal Repairs Within Timescale
100.00%
Target 100%

Non-Emergency Communal Repairs Completed Within Timescale
100.00%
Target 98%

8. Pennington Choices Compliance Review

The City of London Housing's Service commissioned an independent compliance review by Pennington Choices to assess its approach to landlord health and safety compliance, including policy frameworks, management arrangements, and alignment with relevant legislation and regulatory expectations. The review covered core areas of compliance (gas, electrical, fire, asbestos, water and lift safety) and provided a structured gap analysis alongside recommendations for improvement. Overall, the review found that policies are generally well developed and clearly set out statutory obligations, but identified opportunities to strengthen consistency, standardisation, and assurance through improved policy alignment, enhanced data quality, and more robust reporting arrangements.

The review has generated a comprehensive set of recommendations, many of which have already been incorporated into the Housing Action Plan, with a particular focus on improving the accuracy and presentation of compliance data and strengthening oversight. The Regulator of Social Housing welcomed the commissioning of an independent third-party review and has requested sight of the outcomes as part of ongoing engagement. Further work is underway to embed the recommendations into business-as-usual processes, including alignment with internal audit arrangements for the 'big six' compliance areas. A further update, including progress against the action plan and any emerging findings, will be reported back to Members in September.

9. Housing Complaints Policy - Amendments made following Housing Ombudsman Service Review

Following a review of our Housing Complaints Policy by the Housing Ombudsman Service we have updated the Policy. The revised policy is below:

City of London Corporation Department

of Community & Children's Services

Housing Complaints Policy

Approved by:	***Housing Management & Almshouses Sub-Committee***
Original Approval Date:	***May 2017 (v.1), May 2019 (v.2), Sept. 2021 (v.3)***
Review Date:	***May 2024 (v.4)*** ***July 2026 (v.5 – Ombudsman Review)***
Re-Approval Date:	***04/07/2024 (CCS – v.4)***
Next Review Date:	***July 2029***

1. Purpose and scope

1.1 We have this policy because we value feedback and complaints about our services and want residents and service users to know about our approach to complaints. We aim to provide good quality services but sometimes we get it wrong. When this happens, we want to make it as easy as possible for residents to tell us and know that we will respond positively, quickly and fairly.

1.2 This policy applies to:

- City of London tenants, leaseholders, freeholders, and licensees who receive services from the Housing Service
- Those affected by the City of London Housing Service
- Those applying for services delivered by the City of London Housing Service

2. Policy aims and objectives

2.1 Our priority is to put things right if they go wrong. To help us do this, we aim to deliver an excellent complaint handling service that puts the complainant at the heart of what we do and gives them the chance to express their point of view and the get the outcome they seek.

2.2 A key objective of this policy is to help us better understand the resident experience. We will use this insight as an opportunity to learn and continually improve our services.

2.3 This policy is intended to enable us to comply with the Housing Ombudsman's Complaint Handling Code.

3. Definitions

3.1. We have adopted the following definition of a complaint from the Housing Ombudsman's Complaints Handling Code:

A complaint is an expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.

3.2. A service request is a request from a resident for us to take action to put something right in relation to the routine delivery of a service (for example, reporting a repair for the first time). A service request is not a complaint.

3.3. If a service request is not resolved to the resident's satisfaction, or if the resident expresses dissatisfaction with the handling, response, or outcome of the service request, the matter will be treated as a complaint and logged in accordance with this policy. Residents do not need to use the word "complaint" for this to happen.

3.4. Where a resident raises a complaint relating to a service request, attempts to resolve the underlying service request will continue and will not be paused, stalled, or delayed because a complaint has been raised. We will progress service delivery and complaint handling in parallel, where appropriate.

3.5 Staff will explain the difference between a service request and a complaint to residents and will ensure that residents are given a clear choice to pursue their concern as a complaint. Residents will also be advised about what this means in terms of timescales, escalation rights, and access to the Housing Ombudsman Service.

4. Exclusions

4.1. We aim to be open and accessible in how we handle complaints. However, there are some circumstances where we may decide that a matter is not suitable for consideration under the complaints process. These may include, but are not limited to, the following:

- **Age** – The issue giving rise to the complaint occurred more than 12 months ago from the date the matter occurred or from the date the resident became aware of the issue unless the issue is ongoing or recurring. We will consider whether to apply discretion to accept complaints outside this time limit where there are good reasons for the delay.
- **Legal action** – The matters raised are subject to legal proceedings. For the purposes of this policy, legal action is considered to have started once a claim has been formally issued or filed with a court or tribunal. This will not prevent us from continuing to take reasonable steps to resolve the underlying issue where appropriate.
- **Previous complaints** – The matter has been fully considered and reviewed under the complaints process, and no new information or substantive issues have been presented.
- **Not within our control** – Complaints about services, people or bodies over which we have no control.

- **Insurance claims** - Claims for damages or personal injury that are being dealt with through our insurers. However, we will accept and investigate complaints about our handling of an insurance claim, including issues such as communication, delays, or customer service.
- **Alternative appeals or review procedures** – Issues where there is a separate, established legal, regulatory, or appeals process which provides an appropriate route for redress. For example, disputes relating to service charges, lease terms, or administration charges which fall within the jurisdiction of the First-tier Tribunal (Property Chamber).

4.2. We do not apply a blanket approach to exclusions. Each case will be considered on its merit, and discretion will be applied where appropriate.

4.3. Where we decide that a complaint will not be accepted, we will write to the complainant setting out:

- the reasons why the complaint is not suitable for investigation under this policy; and
- their right to challenge this decision by referring the matter to the Housing Ombudsman Service.

Contact details for the Housing Ombudsman Service will be provided.

4.4. If the Housing Ombudsman Service does not agree with our decision to exclude a complaint and requests that we investigate the matter; we will do so in line with this complaints policy.

5. Service standards

5.1 When we provide a complaints service, residents can expect the following from us:

- To be provided with information about our complaints service in a variety of formats
- If we do not accept a complaint, we will explain the reasons why
- Use plain language and make clear the outcome of the complaint
- Acknowledge a complaint within 5 working days
- Provide a response at Stage 1 of our process within 10 working days
- Provide a response at Stage 2 of our process within 20 working days of the complaint being escalated.
- When we offer a remedy, we will set out what we intend to do and the timescales
- If we decide not to escalate a complaint, we will provide an explanation

6. Legislation and regulation

6.1 This policy will have regard to the following requirements of the Regulator of Social Housing:

- Transparency, Influence and Accountability Standard - We will adopt an approach to complaints that is clear, simple and accessible and ensure that complaints are resolved promptly, politely and fairly. We will treat complainants fairly and with respect.

- Value for Money Standard – We will make the best use of our resources by learning from complaints and minimising mistakes.

6.2 In April 2024, the Housing Ombudsman's revised Complaint Handling Code came into effect. This policy will ensure we comply with the Code and that we are able to meet the expectations of the Housing Ombudsman and the Regulator of Social Housing, relating to housing complaints.

7. Our approach to complaints

7.1 Access and Communication

We will make the complaints service accessible to all residents using a range of channels through which residents can make a complaint, including our website and any official social media platforms. We will comply with our Equality Act duties and tailor our service to meet an individual's needs, making whatever adjustments are required, in accordance with our Reasonable Adjustments Policy. We will keep residents regularly updated using methods of communication agreed with each resident.

Residents may make a complaint in any way and to any member of staff. Complaints may also be made on a resident's behalf by a representative, such as a family member, advocate, support worker, councillor, MP, or other authorised person. **Complaints submitted by a representative will be accepted, investigated, and handled in accordance with this policy and will not be treated differently or less favourably than complaints made directly by the resident.** Where appropriate, we will fully engage with the representative throughout the complaint process. We will also encourage and signpost residents to advice and advocacy services as appropriate.

We will make information about our complaints service available in clear and accessible formats. All our communications will use plain language. When we respond to complaints, we will make the outcome clear and explain the reasons for any decision made.

Where a resident's expectation is unrealistic or unreasonable, we will explain this to the resident. If we consider that it may help to resolve a complaint, we seek the complainant's permission to engage with professional mediators as an alternative means of finding an effective resolution.

We will report back to our involved residents on our performance and ensure that information is regularly provided to all residents on how well we are delivering our complaints service and improvements that have come about as a result of complaints.

We will ensure that all staff understand the difference between a service request and a complaint and that they are aware of the complaints process and understand that complaints can be made in any format. Staff will also be clear on how and where complaints, including those submitted by representatives, should be recorded and progressed.

7.2 Awareness

We will raise awareness of our complaints service. We will use our website, newsletters, leaflets and other communications to ensure residents know how to complain.

Part of the information that we make available to residents on our website will include contact information for the Housing Ombudsman, and information about the Complaint Handling Code. We will explain the role of the Housing Ombudsman and ensure residents are aware that they can contact the service at any point for help and advice throughout their complaint.

We will publish this policy on our website and provide it by e-mail or in hard copy upon request.

7.3 Complaint Handling Process

We aim to make complaint handling a resident focused accessible experience. The Housing Complaints Team will take responsibility for coordinating the handling of each complaint and will work with colleagues to seek a prompt and fair resolution. All complaints will be acknowledged, recorded, and responded to in line with this policy. Investigators will attempt to contact the resident to ensure they fully understand the issues raised and the outcome they are seeking.

Our priority is to resolve complaints at the earliest opportunity. Where appropriate, we will seek to put things right quickly through early resolution. There is no separate ‘stage 0’, ‘informal’, or pre-complaint process. All expressions of dissatisfaction that meet the definition of a complaint will be logged and handled in accordance with this complaints policy, unless they fall within one of the excluded categories set out in section 4 above.

Where we are able to resolve a complaint at an early stage, we will still provide the resident with a written complaint response. This will confirm the actions taken, the outcome achieved, and the resident’s right to escalate the complaint if they remain dissatisfied.

We operate a two-stage complaints process, and all complaints accepted under this policy will follow this process. Residents will be advised of their rights at each stage, including how and when they can escalate their complaint and their right to refer the matter to the Housing Ombudsman Service.

Acknowledgments

When a complaint is acknowledged at either stage, we will be clear about which aspects of the complaint we are, and are not, responsible for and clarify any areas where this is not clear. Where we are not responsible, we will signpost or refer the complainant to the appropriate place.

Extensions

In some cases, such as those that are more complex, we may require an extension to the standard response timescales. Where an extension is necessary, we will notify the resident in writing, explaining the reason for the extension and confirming the revised response date.

Extensions will be no more than 10 working days at Stage One and 20 working days at Stage Two, unless there is a clear and justifiable reason for a longer period.

Where a complaint falls outside the standard timescales, we are committed to keeping residents informed and ensuring transparency throughout the complaints process. Where appropriate, we will agree suitable intervals with the resident for providing updates on progress and will keep them informed until a full response is issued.

Stage One

The first stage will be a full investigation. The investigation will be carried out by a senior manager who will be impartial and seek the information they need to find an outcome that would resolve the matter for the resident.

Stage Two

Where a complaint has not been resolved to the resident's satisfaction at Stage One, we operate a second stage of the complaints process. Stage Two provides residents with the opportunity to request a review of their complaint and to challenge the decision, response, or remedy provided at Stage One.

Requests to escalate a complaint to Stage Two will be acknowledged, clearly defined, and logged within five working days of receipt of the escalation request. The acknowledgement will confirm that the complaint has progressed to Stage Two and will set out the applicable timescales.

We will escalate a complaint to Stage Two where all or part of the complaint remains unresolved to the resident's satisfaction. Residents are not required to provide a reason for requesting escalation. However, we will make reasonable efforts to understand why the resident remains dissatisfied, as this will inform our Stage Two review.

We will only refuse to escalate a complaint to Stage Two where one or more of the exclusion criteria set out in section 4 of this policy applies. We will not otherwise refuse escalation. Where escalation is refused, we will explain the reasons for our decision in writing and advise the resident of their right to challenge this decision by contacting the Housing Ombudsman Service.

A Stage Two response will be provided within 20 working days of the acknowledgement of the Stage Two escalation request, not from the original complaint acknowledgement. This is to ensure clarity and manage resident expectations.

At the conclusion of Stage Two, the resident will be provided with a written response setting out our final position on the complaint, details of any actions to be taken, and information on how to refer the complaint to the Housing Ombudsman Service. We will fully co-operate with the Ombudsman and will continue to seek opportunities to resolve the complaint where possible.

Additional Complaints

If a complainant raises an additional complaint during the investigation, we will incorporate it into the investigation at Stage 1 if the subject is related to the complaint currently under investigation. If the stage one complaint response has been issued, or if the subject of the new complaint does not relate to the existing one, the new issues will be logged as a new complaint

Complaint Responses and Outstanding Actions

A complaint response will be provided to the resident when our position and response to the complaint are finalised. The response will not be delayed until all outstanding actions required to address the issues have been completed. This applies at both Stage One and Stage Two of the complaints process.

Where actions remain outstanding at the point a complaint response is issued, the response will clearly set out:

- the actions that are still required;
- who is responsible for completing them; and
- the expected timescales for completion.

Outstanding actions will continue to be monitored, tracked, and progressed promptly during and after the complaint response has been issued. Residents will be provided with regular updates on the progress of any outstanding actions until they are fully completed, at both Stages One and Two.

7.4 Putting things right

We know that for most complainants when we have failed to provide a service the priority is to put things right. We will have processes in place to ensure a complaint can be remedied at any stage of our complaints process, and that appropriate remedies can be provided at any stage of the complaints process without the need for escalation.

When we have failed in service delivery, or where something has gone wrong, we will acknowledge this and apologise. Outcomes may include:

a) Setting out the actions that we have taken or intend to take to put things right
b) Providing an explanation, assistance, or reasons for an action or decision
c) Reviewing and reconsidering decisions taken
d) Amending or correcting records
e) Providing a financial remedy (please refer to the Compensation Policy)
f) Changing policy, procedure or working practices

Any remedy offered by us will reflect the extent of the service failure and the impact on the resident. When needed we will exercise appropriate discretion to find a remedy.

We recognise that putting things right may not, on its own, repair the relationship with a resident. Where appropriate, and to help rebuild trust and confidence, we may offer the support of an independent third party, such as a mediator. Mediation is intended to support the resident, facilitate constructive dialogue, and assist all parties in working towards a mutually acceptable resolution. The mediator will not be responsible for investigating or responding to the complaint, and the use of mediation will not alter the complaints process or timescales.

7.5 Learning and improvement

We will ensure that we learn from complaints to keep improving. We will look beyond individual complaints to identify where our processes or policies need to change. We will ensure that this approach is part of our service planning framework and informs staff training and development.

7.6 Unacceptable complainant behaviour

If a complainant behaves unreasonably at any stage of the complaints process, we will apply our policy on unreasonable behaviour. Unacceptable or unreasonable behaviour could include:

- making numerous complaints about minor matters or matters which staff cannot change, which take up an unreasonable amount of staff time
- contacting multiple officers to complain about the same issue
- being abusive or offensive to staff or using inappropriate language
- making unfounded or unsupported complaints that may be malicious in nature.

If we consider a complainant to be unreasonable, we may close an existing complaint down or limit the means by which the resident can communicate with us. Decisions will be made in accordance with our Unreasonable Behaviour Policy and due regard will be had to any applicable equalities considerations. Once a decision has been made, we will inform the complainant and explain the reasons for our decision.

8. Responsibilities, monitoring and performance

8.1 Overall responsibility for this policy and its implementation rests with the Director of Housing, as the senior lead person responsible for complaints. The Director of Housing will ensure that staff receive the appropriate training and support to achieve the aims of this policy. Where needed we may establish appropriate operational procedures.

8.2 Monitoring the implementation of this policy and our performance in handling complaints will be the responsibility of the Housing Management and Almshouses Sub-Committee. The Chair of that Committee is the Member Responsible for Complaints. We will provide complaints performance information to this Committee on a quarterly basis. Performance on complaints will also be included in our Annual Report for Tenants. We will carry out regular self-assessments against the Complaints Handling Code and ensure that our performance measures drive improvements.

8.3 We will publish an Annual Complaints and Service Improvement Report, as required by the Complaint Handling Code. This will be presented to Committee. It will include:

a) an annual self-assessment against the Ombudsman Complaints Handling Code to ensure that this policy remains in line with its requirements.

b) analysis of complaints including a summary of complaints that have not been accepted for investigation.
c) findings of non-compliance with the Code by the HOS
d) annual report about the landlord's performance from the HOS
e) any other report of publications produced by the HOS in relation to the work of the landlord.

This report, and the Committee's response, will be published online.

8.4 The Housing Management and Almshouses Sub-Committee will scrutinise the Annual Complaints Performance and Service Improvement Report, including the landlord's self-assessment against the Complaint Handling Code. The Sub-Committee will provide a formal written statement confirming that it has reviewed the self-assessment and whether it agrees with its contents, alongside commentary on key findings, challenges, and areas for improvement. This statement will form part of the Annual Complaints Performance and Service Improvement Report.

8.5 The Annual Complaints Performance and Service Improvement Report, including the Sub-Committee's statement, will be published on the complaints section of our website. We will also publish complaints performance information and our annual self-assessment against the Complaint Handling Code to ensure transparency and accountability to residents.

9. Equalities

9.1 We will make reasonable adjustments for complainants where appropriate under the Equality Act 2010, and our Reasonable Adjustments Policy. We will keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any reasonable adjustments agreed will be kept under active review.

10. Data Protection and Confidentiality

10.1 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. Where possible, we will explain this duty to the person providing us with the information before disclosing it.

11. Associated policies

- Compensation Policy
- Unreasonable Behaviour Policy

- Reasonable Adjustments Policy

12. Document Management

Document Owner: Director of Housing

Document review history			
Version	**Date amended**	**Date approved**	**Key changes**
1.0		May 2017	New policy
2.0		May 2019	Re-approval only
3.0	Sept. 2021	20/09/2021	Stage three removed to comply with Ombudsman's Complaints Handling Code Stage Two timescale extended to 20 working days
4.0	May 2024	4/7/2024	Multiple changes to bring the policy in line with the April 2024 version of the Housing Complaint Code, approved at Community & Children's Services Committee on 4 July 2024
5.0.	July 2026		Amendments made following Housing Ombudsman Service Review

Recommendation

Members are asked to note the Housing Complaints Policy, that has been amended following a review carried out by the Housing Ombudsman Service.

10. **Conclusion**

Members are asked to note the following:

Decision

- **Local Lettings Policy – York Way**
- **Updated Pets Policy**

For Discussion / Information
Housing Services Recruitment Update
Local Lettings Update – Sydenham and Black Raven Court
Access to Homes Policy Update
Asset Management Strategy Refresh – Progress
Housing Design Guide Update – New Homes
Voids Process and the Improvements being made
Housing Performance Update 2025/2026
Pennington Choices Compliance Review
Housing Complaints Policy – Amendments following review by the Housing Ombudsman Service

Peta Caine
Director of Housing

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City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub Committee	**Dated:** 01/07/2026
Subject: Inspection Activity and Housing Improvement Strategy	**Public report:** For decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Judith Finlay – Executive Director Community and Children's Service
Report author:	Zoe Gayle – Service Improvement Manager, DCCS

Summary

Members are asked to note the post inspection activity since 13 April 2026, including the introduction of the Housing Improvement Strategy, and to approve the updated Housing Strategy (Years 2-3) Action Plan, reflecting feedback from both the Housing Improvement Board (HIB) and Housing Management and Almshouses Sub Committee and previously agreed delegated authority.

The Housing Improvement Strategy complements the Housing Strategy Action Plan by setting out a clear framework linking regulatory findings to root causes, intended outcomes and delivery arrangements.

Members are also asked to note progress made against the Q1 2026/27 milestones, with activity focused on establishing delivery foundations across service changes, policy development, programme mobilisation and key compliance actions. Delivery is largely on track, with governance arrangements embedded and interim measures in place where required to maintain service continuity and mitigate risk.

The service has now transitioned from an initial response to a structured programme of improvement, assurance and performance management, supported by ongoing regulatory engagement and strengthened oversight.

Recommendation(s)

Members are asked to:

- Note post-inspection progress and continued engagement with the Regulator of Social Housing (RSH);
- Note and approve the updated Housing Strategy (Years 2-3) Action Plan;
- Note the development and submission of the draft Housing Improvement Strategy to the RSH; and
- Note that a structured programme of monitoring, governance, performance management and resident engagement is in place and progressing.

Main Report

Background

1. The City of London Corporation received a C3 consumer grading on 25 February 2026. This reflects serious failings in compliance with the Safety and Quality Standard; and weaknesses in the Transparency, Influence and Accountability and Neighbourhood and Community Standards.

   A formal improvement response was established immediately following the judgement. This includes:

   - A comprehensive Housing Improvement Action Plan (2026-28);
   - Oversight by the Housing Improvement Board (HIB); and
   - Ongoing engagement with the Regulator of Social Housing.

Current Position

2. Since the last report to Members, the service has moved from an immediate post-inspection response to a more structured phase of delivery, assurance and programme management.

   Activity during this period has focused on strengthening the quality, structure and oversight of the improvement programme. The Housing Improvement Action Plan has been further refined following feedback from both the Housing Improvement Board (HIB) and Members, resulting in:

   - Clearer sequencing of milestones;
   - Strengthened Key Performance Indicators (KPIs); and
   - Improved clarity of ownership and delivery expectations.

Governance arrangements are now embedded, with regular reporting through HIB and strengthened links to Directorate and Corporate oversight, supporting improved scrutiny and accountability.

The first formal RSH monitoring meeting took place on 21 May 2026, providing further clarity on expectations, with particular focus on:

- The scale, age and mitigation of outstanding fire safety and electrical compliance actions;
- The need for consistent and transparent reporting of compliance backlogs;
- Assurance regarding repairs performance and service resilience, including business continuity arrangements;
- Progress in delivering the Stock Condition Survey (SCS); and
- Clarity on the delivery structure for major works and resident engagement activity.

The dialogue with the Regulator has been constructive and forward-looking. Officers have responded to requests for further information and are aligning reporting to better support regulatory assurance.

Members are asked to note and approve the updated Housing Strategy (Years 2-3) Action Plan, reflecting HIB and HMASC feedback and building on previously delegated authority.

Members are also asked to note progress against Quarter 1 (Q1) 2026/27 milestones. Q1 activity has focused on establishing the core foundations for delivery across the programme, including:

- Implementation of revised service arrangements;
- Development of key action plans, including Tenant Satisfaction Measures (TSMs) and diverse needs;
- Completion of key policy drafts, including the Tenancy Agreement and Resident Engagement Strategy for Building Safety;
- Mobilisation of early-stage programme activity, including progression of the Housing Competency Framework, GLA funding bids and data migration; and
- Delivery of key compliance and assurance actions, including completion of an external compliance review and confirmation of the fire safety programme.

Delivery is broadly on track at this early stage. Where required, interim arrangements have been implemented to maintain service continuity and mitigate risk, particularly in relation to repairs services and wider programme mobilisation.

Options

3. Members are asked to consider the following options:

- **Option 1 – Note progress and approve updated Action Plan (recommended):**
  Supports continued structured delivery, strengthened assurance, and alignment with regulatory expectations.

- **Option 2 – Note progress without approving revisions:**
  Would limit the ability to formalise improvements made following Member and HIB feedback and weaken the governance framework supporting delivery.

Proposals

4. Members are asked to:

- Note post-inspection progress and ongoing engagement with the Regulator;
- Note and approve the updated Housing Strategy (Years 2–3) Action Plan; and
- Note progress against Q1 milestones and the overall delivery trajectory.

The Housing Improvement Strategy has been developed to complement the Action Plan and provide a clear strategic framework for the overall improvement programme. A draft was shared with the Regulator of Social Housing (RSH) in early June 2026. The Strategy links the inspection findings to their underlying causes, the outcomes required to achieve compliance and service improvement, and the delivery and governance arrangements supporting this work.

The Strategy adopts a whole service approach, bringing together improvement across:

- Compliance and asset management;
- Service delivery and performance;
- Governance, oversight and assurance; and
- Resident engagement and communication.

It is structured around six key themes:

- Safe and compliant homes;
- Decent homes;
- Improved repairs;
- Stronger governance and risk management;
- An embedded resident voice; and
- Effective neighbourhood services and communication.

The Strategy also identifies key factors contributing to the inspection outcome, including historic under-investment, a reactive approach to asset management, capacity constraints, and weaknesses in oversight and assurance. This provides a clear basis for sustained and targeted improvement.

Resident engagement continues to be strengthened as part of the programme, including ongoing involvement of the Resident Voice Group, expanded Commonplace activity, and

the use of household surveys to build a stronger evidence base of resident needs and priorities.

Progress against the Action Plan and wider improvement programme will continue to be monitored through established governance arrangements. The Housing Improvement Board (HIB) will receive monthly updates, with Members receiving quarterly reports through HMASC, providing visibility of progress against milestones, key risks, mitigations and forward delivery priorities.

Corporate & Strategic Implications

Strategic implications - The proposals directly support delivery of the Corporate Plan 2024–2029 outcome of Providing Excellent Services, through strengthening governance, compliance, service delivery and resident engagement across Housing services.

The Housing Improvement Strategy and updated Housing Strategy (Years 2–3) Action Plan provide a structured framework for addressing the findings of the Regulator of Social Housing (RSH), including compliance with the Safety and Quality Standard and improvements to Transparency, Influence and Accountability and the Neighbourhood and Community Standards.

Financial implications - none

Resource implications - The delivery of the Housing Improvement Strategy and Action Plan will be met through existing service resources supplemented by the extra staffing secured by the MHCLG bid , supported by re-prioritisation and strengthened programme management arrangements.

Capacity constraints have been identified as a contributing factor to the inspection outcome, and the programme includes measures to address this through improved structure, oversight and delivery planning.

Legal implications - The report responds to the findings of the Regulator of Social Housing and supports compliance with statutory regulatory standards, including the Safety and Quality Standard and requirements relating to transparency and accountability.

Risk implications – The proposals directly address risks identified through the inspection process, including compliance backlogs, service performance issues and weaknesses in governance and oversight.

A structured programme of monitoring, governance and performance management is now in place to manage and mitigate these risks, with regular reporting to the Housing Improvement Board and Members.

Equalities implications -The proposals support improved engagement with residents and the development of a stronger evidence base of resident needs and priorities, including through household surveys, Commonplace activity and the Resident Voice Group.

This approach supports compliance with the Public Sector Equality Duty by ensuring that resident views, particularly those from diverse and underrepresented groups, inform service improvements and decision-making.

Equality considerations are embedded within the Housing Improvement Strategy and associated action plans, including work relating to Tenant Satisfaction Measures (TSMs) and diverse needs.

Climate implications - none

Security implications - none

Conclusion

Since the inspection, the service has made a clear transition from an initial response phase to a more structured programme of improvement and assurance.

This is evidenced through strengthened governance, clearer planning and performance management, constructive engagement with the Regulator and increased resident involvement.

While significant work remains, the programme is progressing in a controlled and coordinated manner, with appropriate oversight, risk management and accountability in place.

Members can be assured that the improvement programme is firmly established, actively managed and progressing, with continued focus on achieving compliance, strengthening services and delivering sustainable improvement for residents.

Appendices

Appendix 1 - Housing Strategy - Years 2 and 3 Action Plan - June 2026 Update
Appendix 2 - Improvement Strategy

Background Papers

Housing Management and Almshouses Sub-Committee – 13 April 2026

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Appendix 1 – Years 2 and 3 Action Plan Update

Housing Strategy Action Plan – 2026-28

Blue = Milestone complete **Green =** Milestone on target **Amber =** Some delay to delivery of the milestone **Red =** Risk to meeting the milestone

1. Improve quality of housing services

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
1.1 Deliver effective housing management services	1.1a Review, agree and implement a revised estate office opening hours model that improves accessibility while maintaining service resilience.	Q1 26/27 – Immediate implementation of revised working hours for new starters Q2 26/27 - Demand and usage analysis Q3 26/27 – Staff consultation completed Q4 26/27 - Approval and implementation of revised model	Head of Housing Management	Improved accessibility to estate offices for residents, contractors and partners Clear, consistent and well-communicated estate office availability Improved customer experience and satisfaction with access to services	Revised opening hours model approved and implemented ≥10% increase in TSM satisfaction for “ease of access” ≥95% of contractor appointments requiring estate access completed as scheduled	HR support for staff consultation and rota changes	JDs for new RSOs to be developed (GREEN)
	1.1b Recruit and deploy two floating Resident Services	Q2 26/27 - 2 x floating RSO posts filled	Head of Housing Management	Improved resilience and continuity of	2 x floating RSOs in post	HR support to recruit	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	Officers (RSO) to reduce service disruption caused by absence and uneven demand.	Q4 26/27 – Agree and deploy demand led coverage model		estate-based services More consistent customer experience across estates	≥20% reduction in service disruptions logged due to staffing gaps ≥10% improvement in estate office service satisfaction (against 26/27 baseline)	Budget requested for two posts (funded for 3 years)	
	1.1c Establish a permanent mystery shopping programme to independently assess estate-based customer service.	Q2 26/27 – independent provider procured and programme scope agreed Q3 26/27 - Baseline assessment completed Q4 26/27 - programme embedded, with annual reporting arrangements in place	Head of Housing Management	Improved insight into resident experience of estate-based services Increased resident involvement in service scrutiny and improvement	Mystery Shopping programme live >90% published customer service standards compliance Annual improvement trend Annual Mystery Shopping report presented to HMASC and Resident Voice Panel	Cost for procurement of external provider and resident training/support (e.g. TPAS)	
	1.1d Review the current Housing Strategy and vision	Q3 27/28 - Engagement with residents, staff and	Director of Housing	Clear, refreshed strategic direction for Housing	Programme of engagement	Consultant costs	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	and begin development of a new more customer focussed Housing Strategy for 2028+	key stakeholders complete Q2 28/29 - Draft strategy developed Q3 28/29 -Formal approval by HMASC and CCS		Services post-2028 Strong resident and stakeholder input shaping future priorities	events and meetings delivered Strategy approved by HMASC and CCS on schedule	Strategy & Policy team	
	1.1e Modernise the Homeownership operation to improve assurance, service quality and leaseholder experience	Q2 26/27 - Leaseholder household survey completed Q3 26/27 - Leaseholder satisfaction baseline established Q4 26/27 - improvement plan and modernised operating model agreed Q1 27/28 – modernised service embedded	Head of Housing Management	Improved understanding of who occupies our homes Homeownership services that are fit for purpose for leaseholders and sub-tenants as required Improved leaseholder confidence and satisfaction	Satisfaction baseline established ≥10% satisfaction improvement Agreed engagement and event programme sustained	Event/ engagement costs	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	1.1f Integrate existing out-of-hours arrangements to deliver a single, coordinated Out of Hours (OOH) service covering Housing and Repairs.	Q2 26/27 - review of current OOH arrangements and resourcing completed Q3 26/27 - single operating model agreed Q3 26/27- integrated OOH service implemented and operational	Service Improvement Manager	A single, clear and reliable Housing OOH service for residents Consistent response and hand-off outside normal office hours	Single OOH service live for Housing and Repairs Staff rota established to enable escalation cover. New JDs to reflect rota involvement. Measurable improvement with resident satisfaction with OOH response compared to 26/27 baseline	Procurement for new supplier	
	1.1g Deliver the ASB Action Plan	Q2 26/27 - ASB service standards and case management embedded across all estates Q3 26/27 -100% of ASB cases recorded and managed in Civica	Head of Housing Management	A consistent, timely and victim-centred ASB service across all estates Clear ownership and end-to-end case management for ASB cases	≥95% of ASB cases meeting response and update timescales Measurable improvement in ASB related TSM satisfaction vs 25/26 baseline	Partnership working	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q4 26/27 - full delivery of the ASB Action Plan and performance embedded		Improved resident confidence and satisfaction with ASB handling Robust and reliable ASB performance data	Quarterly ASB performance reporting to SMT and HMASC.		
	1.1h Deliver consistent, transparent estate inspections across all estates	Q2 26/27 - Single inspection framework embedded Q3 26/27- transparent inspection reporting embedded, with results shared routinely with residents	Head of Housing Management	Consistent, timely and robust estate inspections delivered across all estates in line with agreed standards and frequencies Inspection issues logged, tracked and resolved through a clear process. Improved resident confidence through transparent inspection reporting	100 % of planned estate inspections completed on time ≥90% of inspection actions closed within agreed timescales Inspection results published and communicated with residents within 10 working days of completion	Officer time & partnership working	
	1.1i Complete an allocations review to ensure the	Q2 26/27 - allocations internal review completed	Service Improvement Manager	A revised, legally compliant	Allocations internal review completed and reported to	Officer time – Homelessnes s and	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	framework is fair, transparent, consistently applied and fully compliant with legislative and regulatory requirements.	in preparation for consultation Q3 26/27 - consultation and co-production activity completed, with feedback incorporated Q4 26/27 - revised Allocations Policy approved and implemented Q4 27/28 – quality assurance/internal audit completed		Allocations Policy and process Improved transparency and consistency in allocation decisions Staff and applicants have a clear understanding of how allocations are made	HMASC and CCS 100% of relevant staff trained on the revised policy before go-live Revised Allocations Policy approved and in operation Quality assurance confirms ≥95% compliance with the revised policy	Housing Needs teams Engagement support from host boroughs	
	1.1j Review and update the Tenancy Agreement to ensure it is clear, legally compliant and reflects COL service standards and residents' rights and responsibilities.	Q1 26/27 - draft Tenancy Agreement completed	Service Improvement Manager Head of Housing Management	Updated Tenancy Agreement that is legally robust and aligned with regulatory and policy requirements. Clearer understanding for tenants of their rights,	Updated Tenancy Agreement approved by HMASC 100% of tenants issued with the updated agreement Reduction in tenancy related	Legal Services Civica support capacity	All checks completed by relevant teams incl. legal. Tenant consultation scheduled for 22 June Update going to HMASC 1 July

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q2 26/27 - tenant and staff consultation completed and feedback incorporated		responsibilities, and the services they can expect. Reduced scope for disputes and complaints linked to unclear tenancy terms.	complaints by ≥10% by Q4 27/28.		HoHM & SIM to schedule tenant consultation via Civica for June Staff consultation completed, will again for the final time alongside Tenant Consultation (GREEN)
		Q2 26/27 - final Agreement approved Q3 26/27 - Agreement implemented and communicated to tenants					
1.2 CIVICA Roll Out and Adoption	1.2a Completed rollout and integration of Civica Asset Management System (AMS)	Q4 26/27 – Civica AMS configured, tested and prepared for go-live	Business Support Manager	Improved accessibility of asset data and improved monitoring and management of housing assets.	Civica AMS live 100% of agreed asset data migrated	Civica licence and implementation costs Officer time – data	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q4 26/27 – User Acceptance Testing (UAT) and staff training complete Q1 27/28 – Civica AMS live and operational			UAT completed and formally signed off ≥95% of required users trained prior to go-live Reduction in manual asset data handling Improved data reporting	migration, UAT, training	
	1.2b Completed rollout and integration of - CRM, generic cases, forms, enhanced voids Civica Modules.	Q2 26/27 - CRM, generic cases, forms and enhanced voids modules live Q2–Q3 26/27 - UAT and staff training complete and usage embedded across Housing Services Q3 26/27 - end-to-end case management operating through Civica	Business Support Manager	Improved data accuracy, stronger case management and improved customer experience.	Agreed modules live ≥95% of required users trained prior to go-live ≥90% of generic cases managed end-to-end within Civica, by module type 100% of voids cases managed through the enhanced voids module	Officer time – UAT, training	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	1.2c Improve IT integration across commissioned contractors to enhance service delivery	Q2 26/27 – Chigwell Responsive repair contractor integration enhancements developed and in delivery Q1 27/28 gas and electrical contractor integrations delivered and tested Q3 27/28 - data points and definitions for integrations defined Q4 27/28 integration performance monitoring embedded	Head of Repairs & Maintenance Business Support Manager	Supporting the delivery of a more transparent, efficient and resident-focused repairs service Improved information flow for residents and officers, including job status and progress updates	Gas and electrical contractor IT integrations live Improved data accuracy, visibility and ability to produce repair performance data reports from Civica Core data defined and documented Reduction in manual data handling and rekeying Existing integrations subject to regular performance review		

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	1.2d Embed consistent use of Civica modules across Housing Services working with and through relevant Heads of Service	Q3 26/27 - baseline Civica usage and performance measures agreed with service area Q4 26/27 - quarterly usage reporting embedded	Business Support Manager	Improved service delivery, performance management and customer experience enabled by Civica. Reduces manual processes and duplication of data Clear evidence of benefits for residents	Measurable improvement in relevant service KPIs (e.g. case completion times, contact handling) Civica usage by team reviewed and reported quarterly to SMT	Heads of Service	
1.3 Provide an effective, safe, compliant and resident focused repairs and maintenance service	1.3a Ensure resilience & service continuity in the event of main provider failure	Q1 26/27 - Repairs and Maintenance Service Continuity Plan documented and approved Q1 26/27 - continuity risks and mitigations embedded within corporate risk register	Head of Repairs and Maintenance Business Support Manager	Services can continue safely and effectively during provider failure or disruption Clear roles, responsibilities and escalation routes in place to protect residents and compliance	Service Continuity Plan approved and accessible to all relevant managers 100% of material service continuity risks recorded on the corporate risk register Current risk scores reduced with target risk scores achieved, through effective mitigation	Housing, Finance, IT and Procurement	Immediate service continuity plan drafted & finalised Immediate continuity plan implemented from 15 May 2026 following Chigwell service suspension and still in place

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
					and business controls Regular review of continuity risks evidenced through assurance reporting		Continuity plan shared with relevant directors, stakeholders and teams Emergency and urgent repairs are being prioritised with routine repairs currently paused Intermediate continuity plan (1 month – 12 months +) is being developed – target to finalise mid – June (GREEN)
	1.3b Agree future delivery options, for the delivery of the service	Q3 26/27 - short-term and future repairs service delivery and commercial model agreed to inform future procurement	Head of Repairs and Maintenance	Clear, evidence-based direction for short-term needs and longer-term vision for the future of the repairs service	Repairs Strategy drafted, formally approved and in operation Future operational delivery and	Procurement and Legal services	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
				delivery Operational pressures managed while longer-term solutions are developed	commercial model options and recommendations presented for considered for approval agreed Improved capacity and control in priority areas (voids, FRA remedials, fire safety works)		
	1.3c Deliver full compliance with the Building Safety Act and Awaab's Law Phase 2 to protect resident safety, health and wellbeing	Q2 26/27 - contract terms reviewed and updated Q3 26/27 - IT systems and integrations updated to reflect revised priorities and SLAs Q4 26/27 - Awaab's Law Phase 2 timescales embedded in	Head of Repairs and Maintenance	Repairs service fully aligned with Building Safety Act and Awaab's Law Phase 2 requirements Clear repair priorities and response times that protect resident safety and health	100% of relevant repairs contracts updated to reflect statutory requirements Awaab's Law Phase 2 timescales measurable in Civica reporting ≥95% compliance with Awaab's Law Phase 2 timescales in service delivery	Legal Services, and Civica IT Support Potential uplift in contract costs	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		contracts, systems and reporting					
	1.3d Expand Planned Preventative Maintenance (PPM) to enable proactive repair management	Q2 26/27 - review of repairs demand and PPM opportunities completed Q3 26/27 - expanded PPM programme defined by estate agreed and embedded into delivery plans Q4 26/27 - shift in repairs mix achieved and monitored through performance reporting	Head of Repairs and Maintenance	Reduced reliance on reactive repairs Improved asset condition and service resilience Fewer disruptive repairs for residents	Reduction in overall volume in repairs per property/block and repeat repairs Reduction in average number of responsive repairs per property Reduction in average responsive repair costs Year-on-year improvement for Repairs CSAT Reduction in annual repairs contact volume	Asset data and planning capacity	
	1.3e Complete the procurement and mobilisation of electric, gas and asbestos servicing	Q3 26/27 - electric, gas and asbestos contracts procured and awarded	Head of Repairs and Maintenance	A compliant, resilient and value-for-money statutory servicing service that	Electric, gas and asbestos contracts awarded and live	Procurement and Legal Services	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	and remedial contracts	Q4 26/27 - contracts mobilised and embedded without service disruption		protects resident safety No disruption to statutory servicing or remedial programmes during transition Improved commercial efficiency through contract consolidation	100% compliance maintained for annual gas servicing and EICR & remedials ≥95% of gas, heating and hot water repairs and remedial works completed within agreed timescales during mobilisation Gas and electrical contracts consolidated, with reduced spend volatility and fewer peaks/troughs	New contract values to be reflected in forward HRA budgets.	
	1.3f Campaign to redirect repairs contact to Repairs Service Desk channels	Q4 26/27 - approved Repairs Service Desk channels confirmed and communicated	Head of Repairs and Maintenance	Clear and consistent routes for reporting and managing repairs Improved demand and performance management	≥90% of repair requests received via approved Repairs Service Desk channels Call handling performance achieves targets – calls answered in 30 seconds	Communication and engagement campaign costs Civica and Cx Reporting. CRM & case functionality	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
				Reduced service failure and mis-directed contact	≤5% Call abandonment below Measurable reduction in repair-related emails and non-standard contact routes Measurable reduction in complaints relating to missed updates or follow-up	to record all customer contact Enhanced Cirrus and email data analytics to record contact volume by category and channels	
	1.3g Introduce an online repair booking and reporting portal for residents	Q1–Q2 27/28 - online repairs portal configured, tested and prepared for launch Q3 27/28 - portal live and available for resident use	Head of Repairs and Maintenance	Residents can report and track repairs online without needing to phone or email Reduced officer workload through digital self-service Improved visibility of repair progress for residents,	Online repairs portal live and accessible for resident use ≥20% annual reduction in new repair request and follow-up call service desk contact volume Reduction in email volume to the	Cost for customer portal and CX integration Resident engagement activity to inform design and testing	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
				officers and contractors	Repairs Service Desk Improved Repairs CSAT results		
	1.3h Improve the end-to-end delivery of complex repairs, including development of a leak management approach	Q2 26/27 - Minor Works Project Surveyor appointed Q2–Q3 26/27 - CX cases embedded to track complex repairs end-to-end Q3 26/27 - revised approach fully operational and performance monitored	Head of Repairs and Maintenance	Complex repairs effectively managed through clear definitions, embedded case management and stronger cross-team coordination. Improved resident experience via better leak management, clearer communication and reduced disruption. Decants better planned and controlled, with volume, cost and resource impacts clearly understood	Post filled 100% of complex repairs managed through CX cases Reduction in repairs complaints, escalations and legal disrepair claims relating to complex repairs Improvement in Repairs CSAT % cases resolved with target timescales Reduction in average completion times and costs for complex repairs	HR to support recruitment CX system capability	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
				and reflected in asset planning.	compared with baseline		
	1.3i Deliver a new 'Handyperson service' on HRA estates	Q4 26/27 – purpose and scope of services defined & approved Q1-Q2 27/28 - service model designed and provider procured Q3 27/28 - Handyperson service operational across HRA estates	Head of Operations	Additional support for vulnerable residents Faster resolution of low-level repairs Reduced pressure on responsive repairs Improved resident satisfaction	Handyperson service live on HRA estates Improvement in Repairs CSAT following implementation Service costs benchmarked against avoided responsive repairs, demonstrating value for money	New contract costs (to be quantified) Procurement/ HR support Resident engagement activity to inform design and testing	
1.4 Provide value for money to tenants and leaseholders	1.4a Identify efficiencies within the HRA to reduce costs and improve value for money while meeting Consumer Standards obligations	Q3 26/27 - HRA efficiency review completed Q3 26/27 - savings and efficiency actions approved and embedded in financial planning Q4 26/27 - delivery and tracking	Director of Housing	Clear understanding of HRA cost drivers and efficiency opportunities Resources better aligned to priority services Improved value for money for tenant	HRA efficiency review completed and approved 100% of identified savings and efficiencies quantified and logged, with owners and timescales	CIPFA and MHCLG reviews Finance support to validate savings and track delivery	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		arrangements fully implemented		reps and leaseholders	Savings delivery tracked and reported through regular governance and financial monitoring		
	1.4b Improve the transparency, accuracy and value for money of service charges	Q3 26/27- service charge review completed with residents to include a review of the presentation of transparent, Plain English service charge information to tenants and leaseholders. Q3 - Q4 26/27 - resident communications issued Q4 26/27 - Member briefing and assurance completed	Head of Housing Management	Accurate and complete service charge records, claiming all legitimate costs Increased confidence in service charge setting and recovery Improved understanding and transparency for tenants and leaseholders Improved ability to compensate residents for service failures (e.g. lift outages)	Service charge review completed 100% of service charge costs validated as legitimate and recoverable Residents engaged the redesign of the information provided Residents notified of service charges and changes Member briefing delivered	Civica configurations Finance support (HRA Finance Accountant)	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	1.4c Ensure heating metering and billing is accurate, fair and cost-effective	Q1 26/27 - review of existing heating metering and billing arrangements Q2 26/27 - compliant approach agreed for all applicable estates Q2 26/27 - arrangements implemented and operational	Head of Housing Management	Compliant, transparent heat metering and billing arrangements in place on estates with communal heating, in line with Heat Network Regulations	100% of homes covered by compliant metering and billing arrangements 100% billing assurance checks passed Measured reduction in heating and hot-water billing complaints year on year	Income and Service Charge Teams Potential minor system or consultancy costs	WIP with legal and finance (GREEN)
1.5 Professionalisation Agenda / Training	Upskilled workforce in line with social housing regulatory standards	Q1 26/27 - housing competency framework aligned to regulatory requirements approved	Business Support Manager	A skilled and competent housing workforce aligned to regulatory expectations. Improved consistency and quality of service delivery across housing teams.	Housing competency framework approved by SMT 100% of staff assessed against the scope of the regulatory competency framework	Training delivery costs and staff time. Ongoing CPD funding to be incorporated into budget planning.	Attended HQN workshop 1/6 on Conduct and Competency standard. Work ongoing to map out requirements. (GREEN)

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q2 26/27 - staff assessed against the competency framework and targeted development plans implemented By Q4 28/29 - workforce capability embedded		Stronger organisational assurance over staff competence and training compliance	100% of staff meeting the required competency level for their role 100% of housing staff with complete and up-to-date training records		
1.6 Financial Management Roll Out	Strengthen financial controls, forecasting and budget management across Housing, including adoption of zero-based budgeting	Q1 26/27 - Revised financial management arrangements implemented	Director of Housing	Improved financial transparency and accountability across housing services. More accurate and timely budget forecasting and monitoring. Stronger financial governance and assurance over housing expenditure	Zero-based budgeting approach adopted and in use Reduction in budget variance against approved budgets (monthly and year-end) ≥95% of budget holders receiving and using standard financial	Finance team capacity and manager training	In progress with Finance - budget restructure mostly complete, cost centres reviewed and budgets being moved. Finance paper going to committee in June (GREEN)

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q2 26/27 – Embedded and consistently applied across services Q3 26/27 – Effectiveness reviewed and refinements implemented Q4 26/27 – Assurance reported to SMT / Members with evidence of improved financial control			monitoring reports each month 100% of relevant managers completing budget management training		
1.7 Strengthen governance of COLAT and Gresham	Ensure the governance arrangements for COLAT and Gresham are legally compliant, clearly defined and provide effective oversight and assurance.	Q2 26/27 - governance review completed Q2–Q3 26/27 - agreed governance actions implemented in line with the review Q3 26/27 - onwards ongoing	Director of Housing	Clear, compliant and robust governance arrangements in place for COLAT and Gresham. Improved accountability and transparency in charity decision-making.	Governance review completed 100% of agreed governance actions delivered to the approved timetable Improved clarity of roles,		

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		assurance through regular reporting and review			responsibilities and escalation routes Annual governance assurance report presented to the appropriate committee		
1.8 Conduct a review of our commercial portfolio	Ensure the HRA's commercial portfolio is managed through a clear, viable operating model that supports income generation and long-term sustainability.	Q3 26/27 - commercial portfolio review and options appraisal completed Q3 26/27-preferred operating model agreed and approved through governance Q4 26/27 - implementation plan approved and delivery underway	Director of Housing	Opportunity for increased income generation for the HRA. Assurance on the future direction of the HRA's commercial portfolio.	Review and options appraisal completed Operating model strategy approved by CCS Committee Implementation plan approved and mobilised Improved assurance over income generation and sustainability		

2. Engage and listen to residents

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
2.1 Provide opportunities for effective and meaningful resident scrutiny and engagement across all housing services	2.1a Deliver milestones on Resident Involvement Strategy	Q1 26/27 - Year-specific action plan agreed and published	Head of Housing Management	Resident Involvement Strategy implemented consistently and embedded in service delivery.	≥90% of Resident Involvement Strategy milestones delivered on time Progress reports provided to SMT and Members Improvement in relevant TSMs, particularly those relating to listening to and acting on resident views Evidence of impact, demonstrating how resident involvement has informed service improvements or decisions	Officer time, engagement costs	Year 2 action plan being developed (GREEN)
		Q2 26/27 - agreed milestones implemented across housing services and estates Q4 26/27 - progress reviewed and assurance reported to SMT / Members					

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
	2.1b Grow the Resident Voice Group's (RVG) role in scrutiny to focus on co-production activities	Q1 26/27 - co-production priorities agreed with the RVG	Director of Housing	RVG actively shapes service design and improvement priorities through co-production.	Number of co-production activities delivered with RVG involvement Clear evidence of resident-led recommendations adopted, reflected in service changes, decisions or reports	Officer time, engagement costs	Meeting held with RVG 22 May. Discussions largely around R&M. Follow up meeting scheduled for 2/7 to agree priorities (GREEN)
		Q2 26/27 onwards - co-production activity delivered and reviewed Q4 26/27 - outcomes and impacts reported					
	2.1c Develop a forward calendar of engagement opportunities across all housing activity	Q2 26/27 - forward engagement calendar agreed and published Q2 27/28 - Annual Impact Report prepared and reported to Committee	Head of Housing Management	Clear, planned and transparent programme of resident engagement activities.	Forward engagement calendar agreed and published Number of engagement activities delivered as planned, measured against	Officer time, engagement costs	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
					the published calendar Annual Impact Report reported to Committee		
	2.1d Introduce a housing youth council to support all housing service development	Q3 26/27 - approach and scope for a Housing Youth Council agreed Q2 27/28 - engagement activity undertaken to recruit and involve young residents Q4 27/28 - Youth Council established and operating as part of resident engagement structures	Head of Housing Management	Young residents engaged and represented in housing decision-making.	Housing Youth Council established and operational Regular meetings held, with attendance and participation from young residents recorded Evidence of young resident input informing housing engagement, scrutiny or service improvement	Officer time, engagement costs **Plus not Minus – (Selin)?**	
	2.1e Develop and implement a Communication Strategy	Q2 26/27 - Strategy drafted, consulted on and refined	Business Support Manager	Clear and consistent communication	100% of Communication Strategy milestones	Officer time, engagement costs	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
		Q3 26/27 - Strategy approved and implemented across Housing		approach across Housing Supporting improved transparency, trust and two-way communication with residents Clear feedback loop showing how resident input has informed decisions Clear feedback loop showing how staff input has informed decisions	delivered on time Improved resident and staff satisfaction with communication Clear feedback loop in place demonstrated through regular "Your feedback in action" communications for both residents and staff		
2.2 Ensure tenant needs are addressed	Ensure services are demonstrably accessible and inclusive	Q1 26/27 – Complete JSNA contributions	Service Improvement Manager Head of Housing Management	Improved understanding of resident demographics and diverse needs to support equitable access to services	≥90% of Diverse Needs Action Plan actions delivered Measurable improvement in resident profile data	Officer time	COMPLETE - JSNA contributions complete, awaiting final draft. (BLUE)

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
		Q1 26/27 - diverse needs priorities confirmed and actions embedded within service plans		Housing services that are more accessible, inclusive and responsive to residents with diverse needs Targeted support for vulnerable and under-represented groups, reducing inequalities in service outcomes	completeness in Civica. Evidence of service changes reported through governance. JSNA accessible and in operation where applicable		Diverse needs action plan completed with milestones and key deliverables to meet q4 target. Household survey audit underway, 50% completed as of 1/6/26 (GREEN)
		Q2 26/27 - service changes implemented in response to diverse needs insights (e.g. access, communication, support) Q4 26/27 - delivery reviewed and assured through governance arrangements					

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
2.3 Digital Transformation - Improve resident ability to access services digitally across all housing functions	2.3a Reduce barriers to accessing housing services	Q1 26/27 - Accessibility Roadmap actions prioritised and delivery plan agreed Q2 26/27- priority digital and non-digital access improvements implemented Q4 26/27 - actions delivered and embedded across housing services	Head of Housing Management Business Support Manager	More accessible and inclusive housing services for residents with different needs and preferences Reduced digital exclusion across housing services Improved resident confidence and experience when accessing services and information	≥90% of Accessibility Roadmap actions delivered Alternative formats available for 100% of key communications. Improvement in TSMs linked to accessibility and communication vs 25/26 baseline.	Partnership working with charities and commissioning teams to deliver training and workshops	COMPLETE - Accessibility action plan completed with milestones and key deliverables to meet q4 target. (BLUE)
	2.3b Upgrade telephony across services	Q2 26/27 - customer contact standards and preferred channels agreed and communicated Q3 26/27- improved contact	Service Improvement Manager	Enhanced accessibility to housing services through clear and consistent contact channels Improved ability to monitor contact volumes, quality	≥90% of customer contacts answered within agreed service standards ≥95% of planned quality assurance checks completed on customer interactions	Officer time, system implementation, engagement costs	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
		channels implemented Q3 26/27 - performance monitoring and quality assurance arrangements embedded		and service standards Clearer visibility of the customer journey and more consistent customer experience Reduced service failure complaints	Year-on-year reduction in complaints relating to communication Improvement in relevant Tenant Satisfaction Measures, particularly those relating to communication		
2.4 Coordinate the delivery of the Tenant Satisfaction Measures (TSM) improvement plan	2.4a Improve performance against Tenant Satisfaction Measures and increase overall tenant satisfaction	Q1 26/27 – TSM improvement actions scoped, prioritised and assigned Q1 – Q4 26/27 – delivery, track and report on performance tracked against targeted indicators	Business Support Manager	Measurable improvement in Tenant Satisfaction Measures. Clear and sustained service improvements linked directly to areas of low satisfaction.	TSM improvement plan approved. ≥90% of TSM improvement actions delivered within agreed timescales Year-on-year improvement demonstrated in each targeted TSM indicator	Officer time	COMPLETE - TSM Improvement Plan actions scoped and assigned. Reported to HIB March 26 (BLUE) Work ongoing to complete priority 1 actions. Results, benchmarking and improvement plan to go to

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
							HMASC September 26 (GREEN)

3. Increase the supply of housing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
3.1 Delivery quality affordable homes for Londoners on time and on budget	3.1a Deliver 91 new homes at York Way Estate	Q1–Q3 26/27 - handover, lettings and occupation phased	Head of Housing Management Head of New Developments & Special Projects	Completion of 91 homes meeting identified housing need. High-quality, sustainable homes that integrate positively with the existing estate and community.	LLP approved at HMASC and implemented ahead of first lets 91 new homes completed and ready for occupation 100% of homes delivered at social rent, meeting identified housing need No post-handover delays to occupation.	Officer time	Anticipated completion dates are: • Block A (22 homes) - 31 July 2026 • Block B (23 homes) –-31 July 2026 • Block C (29 homes) – 31 August 2026 • Block D (17 homes) – 30 September 2026 • Landscaping – 12

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
							October 2026 Reviewing and progressing the Settlement Agreement with advice from legal. (GREEN)
		Q2 26/27 - Local Lettings Policy (LLP) approved					LLP drafted and due to go to HMASC 1 July 2026 (GREEN)
		Q3 26/27 - construction completed and homes ready for final sign-off Q4 26/27 - all 91 homes completed and occupied					
	3.1b Deliver 40 new affordable homes at	Q4 28/29	Head of New Developments & Special Projects	Delivery of 40 new affordable homes meeting	40 new homes completed and ready for occupation	Capital funding secured and managed	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
	Sumner Buildings			identified housing need. All new homes delivered at 100% social rent, improving access to genuinely affordable housing. Homes delivered on time and on budget, in line with approved business cases and funding conditions. High-quality, sustainable homes that integrate positively with the existing estate and community.	100% of homes at social rent. Project milestones achieved in line with the agreed development programme. Final outturn costs within approved budget tolerances. No material delays to occupation following practical completion.	through programme S106 available	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
	3.1c Deliver 26 new affordable homes at Collinson Court	Q4 28-29	Head of New Developments & Special Projects	Delivery of 26 new affordable homes meeting identified housing need. All new homes delivered at 100% social rent, improving access to genuinely affordable housing. Homes delivered on time and on budget, in line with approved business cases and funding conditions. High-quality, sustainable homes that integrate positively with the existing estate and community.	26 new homes completed and ready for occupation 100% of homes at social rent. Project milestones achieved in line with the agreed development programme. Final outturn costs within approved budget tolerances. No material delays to occupation following practical completion.	Capital funding to be secured and managed through programme S106 available	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
	3.1d Bid for GLA funding for other developments.	Q1 26/27 - GLA funding bids submitted, fully compliant with GLA criteria and requirements Q3 26/27 – Report to HMASC on the outcome of GLA funding bids	Head of New Developments & Special Projects	External funding secured to support the delivery of additional affordable housing schemes. Increased capacity to deliver new homes at social rent without placing undue pressure on HRA resources. Strong alignment between development proposals and GLA funding priorities.	GLA funding bids submitted 100% compliance with GLA funding criteria and submission requirements Value of grant funding secured and number of schemes supported through successful bids		COMPLETE - GLA funding bids submitted, meeting deadline and submission requirements. (BLUE)
3.2 Regenerate our existing housing stock	3.2a Engage with residents regarding the future redevelopment of Avondale Square Estate	Q2 26/27 - Recruitment of a Project Director for Avondale Q3 26/27 - engagement approach and	Head of New Developments & Special Projects	Meaningful and transparent engagement with residents and other stakeholders on redevelopment options	Post filled Engagement programme delivered Resident feedback demonstrably	HR support Dedicated project leadership roles	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
		principles for redevelopment agreed Q1 27/28 - engagement activities delivered to shape early redevelopment options Q2–Q3 27/28 - resident feedback analysed and incorporated into emerging proposals Q4 27/28 - engagement programme concluded, with outcomes reported to residents and Members		Resident views clearly captured and reflected in emerging proposals Stronger trust and confidence in the redevelopment decision-making process	reflected in the development of redevelopment options Engagement outcomes documented and shared	Engagement costs	
	3.2b Formally review the implementation plan before the	Ongoing	Director of Housing	Major estate improvement programmes are ready and	100% of major improvement estate programmes formally reviewed		

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
	commencement of any major improvements to housing estates			deliverable before works start Scope, risks, costs and resident impacts agreed upfront Reduced resident disruption through better readiness and communication	before commencement Key risks and mitigations documented and agreed Year-on-year reduction in delays, scope changes or unplanned cost variations during delivery		
3.3 Reduce the time taken to re-let empty homes and improve the quality of properties at re-let, minimising rent loss	Reduce the time taken to re-let empty homes and improve the quality of properties at re-let.	Q1 26/27 - end-to-end voids process and data capture across teams confirmed	Head of Housing Management Head of Repairs and Maintenance	Faster re-letting of empty homes. Improved quality and consistency of void properties at handover. Improved customer satisfaction with the condition of new tenancies.	≥20% reduction in average re-let time compared to the agreed baseline, measured across team touch points ≥80% of voids completed within target timescales, with year-on-year improvement thereafter	Officer time and system usage.	All void cases moved to Civica as of 20 April. Data capturing ongoing as cases progress. 2 x void contractors to be mobilised during June (GREEN)

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
		Q2 26/27 - baseline position established for re-let times, void completion and post-handover defects Q3 26/27 - performance monitoring and cross-team review			≤10% of lets resulting in post-handover defects reported within 28 days ≥85% resident satisfaction with the condition of the home at letting		

4. Improve housing quality

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
4.1 Improve what we know about the condition of our housing stock	Quality assure the information learnt following the stock condition survey (SCS) about the condition of our housing stock	Q1 26/27 - SCS data migrated into system	Head of Operations	Stock condition survey data validated, quality assured and fit for use in decision-making. Clear understanding of	100% of stock condition survey data migrated into the system by Q1 2026/27 ≥95% of survey data signed off as reliable following	Civica/system	85% of SCS completed as at 2/6 Data being migrated into system (GREEN)

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q1 26/27 - quality assurance process completed and survey data reliability confirmed Q2 26/27 - analysis completed and reported to inform asset, compliance and investment planning Q2 26/27 - Assurance report provided to Members		the condition, risks and compliance position of the housing stock.	quality assurance checks Analysis completed and reported to support strategic decision-making Assurance report provided to HMASC		QA process is underway – 86% as at 2/6. High risk issues are escalated in real-time. (GREEN)
4.2 Make informed investment decisions to improve the quality of our housing	4.2a Use stock condition survey and repairs data to drive estate based and portfolio investment decisions through a single, reliable dataset	Q2 26/27 - stock condition and repairs data validated to establish a robust non-decency baseline Q3 26/27 - data-led	Head of Major Works	Single, reliable dataset used to inform estate based and portfolio investment decisions. Better-targeted investment and	Baseline non-decency established and agreed Data-led investment plan to 2035/36 approved	Civica/system	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		investment plan reinforced, setting out priorities to 2035/36 Q3 26/27 - non-decency baseline agreed and investment plan approved		improved asset condition.	Non-decency addressed through estate-based programmes		
	4.2b Use remaining life data on key components such as kitchens and bathrooms to inform a programme of replacements and reduce future spikes in spend.	Q2 26/27 - remaining-life data validated and agreed for key components Q3 26/27 - planned replacement programmes developed using remaining-life data, refreshed annually Q4 26/27 - replacement programmes agreed and aligned to	Head of Major Works	Reliable remaining-life data for kitchens and bathrooms supports planned investment decisions Planned replacement programmes reduce reliance on ad-hoc and reactive renewals Improved value for money through coordinated, estate-based delivery	Planned replacement programme agreed using remaining-life data and refreshed annually Clear link between replacement programmes, compliance requirements and Decent Homes objectives	Civica/system Head of Operations	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		estate-based investment plans					
4.3 Respond to new legislative requirements	4.3a Respond to the new reformed Decent Homes Standard by moving towards estate-based programmes of improvement to provide better value for money, rather than ad-hoc improvements	Q3 26/27 - estate-level programmes identified using stock condition, compliance and repairs data Q3 26/27 - estate-based programmes agreed through governance and aligned with the Major Works Programme Q3 26/27- reduction plan for ad-hoc Decent Homes works implemented Q4 26/27 - assurance reporting embedded	Head of Major Works	Estate-based programmes of improvement developed to support compliance with the reformed Decent Homes Standard. Improved value for money through coordinated, planned delivery of works. Clear evidence of a planned approach to meeting legislative requirements.	100% of estates with clearly identified and agreed estate-based Decent Homes programmes Measurable reduction in ad-hoc Decent Homes works compared to 2025/26 baseline Improved cost predictability between planned and actual Decent Homes expenditure Bi-annual assurance reporting provided to Members	Capital investment Head of Operations	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	4.3b Deliver 10 Year Major Works Programme	Ongoing	Head of Major Works	A clear, approved 10-Year Major Works Programme aligned to legislative and regulatory requirements Major works delivered in line with agreed programme, priorities and governance.	10-Year Major Works Programme approved and maintained Evidence of engagement with Residents and Members Annual delivery achieved against programme milestones Controlled variance between planned and actual delivery and expenditure, monitored and reported bi-annually	Capital investment	
4.4 Energy Efficiency	4.4a Improve the energy efficiency of homes through comprehensive EPC coverage and targeted follow-on works to reduce fuel	Q3 26/27 - baseline position confirmed for EPC coverage and banding across stock Q4 26/27 - follow-on	Sustainability Manager	Comprehensive EPC coverage across the housing stock Targeted minor remedial works delivered following EPC	≥98% of homes with a valid, in-date EPC ≥70% of homes achieving EPC band C or above with year-on-year	DCCS -ASES CAS Funding	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	costs and support decarbonisation.	programme agreed to address homes below EPC band C Q4 26/27 - estate-level climate plans approved and completed		surveys to improve energy efficiency Estate-level climate plans developed and implemented, setting a clear pathway for decarbonisation	improvement thereafter 100% of estate-level climate plans approved and published		
	4.4b Improve the performance and efficiency of communal heat networks at York Way and Middlesex Street Estate through targeted major works.	Q2 26/27 - scope of works established, framework agreed Q3 26/27 - baseline heat network efficiency and complaints data confirmed Q4 26/27 -design and delivery plan approved Q1–Q4 27/28 - optimisation works delivered and post-works performance reviewed	Head of Major Works Sustainability Manager	Improved efficiency and reliability of communal heating systems. Reduced energy costs and improved comfort for residents. Contribution to carbon reduction and sustainability targets.	100% of planned communal heating optimisation works at YW and MSE completed An increase of 30 percentage points in heat network efficiency post-works compared to the agreed baseline Measurable reduction in heating-related complaints at YW and MSE within 12 months of works completion		

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	4.4c Develop and deliver the housing stream of the 2027-33 Climate Action Strategy	Q2 26/27 - Housing contribution to CAS scope agreed Q3 2026/27 – Draft housing stream of CAS 2027–33 developed and consulted on with key stakeholders. Q4 2026/27 – Housing stream approved through governance Q1 27/28 onwards – Delivery of agreed programmes, with annual review	Sustainability Manager	A clear, approved housing stream within the 2027–33 Climate Action Strategy, aligned to asset management and capital investment plans.	Housing stream of CAS 2027–33 developed, consulted on and approved Programme actions delivered in line with milestones		
4.5 Revise and formally adopt the Asset Management Strategy (AMS) following	A clear, evidence-based asset management strategy that supports	Q2 26/27 - AMS review and update commenced Q3 26/27 - AMS approved by	Head of Operations Service Improvement Manager	A single, up-to-date and evidence-based Asset Management Strategy aligned	AMS approved by HMASC and adopted by the service		

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
completion of the Stock Condition Survey	compliance, investment planning and long-term sustainability of the housing stock.	HMASC and adopted by the service, aligned to the SCS Q3 26/27 - alignment between the AMS and the 10-year Major Works Programme confirmed Q3 27/28 - first annual delivery and performance report produced against the strategy		to the SCS. Clear priorities for investment and planned works. Improved assurance over asset risks, compliance and future liabilities.	Clear and demonstrable alignment between the AMS and the 10-year Major Works Programme Annual asset performance and delivery report produced in line with the strategy		

5. Improve building safety

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
5.1 Undertake periodic reviews of the 'Big 7' compliance activities to ensure they remain effective and meet regulatory requirements	Provide ongoing assurance that compliance activities remain effective, proportionate and fully aligned with legislative and regulatory requirements, with continuous improvement embedded through regular review.	Q1 26/27 – External compliance review completed and implemented with agreed action plan Q2–Q3 26/27 - priority actions from the review implemented Q1 27/28 - ongoing assurance framework embedded	Head of Repairs and Maintenance	Ongoing assurance that compliance activities are delivered in line with policy and regulation Robust, reliable compliance data for internal oversight and external reporting Findings from the Compliance Position Review fully embedded into service improvement	External compliance review completed and action plan approved at HMASC and implemented Ongoing assurance framework in place Improved confidence in compliance oversight and regulatory assurance 100% statutory compliance for the big '7' 95% HHSRS hazards investigated in regulatory timescales	Internal Audit Teams Officer time	COMPLETE - Compliance review completed Feb 2026. Review findings, action plan and updated polices to go to HMASC 1 July. (BLUE)
5.2 Strengthen health and safety	5.1a Roll out the Health and Safety staffing structure	Q2 26/27 - structure formally approved through governance.	Head of Health and Fire Safety	A clear, fully implemented Health and Safety staff structure that strengthens leadership,	Health and safety governance structure approved and implemented	Officer time HR to support recruitment	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q3 26/27 – recruitment to new and revised positions completed Q3 26/27 - structure fully implemented and embedded across relevant services Q1 27/28 - Health and Fire Safety and Wellbeing strategy developed for Housing		accountability and capacity across services. Increased capability to help manage risk and meet statutory health and safety obligations.	100% recruitment completed to identified new roles Health and fire safety and wellbeing strategy approved by HMASC	(costing budgeted)	
	5.1b Co-ordinate implementation from ongoing Safe365 review	Q1 26/27 - tracking and monitoring of Safe365 actions embedded	Head of Health and Fire Safety	Findings from assessments and reviews are translated into practical service improvements. H&S risks are understood, prioritised and	100% Safe 365 actions are reviewed, prioritised, assigned and tracked through to completion Quarterly Safe365 outcomes and progress reported through the Strategic	Officer time	H&S Advisor to support this being onboarded and familiarised with system. Reported monthly to SMT

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
				mitigated across services. Improved assurance to SLT and boards oh H&S effectiveness.	Health and Safety Board Year-on-year improvement in Safe365 profile scores		Current score: 44% (GREEN)
		Q3 26/27 - Safe365 actions reviewed, prioritisation approach agreed and ownership confirmed Q3 26/27 - reporting cycle established through the Strategic Health and Safety Board					
	5.1c Roll out Resident Engagement Strategies for building safety	Q1 26/27 - consultation completed and strategy refined to reflect feedback	Head of Health and Fire Safety	Full compliance with all statutory building safety engagement requirements Residents are better informed, engaged and confident in how	Strategy approved and implemented Clear evidence of resident input informing strategy Measurable improvement in resident confidence	Officer time	Draft strategy for MSE complete Due to be uploaded to Commonplace for consultation in June. (GREEN)

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q2 26/27 - strategy formally approved and implementation commenced		building safety risks are managed. Clear, accessible channels exist for residents to raise safety concerns and understand responsibilities and actions.	and satisfaction relating to building safety, measured through relevant TSMs		
	5.1d Ensure PCFRA and PEEPs, are completed, kept up to date and effectively managed.	Q1 26/27 - identified residents assessed	Head of Housing Management	Residents with additional fire safety needs are identified and appropriately supported PCFRA and PEEPs are current, accessible and embedded into service delivery	100% of required PCFRA and PEEPs completed, reviewed and in date 100% PEEPs available and communicated for all identified residents Zero overdue PEEP/PCFRA actions from Q2 26/27 onwards	Head of Health and Fire Safety Officer Time	All tenants sent letter for assessment Training being finalised with L&D for front line staff (GREEN)
		Q2 26/27 - monitoring, review and action-tracking arrangements embedded					
	5.1e Ensure Fire Risk Assessments	Q1 26/27 - FRA programme and review cycle	Head of Health and Fire Safety	Fire Risk Assessments are	100% of Fire Risk Assessments	Officer Time	COMPLETE - Programme and review

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	are kept up to date and effectively managed.	confirmed to ensure all assessments remain in date		current, accurate and acted upon Clear oversight and assurance of fire risk across the housing stock	completed, reviewed and in date	Head of Health and Fire Safety	cycle for all blocks confirmed for 26/27. (BLUE)
	5.1f Ensure fire safety remedial actions are clearly prioritised, coordinated and delivered within agreed timescales.	Q1 26/27 - fire remedial action tracking and timescales confirmed	Head of Health and Fire Safety	Fire safety risks are addressed promptly and consistently Improved coordination between teams and contractors delivering remedial works	100% of fire remedial actions completed within agreed timescales Continual reduction in high-risk and overdue fire safety actions Clear, regular reporting of remedial progress and completion	Officer Time	Actively being monitored and scrutinised by FRA action group monthly and reported at HIB. Updated report to go to HMASC 1 July (GREEN)
		Q2 26/27 - reporting of high-risk and overdue actions embedded Q3 26/27 - performance monitoring and escalation arrangements fully established					

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	5.1g Ensure statutory fire safety inspections (including estate-based inspections, fire doors and related programmes) are consistently overseen and completed.	Q2 26/27 - inspection programme, standards and timescales confirmed Q3 26/27 - recording, tracking and escalation of inspection findings embedded Q4 26/27 - performance monitoring and reporting arrangements fully established	Head of Health and Fire Safety	Compliance with the monthly fire safety checks England regulations Statutory fire safety inspection programmes delivered consistently Improved assurance over compliance with fire safety requirements	100% of statutory fire safety inspections completed on time (including fire doors) ≥90% inspection findings recorded, tracked and closed within agreed timescales Year-on-year reduction in inspection failures	Officer time	
	5.1h Ensure robust review, approval and compliance with RAMS for all relevant and high-risk works.	Q3 26/27 - RAMS review and approval process confirmed Q3 26/27 - compliance monitoring approach agreed	Head of Health and Fire Safety	High-risk works delivered safely with appropriate controls in place Clear assurance that RAMS are reviewed and followed in practice	100% of relevant high-risk works supported by approved RAMS Regular evidence of compliance through audits or spot checks.	Officer time Internal audit	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		(audit / spot-check criteria and frequency) Q4 26/27 - RAMS compliance monitoring embedded as business as usual					
	5.1i Strengthen safety assurance by ensuring timely investigation of incidents and non-compliance, effective delivery of corrective actions, and clear, regular reporting to HMASC.	Q2 26/27 - investigation timescales, templates and escalation routes agreed Q2 26/27 - central tracking of investigations and actions fully embedded Q3 26/27- quarterly assurance reporting cycle to HMASC established	Head of Health and Fire Safety	Timely, consistent investigation of safety incidents and non-compliance. Clear actions identified, implemented and monitored. Fewer repeat safety incidents and non-compliance. Improved health and safety assurance.	100% of safety incidents and non-compliance investigated within agreed timescales. ≥95%of investigation actions completed on time. Bi-annual assurance reports submitted to HMASC	Officer time	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	5.1j Review and refresh Building Safety Cases to ensure they remain accurate, current and reflective of the risk position.	Q3 26/27 - programme for reviewing and refreshing Building Safety Cases agreed Q3 26/27 - reviews completed in line with agreed programme Q3 26/27 governance and assurance arrangements fully embedded	Head of Health and Fire Safety	Building Safety Cases are accurate, current and reflect the latest risk position Improved compliance with Building Safety Act requirements	100% Building Safety Cases reviewed and refreshed in line with agreed programme Quarterly reporting and assurance through internal Strategic Health & Safety Board Positive assurance outcomes through Building Safety Regulator	Officer time	

Appendix 2

Draft **Housing Improvement Strategy**

Introduction

The City of London Corporation provides homes to over 2000 households across the City and six London boroughs. For residents, their home should be a place of safety, comfort and stability - a foundation for wellbeing, independence and community life.

Following an inspection completed in February 2026, the Regulator of Social Housing (RSH) assigned the City a C3 consumer grading. The Regulator concluded that there were serious failings in the delivery of the Safety and Quality Standard, together with weaknesses requiring improvement in the Transparency, Influence and Accountability Standard and the Neighbourhood and Community Standard. The Tenancy Standard was assessed as being met.

The City accepts these findings in full and recognises that they represent real impacts on residents' day-to-day lives, particularly in relation to safety, the condition of homes and the reliability of services.

This Housing Improvement Strategy is rooted in honest organisational reflection and sets out how we will put things right. It is focused on ensuring residents can live in safe, decent homes, receive services they can rely on, and have a stronger say in how housing services are run.

All Members and senior leaders are fully committed to the approach set out in this Housing Improvement Strategy Plan and its accompanying plan. The milestones and targets set out in this Strategy and the accompanying Improvement Plan are designed to:

- make homes safer and healthier, with risks identified early and dealt with promptly;
- improve the quality, comfort and condition of homes year on year;
- ensure residents receive reliable, timely and preventative services they can trust; and
- rebuild confidence that the City is listening to residents, acting on concerns and delivering lasting improvement.

Our commitment is simple: residents should be able to trust that their homes are safe, their concerns are taken seriously, and improvements are delivered at pace and sustained over time.

Progress is overseen through strengthened governance and independent scrutiny to provide residents and Members with confidence that improvements are not only delivered but sustained and that the failings identified by the Regulator cannot recur.

Context and Acceptance of Findings

The findings set out in the RSH Regulatory Judgement (published 25 February 2026) reflect issues also identified internally through:

- self-referral to the Regulator in relation to historic safety backlogs;
- internal reviews and assurance activity including a mock inspection undertaken in July 2025 and a review of compliance activity; and
- feedback from residents, officers, Members and governance bodies prior to the inspection process.

The City is working constructively with the Regulator to deliver an agreed Improvement Plan, supported by strengthened governance, independent scrutiny and resident engagement arrangements.

Identifying the Root Causes of the Regulatory Failings

The City has undertaken a detailed review of the findings set out by RSH to ensure that improvement activity addresses underlying causes, not just symptoms.

Root Causes Identified

Root cause	Description	Relevant standard
Sustained under investment in homes, major works and enabling systems	• A comprehensive stock condition survey had not been completed since 2018, resulting in incomplete and outdated information. • Prolonged under investment in major works, planned maintenance and building safety increased backlogs, non-decency and reliance on reactive repairs. • Under investment in systems limited the ability to assess safety risks, prioritise investment and provide clear assurance to Residents, Members and the Regulator.	Safety & Quality
Reactive, short-term approach to asset management and risk prevention	• A focus on responding to issues as they emerged rather than early intervention reduced preventative maintenance. • Delivery of major works and planned maintenance has been too slow, even where plans and funding are now in place. • High risk backlogs developed and grew due to insufficient forward planning and preventative action.	Safety & Quality
Prolonged tolerance of risk to resident safety and decency	• 17.6% of homes are non-decent, driven by historic delays in major works. • The forecast trajectory to achieve full decency by 2035 was identified as a serious failing, leaving residents exposed to prolonged risk.	Safety & Quality

	• Large numbers of overdue electrical and fire remedial actions remain, limiting full assurance. • Some high-risk fire safety issues are not due to be fully resolved until 2028, leaving residents exposed to ongoing risk.	
Weak oversight, assurance, challenge and escalation arrangements	• Performance and compliance information did not consistently provide a clear, risk-based picture to officers or Members. • This limited effective challenge, early escalation and timely corrective action at senior, Member and committee level. • Repairs and maintenance improvements have been identified as a priority but are not yet consistently embedded or sustained due to weak assurance.	Transparency, Influence & Accountability
Capacity constraints at senior and operational levels	• Limited senior and operational capacity constrained the organisation's ability to plan strategically, oversee compliance and deliver major works at pace. • Capacity pressures reduced the ability to embed improvements consistently and sustain recovery activity at scale.	Transparency, Influence & Accountability
Insufficient integration of resident voice into decision making and assurance	• Insufficient up-to-date data on residents' diverse needs limited assurance that services and strategic decisions deliver fair and equitable outcomes. • While engagement structures exist, residents have not always been adequately supported and scrutiny has not consistently been meaningful. • Follow-up after consultation has not always been clear and information has not always been accessible, particularly for non-digital residents. • Inconsistencies in neighbourhood and ASB information across boroughs create confusion and risk of under-reporting.	Transparency, Influence & Accountability and Neighbourhood & Community

Summary of Root Cause

The root cause analysis shows that residents were impacted by gaps in how the condition and safety of homes were assessed, prioritised and addressed. Limited investment over time, delays in delivering major works, and weak assurance processes meant that some residents remained in homes that did not meet modern safety and decency standards for longer than acceptable.

Outdated or incomplete information about homes and residents also reduced the City's ability to identify risks at an early stage, set clear priorities and provide timely reassurance to both residents and Members.

Engagement and communication were not consistently strong, meaning residents did not always receive clear updates, appropriate support or meaningful opportunities to shape decisions -particularly during periods of disruption or change.

Tackling these underlying issues is critical not only for regulatory compliance, but also to rebuild trust and ensure that housing services are consistently focused on resident safety, fairness and overall quality of life.

Improvement Plan

The Housing Improvement Plan is an organisation wide response to the Regulator of Social Housing's findings and also includes content from our Housing Strategy. It is designed to address the major failings identified under the Safety and Quality Standard, the weaknesses identified under the Transparency, Influence & Accountability and Neighbourhood & Community Standards, and to ensure sustained compliance with all consumer standards, including the Tenancy Standard, which was assessed as being met.

The plan focuses on mitigating risks to residents, improving the quality and condition of homes, strengthening governance and assurance, and embedding a more transparent, resident-centred approach to housing services.

Themes of Improvement

The plan is structured around six inter-related themes, each directly mapped to the root causes identified through the regulatory judgement and subsequent analysis:

- **Safe Homes and Buildings**
  Residents are safe in their homes, with risks identified early and dealt with quickly.
- **Living in a good quality, decent home**
  Homes are warm, well-maintained and meet modern standards residents can rely on.
- **Repairs Done Right and Problems Prevented**
  Repairs are easy to report, completed on time, and recurring problems are addressed properly.
- **Services Run Well, With Clear Oversight and Risks Managed**
  Residents can trust that services are well-managed, decisions are sound, and issues are escalated and resolved promptly.
- **Residents' Voice, Fair Treatment and Accountability**
  Residents are listened to, treated fairly and can see how their feedback directly shapes services and priorities.
- **Well Cared For Neighbourhoods and Clear Information**
  Estates are clean, safe and welcoming, and residents can easily get the information they need.

Each theme is designed to tackle specific root causes directly, link activity to measurable improvements in resident outcomes, and evidence progress against the relevant consumer standards. Together, they provide a coherent framework for moving from regulatory

non-compliance to sustained assurance, improved service delivery and restored resident trust.

Theme 1: Safe Homes and Buildings

Ensuring residents feel safe in their homes, with confidence that safety risks are identified early, addressed promptly and clearly explained. This means fewer overdue checks, quicker action where risks are found, and stronger reassurance that statutory safety requirements are being met at all times.

What we have done so far

- Referred ourselves to the Regulator and engaged openly with inspection
- Accelerated programme to address overdue electrical safety checks
- Strengthened safety monitoring and reporting through transition to new compliance systems (RiskBase and Safety365)
- Completed procurement activity for fire equipment & lift servicing contracts.

Delivery Plan Extract

Action	Target Date	Lead Officer	Measure of Success
Regularly check that all compliance safety checks are working properly and fix any weaknesses quickly	Q1 2026/27	Head of Repairs & Maintenance	Improvement actions implemented 100% statutory safety compliance achieved
Keep fire risk assessments up to date so fire risks in buildings are identified and managed	Q1 2026/27	Head of Health & Fire Safety	100% Fire Risk Assessments completed and in date All actions tracked and managed through Riskbase
Complete fire safety repairs promptly so residents are not left exposed to known risks	Q3 2026/27	Head of Health & Fire Safety	100% fire safety actions completed within agreed timescales Continual reduction in high-risk and overdue actions
Make sure residents who need extra fire safety support are identified and properly protected	Q2 2026/27	Head of Housing Management	100% required PCFRAs and PEEPs completed and in date No overdue PEEP or PCFRA actions
Regularly review Building Safety Cases so they reflect current risks in residents' homes	Q3 2026/27	Head of Health & Fire Safety	All Building Safety Cases reviewed and refreshed Positive assurance from the Building Safety Regulator

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Theme 2: Living in a good quality, decent home

Ensuring residents do not have to live in poor-quality or non-decent homes for extended periods, and can see timely, visible improvements to the condition and comfort of their homes. Residents will benefit from clearer plans for when improvements will happen, fair prioritisation across estates, and steady year-on-year improvements that raise standards and quality of life.

What we have done so far

- Launched stock condition survey in July 2025 assessing tenant homes and communal areas.
- Agreed major works plans for 2025 and beyond (10-year programme)
- Secured £211 million to invest in homes
- Re-prioritised and repackaged major works programmes to minimise disruption as far as possible to residents and deliver better value for money

Action	Target Date	Lead Officer	Measure of Success
Use up-to-date information about homes to plan improvements and target investment where it is most needed	Q2 2026/27	Head of Operations	≥95% of Stock Condition Survey data quality-assured and relied on for investment planning Assurance report provided to Members
Agree a clear, long-term plan to reduce non-decent homes and improve standards across all estates	Q3 2026/27	Head of Major Works	Non-decency baseline agreed Data-led investment plan to 2035/36 approved through governance
Move from ad-hoc works to estate-based Decent Homes programmes so improvements are delivered fairly and efficiently	Q4 2026/27	Head of Major Works	100% of estates with agreed Decent Homes programmes Reduction in ad-hoc Decent Homes works
Deliver the approved 10-year Major Works Programme so homes continue to improve year on year	Ongoing	Head of Major Works	Annual delivery achieved against agreed programme milestones Controlled variance between planned and actual delivery
Improve the energy efficiency of homes to reduce fuel costs and improve thermal comfort	Q4 2026/27	Sustainability Manager	≥98% of homes with valid EPCs ≥70% of homes achieving EPC band C or above, with year-on-year improvement

Delivery Plan Extract

Theme 3: Repairs Done Right and Problems Prevented

Ensuring residents receive a reliable, responsive repairs service that fixes problems properly the first time and prevents issues from recurring. Repairs will be easier to report and track, completed within clear timescales, and managed end-to-end where problems are complex. Residents will see less disruption, fewer repeat repairs and quicker resolution of issues that affect health, safety or comfort.

What we have done so far

- Recognised repairs and maintenance as a priority area including reviewing the policy and contractor priorities
- Focused on damp and mould and preparation for Awaab's Law
- Ongoing core review meetings with main contractor delivering responsive repairs service

Delivery Plan Extract

Action	Target Date	Lead Officer	Measure of Success
Increase planned and preventative maintenance so problems are fixed earlier and repeat repairs are reduced	Q4 2026/27	Head of Repairs & Maintenance	Reduction in repeat and reactive repairs Year-on-year improvement in Repairs satisfaction
Make sure all repairs affecting health and safety meet Building Safety Act and Awaab's Law timescales	Q4 2026/27	Head of Repairs & Maintenance	≥95% compliance with Awaab's Law Phase 2 timescales Statutory requirements embedded in contracts and systems
Improve how complex repairs (such as leaks) are managed from start to finish	Q3 2026/27	Head of Repairs & Maintenance	100% complex repairs managed through CX cases Reduction in complaints and legal disrepair claims
Make it easier for residents to report and track repairs online	Q3 2027/28	Head of Repairs & Maintenance	≥20% reduction in repairs-related service desk contact Improved visibility and satisfaction
Secure reliable gas, electrical and asbestos servicing so safety checks and repairs are delivered on time	Q4 2026/27	Head of Repairs & Maintenance	100% compliance maintained during mobilisation ≥95% works completed within agreed timescales

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Theme 4: Services Run Well, With Clear Oversight and Risks Managed

Ensuring housing services are well run, closely monitored and focused on protecting residents, not just processes. Risks that affect residents' safety, homes or services will be

identified early, escalated appropriately and acted on decisively. Stronger oversight and accountability will mean issues are dealt with before they escalate, giving residents greater confidence that services are dependable and well controlled.

What we have done so far

- Established Housing Improvement Board
- Strengthened performance and improvement reporting
- Improved visibility of key risks
- Established Housing Investment Meeting with senior Members and Directors

Delivery Plan Extract

Action	Target Date	Lead Officer	Measure of Success
Use a single housing system to manage cases, performance and risks consistently across services	Q4 2026/27	Business Support Manager	Quarterly Civica performance and usage reporting to SMT Measurable improvement in key service KPIs
Make sure there are clear plans in place to keep repairs services running if something goes wrong	Q1 2026/27	Head of Repairs & Maintenance	Service Continuity Plan approved Key risks recorded and mitigated
Strengthen financial oversight so housing services remain sustainable and value for money	Q4 2026/27	Director of Housing	Reduced budget variance ≥95% of budget holders routinely using financial monitoring reports
Clarify governance and accountability for COLAT and Gresham so decisions are transparent and well controlled	Q3 2026/27	Director of Housing	Governance review completed 100% agreed actions delivered to timetable

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Theme 5: Residents' Voice, Fairness and Accountability

Ensuring residents are listened to, treated fairly and able to influence decisions that affect their homes and neighbourhoods. Residents will see clearer feedback on how their views have shaped services, better support to engage and scrutinise, and services that are more responsive to diverse needs. Complaints and concerns will be handled consistently, openly and with a focus on learning and improvement.

What we have done so far

- Developed a Resident Involvement Strategy
- Launched the Resident Voice Group and re-designed and maintained engagement structures (Commonplace, newsletters, annual reports)
- Improved our approach to complaints handling

- Launched household survey to strengthen resident profiles and identify additional needs, reacting in real-time to high-priority issues raised

Delivery Plan Extract

Action	Target Date	Lead Officer	Measure of Success
Deliver the Resident Involvement Strategy so residents can influence housing services and priorities	Q4 2026/27	Head of Housing Management	≥90% of strategy milestones delivered Improvement in TSMs relating to listening and acting
Strengthen the Resident Voice Group's role in scrutiny and co-production	Q4 2026/27	Director of Housing	Clear evidence of resident recommendations shaping service decisions
Clearly plan and report on engagement so residents can see how their views are used	Q2 2027/28	Head of Housing Management	Engagement calendar published Annual Impact Report reported to Committee
Improve services using Tenant Satisfaction Measures, focusing on areas residents are least satisfied with	Q4 2026/27	Business Support Manager	Year-on-year improvement across all targeted TSM indicators
Better understand residents' diverse needs and adjust services so they are fair and accessible	Q4 2026/27	Head of Housing Management	≥90% of Diverse Needs Action Plan delivered Improved resident data completeness

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Theme 6: Neighbourhood Services and Clear Information

Ensuring residents experience clean, safe and well-maintained neighbourhoods, alongside clear, consistent and accessible information about housing services. Residents will find it easier to report issues, understand what is happening in their area, and get support in the way that works best for them - whether digitally or through non-digital routes. Services will feel more consistent across estates and boroughs.

What we have done so far

- Continued effective delivery of ASB services
- Maintained core neighbourhood services
- Updated the ASB policy to provide clearer support for victims, stronger enforcement tools and improved compliance with national standards and reporting requirements
- Secured extra estate staff as a result of the MHCLG bid.

Delivery Plan Extract

Action	Target Date	Lead Officer	Measure of Success

Carry out regular estate inspections and share results with residents	Q3 2026/27	Head of Housing Management	100% inspections completed on time Results shared within 10 working days
Deliver a consistent and victim-centred approach to tackling antisocial behaviour	Q4 2026/27	Head of Housing Management	≥95% of ASB cases meet response standards Improved ASB-related satisfaction
Improve how residents receive information about housing services and neighbourhood issues	Q3 2026/27	Business Support Manager	Improved satisfaction with communication Clear “Your feedback in action” communications
Reduce barriers to contacting housing services, including for non-digital residents	Q4 2026/27	Head of Housing Management	Alternative formats available for all key communications Improved accessibility-related TSMs
Upgrade telephone services so residents can get through more easily and receive consistent responses	Q3 2026/27	Service Improvement Manager	≥90% of calls answered within service standards Reduction in communication complaints

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Overview of Governance

Strengthened governance arrangements are fundamental to ensuring that the identified failings are effectively addressed, that improvement activity is delivered at pace, and that progress is sustained over the longer term.

Governance has been enhanced to provide clear oversight, assurance and appropriate challenge across housing services, involving senior officers, Members and residents. These arrangements are designed to ensure that resident experience and outcomes remain central to service improvement, while providing a robust framework for monitoring delivery and managing risk.

Collectively, these arrangements establish a clear line of sight from frontline service delivery through to strategic decision-making, enabling timely escalation of issues, informed decision-making and strengthened accountability. They reflect the seriousness of the regulatory findings and support the delivery of meaningful and lasting improvements for residents.

Key Governance and Oversight Arrangements

Housing Improvement Board (HIB)

The Housing Improvement Board is an officer-led group, chaired by an independent housing specialist and supported by HQN to provide benchmarking and support horizon scanning. It provides strategic oversight of the Housing Improvement Plan ensuring that delivery is focused, coordinated and aligned to addressing regulatory failings.

The Board plays a key role in providing robust challenge and independent scrutiny, actively monitoring progress, managing key risks and dependencies, and ensuring that actions directly address both the identified failings and their underlying root causes. It further supports Member oversight by providing clear assurance, structured reporting and timely escalation through the HMASC and, where required, the Community and Children Services Committee (CCS).

Housing Management and Almshouses Sub-Committee (HMASC)

HMASC provides Member scrutiny and political oversight of housing services and the Improvement Plan. It receives regular performance and assurance reports, scrutinises progress against regulatory actions, and provides challenge on risk, pace of delivery and resident outcomes. In response to the recent RSH inspection, the Committee will receive increased and more detailed reporting and assurance to support effective oversight of delivery and sustained compliance.

Corporate Oversight

Housing improvement activity is aligned with the wider corporate priority of *Delivering Excellent Services* and is subject to senior officer oversight to ensure that improvement actions are supported by the right resources, capability and decision-making. This ensures that housing improvement is owned at a corporate level and not treated solely as a service issue.

This corporate ownership supports the long-term sustainability of the HRA, ensuring that improvement activity, financial discipline and risk management are maintained regardless of changes in staffing or leadership.

Progress, risks and assurance are reported regularly to the Corporate Policy Review (CPR), the Town Clerk, and senior Members, providing visibility, challenge and oversight alongside formal reporting through housing and corporate governance committees.

Resident Voice and Scrutiny

Resident Voice Group

The recently formed Resident Voice Group provides a resident-led forum to strengthen scrutiny and ensure that residents' lived experience meaningfully informs improvement activity. The Group will play a key role in reviewing service performance, providing challenge, and advising on whether changes are delivering real improvements for residents.

The Group has begun to support greater transparency and accountability by:

- reviewing performance and improvement information in an accessible format;
- providing insight into residents' priorities and concerns; and
- feeding its views into governance and scrutiny arrangements
- In time they will provide targeted scrutiny of services.

This strengthens the connection between resident engagement, day-to-day services and decision-making, helping to ensure that residents' views are heard and reflected in how housing services are delivered and improved.

Communicating Progress

The City is committed to open, transparent two-way communication with residents about the Housing Improvement Plan and progress against regulatory findings. Communication is designed not only to keep residents informed, but to actively listen, respond and adapt improvement activity based on resident feedback.

Residents will be able to receive information, ask questions, raise concerns and see how their input influences decisions through:

- regular updates via established resident communication channels (including @Home newsletters and website updates);
- accessible performance information showing progress against agreed priorities;
- ongoing engagement through resident forums and the Resident Voice Group;
- clear "Your feedback in action" communications demonstrating how resident views have shaped decisions and improvements; and
- a dedicated mailbox (home@cityoflondon.gov.uk) for residents to ask questions or provide comments on the regulatory judgement and improvement plans.

This approach ensures residents can see how issues are being addressed over time, understand how decisions are made, and be confident that their views are heard, responded to and reflected in service improvement.

Managing Risks to Delivering the Plan

Key risks to the delivery of the Housing Improvement Plan, including those relating to safety compliance, delivery of major works, capacity constraints, contractor dependencies and pace of change are managed through Senior Officers and reported through the Housing Improvement Board.

The Housing Improvement plan is maintained and reviewed monthly, with:

- clear ownership of mitigating actions;
- escalation routes to senior officers and Members where required; and
- ongoing assurance that risks to resident safety and outcomes are being actively managed.

This approach ensures that improvement activity remains focused, risks are not allowed to persist unchecked and governance arrangements provide the level of grip and assurance expected by the Regulator.

Assurance and Sustainability

Together, these governance and scrutiny arrangements ensure that improvements continue to be delivered with pace and purpose, so residents can see and feel real change in their homes and neighbourhoods. They provide residents, officers and Members with clear visibility of progress and risk, and ensure that issues affecting residents' safety, quality of homes and services are identified early and addressed promptly.

To support the long-term sustainability of the HRA, the Improvement Plan is deliberately designed to embed improvement at a system and organisational level rather than relying on individual posts. Importantly, the improvement approach is resilient to changes in

personnel, with strengthened governance, clearer accountabilities, robust systems, documented processes and routine performance and assurance reporting embedded as business as usual. This ensures that if individual officers move on, housing services and core functions continue on a clear improvement trajectory, with the controls, expectations and oversight in place to maintain progress, compliance and service standards over time.

These arrangements support a wider cultural shift at the heart of the Housing Improvement Plan:

- preventing problems before they affect residents;
- measuring success through lived experience and outcomes, not process alone; and
- ensuring resident influence is meaningful, visible and sustained.

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City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub-Committee – For information and discussion	**Dated:** 01/07/2026
Subject: Tenant Satisfaction Measures 2025-26	For Information and discussion
This proposal: • **provides statutory duties**	Compliance with requirements of Regulator for Social Housing
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: Judith Finlay, Executive Director of Community and Children's Services	
Report author: Liane Coopey Business Support Manager (Housing)	

Summary

As part of the revised regulatory regime for social housing which came into effect 1 April 2023, social landlords that own or manage over 1,000 homes are required to submit annual returns against a set of Tenant Satisfaction Measures (TSMs). This includes an obligation to survey tenants on:

- a set of twelve satisfaction measures,
- ten measures being reported from landlord data (on areas such as compliance, complaints and antisocial behaviour)

The tenant perception survey for 2025/26 was completed in late 2025, and this report outlines the results of that exercise

A further report, including the full suite of 22 Tenant Satisfaction Measures (both tenant perception and landlord data) and the TSM Improvement Plan 2026-27, will be brought to this Committee in September 2026, once final data on the landlord measures has been verified.

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Background

1. With effect from 1 April 2023, social landlords in England which own or manage over 1,000 homes must complete an annual return to the Regulator of Social Housing ("the RSH)") against a set of Tenant Satisfaction Measures. These are broken down into two parts; a tenant perception survey and a prescribed set of data measured directly by landlords.

2. The City Corporation completed its first return to the RSH in June 2024, having carried out a tenant perception survey in late 2023 through an independent market research organisation, Acuity Research and Practice Ltd.

3. The tenant perception survey for 2025/26 was completed between 29 September 2025 and 12 December 2025, again by Acuity, with surveys conducted by telephone and online, as previously.

4. The return rate was just under 21%, which meets the technical requirements for statistical significance required by the RSH based on the City Corporation's stock size. In accordance with Members' wishes, officers agreed that Acuity would attempt to survey obtain a minimum of 25% of responses from relevant tenants, however this was unsuccessful despite Acuity's best efforts.

5. Officers welcome the Tenant Satisfaction Measures (TSM) survey as a valuable and independent assessment of the services we provide to residents. The survey offers an important evidence base, enabling us to better understand tenants' experiences and perceptions, and to identify areas where improvements are required. The findings will be used alongside complaints data, performance information, and other resident feedback to inform a structured review of our services and drive continuous improvement.

6. A key priority in developing the 2026/27 TSM Improvement Plan will be meaningful tenant involvement. We will seek to convene a Task and Finish Group to work collaboratively with officers to review the survey findings in detail, help shape priorities, and contribute to the development of the improvement plan ahead of its presentation to Members in September 2026.

7. Tenant involvement will be embedded throughout the next phase of this work. Residents will play an active role not only in shaping the improvement plan but also in reviewing progress against agreed actions. This approach supports the Transparency, Influence and Accountability Standard and reinforces our commitment to ensuring that tenants have a clear and influential voice in how services are designed, delivered, and improved.

Current Year Position (2025/26)

8. Overall satisfaction has decreased (-2.7%) to 65.0%. While individual changes are modest, the direction of travel across several perception measures indicates a softening in tenant confidence, particularly in areas relating to responsiveness, and fairness. This is an early indicator of declining tenant perception rather than a single isolated issue and requires a robust targeted service response.

9. The results of the first three-year surveys and direction of travel are found in Appendix 1.

10. The Acuity City of London Corporation TSM Report 2025/26 LCRA is attached in Appendix 2.

11. For ease of reference, some key results are shown below:

- TP01 – Overall Satisfaction 65.0%.
- TP02 – Satisfaction with Repairs 70.6%
- TP04 – Satisfaction that the home is well maintained 68.1%
- TP07 - Satisfaction that the landlord keeps tenants informed about things that matter to them 73.2%
- TP08 Agreement that the landlord treats tenants fairly and with respect 68.0%

12. Members will note from Appendix 1 that satisfaction levels have increased in the key areas of repairs and complaint handling this year.

13. Seven areas show modest reductions (under 3%) in satisfaction

14. Two measures decreased noticeably, listens and acts (-3.8%), and landlord treats tenants fairly and with respect (-7.8%)).

Notable Results

15. There were some encouraging results in the 2025/6 survey.
    - TP02 Satisfaction with repairs (+3.2%) has increased for the third consecutive year. This may be driven by the progress made by the Head of Repairs & Maintenance in driving improvements
    - TP03 Satisfaction with time taken to complete the most recent repair (+2.4%) again reflects improvements made in the delivery of the Repairs & Maintenance Service.
    - Whilst only 37.4% residents reported being satisfied with the landlords handling of complaints – this was the single most significant increase of all results (+7.4%). Our performance in handling complaints in accordance with service standards improved significantly in 2024/5 – and this has been reflected in the increase in the 2025/26 response.

16. Some results decreased, with the following measures being of note:
    - Members should note that overall tenant satisfaction has decreased by 2.7 percentage points compared to the previous year. While relatively modest, this represents a reversal in the positive trend seen in previous reporting and will continue to be monitored closely
    - Satisfaction that the landlord listens to tenants' views and acts on them (-3.8%) has remained our second lowest scoring area of satisfaction over the last three years. These results indicate persistent dissatisfaction in key service areas.
    - Whilst there was a decrease in satisfaction (-1.2%) although a notable proportion of residents are satisfied that we keep them informed about things that matter to them (73.1%). This has been the highest scoring metric over the past 3 years

    While performance against service standards has improved (as evidenced by satisfaction with communication, repairs and improvements in complaint handling) this has not yet translated into improved tenant perception - highlighting the gap between service delivery and customer experience

    Although the change in overall satisfaction is relatively small and within expected statistical variation, however, the continued downward movement across a number of measures is marked. Tenant Satisfaction Measures are used by the Regulator of Social Housing to assess compliance with the Transparency, Influence and Accountability Standard. A steady decline in satisfaction may indicate emerging risks in service quality, tenant trust, and regulatory assurance if not addressed.

    Officers have commenced detailed analysis of the results, triangulating survey findings with complaints data, service performance metrics, and resident feedback.

17. Priority areas for improvement emerging from the data include:
    - Improving ways in which we listen and act
    - Perceived responsiveness and ease of contact
    - Perceptions of fairness and respect

    These will be incorporated into the 2026/27 TSM Improvement Plan, which will be reported to Members at the September HMASC.

18. Methodology and response - As in the previous two years, we used a blend of online and telephone surveys to conduct our Tenant Perception Survey. The use of telephone surveys achieves a higher response than online or paper surveys alone.

19. To achieve the required statistical significance, a minimum of 321 surveys were required, however we successfully completed 379 this year. This compares favourably to 357 in 2024/25. This represents 20.88% of tenants and meets the requirements of the Regulator. It also provides results which are within the required margin of error of +/- 5%.

20. A further 24 surveys were partially completed, and these are also included in our return to the Regulator.

21. In line with Members' wishes, we had aimed to reach a greater proportion of tenants and aimed for a completion rate of 25%. However, despite offering incentives (5 x £50 gift cards) extending the survey period and making further attempts with telephone surveys, we were unable to achieve a higher completion rate, and the decision was taken to conclude the survey period. Officers will continue work with Acuity to consider ways to increase engagement and increase our return rate for the 2026/27 survey.

Corporate & Strategic Implications

Strategic implications – The Tenant Perception Survey is a requirement of the Regulator of Social Housing, and our regulatory obligation will be fulfilled once the return is made to the RSH in June 2026

Financial implications: None

Resource implications: None

Legal implications: None

Risk implications: None

Equalities implications – None

Climate implications: None

Security implications: None

Conclusion

22. From 1 April 2023, the Regulator for Social Housing has required landlords to collect annual tenant satisfaction data against a new set of specified measures, with the results for 2025/26 due to be returned to the RSH by 30 June 2026.

23. Housing completed its third TSM survey in late 2025 and the overall satisfaction rate with services was 65%.

24. Officers have completed further analysis of the results and identified ways in which they can be used to inform service improvement initiatives.

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

Appendices

- Appendix 1 – City of London TSM scores 3 year
- Appendix 2 – Acuity TSM report

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Appendix 1

City of London Housing : Tenant Satisfaction Measures – 3 Years

Tenant Perception Measures:

TSM	Measure	2023/24 Percent	2024/25 Percent	25/26 Percent	%
TP01	Overall Satisfaction	66.7%	67.7%	65.0%	↓ -2.7
TP02	Satisfaction with Repairs	67.0%	67.4%	70.6%	↑ +3.2
TP03	Satisfaction with Time Taken to Complete Most Recent Repair	66.2%	64.7%	67.1%	↑ +2.4
TP04	Satisfaction that the home is well maintained	64.3%	70.8%	68.1%	↓ -2.7
TP05	Satisfaction that the home is safe	71.7%	71.6%	69.2%	↓ -2.4
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	53.2%	55.4%	51.6%	↓ -3.8
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	74.0%	74.3%	73.1%	↓ -1.2
TP08	Agreement that the landlord treats tenants fairly and with respect	71.6%	74.8%	68.0%	↓ -6.8
TP09	Satisfaction with the landlord's approach to handling complaints	38.3%	30.0%	37.4%	↑ +7.4
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	73.5%	66.6%	64.2%	↓ -2.4
TP11	Satisfaction that the landlord makes a	69.6%	67.8%	66.4%	↓ -1.4

	positive contribution to neighbourhoods				
TP12	Satisfaction with the landlord's approach to handling ASB	66.8%	63.9%	61.5%	↓ -2.4

Appendix 2 – Acuity TSM Report



Acuity
intelligence. insight. improvement.

City of London Corporation

TSM Report 2025/26 LCRA

Prepared by: Acuity Research & Practice

Key TSM Metrics
Overall Satisfaction
The Home
Repairs
Neighbourhood
ASB
Engagement
Complaints
Wellbeing
Further Insight
Summary
Demographics

Introduction

The City of London Corporation owns and manages around 1,930 tenanted properties and 900 leasehold properties in the centre of London. Following successful surveys in 2023/24 and 2024/25, the Corporation has recommissioned Acuity, an independent market research company, to help them run their TSM surveys in 2025/26. This report provides the survey results for the LCRA tenants only. The survey is designed using the Tenant Satisfaction Measures from the Regulator of Social Housing, which became mandatory to collect from April 2023 and are now required annually.

The survey was conducted by telephone and online to achieve a minimum of 321 completed surveys to reach the desired margin of error of ±5%. The online links were sent on 29 September, telephone interviews began on 13 October, and the survey remained open until 12 December to achieve the desired response rate. By the close of the survey, 403 responses had been received, 379 complete plus a further 24 incomplete, which must also be included. This is split between 108 responses made online (27%) and 295 completed by telephone (73%).

This is the first time the report has used sentiment analysis to better understand tenants' comments and why they responded to the satisfaction questions the way they did. Information about how this works is shown at the end of the report. It adds an extra layer of focused insight to the results to help the City of London better understand what is driving satisfaction, what tenants are most concerned about, and what, as a consequence, could be improved.

The survey is confidential, and the results are sent back to the City of London anonymised unless tenants give their permission to be identified. 61% of tenants gave permission to share their responses with their details attached, and 90% of these are happy for the Corporation to contact them to discuss any information they provided.

This survey aims to provide data on tenants' satisfaction, which will allow the City of London to:

- Understand the tenants' perceptions of current service provision
- Compare the results with the previous surveys
- Compare the results with other landlords (where appropriate)
- Report to the Regulator of Social Housing (RSH) annually, as required.

For overall results, Acuity and the Regulator of Social Housing require that landlords with fewer than 2,500 properties achieve a sampling error of at least ±5% at the 95% confidence level. For the City of London, 397 responses were received for the overall service question, which is sufficient to conclude that the findings are accurate to within ±4.38%, meeting the required error margin.

The majority of figures throughout the report show the results as percentages. The percentages are rounded up or down to the nearest whole number, and for this reason, may not in all cases add up to 100%. Rounding can also cause percentages described in the supporting text to differ from the percentages in the charts by 1% when two percentages are added together. The base numbers are included on the charts and shown as n=...

LCRA TSM Key Metrics

65%
Overall Satisfaction

Around two-thirds of tenants are satisfied with the overall service provided by the City of London Corporation (65%); this is down 3 percentage points (p.p) since last year, part of a general fall in satisfaction this year.

Just two measures exceed 70%: the repairs service in the last 12 months (71%) and how tenants are kept informed about things that matter to them (73%), the highest rating in this year's survey.

In contrast, just 52% are satisfied with how their views are listened to and acted upon, and only 37% are satisfied with the handling of complaints.

The report focuses on the headline figures, but also shows how satisfaction has changed over time, how the results compare to others, includes a breakdown of results to see what is driving satisfaction, and includes an analysis of the open comments made by tenants.

Keeping Properties in Good Repair

- Well Maintained Home 68%
- Safe Home 69%
- Repairs Last 12 Months 71%
- Time Taken Repairs 67%

Respectful & Helpful Engagement

- Listens & Acts 52%
- Kept Informed 73%
- Fairly & with Respect 68%
- Complaints Handling 37%

Responsible Neighbourhood Management

- Communal Areas 64%
- Neighbourhood Contribution 66%
- Approach to ASB 62%



Overall Satisfaction

Overall Satisfaction

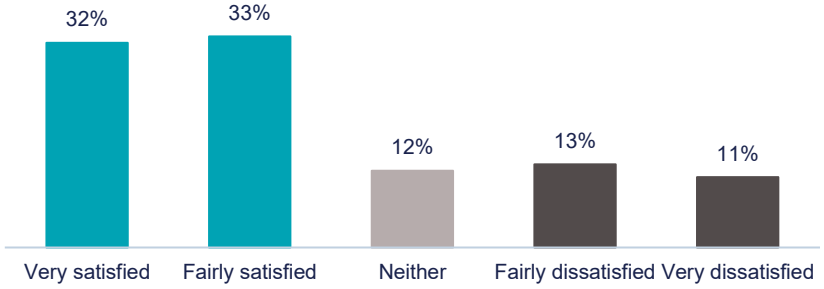
Tenants were asked, *"Taking everything into account, how satisfied or dissatisfied are you with the service provided by The City of London Corporation?"* This is the key metric in any tenant perception survey.

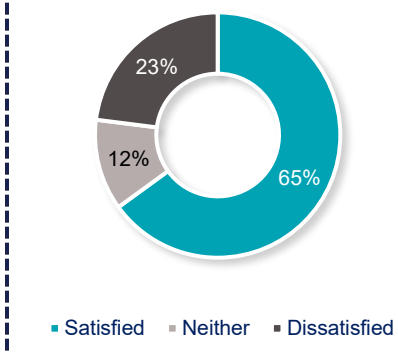
Of the 65% who are satisfied with the overall service provided by the Corporation, similar numbers are very and fairly satisfied. However, 23% are dissatisfied, and a further 12% are neither satisfied nor dissatisfied.

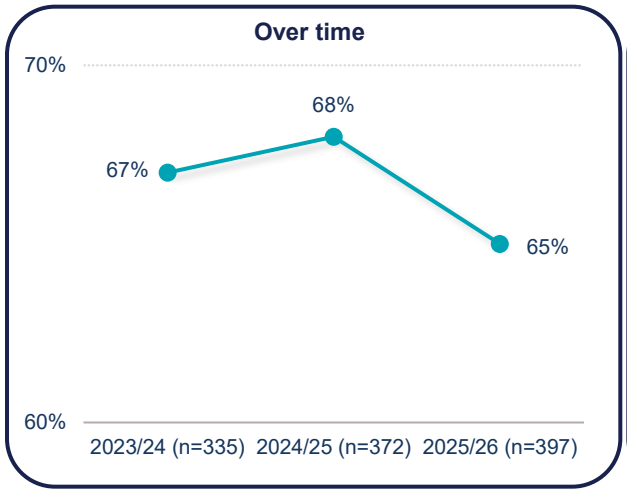
Satisfaction rose slightly between 23/24 and 24/25, but is down by 3p.p in 25/26.

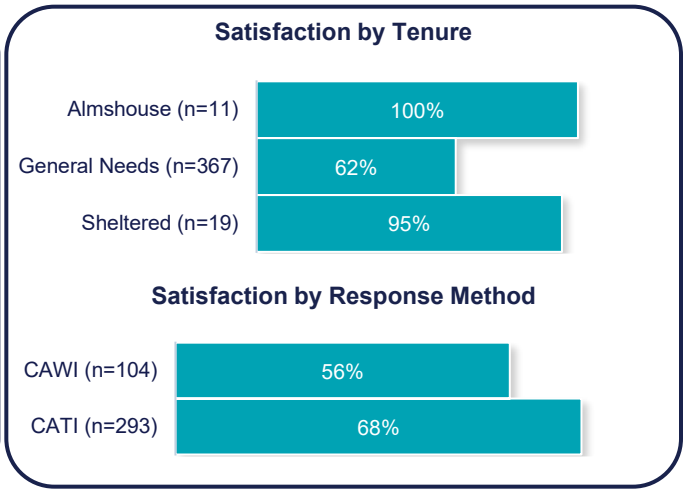
The vast majority of respondents are in general needs accommodation, but these are the least satisfied, with the few in Almshouses all satisfied with the service. Those responding by telephone interview are more satisfied than those using the online option.

Acuity has been monitoring the results from its clients to give a sector-wide perspective, and this suggests that, after a period of decline, overall satisfaction is finally starting to improve, up 2p.p to a median of 73% satisfied, the highest point in a year. Survey methodology, timing, and service level improvements could all contribute to this.







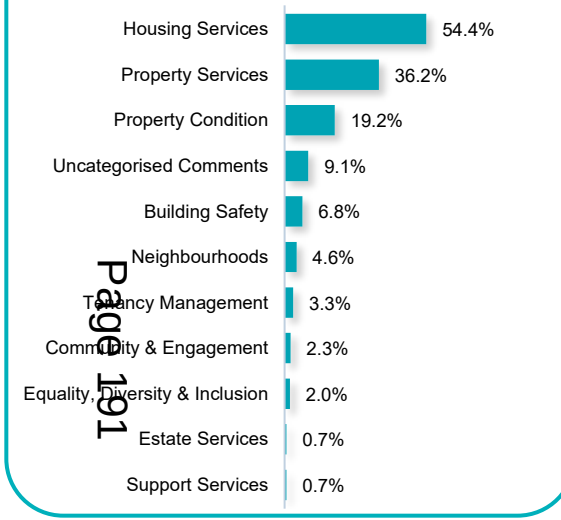


Overall Satisfaction

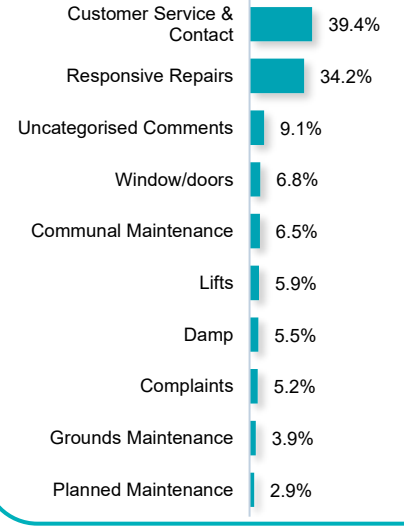
Please describe your specific experiences that have shaped your view of the City of London's service.

Base Size: 307

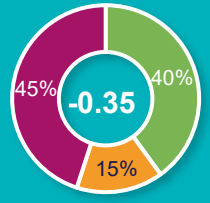
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Timeliness & Responsiveness	98	37.4%	-1.83
Satisfaction	53	20.2%	+3.19
Quality of Work / Service	44	16.8%	-1.66
Subcategory, no attribute (yet)	41	15.6%	-1.32
Communication / Transparency	36	13.7%	-1.72
Resolution	33	12.6%	-2.70
Effort	21	8.0%	-3.10
Staff Conduct	16	6.1%	+1.44
No Comments	14	5.3%	-0.36
Listening / Acting	9	3.4%	-2.56
Appointments / Convenience	8	3.1%	-4.00
Empathy	8	3.1%	+1.50
Trust	7	2.7%	-4.14
Safety	4	1.5%	-3.00
Accountability	2	0.8%	-5.00
Consistency	2	0.8%	-1.00
Worker Conduct	2	0.8%	-5.00
Accessibility	1	0.4%	-5.00
Fairness	1	0.4%	-5.00



Positive Neutral Negative

Tenants were asked to, *"Please describe your specific experiences that have shaped your view of the City of London's service,"* and 307 left comments. These responses reveal mixed sentiments regarding overall satisfaction with housing services. Many tenants express appreciation for timely repairs and supportive staff, indicating positive interactions when issues arise. However, a number of tenants report dissatisfaction due to slow response times, unresolved repairs, and persistent issues such as damp and mould. Critical comments highlight poor communication, unfulfilled promises regarding maintenance, and a declining standard in communal areas and overall upkeep.

Some respondents feel neglected, especially in older residential blocks, as resources seem focused on new developments. Specific concerns include malfunctioning lifts, ongoing leaks, and inadequate cleaning services, leaving tenants frustrated and feeling unheard. A recurring theme is the challenge of obtaining timely maintenance, exacerbating feelings of discontent. Overall, while some tenants appreciate the management, a considerable proportion seek improvements in responsiveness and quality of service to enhance their living conditions.

For further information about Acuity's Resident Sentiment Index, please see Appendix 1.

Overall Satisfaction - Example Comments

Positive comments

"They are one of the best landlords. I have been satisfied for the last 50 years. You can't beat it."

"Whenever I have had an issue, they always dealt with it, and I find them supportive."

"We have been living here for 30 years, and they care for the building, cleaning, and any repairs. You phone them, they do it. I haven't had any issues."

"They are good in everything you tell them, they take good care of us and make us comfortable."

"The service is very good."

"The services are good, I'm very happy, and they look after me."

"Very happy with them, last week an inspector came to check my windows, and he was very lovely, I was very happy with the service."

Repairs & maintenance

"When I need something to repair, they come straight away. The windows, I have the water coming inside. That's the only problem. And the flat is very cold."

"They don't always turn up to repair appointments."

"It takes so long to get repairs, and the office doesn't feel like it's regularly open."

"At the moment, you know our windows are really bad; we have gaps in the windows. They know all about it. I lived here for over fifteen years, so they also know about it. I don't remember when I reported it. when we went for a meeting, they said that they would come around to assess."

"The repairs services are not good, and the jobs have to be done more than once. There is never a good job done once; the contractors always do a poor job, and I had a tap repair, and they had to come do it 4 times."

Communal areas

"I would say the cleaning standards on the estate are not as good as before, and people take stuff into the communal areas. Dogs are walked in areas that they are not supposed to walk in. There is anti-social behaviour."

"The only issue I have is the lifts break down quite regularly, but apart from that, everything else is fine."

"The gardens are looked after lovely, the buildings are fine, the only thing is some of the exterior woodwork could be upgraded, but that's about it."

"In terms of repairs, they are carried out in a timely manner; the only thing I am dissatisfied with is the management of the cleaning service."

"The condition of the estate has fallen over the years, cracked pavements, not fixing it, a lot of anti-social behaviour, you report it, but nothing is done about it."

Other matters

"They are putting up four new blocks on this estate, but the ones we live in are constantly neglected, the lifts are constantly broken, the blocks are not being cleaned properly, it is a nightmare here at the moment."

"Management staff are very available and very communicative, and in my experience, they are supportive."

"There is a reasonably heavy staff turnover. They get defensive and then say call us again. If it's straightforward, they are alright; if it isn't straightforward, they are alright."

"They don't answer emails, and if you call, they promise someone will get back to you, and no one gets back to you."

"The customer service and repairs I'm not happy about, it takes too long to reach someone to resolve the issue."

"Communication is good. I'm happy."

Number of respondents: 307



Well Maintained, Safety & Communal Areas

Well Maintained, Safety & Communal Areas

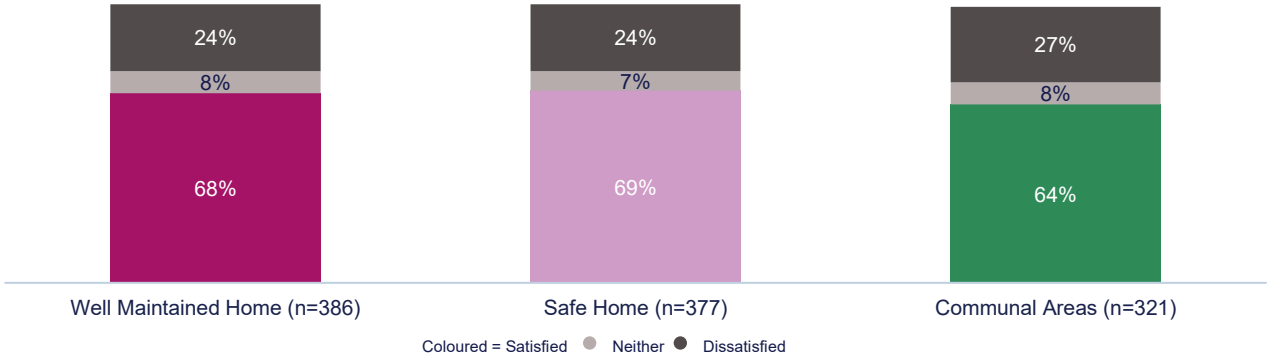
Just over two-thirds of tenants feel their homes are well maintained (68%), with slightly more feeling their homes are safe (69%). However, both of these measures have decreased slightly since the previous survey; down 3p.p for the home being well maintained and the same decrease for its safety.

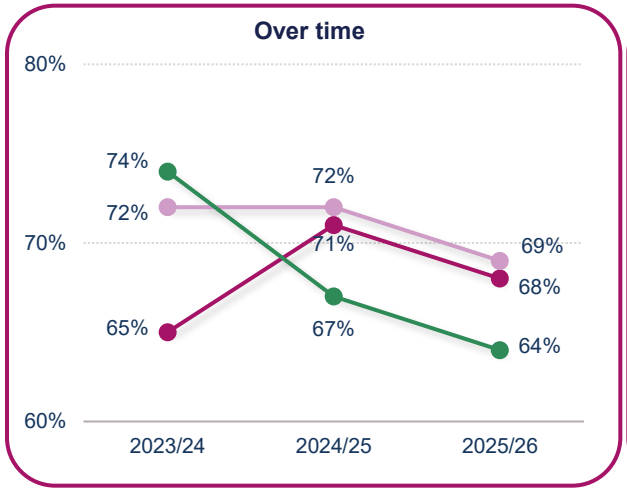
Satisfaction with both measures has increased across the sector, reaching 74% and 80%, respectively.

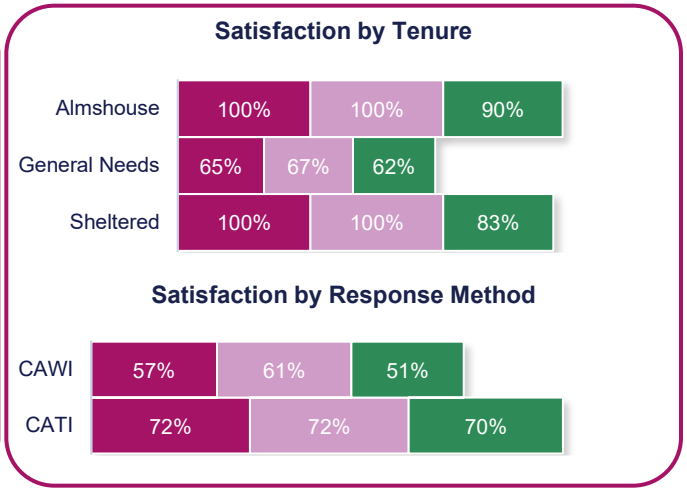
Nine out of ten tenants stated that they live in a building with communal areas that the Corporation is responsible for maintaining (91%), and 64% of these tenants are satisfied that their communal areas are clean and well maintained, although 27% are dissatisfied. Satisfaction has decreased marginally since the previous survey (down by 2p.p), while dissatisfaction has increased by 5p.p (fewer tenants gave a neither response).

The sector median satisfaction has risen by 4p.p. to 71%, which, despite the increase, remains notably lower than individual home maintenance and safety metrics.

Again, those in the Almshouses are the most satisfied, as are those completing the survey by telephone interview.







The Home

Share your views on the safety and maintenance of your home and the cleanliness and maintenance of any communal areas.

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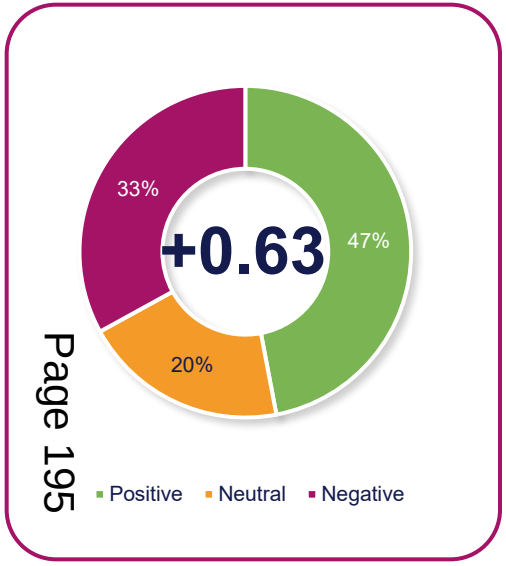
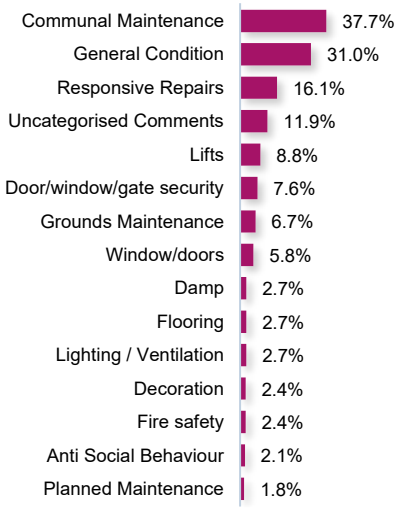


Top Subcategories



Attribute	Count	%	Sentiment Score
Quality of Work / Service	90	27.4%	+0.58
Timeliness & Responsiveness	50	15.2%	-2.26
Subcategory, no attribute (yet)	43	13.1%	-0.35
Safety	22	6.7%	+0.14
Resolution	9	2.7%	-1.56
Effort	6	1.8%	-4.67
Listening / Acting	6	1.8%	-5.00
Worker Conduct	5	1.5%	+2.20
No Comments	5	1.5%	0.00
Communication / Transparency	4	1.2%	-3.25
Trust	3	0.9%	-5.00
Empathy	2	0.6%	-5.00
Satisfaction	2	0.6%	+5.00
Accessibility	1	0.3%	-5.00
Accountability	1	0.3%	-3.00
Appointments / Convenience			-
Consistency			-
Fairness			-
Staff Conduct			-

The 329 responses to this question reveal a mixed sentiment regarding the safety and maintenance of home and communal areas within the estate. Many residents express satisfaction with their homes, citing good security and responsive maintenance for internal repairs. However, some concerns are raised regarding the state of communal areas. Common issues include unclean stairwells, malfunctioning lifts, and delays in maintenance, such as unresolved leaks and the condition of the gardens. Comments highlight that cleanliness varies; while some areas are well cared for, others suffer from litter, stains, and broken lights, leading to dissatisfaction among tenants.

Some safety concerns are also noted, with reports of drug-related activities and inadequate security measures, such as broken main entrance doors and insufficient lighting. Some tenants feel that the overall cleanliness has deteriorated, attributing this to both inadequate cleaning services and tenant behaviour. Some respondents mention the need for frequent repairs and consistent attention to maintenance issues, particularly in communal spaces, which they feel are neglected. Ultimately, while there are positive experiences, the collective feedback indicates a need for improved cleaning, maintenance, and safety measures throughout the estate.

The Home - Example Comments

Positive comments

"My home is well kept. I have never had any problems; the security is great. The caretakers are brilliant, and the staff are good. The place is kept clean."

"It's safe to live here. We are very happy here. If we need repairs, they come straight away. Communal - sometimes they take a long time to clean the garden, but it's okay, it's alright."

"Satisfied, I mean, I live on the ground floor, the cleaner is very good and keeps the area and sweeps around the front door, I'm very happy."

"The building is well-maintained and kept clean, and I'm happy with its overall condition. We have a good cleaner here who does a great job."

"Very satisfied, their porters are visible so you know that things are being cleaned and looked after."

"Well looked after."

Maintenance issues

"The safety of the estate is of great concern, and the slow reaction of the housing department with regard to any repairs. And the low standard of repairs when they are carried out."

"Very dissatisfied. The lift is in a constant state of disrepair. The ceilings haven't been replaced, and there is water dripping in the lift."

"Again, the building is falling apart. There is paint coming off the ceilings. More work needs to be done on the building to maintain it. When it rains, there are leaks that come from the top to every single floor down the stairwell."

"The staff who clean the communal areas are very good, but the maintenance team is very difficult to deal with, and it takes ages for them to complete tasks. There is a huge lack of respect from them, and outstanding issues."

Communal areas

"Walkways are filthy; maintenance of property I sort myself."

"Communal areas could be cleaned a lot better than they are; the home has no issues at all."

"It's not always kept to the proper standard. Cleanliness as well. The lift, cleaners don't clean it. It should be cleaned after 24 hours."

"No, the lift broke down for ages, and we had to use the stairs, which is now fixed. Nothing else to add on that."

"Because there is a lot of rubbish where the bins are outside. Before it was clean, now it's dirty."

"There is a cleaner that keeps everything clean, but in terms of repairs, like if the lift breaks, then they take days for the repair to be done."

"There are not enough cleaners to maintain the whole estate."

Other matters

"I need a new kitchen - I don't get any light in there. Apart from the building work that's going on, that's making me ill."

"They have put in sprinkler systems and smoke alarms, which is a big help."

"The building itself, the only thing that needs to be upgraded is the windows. They're not great for keeping in heat. I understand or heard that a surveyor has been here."

"We pay for a porter service in our rent, and I feel the porters are fairly good at cleaning the lift and communal areas. We have gardening services as we have a big green area. The gardening team provide a good service, the greenery is kept nice and tidy, and they do grass cutting."

"The property isn't safe because its on the second floor, there's no fire extinguishers. There is only one fire escape."

Number of respondents: 329



Keeping Properties in Good Repair

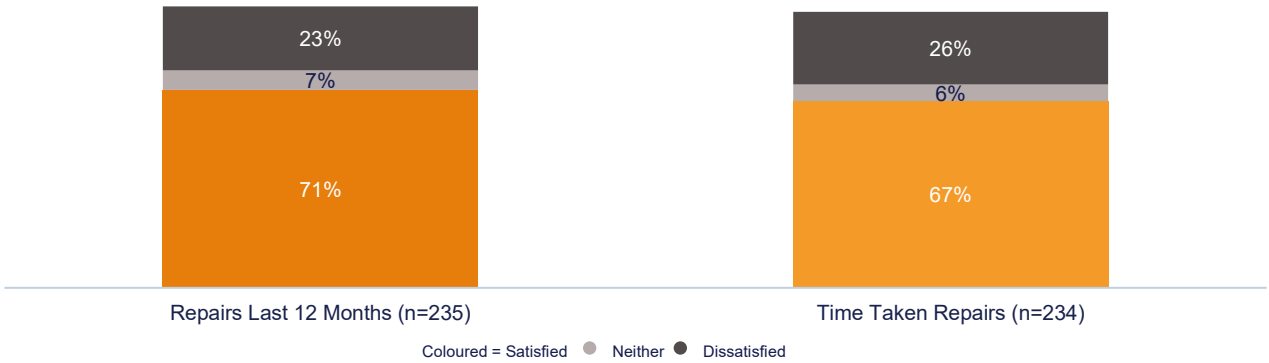
Keeping Properties in Good Repair

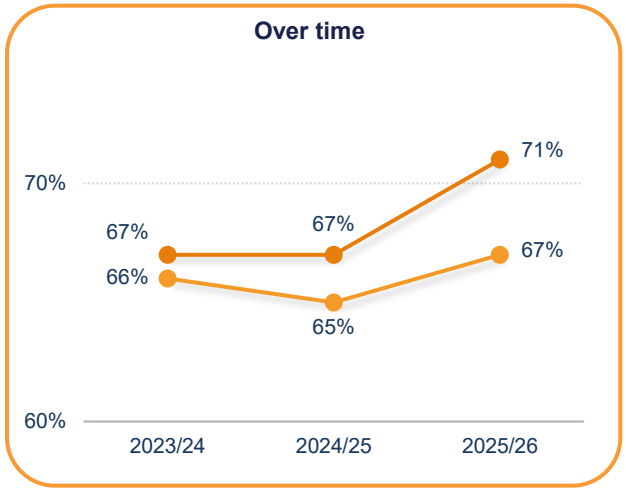
Three-fifths of tenants (61%) stated that they had a repair carried out to their home in the last 12 months. Of these tenants, 71% are satisfied with the repairs service during this period, with marginally fewer satisfied with the time taken to complete their last repair (67%).

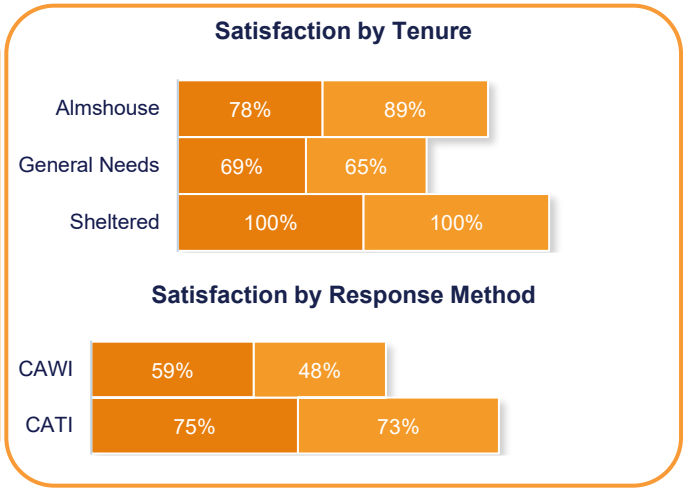
Satisfaction has increased for the repairs service in the last 12 months (up 4p.p) and the time taken (up 2p.p).

The sector median satisfaction is up 3p.p in 25/26, the highest score since the end of 23/24, potentially driven by increases in resourcing as HAs try to tackle backlogs and improve service as the Regulator publicises more downgrades. There has been very little change in satisfaction with the time taken to complete repairs (up 1p.p to 72%). While repairs have improved, the time required to complete them hasn't changed, possibly suggesting that resourcing remains an issue.

Regarding the repairs measures, those in sheltered properties are the most satisfied, but a familiar pattern emerges with the response method.









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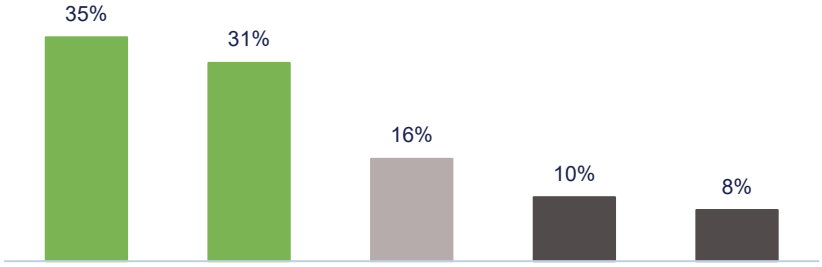
Contribution to the Neighbourhood

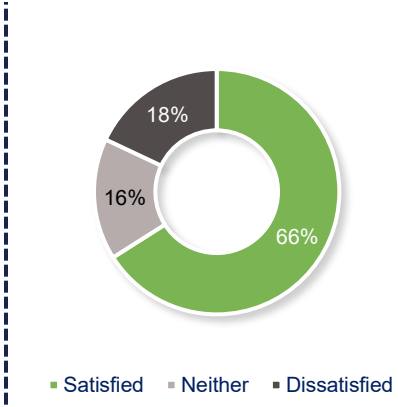
Contribution to the Neighbourhood

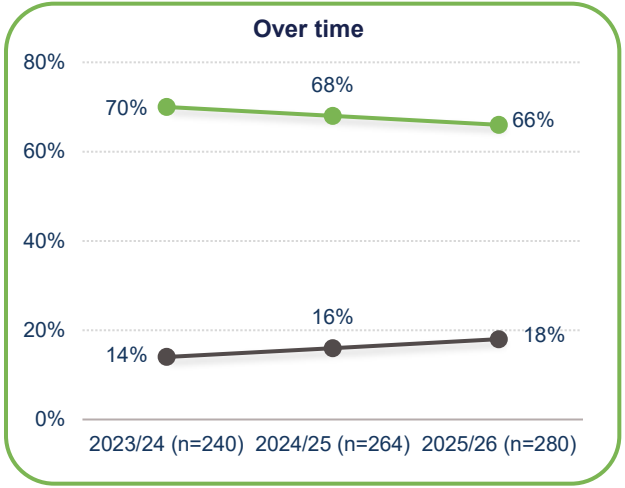
Two-thirds of tenants are satisfied that the Corporation makes a positive contribution to their neighbourhood (66%), although 18% are dissatisfied. Satisfaction has decreased by 2p.p since 24/25. 16% of tenants also gave a neutral response, perhaps unsure of the contribution the Corporation makes.

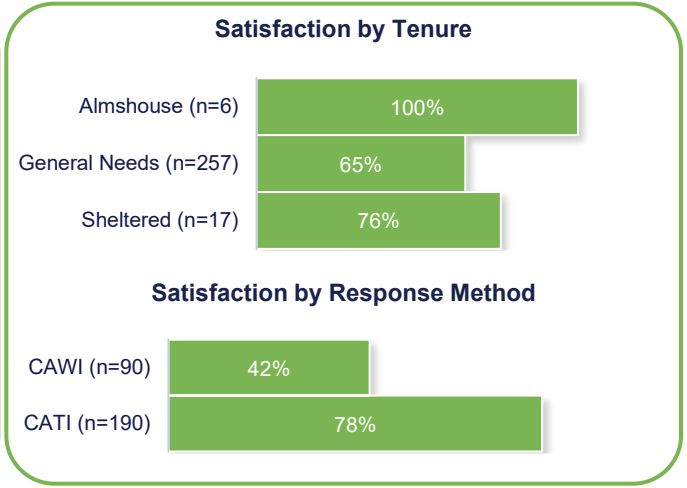
Again, there is some difference by tenure, with the general needs tenants the least satisfied, and just 42% of those responding online are satisfied.

Sector satisfaction is at its highest level since the beginning of the TSM, currently sat at 89% satisfied, an increase of 2 p.p. The range of satisfaction is large, from 89% to 0%, showing the contrast and demonstrating the difficulty some respondents have in answering the question.











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Approach to ASB

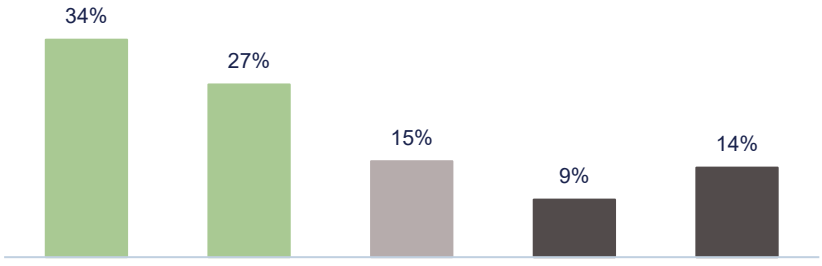
Approach to ASB

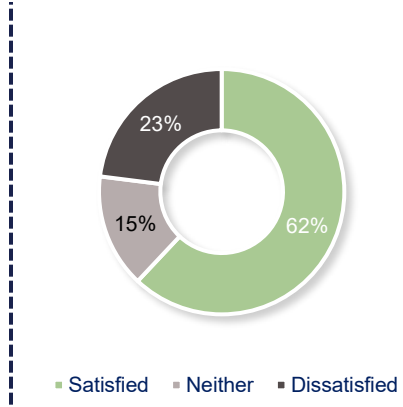
Satisfaction with the way the Corporation approaches the issue of anti-social behaviour is down a little in 25/26, from 64% to 62%, although more are very satisfied than fairly satisfied. However, 23% of tenants are dissatisfied with the approach taken.

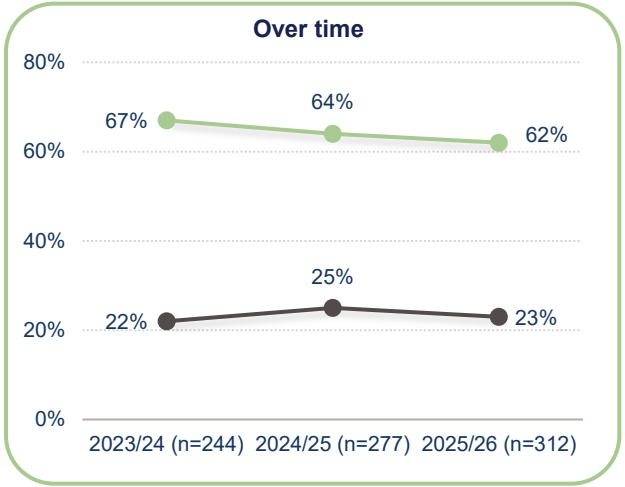
Sector median satisfaction has dropped slightly to 60% satisfied (down 2 p.p). However, the score has not changed much in the past years, hovering around the 60% mark.

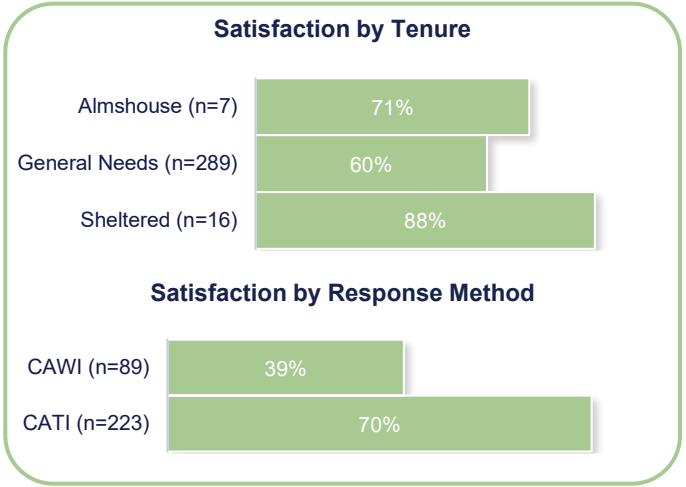
Sheltered tenants or more satisfied than general needs, but again, those responding online are somewhat less satisfied than those responding to a telephone interview.

Note: tenants were asked about their perception of how the Corporation handles cases of ASB, not just those who have reported a case within the previous twelve months. This can lead to some unexpected results and relies heavily on how effective communication is with all tenants, not just those who have experienced ASB in the past.











Respectful & Helpful Engagement

Respectful & Helpful Engagement

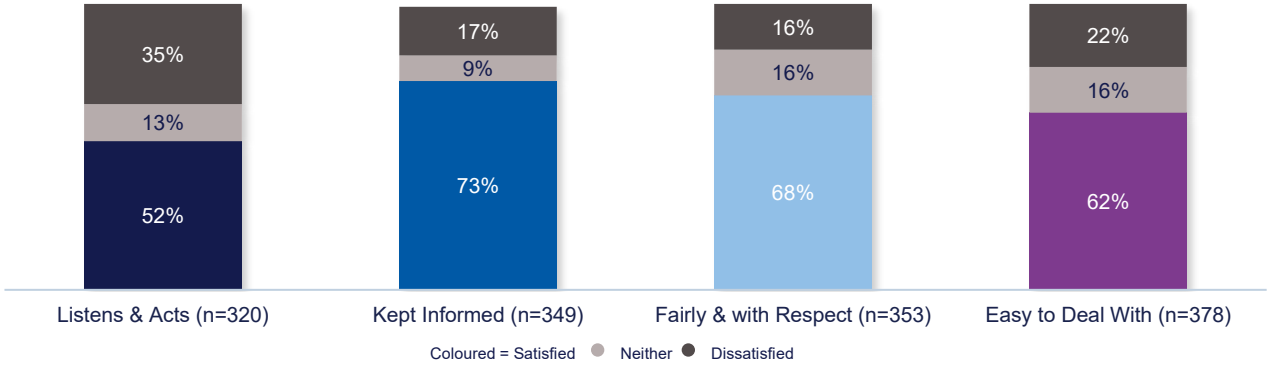
Six out of ten tenants find the Corporation easy to deal with (62%), down 5p.p from the previous survey, while 73% are satisfied with how they are kept informed about things that matter to them. However, fewer tenants are satisfied that the Corporation listens to their views and acts upon them (52%); 35% are dissatisfied.

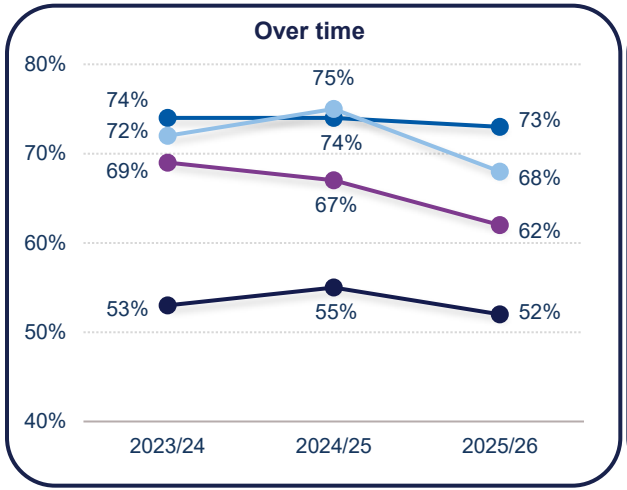
Satisfaction with being kept informed has decreased by 1p.p, while 3p.p fewer tenants are satisfied that their views are listened to. There are 68% of tenants who agree that they are treated fairly and with respect by the Corporation; however, this is down 7p.p compared with last year.

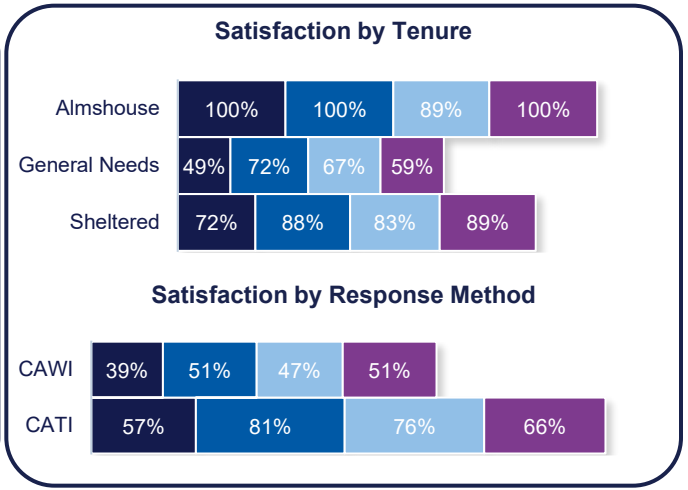
Sector scores remain consistent with no change in satisfaction, listens and acts continues to be the lowest scoring metric at 59% suggesting that landlords are still not advertising what they are doing.

Anecdotally, we have started to notice that although they are promoting the TSMs, most won't make it obvious where the results are, so still not enough awareness of TSMs in the sector, both in terms of what they are and what landlords are doing with the results.

Almshouse tenants feel the most engaged, as do those responding by telephone interview.







Customer Service & Communication

Describe your experience with the customer service and communications you receive.

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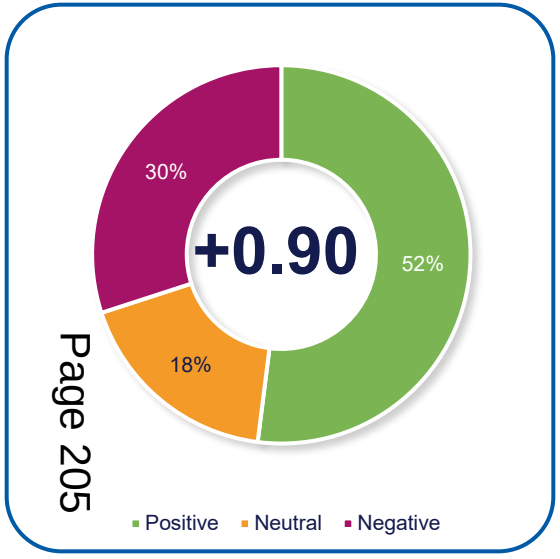


Attribute	Count	%	Sentiment Score
Satisfaction	88	28.9%	+2.52
Communication / Transparency	69	22.6%	-0.42
Staff Conduct	50	16.4%	+1.58
Subcategory, no attribute (yet)	50	16.4%	+0.06
Timeliness & Responsiveness	39	12.8%	-0.23
Quality of Work / Service	28	9.2%	+0.11
Effort	18	5.9%	+0.06
Resolution	16	5.2%	-1.00
No Comments	14	4.6%	0.00
Listening / Acting	10	3.3%	-2.00
Empathy	6	2.0%	-0.83
Trust	3	1.0%	-1.67
Appointments / Convenience	2	0.7%	-1.00
Consistency	2	0.7%	-1.50
Worker Conduct	2	0.7%	+1.00
Accessibility	1	0.3%	-3.00
Accountability	1	0.3%	-5.00
Fairness	1	0.3%	-5.00
Safety			-

Tenants were asked to, *"Describe your experience with the customer service and communications you receive,"* and 312 left comments. These responses reflect a varied perception of customer service and communication within the City of London estate offices. A portion of respondents express satisfaction with polite and professional interactions, timely responses, and effective communication regarding specific queries or repairs. Positive experiences are noted regarding staff helpfulness and timely responses, particularly when issues are escalated. However, some respondents cite ongoing challenges, including poor communication, lack of follow-up on reported issues, and a perception of indifference from staff, especially during face-to-face interactions.

Common themes emerge around frustrations with the responsiveness of the repairs team and communication, with multiple individuals mentioning delays in addressing maintenance issues and inadequate feedback on reported concerns. Additionally, some customers feel that certain staff members exhibit unhelpful attitudes, resulting in a mixed overall experience. Many highlight issues with the estate office's accessibility, including frequent closures and difficulty reaching it by phone. There is a call for improved management and clearer communication to enhance service effectiveness and tenant satisfaction. Overall, while some tenants are satisfied, the sentiments indicate a need for some improvement in consistency and follow-up.

Customer Service - Example Comments

Positive comments

"I am very satisfied. Any complaints, which I have had none, I can go to the estate office, and they will see to them straight away."

"Anytime I phone them, they are always polite and provide good customer service."

"Everything is fine, I haven't had any real problems. Everything's worked very well."

"Yes, they are very polite, I have good communications, they are very nice."

"Very professional."

"Since last year, they have better communication and answer very quickly and are very good."

"I just think that anything you raise or have concerns, they act on it straight away. I'm happy with that. Compared to other social housing, they seem to be pretty good. I think because it's such a small borough."

"I'm very satisfied."

Staff contact

"Staff changed often in the office, so not good."

"When you get to the estate office, when you contact them, they don't seem too bothered when you tell them the problems. They weren't really interested."

"To speak to the rent team and they don't have a direct line, we have to sometimes wait for days."

"Poor! They should listen to their tenants, pay more attention to their tenants and pay attention to their tenants' complaints. They don't listen, they are just doing a job."

"When we've had problems, we've been told to send an email, but when we do, nothing gets done."

"Certain people are more helpful than others."

Communication

"There are a few things, just a lack of communication with the home ownership team, just also with the homes and repairs team, they sometimes forget that you've made a phone call about a repair and when you're chasing it up."

"Overall, it's been quite poor. It's more centred around ongoing repairs. I have informed them numerous times, and the communication is nonexistent. Residents always have to chase them up if there are any issues."

"The communication is very difficult; they don't provide an email address, so we cannot provide anything. They prefer the telephone, and this leads to miscommunication and misinterpretation."

"I'm not satisfied when I communicate; they take ages to give feedback."

"Communications are mostly flyers through the door, and a website with everything going on in the area. They'd tell you everything going on."

Other matters

"The office is shut most of the time. I do not phone them."

"The office always seems to be closed when I need their help, they close too early and are always on break, that's how it feels, not often available, and they often refer me to emails, as opposed to people."

"It could be better. I have raised different repairs, and they have still not fixed what needs to be fixed. They say they're coming, and then nobody comes. Constant emails, constant phone calls, but nothing ever gets properly fixed."

"They don't have a manager anymore. Many older people don't have email or a phone, so it's very difficult for them. They have an administrator and don't have experience or know much."

"Noise has become a big issue overnight; it is definitely having an impact on my quality of life."

Number of respondents: 312



Effective Handling of Complaints

Effective Handling of Complaints

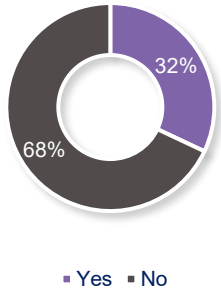
Around a third of tenants (32%) say they made a complaint to the Corporation in the last 12 months, although it is not clear whether these were formal expressions of dissatisfaction managed under the complaint process, or perhaps service requests not yet completed.

Of these tenants, just 37% are satisfied with the way their complaint was handled, an increase of 7p.p since last year. Dissatisfaction fell by 16p.p over the same period.

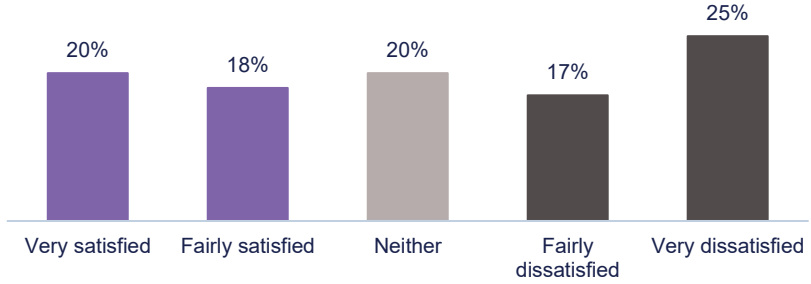
The proportion of respondents reporting a complaint across the sector is at its highest level (37%) while satisfaction with how landlords handle complaints is at its lowest at just 23% satisfied; a contrast to the satisfaction seen at the City of London.

This low level of satisfaction is, perhaps, to be expected with the release of the Ombudsman's complaints code. The following page may offer clues as to why so many remain dissatisfied and, perhaps, why things have improved this year.

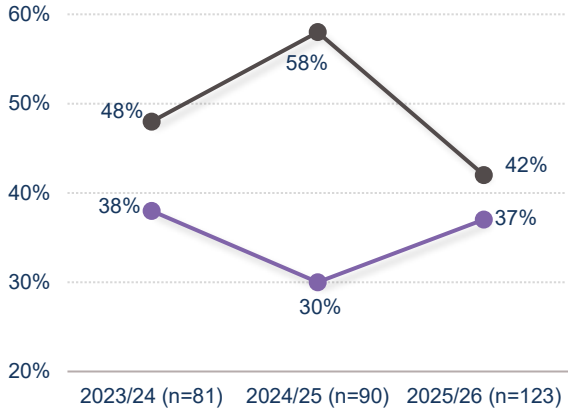
Complaint in last 12 months



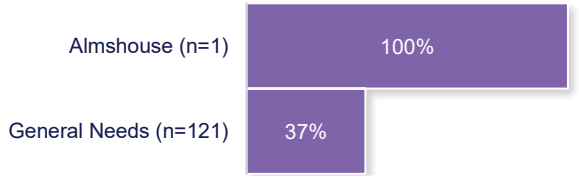
Satisfaction with Complaints Handling



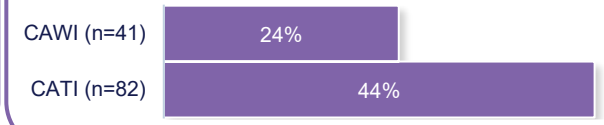
Over time



Satisfaction by Tenure



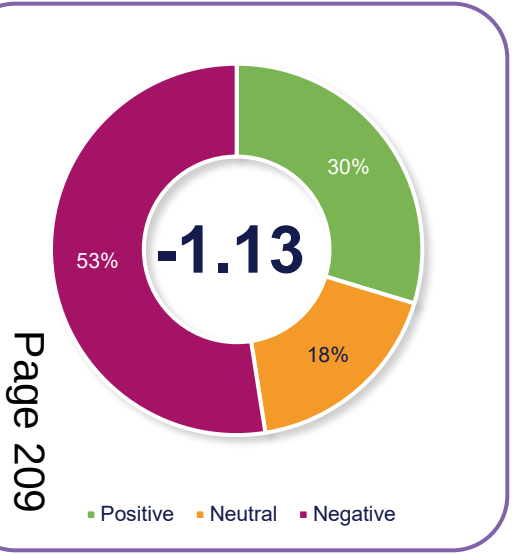
Satisfaction by Response Method



Complaints

Please describe your experience of how complaints are handled.

Base Size: 91



Attribute	Count	%	Sentiment Score
Subcategory, no attribute (yet)	29	31.9%	-0.62
Communication / Transparency	25	27.5%	-2.72
Timeliness & Responsiveness	19	20.9%	-1.42
Resolution	12	13.2%	-2.50
Listening / Acting	10	11.0%	-3.00
Satisfaction	9	9.9%	+0.89
Quality of Work / Service	5	5.5%	+0.40
Effort	4	4.4%	-3.00
No Comments	4	4.4%	0.00
Appointments / Convenience	2	2.2%	-5.00
Safety	1	1.1%	-5.00
Trust	1	1.1%	-5.00
Accessibility			-
Accountability			-
Consistency			-
Empathy			-
Fairness			-
Staff Conduct			-
Worker Conduct			-

When asked to, *"Please describe your experience of how complaints are handled,"* 91 tenants left comments. These comments reveal a mixed sentiment regarding complaint handling and service effectiveness. Many respondents appreciate prompt communication, particularly from managers within the housing team, acknowledging satisfactory responses to some complaints. However, a number express frustration with unresolved issues, particularly around pest control, maintenance delays, and anti-social behaviour (ASB). Complaints about lifts and mould in properties are recurrent, with some tenants feeling their concerns are ignored or inadequately addressed.

While a few individuals report positive experiences with diligent staff and effective follow-ups, some highlight poor communication and a lack of action from higher management. Instances of wasted time due to missed appointments and ineffective complaint handling are noted, leading to dissatisfaction. Tenants also mention issues with being referred to various contacts and receiving generic responses, which contributed to a sense of being overlooked.

Overall, while some interactions are deemed effective and satisfactory, a proportion of respondents feel their complaints are either dismissed or poorly managed, indicating a need for improved responsiveness and follow-up processes.

Complaints - Example Comments

Positive comments

"They were prompt with reply and worked within the timeframe."

"They were very diligent, they advised me the first time that they couldn't do anything until they tend to my situation. So yeah, they came to have a talk with the neighbours, and now I'm being less harassed. They kept in communication with me as it was a very serious case."

"They are very good. Always been in person in the office - people in the office are quite nice and like handling the problem - if we are having an issue with 1 person (ASB), they do send letters - feel like they are listening to what you are saying."

"They do their best to deal with it."

"They sorted out the issue immediately."

Contact & communication

"When you make a complaint, the first thing you want to know is a good answer. Imagine if you call the council and tell them you have a problem, and they ask, can you not fix it yourself?"

"My experience is they do not see the underlying issues of the complaint, they don't address it, you find yourself going around in circles, they avoid the issues. Especially I am a disabled tenant, and I'm being treated poorly."

"I don't have a clue. If you go to the office I believe its a waste of time. They always say call this or that."

"The communication is not very good. They often tell you to contact someone else, which means you end up calling about the same issue repeatedly."

"Going to the estate office when its open, you make a complaint and nothing is done. They just send generic letters."

Maintenance

"The complaint about the lift and my house being mouldy is always the same; nothing is being done about it."

"They just fob you off; in regards to when I wrote about the lifts and repairs, keep making promises that they don't keep."

"The recent complaint we made was about the lift, and it took them a long time to resolve it."

"I've been made to wait at home twice. The engineers never arrived. The third time, they arrived but left the job incomplete. I have a new appointment, which means losing another day of work, and the rent price is going up. You can't lose workdays. Thank you."

"It was about the pest control of mice coming into my building. They sent someone, but the problem is not solved. I reported this last year, the mice are inside, not always only in summer."

Other matters

"I complained we have a barrier system and it's constantly broken, I don't know who breaks them."

"As soon as you call them up, they link you to the authority that has to deal with it. If you don't get what you wanted, you call back, and they follow up with the issue. i.e. when the engineer delayed to coming to the property, they dealt with British Gas to escalate the issue. Very satisfied. They did well."

"Well, I have complained about the café bar downstairs, and they are so noisy, and I complained and it's still going on."

"The estate office staff are very good and do their best. However, when it comes to higher management, there's a lack of communication. No one from the top ever calls to provide updates or offer any apologies, which leaves residents feeling ignored."

Number of respondents: 91



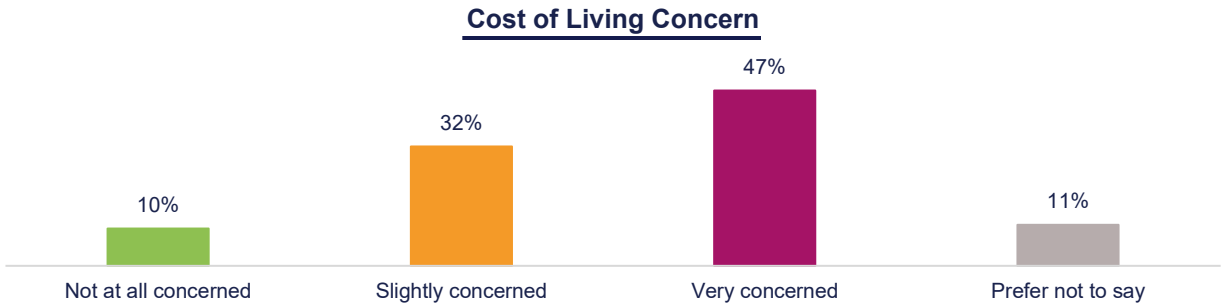
Wellbeing

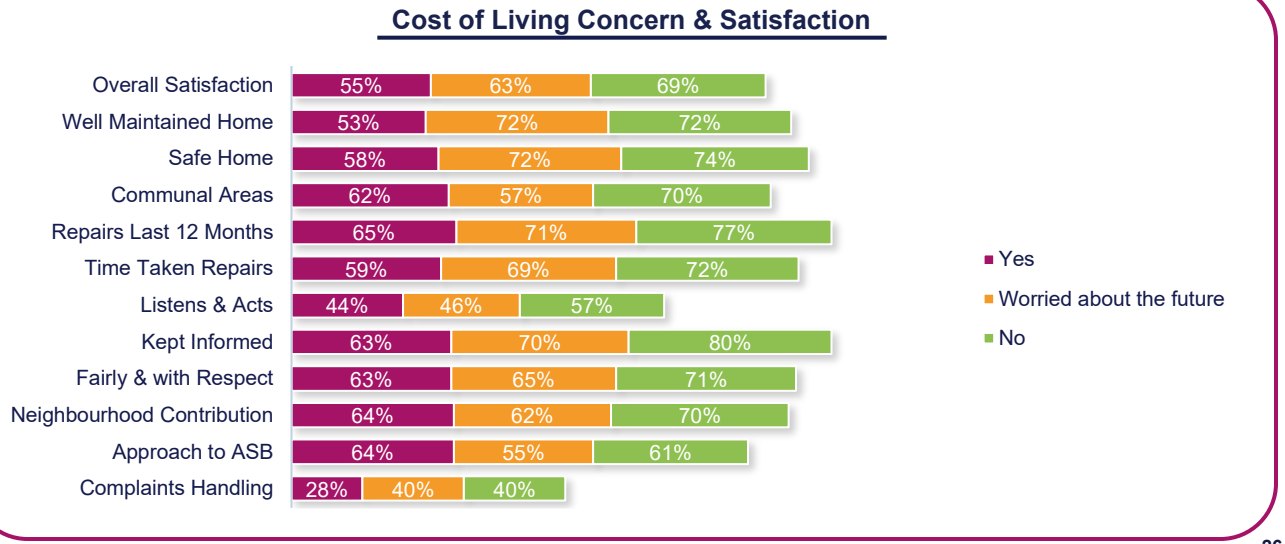
Cost of Living

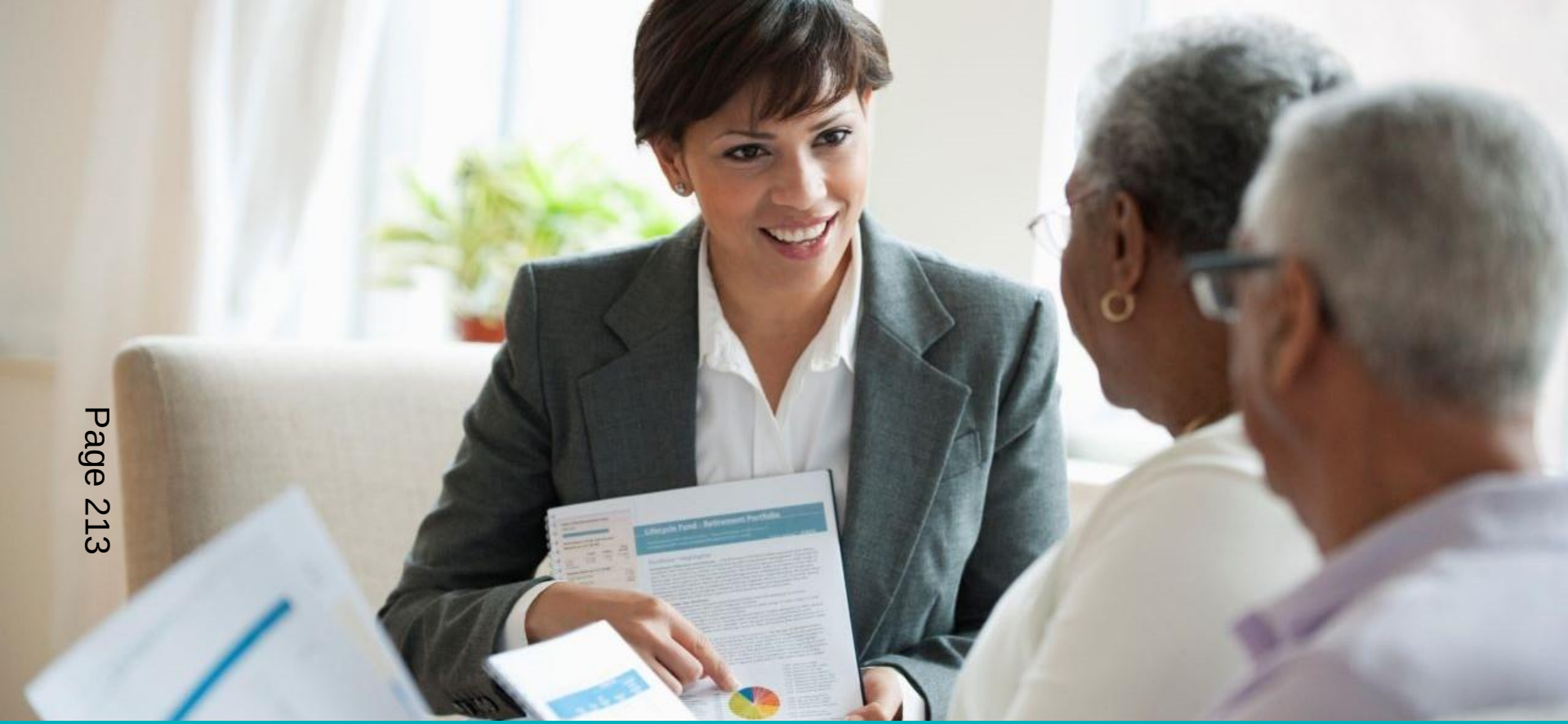
Tenants were asked, *"How concerned are you about the cost-of-living crisis for you personally?"* 47% of tenants are very concerned, with a further 32% slightly concerned. Just 10% of customers are not at all concerned.

Given these high numbers, anything that the Corporation could do to help alleviate these worries would be beneficial.

As the cost of living continues to put pressure on household incomes, concern will continue to remain high. Those most concerned tend to be the least satisfied with the range of housing services they receive. This does appear to be true here: across the overall service, just 55% of those very concerned are satisfied, compared with 69% of those not concerned at all.







Further Insight

Satisfaction & Dissatisfaction

The charts summarise the key results from 2025/6 and show the range of both satisfaction and dissatisfaction.

Sometimes, when satisfaction is low, the remaining tenants can be split between those in the neutral middle ground and those who are actually dissatisfied. This difference can signal areas where tenants do not have strong opinions or areas where a high percentage of tenants are actually dissatisfied.

For the City of London Corporation it generally follows that measures with high satisfaction also have low dissatisfaction, and vice versa.

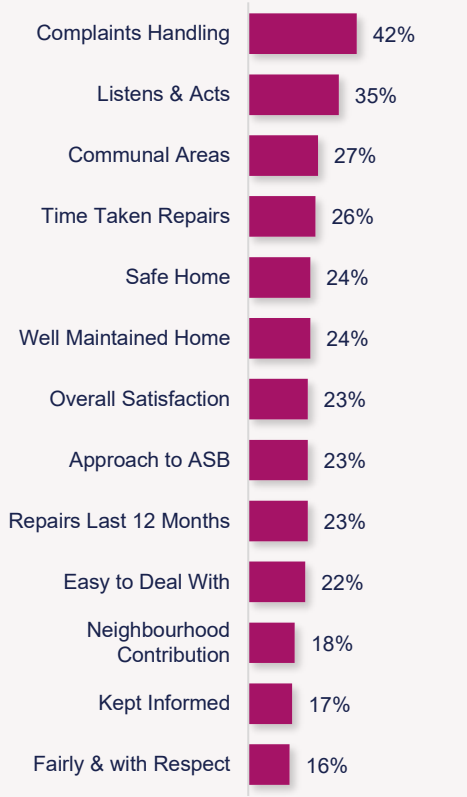
The highest satisfaction is for the way tenants are kept informed (73%), but this falls to 37% for the handling of complaints; however, this is the only measure where more are dissatisfied than satisfied.

Around a quarter of tenants are dissatisfied, suggesting that more could be done to improve service delivery.

Satisfaction with Measures 2025/26



Dissatisfaction with Measures 2025/26



Year-on-Year Change

The table shows the annual results for 2025/26 against those for 2024/25. Increases are shown in green and decreases in purple.

For changes to be statistically significant, they need to exceed the combined margins of error for the last two surveys, around 9p.p, so none of the changes this year exceed this, but the general direction of travel does appear to be downward.

Satisfaction with the overall service is down by 3p.p with the biggest falls for being easy to deal with (down 5p.p) and how tenants are treated fairly and with respect (down 7p.p).

However, satisfaction with the repairs service has improved, and 7p.p more are satisfied with the handling of complaints, although this remains the lowest scoring measure.

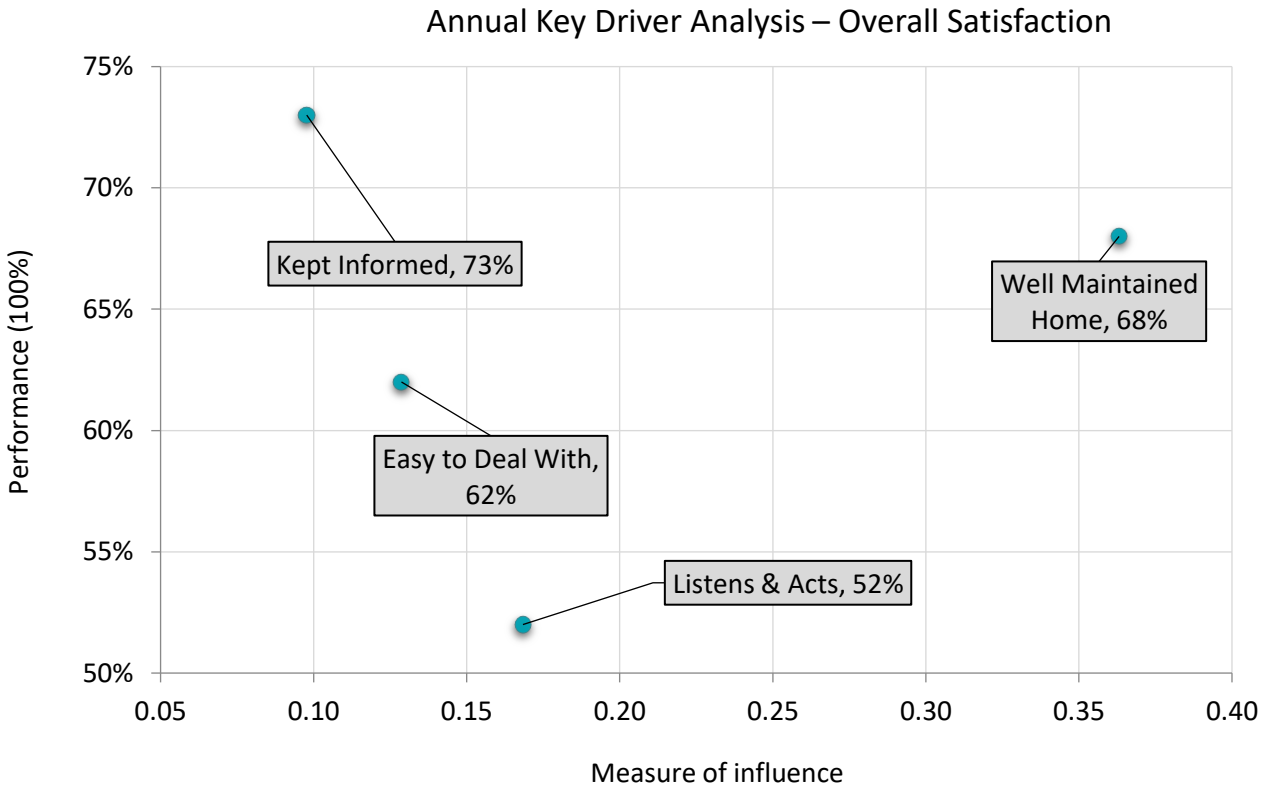
	2024/25	2025/26
Overall Satisfaction	68%	65% (-3)
Well Maintained Home	71%	68% (-3)
Safe Home	72%	69% (-2)
Communal Areas	67%	64% (-2)
Repairs Last 12 Months	67%	71% (+3)
Time Taken Repairs	65%	67% (+2)
Listens & Acts	55%	52% (-4)
Kept Informed	74%	73% (-1)
Fairly & with Respect	75%	68% (-7)
Easy to Deal With	67%	62% (-5)
Neighbourhood Contribution	68%	66% (-1)
Approach to ASB	64%	62% (-2)
Complaints Handling	30%	37% (+7)

Key Driver Analysis

Key driver analysis is used to examine the relationship between the different variables (the questions asked in the survey) and determine which elements of the service are the key drivers for tenants' overall satisfaction.

Each landlord has its own unique pattern of influence, and when considering the results for 2025/26, the most important driver for tenants' satisfaction with the overall services is that the Corporation provides a home that is well maintained. How tenants' views are listened to and acted upon, how easy the Corporation is to deal with and how tenants are kept informed are also important, but not as influential.

This analysis implies that if improvements around the most influential measures can be achieved, it is more likely to lead to increased satisfaction with the overall services provided.



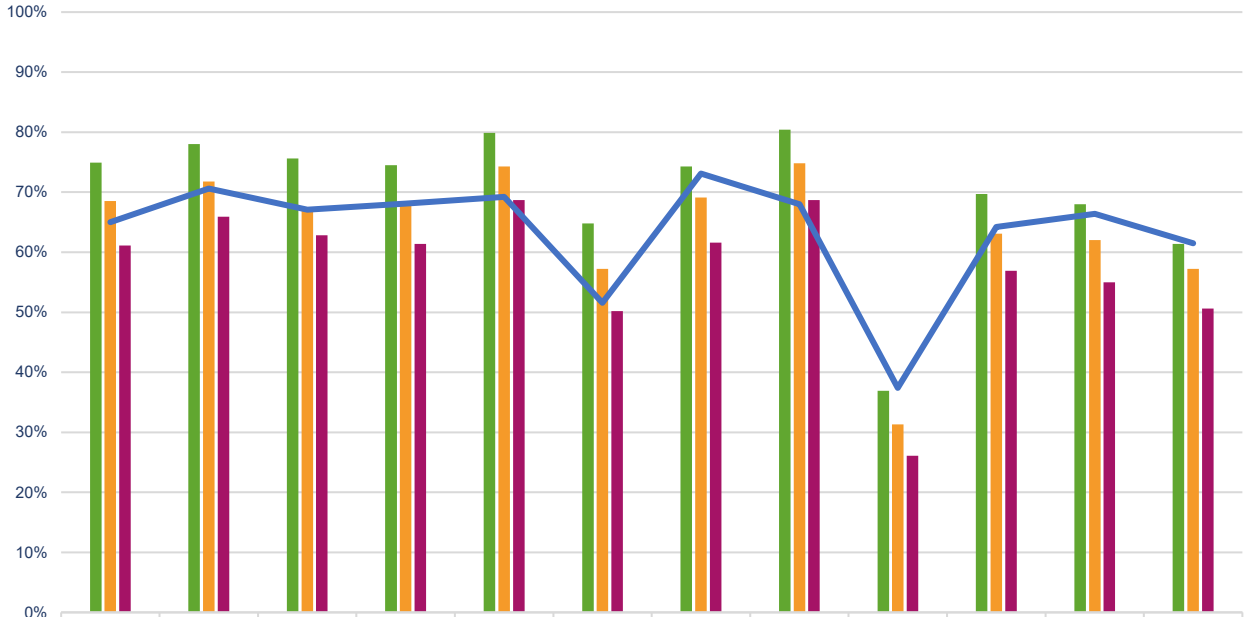
Benchmarking – RSH 2024/25 Data (LCRA - Councils)

The Regulator of Social Housing has now issued the TSM results for the completed year of 2024/25, so it is possible to compare the results from the City of London survey against these. The chart shown here includes the results from all councils submitting data to the RSH.

This shows that the City of London Corporation compares quite favourably, particularly on some measures. It is in the top quartile for the handling of complaints and ASB, and above the group medians on four other measures, including the maintenance of the home, which is the key driver for satisfaction.

The remaining five measures fall into the third quartile, including for the overall service.

However, overall, given the location and type of housing provided, this is a good set of results.



	TP01 - Overall Sat	TP02 - Repairs Sat	TP03 - Time Taken	TP04 - Well Maintained	TP05 - Safe	TP06 - Listens	TP07 - Informed	TP08 - Fairly	TP09 - Complaints Sat	TP10 - Communal Sat	TP11 - Neighbour hood	TP12 - ASB
Upper Quartile	74.9%	78.0%	75.6%	74.5%	79.9%	64.8%	74.3%	80.4%	36.9%	69.7%	68.0%	61.4%
Acuity Median	68.5%	71.8%	67.5%	68.1%	74.3%	57.2%	69.1%	74.8%	31.3%	63.1%	62.0%	57.2%
Lower Quartile	61.1%	65.9%	62.8%	61.4%	68.7%	50.2%	61.6%	68.7%	26.1%	56.9%	55.0%	50.6%
Quartile position	3	3	3	2	3	3	2	4	1	2	2	1
City of London	65.0%	70.6%	67.1%	68.1%	69.2%	51.6%	73.1%	68.0%	37.4%	64.2%	66.4%	61.5%

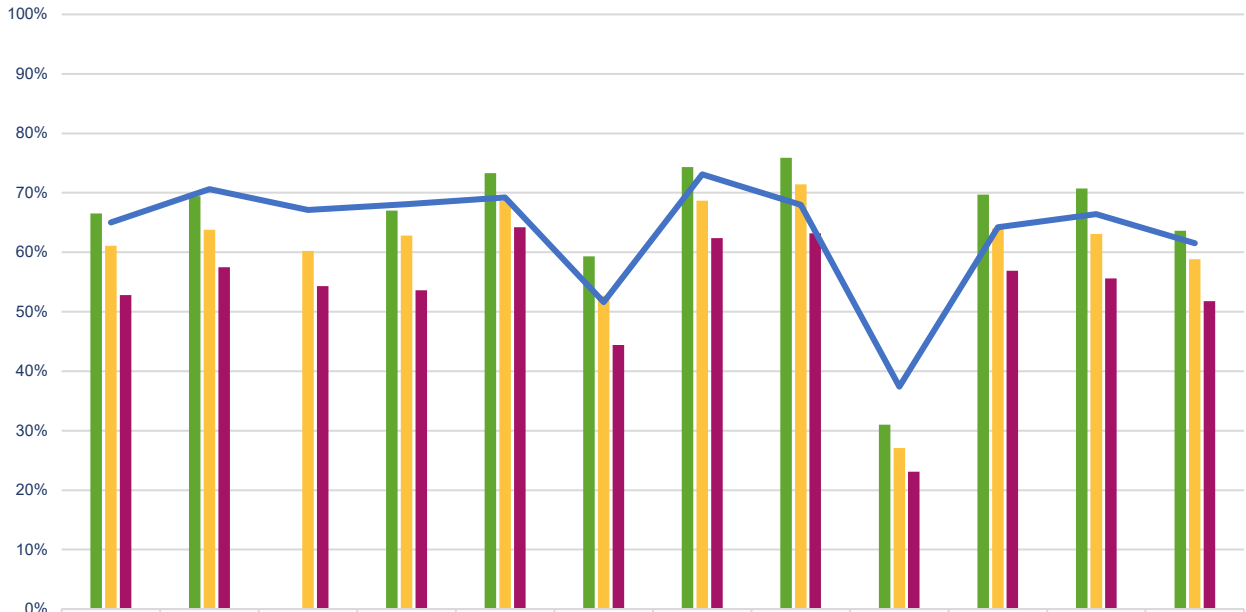
Benchmarking – RSH 2024/25 Data (LCRA - London)

When compared against landlords operating in London only (HAs and councils), the City of London Corporation performs even better, with all but two measures above the group medians.

Satisfaction with the overall service falls into the second quartile, together with six other measures, but the repairs in the last 12 months, having a well-maintained home, and the handling of complaints are all in the top quartile.

Just how the Corporation listens to tenants' views and acts upon them, and treats tenants fairly, are below the medians, in the third quartile.

This is, again, very encouraging and suggests that the Corporation gets many things right, although there is always some room for improvement, particularly on the engagement measures.



	TP01 - Overall Sat	TP02 - Repairs Sat	TP03 - Time Taken	TP04 - Well Maintained	TP05 - Safe	TP06 - Listens	TP07 - Informed	TP08 - Fairly	TP09 - Complaints Sat	TP10 - Communal Sat	TP11 - Neighbour hood	TP12 - ASB
Upper Quartile	66.5%	69.4%	0.0%	67.0%	73.3%	59.3%	74.3%	75.9%	31.0%	69.7%	70.7%	63.6%
Acuity Median	61.1%	63.8%	60.2%	62.8%	68.6%	52.7%	68.7%	71.4%	27.1%	64.0%	63.1%	58.8%
Lower Quartile	52.8%	57.5%	54.3%	53.6%	64.2%	44.4%	62.4%	63.2%	23.1%	56.9%	55.6%	51.8%
Quartile position	2	1	2	1	2	3	2	3	1	2	2	2
City of London	65.0%	70.6%	67.1%	68.1%	69.2%	51.6%	73.1%	68.0%	37.4%	64.2%	66.4%	61.5%

Top 30 Comments

Although the results compare well with other landlords, particularly those operating in London, there are still a number of tenants dissatisfied with the service provided, and this is reflected in the open comments made.

On a positive note, comments about the staff and customer service are largely good, as are some aspects of the repairs service.

However, some tenants want to see improvements to certain aspects of their properties, particularly the windows, and the cleaning and maintenance of the communal areas.

These comments help to provide insight to the satisfaction questions and will help the Corporation target the areas most in need of improvement. The full text of the comments made can be found on the Acuity dashboard.

	%	Count	Score
Housing Services - Customer Service & Contact - Satisfaction	32.17%	111	2.82
Property Condition - General Condition	30.43%	105	2.62
Property Services - Responsive Repairs - Timeliness / Responsiveness	25.51%	88	-2.54
Housing Services - Communal Maintenance - Quality of Work / Service	25.51%	88	0.16
Uncategorized Comments	20.58%	71	0.63
Housing Services - Customer Service & Contact - Staff Conduct	17.68%	61	2.05
Housing Services - Customer Service & Contact - Communication / Transparency	17.39%	60	0.54
Housing Services - Customer Service & Contact - Other	15.07%	52	0.35
Building Safety - Lifts	13.04%	45	-3.97
Property Services - Responsive Repairs - Quality of Work / Service	12.17%	42	-2.30
Property Condition - Window/doors	11.59%	40	-3.40
Property Services - Responsive Repairs - Other	11.59%	40	-1.62
Housing Services - Communal Maintenance - Timeliness / Responsiveness	11.01%	38	-2.60
Property Services - Responsive Repairs - Communication / Transparency	10.72%	37	-2.64
Housing Services - Customer Service & Contact - Timeliness / Responsiveness	10.43%	36	1.48
Housing Services - Complaints - Timeliness / Responsiveness	8.99%	31	-2.24
Housing Services - Complaints - Other	8.99%	31	-0.97
Housing Services - Complaints - Communication / Transparency	8.70%	30	-2.32
Housing Services - Customer Service & Contact - Quality of Work / Service	8.70%	30	1.58
Property Services - Responsive Repairs - Resolution	8.41%	29	-2.71
Property Condition - Damp	7.54%	26	-3.40
Building Safety - Door/window/gate security	7.54%	26	-1.23
Housing Services - Customer Service & Contact - No Comments	7.25%	25	-1.79
Housing Services - Communal Maintenance - Other	7.25%	25	0.44
Property Services - Responsive Repairs - Effort	6.09%	21	-2.48
Housing Services - Complaints - Resolution	4.93%	17	-3.00
Housing Services - Complaints - Listening / Acting	4.64%	16	-4.38
Housing Services - Customer Service & Contact - Effort	4.64%	16	0.38
Neighbourhoods - Anti Social Behaviour	4.64%	16	-4.00
Property Services - Responsive Repairs - Safety	4.35%	15	-0.60

National Context

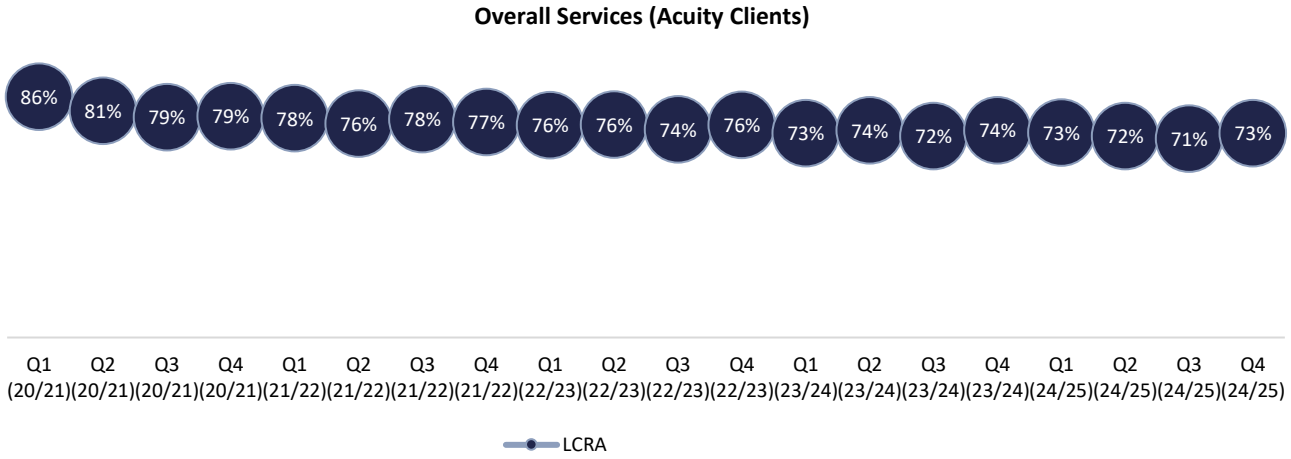
When considering the results, the national context and external factors must also be taken into account.

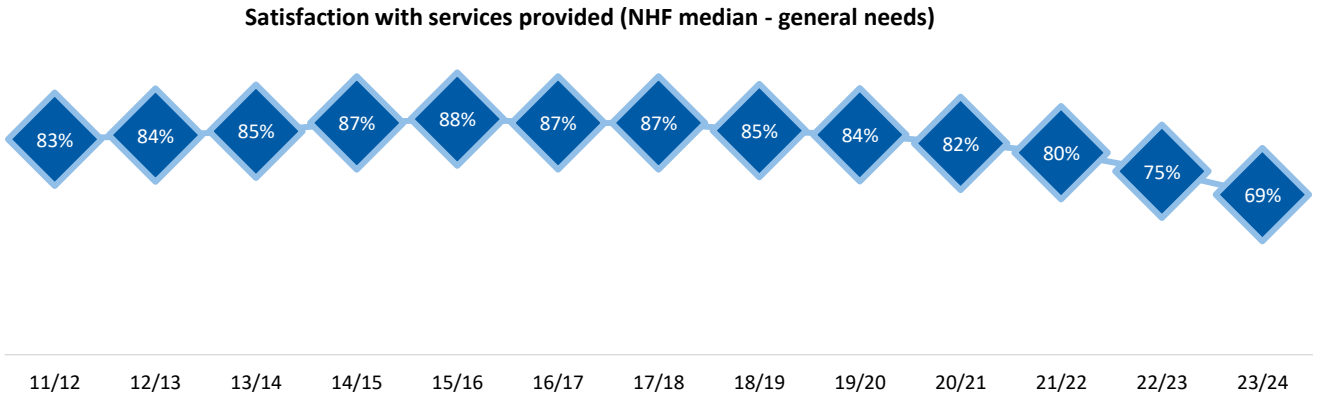
Satisfaction is based on perception rather than specific values, so it can be affected by these factors and how positive people feel about their lives.

Residents have had to face considerable challenges in recent years, particularly the recent cost-of-living crisis, political changes and some will still be recovering from the disruption caused by the pandemic of 2020 and the effect it had on the delivery of services.

The top graph demonstrates how overall satisfaction has changed over time for Acuity clients (tracker only). The trendline is downward over the last few years, but there are signs that it is starting to increase again as we move into 2025/26.

The lower chart shows the results from NHF members with a peak in 2015/16 and a slow decline since, but again, results are also starting to see some revival in satisfaction in 2025/26.







Summary



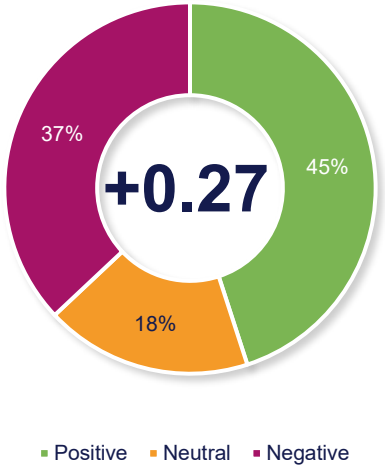
Acuity
intelligence. insight. improvement.

Overall RSI Score

The Organisational-Level RSI offers a single, headline metric that captures the overall emotional tone of tenant feedback across all key service areas.

It is based exclusively on responses to the four RSI open-ended questions. It reflects how positively or negatively tenants feel about the organisation's performance across these key areas.

Please note, if your organisation does not ask all seven core RSI questions, you are unable to benchmark your Organisational RSI Score. Each individual RSI question will be analysed in its relevant section throughout the report.



Sentiment Scores



Summary

Overall Satisfaction

The tenants' responses reveal a mix of satisfaction and dissatisfaction regarding maintenance and repairs. While some appreciate quick responses and good communication from staff, some express frustration over delays in repairs, particularly for issues such as leaks, damp, and a lack of maintenance in communal areas. Concerns about the reliability of lifts, cleaning standards, and the overall management of estates indicate a decline in service quality. Some tenants feel neglected, citing unresolved, longstanding issues and poor communication from the estate office.

The Home

Some concerns exist regarding communal area maintenance and overall safety in residential properties. While many tenants appreciate the cleanliness and prompt repair services inside their homes, issues with dirty stairwells, broken lifts, poor lighting, and unsightly rubbish persist. Safety concerns are raised about external areas, particularly regarding drug-related activities and inadequate security measures. Additionally, some tenants express dissatisfaction with delayed repairs and a lack of attention to communal space upkeep, indicating a need for improved management and responsiveness.

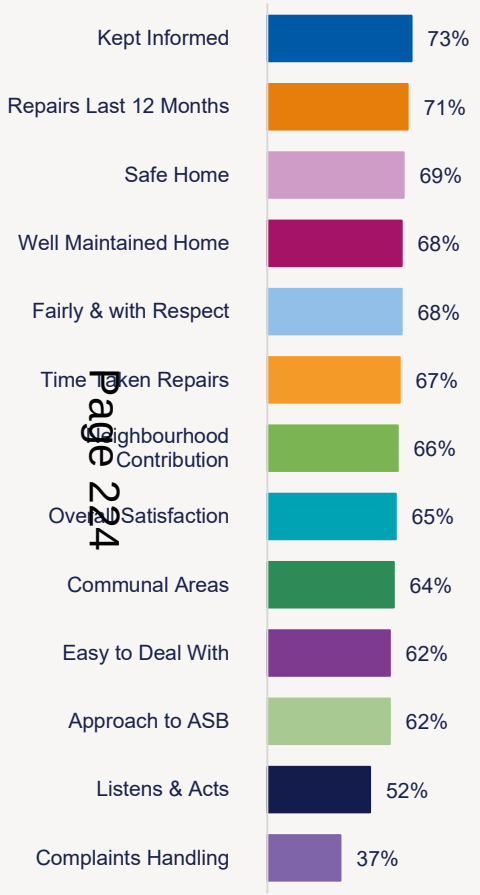
Customer Service & Communication

There is also a mixed sentiment regarding customer service and communication within the City of London. While some respondents express satisfaction, highlighting polite and prompt assistance, others report issues, including poor communication, delays in repairs, and inconsistent service quality. Some tenants are frustrated by the lack of responsiveness from the office and the difficulty in contacting relevant departments. Concerns about ongoing maintenance and follow-through on complaints are common, indicating a need for improved communication and service delivery.

Complaints

Finally, comments indicate dissatisfaction with complaint handling and service responsiveness. Many tenants report ongoing issues such as pest control, maintenance delays, and inadequate follow-up, often feeling ignored or receiving generic responses. Some praise prompt communication, particularly for serious cases, but a recurring sentiment is frustration over unaddressed problems and lack of action from higher management. Positive interactions exist, yet overall, there are numerous calls for better accountability, communication, and support for vulnerable tenants.

Satisfaction with Measures



Summary

Acuity was commissioned by the City of London to undertake independent satisfaction surveys of its tenants, based on the Tenant Satisfaction Measures from the Regulator of Social Housing, using its in-house telephone team and online surveys. At the close of the survey on 12 December, 403 surveys were received, meeting the required margin of error for the survey.

The range of satisfaction is generally good, particularly for a local authority working in central London. Satisfaction with the overall service stands at 65%, down slightly from last year. Most measures fall in the 60% range, but two exceed this: the repairs service in the last 12 months (71%) and how tenants are kept informed about things that matter to them (73%). However, two fall below 60% satisfaction; the way views are listened to and acted upon (52%), whilst just 37% are satisfied with the handling of complaints; this is the only measure where dissatisfaction is greater than satisfaction.

There have been small changes since last year, mostly downward, although none of the changes are statistically significant. Overall satisfaction is down by 3p.p, with slightly bigger falls for listening to views (down 4p.p), the ease of dealing with the Corporation (down 5p.p) and treating tenants with respect (down 7p.p). However, the time to complete repairs is up 2p.p, the repairs service in the last 12 months is up 3p.p and 7p.p more are satisfied with the handling of complaints.

The key driver for overall satisfaction is the provision of a well-maintained home; however, listening to views, being easy to deal with and keeping tenants informed are all important but not quite as influential. The results from the City of London also compare very well with other council landlords and those based in London. Compared with this group, all but two measures are above the group medians, with three in the top quartile.

There are also many tenants concerned with the cost of living, with 47% very concerned, with a further 32% slightly concerned.

For the first time, sentiment analysis has been used against four qualitative questions, covering the main areas of service. This gives a sentiment score based on the comments made and highlights where tenants are happy with the service or where they think improvements could be made. The overall sentiment score is positive at +0.27, and two other subject areas have positive scores, while overall satisfaction and handling of complaints are negative. Analysing the sentiment scores and reading the comments will help the Corporation get a better understanding of what is driving satisfaction, and what is not working quite as well.

When breaking down the results into different subgroups, age appears to be the major factor, with this likely to affect the tenure, property type and size. The method of response also makes a difference, and male tenants are a little more satisfied than their female counterparts.

Recommendations

The City of London is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. This mission is supported by a number of priorities, including:

- To contribute to a flourishing community
- To support a thriving economy.
- To shape outstanding environments.

The survey reveals many areas of good performance, but it has also highlighted some areas where improvements may be needed.

The comments made by tenants give insight into what they are most concerned about and will help the City of London target services that may need some improvement.

Shown opposite are some recommendations that the City of London may wish to follow up on to help improve satisfaction in the future.

Maintenance of communal areas and damp issues

In many ways, the same issues exist in this year's survey as in the last. Given that over 90% of tenants live in a building with communal areas, it is important that these areas are kept clean, safe and well-maintained. Over a quarter of tenants are dissatisfied with the upkeep of these areas, with satisfaction falling slightly since the previous survey. When asked about the maintenance of the areas, tenants cite problems with cleanliness, the operation of the lifts and the general condition of the gardens and open areas. Some are also concerned about safety, with issues such as broken locks on communal doors and lighting problems; ASB is also seen as a problem in some areas. This is an ongoing area of concern for some, and there is evidence that the Corporation does its best to maintain the areas to a good standard, but this needs to be given high priority, as it has a direct effect on the quality of life for tenants.

Customer Services & Communication

Again, the way tenants' views are listened to and acted upon scores poorly: 52% are satisfied, but 35% are dissatisfied. This was also highlighted in the previous survey, but satisfaction has fallen slightly since then, suggesting that some problems persist. Although some cite positive experiences and good interactions with staff, others have difficulty making contact with the office, saying it is often closed or that they have difficulty reaching the office by phone, and often receive poor communication and some indifference, particularly regarding repair issues. Tenants want to be heard, have clearer communication and follow-up on issues, and not feel neglected or ignored. Whilst this is a challenge for the Corporation, given the volume of contact and issues in the area, such as new building, communication must remain consistent and relevant to ensure all tenants feel listened to.

Handling of complaints

Around a third of tenants say they have made a complaint to the Corporation in the last 12 months, although it is still not clear how many of these are genuine complaints. Whilst the situation has improved, with satisfaction up 7p.p and dissatisfaction down by 16p.p, there are still more dissatisfied than satisfied, suggesting more needs to be done to address tenants' concerns. There are persistent issues, such as the operation of the lifts, ASB and problems with damp and mould, all of which cause complaints and need to be dealt with, but tenants want complaints to be handled better, not dismissed or poorly managed, so they feel the Corporation is responsive and will follow through on the process.

Appendix 1

Resident Sentiment Index (RSI)

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Resident Sentiment Index (RSI): Overview

Our new Resident Sentiment Index (RSI) uses a sector-specific sentiment categorisation model developed from decades of housing data and commentary. It allows landlords to move beyond satisfaction scores by showing not only how residents feel, but why. The framework includes seven key open-ended TSM questions across each of the main service areas, allowing organisations to benchmark with their peers.

Our model analyses open-ended survey responses across key service areas, categorising them using a deep learning sentiment engine. Each comment is scored on a 5-point scale (from -5 to +5) and grouped by category, subcategory, and – where relevant – cross-cutting attributes such as trust, listening, or communication. These attributes help identify what drives sentiment within services like repairs or tenancy management.

Note: Not every subcategory will have attributes. Some service areas (e.g. Property Condition, Neighbourhoods) are stand-alone themes that don't require further layering.

Key Features

- A clear, overall sentiment score for your organisation and each service area
- Detailed analysis by category, subcategory, and (where applicable) attribute
- Automated, regulator-ready reporting aligned to TSM and STAR survey requirements
- Scalable benchmarking for tracking performance over time and against sector peers

How We Categorise Feedback

We follow a multi-stage process to turn unstructured comments into actionable insight:

- **Model Design:** Combining housing sector expertise with real resident language to build a structured categorisation model
- **Expression Building:** Creating comprehensive expressions to detect key themes and sentiments
- **Testing & Tuning:** Refining expressions to maximise accuracy and coverage
- **Deployment:** Automatically categorising and scoring comments at scale

Some feedback will remain "Uncategorised" – particularly when language is highly specific, off-topic, or outside current theme coverage. This is expected and will reduce as the model continues to grow.



Demographics

Tenure

The tenants responding fall into three main categories, general needs, sheltered and those in Almshouses. However, only 11 responded from the Almshouses and 20 from sheltered accommodation. Despite this, the satisfaction levels from the tenants in these properties is shown here.

This demonstrates that general needs tenants are consistently less satisfied with those in the other properties. This is common and can often be linked to age as the Almshouses and sheltered accommodation are most likely to be occupied by older tenants, who, as shown below, tend to be more satisfied.

	All Tenants	Almshouse	General Needs	Sheltered
Overall Satisfaction	65%	100%	62%	95%
Well Maintained Home	68%	100%	65%	100%
Safe Home	69%	100% *	67%	100%
Communal Areas	64%	90%	62%	83%
Repairs Last 12 Months	71%	78% *	69%	100%
Time Taken Repairs	67%	89% *	65%	100%
Listens & Acts	52%	100% *	49%	72%
Kept Informed	73%	100% *	72%	88%
Fairly & with Respect	68%	89% *	67%	83%
Easy to Deal With	62%	100%	59%	89%
Neighbourhood Contribution	66%	100% *	65%	76%
Approach to ASB	62%	71% *	60%	88%
Complaints Handling	37%	100% *	37%	0% *

*Base below 10

Response Method

The table here shows the differences in satisfaction based on the response method used to the survey. Just over a quarter responded online, with the remainder responding to a telephone interview, using Acuity's in-house telephone team.

It is common that online responses are less than other methods, and this is the case here. This is often put down to the age of those responding, younger tenants often choosing the online approach. However, for the Corporation, the difference in the number over 65 is not significant between the methods, suggesting other factors could be at play here.

Perhaps it is easier to be more critical online rather than talking to someone. Whatever the reason, it is important to be aware of the differences and keep the level of responses consistent over time.

	All Tenants	CAWI	CATI
Overall Satisfaction	65%	56%	68%
Well Maintained Home	68%	57%	72%
Safe Home	69%	61%	72%
Communal Areas	64%	51%	70%
Repairs Last 12 Months	71%	59%	75%
Time Taken Repairs	67%	48%	73%
Listens & Acts	52%	39%	57%
Kept Informed	73%	51%	81%
Fairly & with Respect	68%	47%	76%
Easy to Deal With	62%	51%	66%
Neighbourhood Contribution	66%	42%	78%
Approach to ASB	62%	39%	70%
Complaints Handling	37%	24%	44%

Age Group

It is often found in surveys of this kind that satisfaction generally increases with age.

For the Corporation this tends to be the case, with tenants aged 75 to 84 the most satisfied overall, and those aged 54 and under generally the least satisfied. Although those aged 25 to 34 are also very satisfied, particularly on aspects of engagement.

Regarding overall satisfaction with the services provided, 78% of tenants aged 75 to 84 are satisfied, compared with 53% of those aged 35 to 44.

The general trend is consistent with many other surveys and means that the age profile of different landlords will be a major factor in determining satisfaction levels.

It is not entirely clear why this is, but it could be that older people are generally less likely to complain and, perhaps, put up with lower standards of service. In contrast, younger tenants can have higher expectations of what they feel services should look like.

	All Tenants	0 - 24	25 - 34	35 - 44	45 - 54	55 - 59	60 - 64	65 - 74	75 - 84	85 +
Overall Satisfaction	65%	68%	73%	53%	61%	64%	63%	70%	78%	50% *
Well Maintained Home	68%	71%	71%	61%	63%	63%	64%	78%	81%	50% *
Safe Home	69%	65%	76%	60%	58%	69%	68%	78%	86%	80% *
Communal Areas	64%	60%	67%	63%	53%	68%	65%	71%	64%	100% *
Repairs Last 12 Months	71%	76%	70%	70%	64%	72%	61%	80%	75%	100% *
Time Taken Repairs	67%	76%	60%	63%	52%	71%	58%	73%	90%	100% *
Listens & Acts	52%	53%	71%	46%	33%	55%	51%	63%	59%	50% *
Kept Informed	73%	68%	85%	74%	68%	75%	70%	72%	76%	100% *
Fairly & with Respect	68%	59%	80%	74%	53%	72%	64%	71%	74%	100% *
Easy to Deal With	62%	55%	81%	61%	55%	70%	53%	66%	64%	75% *
Neighbourhood Contribution	66%	73%	84%	75%	63%	66%	55%	61%	70%	100% *
Approach to ASB	62%	67%	79%	51%	57%	49%	65%	70%	60%	100% *
Complaints Handling	37%	57% *	50% *	47%	29%	36%	35%	24%	50% *	100% *

*Base below 10

Length of Tenancy

As those with the longest tenancies are often among the oldest tenants, satisfaction tends to be high in these groups, although this does not appear to be the case with the Corporation.

Satisfaction also tends to be high for newer tenants, as seen here where the less than 1-year group is the most satisfied with eight of the measures and the 1 to 3-year group, with three, including the overall service.

One theory for this pattern is that tenants are often happy to finally receive an offer of a home after perhaps waiting for some time and coming from poor accommodation. Still, as they experience more issues over the years, they become more critical, and then as they age, satisfaction tends to increase again. This is shown here, with, for example, tenants of 11 to 20 years being the least satisfied overall and with eight other measures.

	All Tenants	< 1 year	1 - 3 years	4 - 5 years	6 - 10 years	11 - 20 years	Over 20 years
Overall Satisfaction	65%	75%	**79%**	71%	61%	**56%**	64%
Well Maintained Home	68%	**85%**	83%	67%	65%	**58%**	67%
Safe Home	69%	**85%**	80%	**58%**	68%	59%	72%
Communal Areas	64%	79%	**81%**	67%	**51%**	59%	65%
Repairs Last 12 Months	71%	78%	**79%**	**79%**	78%	**54%**	71%
Time Taken Repairs	67%	72%	74%	63%	**78%**	**54%**	68%
Listens & Acts	52%	**76%**	67%	56%	50%	**37%**	49%
Kept Informed	73%	**87%**	85%	77%	75%	**66%**	**66%**
Fairly & with Respect	68%	**91%**	77%	74%	69%	**57%**	64%
Easy to Deal With	62%	**85%**	75%	61%	60%	**54%**	57%
Neighbourhood Contribution	66%	**90%**	82%	73%	64%	64%	**53%**
Approach to ASB	62%	**74%**	73%	60%	**56%**	58%	60%
Complaints Handling	37%	43% *	44%	43% *	**45%**	**28%**	35%

*Base below 10

Property Type

Just a handful of tenants live in either a bungalow or a house, with most in flats. There are also a number of studio flats and some maisonettes, emphasising the central London position.

In terms of satisfaction, it is those in the studio flats who tend to be the most satisfied; this could again be linked to age, as older people are more likely to occupy this type of accommodation.

In fact, those in the studios are the most satisfied on all but two of the measures, including the overall service. The least satisfied are split between those in flats and those occupying maisonettes.

	All Tenants	Bungalow	House	Flat	Maisonette	Studio
Overall Satisfaction	65%	100% *	100% *	62%	57%	73%
Well Maintained Home	68%	100% *	100% *	68%	59%	70%
Safe Home	69%	100% *	100% *	67%	68%	73%
Communal Areas	64%	67% *	50% *	62%	61%	73%
Repairs Last 12 Months	71%	67% *	50% *	69%	78%	71%
Time Taken Repairs	67%	100% *	50% *	66%	65%	70%
Listens & Acts	52%	40% *	100% *	48%	45%	63%
Kept Informed	73%	80% *	100% *	70%	66%	82%
Fairly & with Respect	68%	50% *	100% *	63%	72%	78%
Easy to Deal With	62%	83% *	100% *	61%	51%	68%
Neighbourhood Contribution	66%	25% *	100% *	61%	69%	79%
Approach to ASB	62%	25% *	100% *	58%	62%	70%
Complaints Handling	37%	100% *	- *	34%	55%	41%

*Base below 10

Number of Bedrooms

Whilst there are a few in three-bedroomed homes, most have smaller properties.

Of these, those in the smallest properties tend to be the most satisfied, but as shown above, this is likely to be linked to the age factor.

	All Tenants	0	1	2	3	4
Overall Satisfaction	65%	74%	66%	61%	58%	40% *
Well Maintained Home	68%	71%	75%	63%	61%	40% *
Safe Home	69%	74%	73%	64%	66%	40% *
Communal Areas	64%	71%	67%	58%	61%	40% *
Repairs Last 12 Months	71%	72%	75%	70%	65%	50% *
Time Taken Repairs	67%	70%	76%	62%	58%	50% *
Listens & Acts	52%	61%	58%	39%	43%	60% *
Kept Informed	73%	81%	73%	64%	77%	40% *
Fairly & with Respect	68%	76%	71%	57%	69%	60% *
Easy to Deal With	62%	68%	65%	54%	60%	60% *
Neighbourhood Contribution	66%	76%	60%	63%	69%	25% *
Approach to ASB	62%	69%	59%	55%	65%	40% *
Complaints Handling	37%	41%	37%	33%	45%	0% *

*Base below 10

Gender

Similar numbers of male and female tenants responded to the survey, but the female tenants are generally a little less satisfied with the majority of measures.

In fact, male tenants are more satisfied with all but one of the satisfaction measures, the approach to handling ASB. Although the differences between these two groups are relatively small.

This is consistent with many other similar surveys, although the reason for differences is not clear and may be linked to differing expectations.

	All Tenants	Woman	Man
Overall Satisfaction	65%	61%	66%
Well Maintained Home	68%	62%	71%
Safe Home	69%	66%	71%
Communal Areas	64%	58%	68%
Repairs Last 12 Months	71%	67%	73%
Time Taken Repairs	67%	62%	70%
Listens & Acts	52%	48%	52%
Kept Informed	73%	69%	76%
Fairly & with Respect	68%	66%	69%
Easy to Deal With	62%	60%	61%
Neighbourhood Contribution	66%	63%	67%
Approach to ASB	62%	61%	61%
Complaints Handling	37%	35%	39%

*Base below 10

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This research project was carried out to conform with ISO 20252:2019 and the MRS Code of Conduct.

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Certificate Number: 460492024

CYBER ESSENTIALS CERTIFIED PLUS

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City of London Corporation Committee Report

Committee(s): Housing Management & Almshouses Sub-Committee – For information	**Dated:** 01/07/2026
Subject: Tenancy agreement update and consultation	**Public report:** For Information and discussion
This proposal: • **delivers Corporate Plan 2024-29 outcomes** Supporting engagement with residents and improving service clarity	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Judith Finlay – Executive Director Community and Children's Service
Report author:	Zoe Gayle – Service Improvement Manager, DCCS

Summary

This report provides Members with an update on the proposed changes to the City of London Corporation's Secure Tenancy Agreement and outlines the approach to tenant consultation.

The updated Tenancy Agreement has been reviewed and revised to improve clarity, strengthen key terms, and ensure alignment with current legislation, regulatory expectations, and service standards. A formal consultation with tenants commenced 22 June 2026 and will run for a seven-week period, in line with statutory requirements.

Following the consultation, a final version of the Tenancy Agreement, alongside the updated Tenant Handbook, will be presented to the Sub-Committee for approval in September 2026, incorporating tenant feedback.

The consultation has been designed to ensure residents have a clear and accessible opportunity to provide feedback, with multiple engagement channels and support available. Feedback received will be fully considered and will directly inform the final version of the agreement brought back to Members.

Recommendation(s)

Members are asked to:

1. Note the proposed changes to the Tenancy Agreement.
2. Note that tenant consultation commenced on 22 June 2026 for a period of seven weeks,
3. Note that a final version of the Tenancy Agreement and associated Tenant Handbook will be brought back to the Sub-Committee in September 2026 for approval.

Main Report

Background

1. The Tenancy Agreement is a key legal document setting out the rights and responsibilities of both the City of London Corporation and its tenants. The current agreement is a secure tenancy under the Housing Act 1985 and forms the contractual basis for tenancy management.

2. A review has been undertaken as part of the Housing Service's broader improvement work to ensure compliance with current legislation, reflect service standards, and improve accessibility for residents.

3. Changes to tenancy agreements for secure tenants must follow the statutory process under Section 103 of the Housing Act 1985, including formal consultation with tenants prior to implementation.

4. The revised Tenancy Agreement has been informed through extensive internal consultation. This has included structured engagement with housing staff across teams, who have provided feedback based on their day-to-day experience of communicating tenancy conditions to tenants. This feedback has been used to identify areas where the existing agreement lacked clarity or was open to misinterpretation in practice.

5. Legal Services have also been closely involved throughout the review process to ensure the agreement is fully compliant with current legislation. This has included incorporating clearer wording in areas where previous tenancy clauses have been subject to interpretation or challenge, ensuring the document is legally robust and supports effective tenancy management and enforcement.

6. This approach reflects the Housing Service's commitment to improving communication with residents and ensuring that key tenancy documents are clear, accessible and consistently understood. The revised agreement has been developed to support residents in understanding their rights and responsibilities and the City of London Corporation's obligations, as well as supporting staff to apply tenancy conditions fairly and consistently.

Current Position

7. A revised Tenancy Agreement has now been drafted, supported by:

    - A revised cover sheet clearly setting out:
        - landlord and tenant details
        - the premises
        - rent and occupancy information

    - Updated tenancy terms and conditions covering:
        - landlord obligations (e.g. repairs, safety systems)
        - tenant obligations (e.g. use of property, ASB, access requirements)
        - tenant rights and statutory protections

    - A Preliminary Notice of Tenancy Variation, which:
        - sets out proposed changes
        - explains the reasons for those changes
        - invites tenant feedback before any decision is made

8. The revised agreement has been structured to:

    - Improve clarity through clearer language and layout
    - Separate legal terms from guidance (to be included in the Tenant Handbook that will be finalised with the amendments to the Tenancy Agreement)
    - Strengthen key areas such as:
        - access to homes
        - safety and compliance obligations
        - antisocial behaviour and harassment
        - subletting and misuse of homes

9. These revisions reflect both operational feedback from staff and legal input, ensuring that the agreement is clearer in practice, easier to communicate to tenants, and more robust where formal action may be required.

10. The revised agreement has also been designed to improve transparency for residents, making expectations clearer and reducing the risk of misunderstandings or disputes. This supports a more consistent and fair approach to tenancy management and helps ensure residents are better informed about their rights and responsibilities and the City of London Corporation's obligations.

Options

11. Option 1 – Continue with consultation and implementation plan (recommended)
    - Continue formal tenant consultation as per plan
    - Review and incorporate feedback
    - Return to Committee for final approval September 14, 2026

Option 2 – Delay implementation plan
- Would postpone implementation and improvements
- Risks misalignment with regulatory expectations as agreed to consult with tenants Q2 26/27 and implement and communicate new agreement in Q3 26/27

Proposals

12. A formal consultation with tenants commenced 22 June 2026 and is being delivered as follows:

Consultation Approach
- A Preliminary Notice of Tenancy Variation has been issued to all secure tenants
- Tenants have been provided with:
    - a summary of proposed changes
    - full draft tenancy agreement
    - clear options to provide feedback (form, online, email, estate offices)

Consultation Period
- Start date: **22 June 2026**
- Duration: **7 weeks** (closing 9 August)

Engagement Methods
- Written consultation (postal and online)
- Estate office engagement and support – piggy backing on the Major Works Roadshows where possible
- Communications via housing channels (e.g. newsletters, posters, website)

Information has been provided in a clear and accessible format, supported by plain English summaries to help tenants understand the proposed changes. Tenants are able to respond in a range of ways to suit their needs and preferences. Support is available through estate offices to assist residents in understanding the proposed changes and completing feedback

Next Steps
- Review all tenant feedback received
- Amend the Tenancy Agreement where appropriate
- Return to HMASC in September 2026 with:
    - final draft Tenancy Agreement
    - updated Tenant Handbook mirroring the agreement
    - summary of consultation outcomes

- A clear summary of tenant feedback will be produced, including how feedback has informed the final agreement (“Your feedback in action”)

Following approval, a formal Notice of Variation will be issued with a minimum four-week notice period before implementation.

Key Data

Consultation launch: 22 June 2026 (in progress)
Consultation duration: 7 weeks (closing 9 August 2026)
Target approval (final document): September 2026
Applies to all secure tenants
Number of tenants: approx. 2000 households consulted

Corporate & Strategic Implications

Strategic implications - This work supports the Corporate Plan outcome of Providing Excellent Services, by improving the clarity, consistency and accessibility of tenancy documents and strengthening resident engagement.

This work also supports the Housing Service’s improvement journey following the Regulator of Social Housing inspection, particularly in strengthening transparency, communication and resident engagement.

Financial implications - None

Resource implications - Officer time required to manage consultation, analyse feedback, and update documents.

Legal implications - The revised Tenancy Agreement has been developed in close consultation with Legal Services to ensure full compliance with current legislation, including the Housing Act 1985. Legal input has also focused on strengthening clarity in key clauses where ambiguity in previous versions has led to interpretation challenges, ensuring the agreement supports consistent and enforceable tenancy management practice.

Risk implications - Risks of non-compliance or challenge are mitigated through:

- formal consultation process
- legal review of the agreement
- clear audit trail of feedback and decisions

Equalities implications – Consultation will be accessible and inclusive, with multiple channels to enable participation and support for residents where required.

Climate implications - None

Security implications - None

Conclusion

The Tenancy Agreement has been comprehensively reviewed to improve clarity, strengthen key provisions, and ensure alignment with current legislation and service expectations.

A formal consultation with tenants commenced on 22 June 2026 and is currently underway, ensuring compliance with statutory requirements and providing residents with a meaningful opportunity to shape the final agreement.

The approach taken places a strong emphasis on clarity, accessibility and transparency, supporting residents to better understand their rights and responsibilities and helping to build trust in housing services.

Appendices

Appendix 1 - Draft Tenancy Agreement
Appendix 2 - Preliminary Notice of Tenancy Variation
Appendix 3 - Tenant Feedback Postal Form
Appendix 4 - EQIA - Tenant Agreement Variation

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Appendix 1

Draft Tenancy Agreement

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City of London Corporation – Secure Tenancy

This document is a legal contract between you and us. It is a secure tenancy agreement which is a form of tenancy under the Housing Act 1985. It explains the services you can expect from us, and the conditions you must keep to. Please read this agreement carefully before signing it and ask us to explain anything you do not understand. You can also get help from Citizens' Advice, a solicitor, or an independent advice agency. Please note that this agreement is subject to any future changes in legislation and any future guidance received from the Regulator of Social Housing or any other future regulator.

This tenancy agreement is between:

Name and address of Landlord	City of London Corporation ('the Landlord', 'the City Corporation', 'We', 'Us') of P.O. Box 270, Guildhall, London EC2P 2EJ, which is a Local Housing Authority.
and	
Name of Tenant(s)	…… …… …… ('the Tenant') (In the case of joint tenants, the term 'Tenant' applies to each of them and the names of all joint tenants should be written above. Each Tenant jointly and individually has the full responsibilities and rights set out in this Agreement.)
Address	…… …… Hereby referred to as "the Premises".
Description of Premises	The Premises is (tick which applies): ☐ a flat on the …… floor ☐ or a maisonette on the …… and …… floors ☐ a house ☐ a bungalow The Premises has (tick which applies): ☐ it has …… bedrooms and …… people are permitted to occupy the property ☐ no garden

☐ its own front garden
☐ its own back garden
☐ shared use of front garden
☐ shared use of back garden
☐ part of a garden (state which part) ……
☐ car port
☐ own drive
☐ shared drive

The Tenancy

This Tenancy is an Introductory Tenancy for 12 months starting on ……..

If after 12 months you have complied with the terms of the tenancy and the introductory period has not been extended (for a maximum of 6 months) or steps been taken to recover possession of the property it will automatically convert to become a weekly periodic secure tenancy starting on a Monday.

The terms of the Tenancy are set out in this agreement.

A. GENERAL TERMS

It is agreed as follows:

A.1 Payments for the Premises

The weekly rent for the Premises *(exclusive* of service charge) at the start of the tenancy shall be

Weekly Rent **£……**

Services

A.2

The City Corporation shall provide the services set out in the attached Schedule 2 for which the Tenant shall pay a service charge.

Service charge (weekly) **£……**

Heating/hot water charge (weekly) **(if applicable)**
This charge is variable for communal heating/power, see Schedule 2. **£……**

Total weekly payment) **£……**
The Total is payable weekly, in advance, every Monday

Details of Occupants
Tenant(s) details

Family name:	**Other name:**	**Date of birth**	**Relationship if joint tenants:**
……	……	……	……
……	……	……	……

Other Household Members			**Relationship to tenant**
……	……	……	……
……	……	……	……
……	……	……	……
……	……	……	……
……	……	……	……
……	……	……	……

If there is a change in household members you must notify us giving details of anybody who has joined the household or left it. No more than [ ] people may occupy the property.

Part One: General Provisions

1.1	**General notes** a. Any references to statutory provisions in this agreement are also to those provisions as subsequently amended, varied, replaced or re-enacted. b. If any part of this agreement is held to be invalid for any reason, the remainder of this agreement will remain in force. c. Any person or body that is not a party to this agreement cannot enforce any term of this agreement under the Contract (Rights of Third Parties) Act 1999. d. This agreement contains all the terms of your tenancy. Other documents that we provide to you, such as the Tenancy Handbook or online guidance will not change the terms of your tenancy unless you and we agree. e. We can offset any money you owe us against any money we owe you. This means that if we are liable to pay you compensation or other money, we can deduct any money you owe us, such as rent arrears, and pay you the balance (if any).
1.2	**Changes in Rent** a. The City Corporation may increase the Rent by giving the Tenant not less than four weeks' notice in writing beginning from a Monday. The notice shall specify the Rent increase proposed. b. We can reduce the Rent at any time on less than four weeks' notice.
1.3	**Altering this agreement** With the exception of any changes in Rent or other charges, or in legislation, this Agreement may be altered only with the consent in writing of both the Tenant and the City Corporation, or under the procedure set out in Section 103 of the Housing Act 1985.
1.4	**Service of Notices** a. Notice is hereby given in accordance with Section 48 of the Landlord and Tenant Act 1987 that the address of the City Corporation for the receipt of legal notices, and any other communication arising from this Agreement, is: Executive Director of Community & Children's Services, City of London Corporation, P.O. Box 270, Guildhall, London EC2P 2EJ. b. Any legal notice, or any other communication arising from this Agreement, shall be validly served on the Tenant if posted or delivered to the Premises. It is the responsibility of the Tenant to make any appropriate arrangements for the collection or forwarding of mail.
1.5	**Previous Arrears and Debts** (**This term only applies if Clause (b) below has been completed**):

	a. If this section is filled in it means that you have been granted this Tenancy when you owe rent arrears and/or other debts from a previous Tenancy and on condition that the debt is repaid to us in accordance with the following clause; b. By signing this Tenancy Agreement you agree to repay arrears and/or other debts totalling £ from a previous Tenancy of: [insert address] at the rate of £ per week on top of your rent and other sums due to your landlord under this Tenancy Agreement; c. Failure to maintain payments in accordance with this clause will be treated as a breach of this Agreement.

Part Two: The City Corporation's Obligations

The City Corporation agrees:

2.1	**Possession** To give the Tenant possession of the Premises at the commencement of the Tenancy.
2.2	**Tenant's right to occupy** Not to interrupt or interfere with the Tenant's right peacefully to occupy the Premises except where – a. access is required subject to reasonable notice, to inspect the condition of the Premises (including gas safety, electrical safety and damp & mould inspections, to complete a tenancy inspection and/or to carry out repairs or other works that the landlord must carry out to the Premises or adjoining property, or b. the City Corporation is entitled to vacant possession at the end of the Tenancy or expiry of Notice. However, the City Corporation reserves its rights under the Tenancy Agreement and the Housing Act 1985 to enter the premises, if required.
2.3	**Tenants' Handbook** The Handbook will provide the Tenant with information on its housing management policies and further guidance on tenancy conditions and terms.
2.4	**Repair of structure and exterior** To keep in repair the structure and exterior of the Premises including: a. drains, gutters and external pipes;

	b. the roof; c. outside walls, outside doors, windowsills, window catches, sash cords and window frames including necessary external painting and decorating; d. internal walls, floors and ceilings, doors and door frames, door hinges and skirting boards but not including internal painting and decoration; e. chimneys, chimney stacks and flues but not including sweeping; f. pathways, steps or other means of access; g. plasterwork (but not minor cracking); h. integral garages and stores
2.5	**Repair of installations** To keep in repair and proper working order any installation, including improvements, provided by the City Corporation for space heating, water heating and sanitation and for the supply of water, gas and electricity, including- a. basins, sinks, baths, toilets, flushing systems and water pipes; b. electric wiring including sockets and switches, gas pipes and water pipes; c. water heaters, fireplaces, central heating, and other primary heating installations; d. Sprinkler and fire safety installations.
2.6	**Repair of common parts** To take reasonable care to keep the common entrance, halls, stairways, lifts, passageways, rubbish chutes and any other common parts, including their electric lighting, in reasonable repair and fit for use by the Tenant and other occupiers of and visitors to the Premises.
2.7	**External decorations** So long as the City Corporation is responsible for the exterior of the Premises, it will keep the outside of the Premises, and any areas shared with neighbours in a reasonable state of decoration. We will decorate in line with any planned maintenance programme.

Part Three: Tenant's Obligations

The Tenant agrees:

3.1	**Possession** To take possession of the Premises at the commencement of the Tenancy and not sub-let all or parts of the property and part with possession of the Premises.
3.2	**Rent** a. To pay the Rent and service charge in advance in line with clause X of this agreement b. By signing this Tenancy Agreement: (i) You agree to repay the arrears and/or other debts from a previous Tenancy of (address) at the rate set out in clause 1.5 (if applicable), on top of your rent and other sums due to the City Corporation under this tenancy agreement. (ii) If you owe more than one debt to us (whether in respect of rent or otherwise) we may decide in our absolute discretion to which debt any payments received from you will be applied despite any stipulation by you to the contrary. (iii) Failure to maintain payments in accordance with this clause will be treated as a breach of this Tenancy Agreement.
3.3	**Outgoings** To meet all outgoings and liabilities applying to the Premises for which the Tenant is responsible, including water charges, heating, electric and other costs whether prepaid or billed.
3.4	**Use of Premises** a. To use the Premises as a private residential dwelling only and as the Tenant's only or principal home b. Not to operate any business at the Premises unless you seek permission in writing and permission is granted.. The Premises cannot be used in any way that might cause a nuisance or annoyance to other persons in the neighbourhood. We reserve the right to use our discretion and withhold permission. c. Not to use the Premises, or allow it to be used, for any criminal, illegal and/or immoral purpose.
3.5	**False Statements** If you, or someone acting for you, have knowingly or recklessly given us incorrect or misleading information which led us to grant you this tenancy, we reserve the right to:

	(i) apply for a possession order to evict you (ii) instigate civil proceedings for the recovery of any financial losses or unlawful profits (iii) carry out fraud investigations (iv) refer the matter for criminal prosecution
3.6	**Ownership of Property** a. During your tenancy you must not (either solely or jointly) own or rent any other residential property which it would be reasonable for you to live in as your main and principal home. b. You must inform us promptly if you own a residential property or have another residential lease or tenancy. This includes properties owned abroad. c. If you inherit a property, you can retain ownership for up to 12 months before you are in breach of this condition. d. In deciding whether you have broken this tenancy condition, we will consider: (i) whether the property is fit to live in (ii) whether you have acquired the property for use as a holiday home only and whether it is suitable for that purpose (iii) whether the property is suitable for your household, taking into account the size of the property, your income and employment, any disabilities or medical conditions you have (iv) whether it would be reasonable in the circumstances for you to sell the property. e. If we decide you have broken your tenancy conditions, we may take action to recover the property and you may lose your secure tenancy.
3.7	**Antisocial Behaviour** a. You must not commit, or allow your household members or visitors to commit, antisocial behaviour. You are responsible for your behaviour and that of everyone who lives in or visits your home, including when in shared areas and the locality. b. You, or anyone else whose behaviour you are responsible for (this includes children), must not cause or threaten to cause, a nuisance, annoyance, harassment or disturbance to: (i) your neighbours, their visitors or those lawfully in the locality of the Premises (ii) members of the City Corporation's staff, its agents or contractors.

	c. Antisocial behaviour includes, but is not limited to, the following examples: (i) Using violence, or threats of violence (ii) Causing damage to property, or making threats to do so (iii) Hate-related incidents based on race, religion or belief, disability, age, sexual orientation, sex, gender identity, or marital status (iv) Verbal abuse, harassment, intimidation or threatening behaviour (v) Prostitution or indecent acts (vi) Drug misuse, cultivation or dealing (vii) Alcohol misuse and drunkenness (viii) Using the Premises for any illegal or immoral purpose (ix) Misuse of common parts which causes, or could cause, nuisance to others (x) Fly-tipping, littering or leaving waste in common parts (xi) Making malicious or unfounded complaints against others (xii) Allowing any pets to cause nuisance or annoyance, e.g. fouling or noise (xiii) Criminal activity in the Premises or the vicinity
3.8	**Harassment** a. You, and any person living with you at your home temporarily or permanently (and any visitor), must not commit any act within your home or the vicinity of your home, or at any of our offices which could cause harassment to any person including another tenant, visitor, neighbour, lawful visitor to the area (e.g. postal workers), members of the City Corporation's staff, its agents or contractors. b. You, and any person living with you at your home temporarily or permanently and any visitor, must not use email, text, social media or other digital platforms to harass or cause a nuisance to anyone including the City Corporation's staff, agents, contractors and residents.
3.9	**Noise** a. You must not cause, or allow any household member or visitor to cause, any noise so that it results in a nuisance or annoyance to other persons in the Premises or in the vicinity of the Premises at any time. The Tenant is reminded that noise is likely to be a particularly sensitive issue between the hours of 11.00pm and 8:00am. b. Not to carry out any home improvements or repairs outside the hours of 8am to 6pm on weekdays and 9am to 1pm on Saturdays, or at any time on Sundays and public holidays.
3.10	**Domestic abuse** a. You must not engage in any form of domestic abuse towards any person residing in or visiting the Premises. For the purposes of this clause, domestic abuse includes, but is not limited to: (i) Physical or sexual abuse (ii) Violent or threatening behaviour

	(iii) Controlling or coercive behaviour (iv) Psychological, emotional, or other abuse (v) Economic abuse b. Domestic abuse is defined in accordance with the Domestic Abuse Act 2021 and includes abusive behaviour directed at a person to whom the Tenant is personally connected, such as a spouse, civil partner, intimate partner, family member, or co-parent. c. Any breach of this clause may result in enforcement action, including but not limited to possession proceedings. We reserve the right to take appropriate legal action to protect the safety and wellbeing of any affected individuals
3.11	**Pets** a. The Tenant must not keep any dog at the Premises (including any dog belonging to other people) either permanently or temporarily, long or short-term, without first getting our written permission (which will be considered in line with our policies). b. If you live in a flat, you cannot keep or allow to visit any dog to the Premises save for visiting assistance dogs. Should you require an assistance dog you must seek permission from the City Corporation in writing and include medical evidence for us to review. Permission must be allowed (which will not be unreasonably refused) before obtaining a dog. c. The Tenant must in all respects comply with our Pets Policy. d. The Tenant must not keep at the Premises any animals for the purpose of breeding for sale.
3.12	**Locks** a) You must pay for the replacement of any keys to your home (including entrance doors) if you lose them. b) You must not interfere with the locks or door entry systems on any communal doors or entrances or make unauthorised copies of any keys or key fobs for communal doors, gates or barriers. c) You must not prop open communal doors or entrances or allow them to be propped open.
3.13	**Communal Utilities** You must not use, or interfere with, or allow members of your household or visitors to use or interfere with, any communal electricity, gas, utilities or communications supply.
3.14	**Internal decoration and cleaning**

	a. To keep the interior of the Premises in good and clean condition and to decorate all internal parts of the Premises as often as is necessary to keep them in good decorative order. b. To clean the outside of any windows at the Premises for which the tenant is responsible, as often as is necessary to keep them in good and clean condition.
3.15	**Smoking** a. Not to smoke tobacco in any internal shared area or to allow tobacco smoke to escape from your home into any internal shared area. Not to smoke in front of staff visiting your home and not to smoke illegal substances in any part of the building of which your home forms part or in the vicinity of the building. Smoking includes e-smoking (vaping). b. To dispose of smoking materials safely and not to discard any smoking materials on any balcony or in any common part.
3.16	**Damage and Tenant Repairs** a. You agree to make good any damage to the Premises or the City Corporation's fixtures and fittings or to the common parts caused by the Tenant or any member of the Tenant's household or any visitor to the Premises, fair wear and tear excepted, and to pay any costs reasonably incurred by the City Corporation in carrying out such works in default. b. You are responsible for carrying out minor repairs to the Premises using suitably qualified tradespeople where appropriate.
3.17	**Security and Safety** a. You must not damage, remove, alter or tamper with any lock or restrictor fitted to any window in the Premises or any common part b. You must not damage, remove, alter or tamper with any security or safety equipment or apparatus belonging to the City Corporation in the Premises or common parts (e.g. communal entrance doors, CCTV cameras, security lights, alarms) c. You must inform your Estate Office if you are thinking about purchasing or installing private CCTV or a recording device on your main property door or around the perimeter of your property. If the use of such equipment causes nuisance or annoyance to others, we may require you to remove it. d. e. You must not compromise shared security arrangements by allowing strangers into the building through the door entry system (if applicable) or any other means f. You must not enter any restricted areas, including (but not limited to) roof spaces, water tank rooms, riser cupboards or boiler rooms.

3.18	**Reporting disrepair** To report to the City Corporation promptly any disrepair or defect for which the City Corporation is responsible in the Premises or the common parts. If reports are not dealt with, within a reasonable amount of time, you should follow our complaints procedure and the Pre-Action Protocol for Housing Conditions Claims (England), if necessary.
3.19	**Rubbish and Waste** a. You must ensure that all refuse and household waste is put into appropriate bin bags, chutes or containers used for the purpose of refuse disposal/recycling and is not left in any common parts or gardens. Where applicable, such waste and refuse should be placed in areas designed for bins where such are provided. b. You must not purposefully or negligently block any bin chute provided for refuse disposal. If you do so, you must pay any reasonable costs incurred in rectifying the problem. c. You or any person who resides at or visits the Premises must not leave, dump or dispose of any refuse, including bulk refuse such as old furniture, in shared or common parts at the Premises or in any common parts. If you do you will be recharged for its removal.
3.20	**Changes to the Premises** a. Not to make any alterations and additions to the Premises or anything in it that belongs to us unless you ask us first and get our written permission. We will not unreasonably withhold permission. b. Any permission we give will be on condition that any work is carried out to a good standard. c. We may also ask you to agree to restore the Premises to its original state at the end of the tenancy. If you fail to do so you will be recharged any reasonable costs that we incur to return it to its original state.
3.21	**Hard Flooring** a. You must not lay laminate flooring or other wooden, tile or hard flooring in your home without first getting our written permission. b. If permission is given but the flooring causes a noise nuisance to neighbouring residents, we may ask you to remove the laminate, tile, hard or wooden flooring and reinstate carpet. This will be at your own cost.
3.22	**Satellite Dishes, CCTV and other Devices** You must not place or affix any device or apparatus to the exterior of the Premises or in any common part, including CCTV, video doorbells or satellite dishes, without first obtaining our written permission.

3.23	**Access** a. To allow the City Corporation's employees, or contractors acting on behalf of the City Corporation, access at reasonable times and subject to reasonable notice to carry out a tenancy check, to inspect the condition of the Premises or to carry out repairs, improvements or other works to the Premises or adjoining property and common parts. The City Corporation will normally give at least 24 hours' notice, but immediate access may be required in an emergency, for example, fire, flooding, gas leak, infestation, safeguarding issues or serious risks to residents, others or the building/local area (these examples are not exhaustive). In the case of an emergency, we reserve the right to enter your property immediately and if access is not allowed, we will force entry. b. The City Corporation forces entry; it will secure the premises immediately and arrange to repair any damage caused by entering the home in such a way. c. We reserve the right to recover from you the costs of any abortive appointment for access.
3.24	**Gas safety** a. To allow the City Corporation's employees or contractors acting on behalf of the City Corporation access to the Premises to carry out the annual gas safety check upon reasonable notice being provided save for in an emergency. We consider reasonable notice to be seven (7) days. b. If you do not allow access after the 7 days we will serve a Notice of Seeking Possession (NoSP) c. The Corporation may give up to 24 hours' notice to seek access, if immediate access is required due to an emergency.
3.25	**Fire safety** a. You must adhere to the City Corporation's policies and rules relating to fire safety in the Premises, and any common parts. b. You must not: (i) use or store in the Premises (or any store, shed or garage) any flammable materials except where used for ordinary domestic purposes and in safe quantities. (ii) cause or allow fire exits, or routes, from the property or in any common part, to be blocked or obstructed, or otherwise do anything which creates a health and safety risk.

	(iii) leave any bicycles, pushchairs, mobility scooters or similar items in any common part (other than in areas we have designated for this purpose). (iv) charge any battery-powered devices of any description in any common part (e.g. e-bikes or scooters). (v) use any barbecue or cooking apparatus on any balcony and you must obtain our permission before using a barbecue or other cooking device in any common part. (vi) install any grille, gate or security bars over any door or window at the Premises, without first obtaining our permission in writing. (vii) prop open or otherwise interfere with or alter any fire door in the Premises or in any common part. (viii) Damage, alter or modify any equipment installed by us in the Premises or any common part for the purposes of fire protection, e.g. call points, alarm sounders, detectors etc.
3.26	**Gardens, balconies and exterior areas** a. You must keep any garden for which you are responsible reasonably maintained. b. You must not use any balcony forming part of the Premises for storage purposes, or keep any refuse or combustible or hazardous items on the balcony
3.27	**Vehicles and Parking** a. Not to block local roadways and other vehicular access, and to keep them, and car parking spaces, clear of unroadworthy vehicles and other obstructions. b. Only to park any vehicles in designated areas c. You must not park any unroadworthy vehicle at the Premises or on the land or roads around your property.
3.28	**Overcrowding** a. Not to allow more people to occupy the Premises than the number set out at Section A of this agreement. b. If you deliberately overcrowd the Premises, you will be in breach of this agreement
3.29	**Lodgers**

	You must seek our permission in writing to take in a lodger. In considering your request for a lodger, we will consider whether you are: (i) overcrowding the Premises (ii) giving up full or part of exclusive possession of the Premises (iii) do anything in breach of clause 3.30 below
3.30	**Subletting and 'Holiday Let' Use Prohibited** a. You must use the Premises as a single private residential dwelling and not sublet your property in part or in full and/or part with possession of the whole or part of the Premises at any time. b. You must not advertise the Premises in part or full, or any portion of the Premises such as a bedroom, on any short-term or long-term sleeping accommodation or 'holiday let' platforms (e.g., Airbnb or similar services). c. You must not use the Premises, or any part of it, to provide short-term sleeping ('holiday let') accommodation, where use of the Premises (or part of it) is given to paying or non-paying guests. d. The Corporation never allows permission to sublet part or all of your premises, or to part with some or all of your premises. You, will, therefore, be acting without our permission or written consent and will be in breach of the terms of your Tenancy Agreement.
3.31	**Succession** a. If the Tenant dies, the tenancy may pass to a person who is entitled to succeed under the Housing Act 1985. If your tenancy started before 1 April 2012, you can assign your tenancy to your: • Spouse/civil partner, as long as they are living with you. • cohabiting partner or another member of your family including children, parents, siblings and most other close relatives and they must have been living with you for at least one year. If your tenancy started on or after 1 April 2012, you can assign your tenancy to: • your spouse/civil partner and cohabiting partner, who has been living with you for at least one year. • When changing your tenancy from 'sole' to 'joint', in addition to granting joint responsibility, you are also granting the 'right of succession'. • The right of succession can only be granted once.

	b. Only one statutory succession is permitted. If the Tenant was already a successor, no further statutory succession is allowed. c. Where more than one person qualifies to succeed, the City Corporation will exercise discretion who is granted the tenancy.
3.32	**Tenancy Reviews** a. During your tenancy we will review your circumstances and your housing needs. You agree to cooperate with us by attending these reviews and allowing access to the Premises for the purposes of the review and any related matters. b. Failure to do so will be a breach of this tenancy agreement and the Corporation has the right to enforce the breach by serving and Notice of Seeking Possession (and taking further legal action).
3.33	**Absence from Premises** If you are going to be away from the Premises for more than six weeks (42 days), you must let us know in writing as soon as possible. You must give details of the expected return date and provide contact details so we can contact you while you are away.
3.34	**Ending the Tenancy** To give the City Corporation at least four weeks' notice in writing (ending on a Monday) if the Tenant wishes to end the Tenancy. For Joint tenants, service of notice by one joint tenant shall be sufficient to end the Tenancy.
3.35	**Moving out** You must give the City Corporation vacant possession and return all keys to the Premises (including all fobs, pre-paid meter keys, gate keys, shed keys, garage keys and any other keys) at the end of the Tenancy and leave the Premises and the City Corporation's fixtures and fittings in good lettable condition and repair. This includes the removal all furniture, personal possessions and rubbish.
3.36	**Recharges** You must pay for any repair, replacement, cleaning, or other work required as a result of damage, neglect, misuse, or failure to take proper care of your home or communal areas. This includes damage caused by you, anyone living with you, or your visitors. We may also charge you for: • repairs that are your responsibility • missed appointments where access has not been provided • clearing or cleaning your home if it is not left in a reasonable condition Where possible, we will tell you if a charge applies. Once the work has been completed, we will send you an invoice for the cost.

	You have the right to request a review of any recharge if you believe it is incorrect or unreasonable. Further detail on how recharges are applied is set out in the **Recharge Policy.**

Part Four: Tenant's Rights

The Tenant has the following rights:

4.1	**Right to occupy** So long as the tenancy remains a secure tenancy, the Tenant has the right to occupy the Premises without interruption or interference from the City Corporation for the duration of this Tenancy (except for the obligation contained in this Agreement to give access to the City Corporation's employees or contractors).
4.2	**Security of Tenure** – **Ending the Tenancy** a. While you are an introductory tenant, we may end your tenancy if you are in breach of the terms of the tenancy agreement. We may choose to extend the tenancy probationary period for a further 6 months to investigate further. If there is a clear breach we may serve a notice pursuant to s.128 of the Housing Act 1996 to end the tenancy (which you have the right to review) and obtain a court order for possession. b. While you are a secure tenant, we may end the tenancy if you are in breach of the terms of the tenancy agreement. We will do this by obtaining a court order for possession of the Property following service of a Notice of Seeking Possession (NoSP) pursuant to one or more grounds contained in Schedule 2 of the Housing Act 1985 (as amended). We reserve the right to rely on any grounds for possession introduced or amended by future legislation. c. We will normally give you a minimum notice period of four weeks, save in cases involving anti-social behaviour where we can give short notice. We can also ask the court to dispense with any period of notice.
4.3	**Loss of Security** The Tenant shall remain a secure tenant so long as he or she occupies the Premises as his or her only or principal home. If the Tenant ceases to occupy the Premises and has no intention to return, parts with possession, sublets the whole, or dies (and there is no successor or person to whom the tenancy is devolved under his or her will or intestacy or who has succeeded to the tenancy) we shall be entitled to end the tenancy by service of a Notice to Quit.
4.4	**Right to consultation**

	The City Corporation shall consult the Tenant before making changes in matters of housing management or maintenance that are likely to have a substantial effect on the Tenant.
4.5	**Right to information** The Tenant has a right to information from the City Corporation about the terms of this Tenancy and about the City Corporation's repairing obligations, its policies and procedures on tenant consultation, housing allocation and transfers, and its performance as a landlord.
4.6	**Data Protection** The City Corporation will use your personal information to manage the performance of this Agreement. The legal bases we rely on for the processing and your legal rights under the Data Protection legislation are set out in the Privacy Notice and Privacy Policy which are published on our website. Hard copies of the Privacy Notice and our Privacy Policy are available by writing to P.O. Box 270, Guildhall, London EC2P 2EJ.
4.7	**Right to exchange** The Tenant has the right to exchange this Tenancy with another tenant of a registered provider of social housing subject to the prior written consent of the City Corporation, which shall be withheld only on specified grounds. Such an exchange shall be affected by mutual assignment of the Tenancies in accordance with the relevant legal and regulatory provisions.
4.8	**Right to take in lodgers** Subject to clauses 3.4 and 3.30 above, the Tenant has the right to take in any persons as lodgers if permission is granted (after permission is applied for) and they do not overcrowd the property.
4.9	**Right to improve** Subject to clause 3.20 above, the Tenant has the right to make improvements, alterations and additions to the Premises.
4.11	**Right to Repair** The City Corporation has a scheme providing the Tenant with a remedy if the City Corporation fails to carry out its obligations to repair. The City Corporation shall provide details of the scheme at the beginning of the Tenancy and inform the Tenant of any changes.
4.12	**Complaints** The City Corporation has a procedure for dealing with complaints raised by the Tenant on any matter arising from this Tenancy. The City Corporation shall provide details of the scheme at the beginning of the Tenancy and inform the Tenant of any changes. We are a member of the Housing Ombudsman Scheme and tenants have the right to

	contact the Housing Ombudsman at any time. Details can be found on the City of London Corporation website under Housing Services or in the Tenancy Handbook.

B. Signature clauses

The information I/we gave in my/our housing application was and is still true. I have read, understood and agree to the conditions of this agreement.

Signed by the tenant(s) **Date**

Tenant 1: **…… ……**

Print Name : **……**

Tenant 2: **…… ……**

Print Name: **……**

Signed on behalf of the City …….

Print name: **……**

Appendix 2

Preliminary Notice of Tenancy Variation

Section 103(2), Housing Act 1985

To	**[Name and Address of Tenant(s)]** ***This notice is being issued to all current Secure Tenants***
From	**City of London Corporation** **Department of Community & Children's Services** **Housing Service**
Date	**22 June 2026**

THIS NOTICE is given under section 103(2) of the Housing Act, 1985.

The City of London Corporation ("the City Corporation") intends to vary the terms of all its Secure tenancies. Details of the proposed variations are set out below, along with reasons for the proposals. These variations will apply to all current Secure tenants if they are implemented.

You are invited to comment on the proposed variations to the Secure tenancy agreement. To do so, you can:

- complete the enclosed form and return it to your local estate office
- complete the online form: https://forms.office.com/e/Ti29gvEBfT
- Any comments can also be sent to: Service Improvement Manager, DCCS - Housing Service, Barbican Estate Office, 3 Lauderdale Place, London EC2Y 8EN.

All comments on the proposals must be received by 9 August 2026.

Before the City Corporation makes a final decision on the proposals, it will consider all comments received from its tenants, provided they are received by the deadline above.

No changes will be implemented until a further Notice of Variation has been served on each tenant, giving four weeks' notice of any variations.

Subject to the comments received and the service of the required Notice, it is intended that any changes will take effect from 19 October 2026.

A summary of the effect of the proposed changes is shown in Appendix A. A copy of the proposed Secure Tenancy Agreement is enclosed.

To access a digital copy of the current tenancy agreement, please visit www.cityoflondon.gov.uk/services/housing

If you need this information in another format, such as large print, Easy Read, audio, Braille or in another language, please contact us and we will arrange this for you.

Translation and interpretation support is also available. Please get in touch if you need help to understand the proposed changes or to complete your feedback.

Yours Sincerely

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

Appendix 2 A – Summary of Effect of Changes

A. Format

1. The Tenancy's wording has been rewritten to be clearer and more concise. Information which does not form part of the legal terms and conditions of the Tenancy has been removed and will be contained in the separate Tenancy Handbook.

2. Numbered clauses and sub-clauses are now used throughout the Tenancy Agreement to make it easier to navigate and reference.

3. The Tenancy is now split into clearer sections, with headings and sub-headings.

4. A section has been included which clearly describes the premises to be let and allows us to indicate any amenities to be included in the Tenancy, and clearly state the maximum occupancy allowed.

5. Greater prominence is given to the declaration by the tenant(s) that the information provided in their initial housing application was, and still is, true. This is to strengthen our ability combat social housing fraud.

B. Terms and Conditions

1. Several changes are proposed to the terms and conditions of the Tenancy. In most cases, the changes are limited to clearer wording. Some important topics such as domestic abuse and harassment have been given their own sections to highlight their importance. Please see section C for more details.

C. Summary of sections and changes made

1. General Provisions

This section summarises the rent, services included, service charges and other important information such as the address for service of legal notices under the tenancy.

2. The City Corporation's Obligations

Our obligations as a landlord are set out clearly in this section, which includes repair and maintenance duties and the provision of information to tenants. Changes are being proposed to the wording of the following areas:

(a) Clause 2.2 (Tenant's right to occupy): clarified when access is required (including for inspections, repairs and improvements), with provision for immediate access in emergencies where necessary.

(b) Clause 2.5 (Repairs of Installations): updated to clearly define the installations maintained by the City Corporation and to explicitly include responsibility for safety systems such as fire and sprinkler installations.

3. Tenant's Obligations

This section includes a comprehensive list of the tenant's obligations. Changes are being proposed to the wording of the following areas:

(a) Clause 3.1 (Possession): clarified to reinforce that tenants must not sublet or part with possession of any part of the property.

(b) Clause 3.4 (Use of Premises): clarified to confirm homes must be used as a private residence only and not for business or commercial purposes without prior permission.

(c) Clause 3.5 (False Statements): strengthened to confirm action for providing false or misleading information, including possession, recovery of losses, investigation and potential prosecution.

(d) Clause 3.6 (Ownership of Property): new restriction on owning or occupying another suitable residential property, with notification requirements and enforcement implications.

(e) Clause 3.7 (Antisocial Behaviour): expanded to provide a comprehensive definition covering nuisance, criminal behaviour and impacts on residents, staff and the wider community.

(f) Clause 3.8 (Harassment): separate clause introduced covering harassment of residents and staff, including behaviour via social media, email and text.

(g) Clause 3.9 (Noise): new standalone clause covering noise nuisance, including unsociable hours and DIY activity.

(h) Clause 3.11 (Pets): clarified to strengthen controls on keeping animals, including permission requirements and restrictions in flats.

(i) Clause 3.17 (Security and Safety): strengthened to prohibit interference with safety systems and to introduce clearer controls on CCTV/recording devices.

(j) Clause 3.21 (Hard Flooring): clarified to require permission for installation and allow removal where it causes nuisance.

(k) Clause 3.23 (Access to Your Home): clarified to explain when access is required (including inspections, repairs and improvements), with provision for emergency access.

(l) **Clause 3.25 (Gas Safety):** updated to include defined notice periods and confirm enforcement where access is refused.

(m) **Clause 3.29 (Lodgers):** clarified to confirm permission requirements and safeguards around overcrowding and loss of possession.

(n) **Clause 3.30 (Subletting / Holiday Lets):** strengthened to clearly prohibit any subletting or parting with possession, including via short-term letting platforms (e.g. Airbnb).

(o) **Clause 3.31 (Succession):** updated to reflect statutory rights, including pre- and post-2012 rules and the limitation to one succession.

(p) **Clause 3.32 (Tenancy Reviews):** new requirement for tenants to engage with tenancy reviews, with non-compliance treated as a breach.

(q) **Clause 3.34 (Ending the Tenancy):** clarified notice requirements, including that one joint tenant may end the tenancy.

(r) **Clause 3.36 (Recharges):** new clause confirming tenant liability for costs arising from damage, neglect, missed appointments and failure to leave the property appropriately, with a right to request a review and reference to the Recharge Policy.

4. Tenants' Rights

We have included a clearer statement of tenants' rights, which is missing from the current Tenancy. These are the rights of Secure tenants contained in the Housing Act 1985. Changes are being proposed to the wording of the following areas:

(a) **Clause 4.2 (Security of Tenure):** updated to clearly distinguish between introductory and secure tenancy regimes, including the legal processes for ending tenancies, notice requirements, and use of statutory grounds for possession.

(b) **Clause 4.8 (Right to Take in Lodgers):** clarified to link to strengthened controls on use of the property, subletting and overcrowding provisions.

(c) **Clause 4.11 (Right to Repair):** clarified to confirm the existence of a formal scheme and the City Corporation's responsibility to notify tenants of changes.

(d) **Clause 4.12 (Complaints):** strengthened to include clearer reference to the complaints process and escalation to the Housing Ombudsman

(e) **Compensation for Improvements**: this provision has been removed from the tenancy agreement.

Appendix 3

City of London Housing Service

Tenancy Agreement Changes – Feedback Form

We are proposing some changes to your tenancy agreement. We want to hear your views before we make any final decisions. Please use this form to tell us what you think.

About You (Optional)

- Name: _____
- Address: _____

You do not have to fill in your name if you prefer to stay anonymous.

Understanding the Proposed Changes

1. **Did you find the proposed changes easy to understand?**
   ☐ Yes
   ☐ Mostly
   ☐ No

If no, please tell us which parts were unclear:

Your Views on the Changes

2. **Do you agree with the proposed changes to the tenancy agreement?**
   ☐ Yes
   ☐ No
   ☐ Not sure

Please explain your answer:

Specific Feedback

3. **Are there any changes you strongly agree with?**
   (Please tell us which ones and why)

4. **Are there any changes you do not agree with?**
   (Please tell us which ones and why)

Fairness and Impact

5. **Do you think the proposed changes are fair?**
   ☐ Yes
   ☐ No
   ☐ Not sure

   Please tell us why:

---

6. **Do you think these changes will affect you or your household?**
   ☐ Yes
   ☐ No
   ☐ Not sure

   If yes, how will they affect you?

Suggestions

7. **Do you have any suggestions to improve the tenancy agreement?**

Anything Else

8. **Any other comments?**

Returning Your Form

Please return your feedback by **9 August 2026.**

You can return this form:

- **By email:** home@cityoflondon.gov.uk
- **By post:** Head of Housing Management, DCCS – Housing Service, Barbican Estate Office, 3 Lauderdale Place, Barbican, London, EC2Y 8EN
- **To your local estate office**

What happens next?
We will review all feedback before making a final decision. We will let residents know the outcome and any final changes.

Appendix 4

Equality Impact Assessment Form

The Equality Impact Assessment (EQIA) will identify how any proposed policies, practices, activities, service changes or procedures will impact or affect diverse groups or communities if implemented. It supports officers in assessing whether the impacts are positive, negative, or unlikely to impact each of the nine protected characteristic groups. The assessment will also demonstrate whether there are ways to proactively advance equity, equality, diversity and inclusion. An EQIA is required before you finalise your proposal, or it may not be legally compliant.

Section 1: To be completed by all

Proposal Title	Proposed Changes to the Secure Tenancy Agreement (Tenancy Variation)
Details of the lead officer completing the Assessment/ Role responsible for the completion of the EQIA	Zoe Gayle Service Improvement Manager
Department Responsible:	Department of Community & Children's Services – Housing Service
Who has been involved in creating the EQIA: (please summarise/list stakeholders you have engaged with and how)	• Housing Management and operational staff (document review) • Legal Services (review and drafting input) • Housing Communications Team (consultation approach and accessibility) • Resident feedback (Tenant Handbook engagement work and service delivery outcomes)
Date of Initial assessment:	03/06/2026
Dates of review (as applicable)	September 2026 (following receipt of consultation outcomes)

1.PROPOSAL OVERVIEW

What does the proposal aim to achieve? Please outline your proposal below

➔ If no potential impacts are identified at this stage, proceed to **Section 3**

➔ If you believe there may be potential negative impacts, continue to **Section 2, Steps 2,3,4, and 5** to complete a full EQIA, then move to **Section 3**

➔ If you identified any positive impact, please record and monitor at **Section 2, Step 5,** then move to **Section 3**

Please feel free to attach supporting documents/ information

The proposal is to vary the terms of the City of London Corporation's Secure Tenancy Agreement to:

- Improve clarity and structure of the tenancy agreement
- Ensure compliance with current legislation and regulatory expectations
- Strengthen provisions relating to safety, access, tenancy conditions and enforcement
- Separate legal terms from guidance, supported by a Tenant Handbook

The proposal includes issuing a Preliminary Notice of Tenancy Variation and undertaking a formal statutory consultation with all secure tenants before implementation.

The changes are largely clarificatory, with some strengthening of provisions where required to ensure legal robustness and effective tenancy management.

A formal statutory consultation with all secure tenants commenced on 22 June 2026 and will run for seven weeks. This consultation provides residents with the opportunity to review the proposed changes and submit feedback before any final decision is made.

Section 2: To be completed for a full EQIA

2. EVIDENCE AND IMPACT ANALYSIS

Please highlight the potential impact on these groups, actions taken to mitigate impact and advance equality, diversity and inclusion (include data/evidence upon which the analysis is based)

Protected Groups:

- Age
- Disability
- Gender Reassignment
- Marriage & Civil Partnership
- Pregnancy & Maternity
- Race
- Religion & Belief
- Sex
- Sexual Orientation

Additional Groups

- Socio-economic background
- Care leavers
- Carers & Parents
- Veterans

Where relevant note relevant intersectional impacts: where combinations of different group identities may result in unique or compounded impacts.

Overview of approach

The statutory consultation process forms a key mitigation, ensuring that any potential impacts on residents are identified and addressed through tenant feedback prior to implementation.

While most changes are clarificatory, some provisions strengthen landlord rights and tenant obligations. This may have a disproportionate impact on vulnerable tenants if not appropriately communicated or supported.

The proposed changes are expected to have primarily neutral or positive impacts, improving transparency, consistency and accessibility.

Potential risks arise where strengthened wording or enforcement provisions may affect vulnerable groups, and these have been considered below.

Protected Characteristics

Age

Potential impact:

- Older tenants may find legal language difficult to understand

Mitigation:

- Use of plain English summary documents
- Supporting Tenant Handbook
- Availability of alternative formats
- Local estate office staff available and briefed to support

Outcome: Positive/neutral – improved clarity supports understanding

---

Disability

Potential impact

- Written materials may not be accessible to tenants with visual, cognitive or learning disabilities
- Requirements around access (e.g. safety inspections) may disproportionately affect some residents

Mitigation:

- Information available in alternative formats (large print, Easy Read, audio, Braille)

- Translation and interpretation services available
- Reasonable adjustments maintained through existing policy framework
- Estate office support for engagement including availability of visual support tools

Outcome: Positive - improved clarity and accessible communication reduces barriers

---

Gender Reassignment

Impact: No specific impact identified

Outcome: Neutral

Marriage & Civil Partnership

Impact: No direct impact identified

Outcome: Neutral

Pregnancy & Maternity

Potential impact:

- Access requirements or tenancy conditions may impact those temporarily unable to engage

Mitigation:

- Flexible engagement through multiple consultation channels
- Support via estate offices

Outcome: Neutral/positive

Race (including language barriers)

Potential impact:

- Language barriers may affect understanding of tenancy changes

Mitigation:

- Translation and interpretation services available
- Plain English summaries
- Multiple communication channels

Outcome: Positive – improved accessibility of information

Religion & Belief

Impact: No direct impact identified

Outcome: Neutral

Sex

Impact: No direct impact identified

Outcome: Neutral

Sexual Orientation

Impact: No direct impact identified

Outcome: Neutral

Additional Groups

Socio-economic background

Potential impact:

- Tenants may have varying levels of literacy, digital access and confidence

Mitigation:

- Hybrid consultation (online, postal)
- Estate-based engagement and support
- Printed materials available

Outcome: Positive – inclusive consultation approach supports participation

---

Care leavers

Potential impact:

- May require additional support to understand tenancy obligations

Mitigation:

- Clearer wording of obligations
- Ongoing tenancy support services

Outcome: Positive

Carers and parents

Potential impact:

- Time constraints may affect ability to engage

Mitigation:

- Multiple ways to respond
- Flexible engagement options
- Consultation period exceeding statutory requirements of 28 days.

Outcome: Neutral/positive

Veterans

Impact: No direct impact identified

Outcome: Neutral

Intersectional Impacts

- Some tenants may experience multiple barriers (e.g. older residents with disabilities or language needs).

Mitigation includes:

- Multiple communication formats
- Estate-level support
- Accessible engagement methods

3. STAKEHOLDER ENGAGEMENT

Outline any consultation/engagement activity and additional information gathered not outlined above (if relevant)

Include information on stakeholders involved, and methods used for engagement / consultation.

Describe any further work required on proposals as a consequence of engagement/consultation (if relevant)

The proposal has been informed by:

- Internal consultation with housing staff across teams
- Legal Services input throughout drafting
- Resident engagement work linked to the Tenant Handbook development
- Planned formal consultation with all secure tenants (22 June – 9 August 2026)

A formal statutory consultation with all secure tenants is currently underway (22 June to 9 August 2026). Tenants are able to respond through multiple channels, including written, online and in-person support via estate offices. Feedback will be analysed and used to inform the final version of the Tenancy Agreement.

Further work:

- Review and analysis of tenant feedback
- Incorporation of feedback into final documents
- Reporting outcomes to Committee

4. DECISION MAKING (MITIGATIONS AND CHANGE)

After completing steps 1-3, please outline your informed decision.

Possible outcomes could be that:

a. **No changes are required; there is no negative impact or discrimination**
b. **Available actions have been taken to remove or minimise potential negative impacts**
c. **Adjustments to the proposal to remove or minimise potential negative impacts – monitoring and regular review will take place to manage this with a view to taking further mitigation actions**
d. **Where a negative impact is identified that is not unlawful discrimination, or where discrimination can be objectively justified- justify and continue with the proposal: there may be other factors (such as other proposal aims or financial constraints) that make it reasonable to adopt the proposal, despite the negative impact – potential impacts will be monitored and kept under regular review. Please seek advice from the EDI team and the Legal team before making the decision.**
e. **You decide not to take the proposal forward.**

Following assessment:

- The proposal does **not introduce unlawful discrimination**
- Potential impacts have been identified and mitigated through:
    - accessible communication
    - consultation approach
    - support to residents

Conclusion:

- No changes to the overall proposal are required
- Adjustments to communication and engagement ensure accessibility

- The proposal will proceed with mitigation and monitoring

5.MONITORING AND REVIEW

How will you monitor and review the impact (positive or negative) of the proposal once it has been put into effect, if so, how? What are the timescales for reviewing the EQIA once proposals are implemented?

This may take the form of an action plan.

The impact of the proposal will be monitored through:

- Analysis of tenant consultation feedback
- Review of complaints and enquiries relating to the new agreement
- Ongoing engagement with residents and resident groups

A summary of consultation feedback, including any equality-related impacts identified, will be reported to Members alongside the final agreement.

Timescales:

- Initial review: September 2026 (report to HMASC)
- Ongoing monitoring: through Housing performance frameworks and annual review

Section 3: To be completed by ALL

6.RECORDING YOUR DECISION AND SIGN-OFF

1. Submit to your line manager for review and sign-off
2. Submit to Director or Chief Officer (as relevant) for sign-off
3. Where possible, share the final document with the corporate EEDI team

The Equality Impact Assessment identifies that:

- The proposal has **primarily positive impacts** in improving clarity, transparency and accessibility of tenancy information
- Any potential negative impacts have been mitigated through inclusive consultation design and accessible communication
- The proposal aligns with the Public Sector Equality Duty and supports fair and consistent tenancy management

Sign off

1. Officer completing the EQIA

Name	Zoe Gayle
Job Title	Service Improvement Manager
Date	03/06/26
Signature	Z.Gayle

2. Second Approval Manager

Name	
Job Title	
Date	
Signature	

3. Senior Manager or Chief Officer

Name	Peta Caine
Job Title	Director of Housing
Date	15 June 2026
Signature	Peta Caine

Once this form has been signed off, please send a copy of the form to the EDI Team: CSPT.EDI@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Community and Children's Services Committee Housing Management and Almshouses Sub-Committee	**Dated:** 30 June 2026 01 July 2026
Subject: DCCS Health, Safety and Wellbeing Charter (The DCCS Charter)	**Public report:** For information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Dynamic economic growth. Providing excellent services. Vibrant thriving destination. Flourishing public spaces.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	Not applicable
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
Report of:	Judith Finlay, Executive Director of Community and Children's Services
Report author:	Paul Barton, Head of Health and Fire Safety DCCS

Summary

The Department of Community and Children's Services (DCCS) has a complex health, safety and wellbeing risk profile, as identified by the City of London Corporation's **Safety Management Framework**. To strengthen organisational clarity, improve operational safety arrangements, and support statutory compliance, this report proposes the adoption of a **DCCS Health, Safety and Wellbeing Charter ("the Charter")**.

The Charter establishes clear, department-specific organisation and arrangements for managing health, safety and wellbeing across the department. It functions as a **sub-policy** to the Corporation's overarching health and safety policy—mirroring

corporate standards where appropriate while providing targeted, localised arrangements for high-risk operational environments such as housing services and social services. It includes detailed governance structures, a comprehensive training matrix, expectations for line managers and supervisors, and links to a departmental legal register.

A **gap analysis**, conducted in 2025 through formal interviews and site visits, measured against ISO 45001 criteria, highlighted shortfalls in leadership visibility, planning, worker participation, and operational support within DCCS. The Charter directly addresses these issues by clarifying responsibilities, strengthening safety governance, and offering practical tools to help employees navigate health and fire safety requirements.

The draft Charter was submitted to the first Safe 365 audit in DCCS, that of the People Team. Safe 365 is the Corporation's key performance indicator management tool for health and safety across all departments, services and institutions. The audit recommended the full adoption of the Charter and suggested amendments to the draft. These amendments are included in the latest version at Appendix 1.

During 2025–26, the draft Charter was developed and refined with extensive involvement from the **Departmental Leadership Team (DLT)**, three cross-departmental **focus groups**, and **trade union safety representatives**. Feedback consistently endorsed the need for the Charter but highlighted concerns about document length and accessibility. To balance the need for a full, authoritative document with the desire for user-friendly materials, three options were evaluated:

1. **A standalone long-form Charter issued at employee induction**
2. **A series of shorter themed leaflets/e-bulletins only**
3. **A combined approach: a full Charter plus a supporting programme of concise leaflets/e-bulletins**

Option 3 is recommended. This approach provides a single, complete reference document for managers and operational leaders while supporting wider staff engagement through accessible, staged communications. This was also the preferred option of the focus groups.

There are **no financial, legal, equalities, climate, or security implications**. Resource impacts are limited to officer time for finalising and disseminating materials. The proposal directly supports the **Corporate Plan 2024–29**, including priorities on excellent service delivery, risk management, and organisational resilience.

Following a 2023 audit recommendation to improve safety arrangements in high-risk departments, adopting the Charter demonstrates organisational commitment to continuous improvement, strengthens employee confidence, and positions DCCS for sustained improvement in safety performance.

Implementation will include issuing the full Charter (Appendix 1) and rolling out complementary leaflets/e-bulletins from **Q3 2026/27**.

Recommendation(s)

Members are asked to:

- Note the draft DCCS Health, Safety and Wellbeing Charter for information prior to implementation.

Main Report

Background

1. The Corporation's Safety Management Framework recommends local arrangements for health and safety management within the high complexity departments and local charters to establish and outline these arrangements.

2. The safety risk profile of DCCS categorise the department as high complexity. safety risks.

3. In essence, The Charter is a sub-policy to the Corporation's main health and safety policy. At strategic level it mirrors the main policy in many ways, for example in training by adherence to a standard corporate safety training programme at induction of new employees.

4. On the other hand, at local level The Charter it is departmental specific, for example in training where housing specific health and safety training is required, such as for recognition and basic assessment of damp and mould in residents' homes.

5. A gap analysis undertaken[1] during 2025 showed a short fall of safety management in support, planning, leadership and worker participation. The Charter's objectives include clarification of organisation and arrangements as well as provision of practical guidance to all DCCS employees.

6. The Charter will help staff navigate health and safety management within DCCS.

Current Position

7. The departmental leadership team (DLT) approved the contents of The Charter in principle last July but felt that the document itself was over-long and complex. This observation was considered and a solution to this is presented in the options below.

8. Focus group meetings took place through last summer with representation from all DCCS services and trades union safety reps. Three group meetings took place. The group meetings noted similar observations to DLT on the length and

[1] The analysis was from formal meetings with heads of service and site visits to the criteria in ISO 45001.

complexity of the Charter, which were likewise considered and the outcome explained in options below. The Charter was successively amended with the focus groups involvement, particularly in defining and honing the training matrix.

Options

9. The **first option** is to publish The Charter as a standalone document and provide, or signpost, all new DCCS employees and interims a copy at induction.

10. The **second option** is to do away with the full-length Charter and simply publish a series of 'leaflets' and/or 'e-bulletins' in stages to all DCCS employees and interims, highlighting the key themes in each leaflet or e-bulletin, grouping topics as 'essential' or 'desirable' reading to help the attention focus. Leaflets / e-bulletins could be released over a period to avoid colleagues becoming overwhelmed with information. A current successful example of this is a 'communication matters' series of informative emails produced weekly for a limited time by the HRA Service Improvement Manager.

11. The **third option** is to publish the full-length document, i.e. as a DCCS specific policy, plus distribute in a series of leaflets / e-bulletins as detailed in option 2.

12. The preferred option is **option 3** because the full-length document details important information held in one place for managers' ease of reference. For example, team managers can plot essential safety training by use of the training matrix alongside the listings of employment group tasks. There is also clear explanation on the DCCS governance and meeting structure in respect of health and safety. Option 3 was also the option preferred by the focus groups.

13. A legal register as an appendix to the Charter is also proposed. Initially the intention was for the full register to be a live document within the Charter, but it has been decided to provide a link to the legal register. The DCCS legal register for health and safety will be the responsibility of the health and fire safety team.

Proposals

14. The recommended course of action is option three. The full-length Charter is attached at Appendix 1. The leaflets / e-bulletins will follow in due course but at the latest will commence in Q3 2026/2027 (i.e. from October 2026).

Key Data

15. Following an audit of the Corporation by Quadriga in 2023, a recommendation was made to improve operational arrangements for health and safety in high complexity risk departments. A safety management framework was subsequently developed. The safety management framework identifies a charter to outline local organisation and arrangements for health and safety management in high complexity safety risk profile departments.

Corporate & Strategic Implications

16. **Strategic implications**:
    - Aligns DCCS teams towards common safety priorities.
    - Creates a refreshed framework for decision-making.
    - Ensures operational activities support long-term objectives.
    - Stronger clarity on who owns what (reduces ambiguity and conflict).
    - Improved oversight and risk management.
    - Demonstrates commitment to health and safety compliance.
    - Enhances trust among employees, partners, regulators, and residents.
    - Signals strategic renewal and future direction in DCCS health and safety.
    - Builds the foundation for long-term growth in improved health and safety performance.

17. **Financial implications**: There are no on-costs or other financial implications with this proposal.

18. **Resource implications**: Officer time to prepare and distribute The Charter and prepare supporting guidance in the form of leaflets or e-bulletins as previously explained under options. This is not anticipated to be overly onerous.

19. **Legal implications**: There are no legal implications with this proposal.

20. **Risk implications**: Risk implications of DCCS having low scores in type 2 and 3 audits where DCCS health and safety management system is misaligned with the corporate health and safety management framework, which references a charter for high complexity departments. This includes low scoring on KPIs via Safe 365 auditing. Low scoring may indicate a department that is performing poorly in its management of health and safety.

21. **Equalities implications**: Before final publishing, the Charter will be evaluated through an accessibility tracker. Any recommended changes to style and format will be made.

22. **Climate implications**: There are no climate implications with this proposal.

23. **Security implications**: There are no security implications with this proposal.

Conclusion

24. To conclude, the recommendation is to implement a DCCS Health, Safety and Wellbeing Charter (The Charter).

Appendices

- Appendix 1 - DCCS Health, Safety and Wellbeing Charter (abridged to contents page for ease of reference. Full copy available from, Head of Health and Fire Safety)
- Appendix 2 - Example draft communication on e-bulletin/ leaflet for one topic within The Charter

Background Papers
Health and Safety Organisation Arrangements. The Safety Management Framework (SMF). (City of London Corporation, November 2024)

Paul Barton, Interim Head of Health and Fire Safety DCCS
E: paul.barton@cityoflondon.gov.uk

Appendices

• **Appendix 1** – The proposed DCCS Health, Safety and Wellbeing Charter draft.

City of London Corporation

Community and Children's Services (DCCS) Health, Safety and Wellbeing Charter

Operational organisation and arrangements

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1. Statement of intention

In echoing the Town Clerk's health and safety policy statement, I wish to add my statement of intention to all Community and Children's Services colleagues, that in delivering this charter together we continually strive to maintain a safe and healthy environment for all.

Our own safety and health at work, and the safety of those with whom we interact, is a huge part of our service delivery and is equal to all other business. For example, our residents, including those with additional needs, rely on us to deliver safe services and assure safety in their homes and communities, so far as is reasonably practicable.

Together we will strive to continuously improve health and safety performance through governance, where management of risks arising in respect of health and fire safety at work forms an integral part of our business decision making process.

Through this charter, we recognise and accept the duty to provide and maintain a safe and healthy work environment for each other, our service partners, our residents and others that might be affected by our workplace activities. We recognise the need for a sensible and proportionate approach to managing workplace health and safety.

Every one of us is legally bound to cooperate in the operation of this charter, and as is detailed in the Corporation's health and safety policy[2], by taking care of our own health and safety at work, and that of others who may be affected by our actions or inaction, and to cooperate by complying with any legal duty or requirement.

This charter details particulars of the organisation and arrangements for the management of health and safety within Community and Children's Services.

It is important that we all adhere to it and remember that the most powerful message we can send is through our own visible behaviour.

I also recognise the importance of employee wellbeing in an ever-changing and challenging world. CityWell is our employee wellbeing hub and accessed through our intranet site COLNET. Furthermore, there is the employee assistance programme, which is available through the employee support page on COLNET.

Judith Finlay

Executive Director of Community and Children's Services

Executive Sponsor of City of London Ethnicity and Race (CLEAR) network

[2] Section 6.7 of CoL HSP1, Health and Safety Policy.

2. Objectives

The Community and Children's Services (DCCS) Health, Safety and Wellbeing Charter (the Charter) aligns with the Corporate Safety Management Framework through a 'plan, do, check, act' management system.

The charter's objectives are to

i. Allocate key roles and responsibilities.
ii. Describe the safety context of DCCS, its risk profile, determine risk ownership, how risk is reviewed and who is consulted in risk management.
iii. Outline the expectations for how DCCS safety management will operate and tie into the overall governance processes described in the Corporate Safety Management Framework.
iv. Be a visible in the work environment.

3. Scope

The charter's scope is specific to DCCS but equally adheres to the Corporation's safety management framework principles of structure, proportionality, minimising bureaucracy, and promoting safe attitudes and behaviours. For example, DCCS will use corporate systems such as Safety Net for risk assessment, incident reporting and Safe 365 assurance monitoring, whereas the digital information required to maintain the 'golden thread', as described in HM Gov guidance on how to comply with section 88 of the Building Safety Act 2022 on high-risk social housing and leaseholder buildings, as required by the Building Safety Act 2022, will be controlled by the health and fire safety team within DCCS.

4. Roles and responsibilities

4.1 DCCS employees

Demonstrate commitment to good health and safety by looking after your own work-related health and fire safety and the health and fire safety of others affected by your work activities or actions while at work

Co-operate by following safe working practices and carrying out your responsibilities as detailed in this charter and other health and safety related policies and standards

Not to interfere with, or misusing, anything provided for your health and safety including personal protective equipment and People Safe devices.

Report accidents, work-related ill-health, health and safety related incidents, hazards or inadequacies in health and safety procedures in a timely manner. All accidents

and near misses, whether they happen to you or service-users, must be reported on Safety Net. Information from safety incidents is used to improve future risk management of work tasks and projects.

Take part in, and follow, health and safety training and development identified as necessary by the Corporation or your line manager.

Undergo health surveillance identified as necessary by risk assessment. This could be something as straightforward as completing a periodic questionnaire from the occupational health service.

Use work equipment and hazardous substances safely and in accordance with instructions and training.

Ensure that activities, events, or projects have been risk assessed, and suitable control measures implemented. If in doubt, ask your line manager.

Seek advice if you do not feel competent to carry out your responsibilities safely.

You are empowered to stop work if there is imminent risk of danger.

In addition, you may be given specific health and safety related roles or responsibilities. These will normally by detailed in your job description.

DCCS colleagues that commission contracts for services, goods or works on behalf of the Corporation will be the commissioning officer. This has responsibilities defined in the Corporation's Fire Safety Policy (section 4.8 refers) and other property related health and safety standards.

Enquiries from colleagues, the public or contractors pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective line manager, who will consult with the head of service and health and fire safety team before making the reply or escalating to the director / assistant director. This ensures clarity in lines of communication and subject matter expertise in the governance structure. See section 4.6 'Elected Members' for member enquiries.

4.2 Premises Controllers

In health and safety management, control of premises can be an area of significant risk and therefore stringent hazard management is needed. This is recognised in the Premises Controllers is Corporate Safety Standard No.4.

Premises controllers are defined as the department or internal occupier with control of a premises or defined area. From a day-to-day operational perspective, within DCCS the premises controller will be, for example, a colleague such as an estate manager or supervisor or a senior librarian. They are not unsupported. Their Director or Assistant director is the Responsible Premises Controller (RPC) and the Chief Officer is the Accountable Premises Controller (APC).

The APC, the RPCs and day-to-day trained premises controllers are responsible for the safe operation of any demised premises, including:

i. Managing suitable health and safety inspections of site operations in accordance with guidance documents.
ii. Managing any inspection, or assessment recommendations for areas of operation under their control, or bringing to the attention of the relevant party, including tenants or contractors.
iii. Managing contractor and visitor safety when attending site.
iv. Managing First Aid provision and workplace fire evacuation procedures.
v. Report safety incidents. All accidents and near misses, whether they happen to you or service-users, must be reported on Safety Net. Information from safety incidents is used to improve future risk management of work tasks and projects
vi. Investigate safety incidents where they relate to the building fabric or premises condition.
vii. Escalating any appropriate health & safety incident, defect or compliance gap through the department.

In shared services, for example public health services shared with the London Borough of Hackney, or in shared premises, the premises controller must be clearly identified as well as the person responsible for fire safety management of the premises. The DCCS health and fire safety team will visit shared workspaces and shared services to carry out reactive or active monitoring of health and fire safety arrangements for Corporation employees stationed in them.

Enquiries from colleagues, the public or contractors pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective head of service, who will consult with the health and fire safety team before making the reply or escalating to the RPC. This ensures clarity in lines of communication and subject matter expertise in the governance structure. See section 4.6 ‘Elected Members’ for member enquiries relating to DCCS premises.

4.3 Line managers and Supervisors

Line managers are responsible for implementing the local health and safety management arrangements in their area of control, including monitoring and checking their effectiveness. For example, colleagues that are responsible for managing a team such as service leads and senior practitioners in the public health, social care and education field, or managers that report to a head of service and manage a team.

Supervisors are responsible for monitoring and checking that the onsite safety arrangements and rules are being followed. For example, Estate Supervisors for social housing blocks and Resident Services Officers for safety and health matters involving residents.

The direct responsibility of managers, line managers and supervisors for health and safety is determined by the extent to which they have authority to act. That is, if they

have the authority to make a general decision about some aspects of the work, they are responsible for the health and safety implications of that decision.

Enquiries from colleagues, the public or contractors pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective head of service, who will consult with the health and fire safety team before making the reply or escalating to the director / assistant director. This ensures clarity in lines of communication and subject matter expertise in the governance structure. See section 4.6 ‘Elected Members’ for member enquiries.

Line managers and supervisors are responsible for demonstrating commitment to good health and safety in their area of control by:

i. Keeping up to date with health and safety requirements in their specific areas and making sure health and fire safety standards are implemented and monitored.
ii. Making sure employees are trained, competent and capable of carrying out their health and fire safety responsibilities
iii. Making sure employees and others under their control carry out their health and fire safety responsibilities
iv. Supporting your senior manager in the development and review of risk assessments and health and safety standards
v. Ensuring risk assessments are carried out, recorded, implemented and shared with employees, including for equipment and substances. This also includes person centred fire risk assessments (PCFRA) for vulnerable residents and others in care.
vi. Risk controls are monitored and appropriate action taken to mitigate any gaps identified.
vii. Report safety incidents. All accidents and near misses, whether they happen to you, your team or service-users, must be reported on Safety Net. Information from safety incidents is used to improve future risk management of work tasks and projects
viii. Follow up and investigate as necessary safety incidents where they relate to your team or service users.
ix. Carry out initial safety incident investigations and escalate to senior management significant health and fire safety risks.
x. Consult employees and their safety representatives on risk assessments and on changes to working practices that may affect their health and fire safety.
xi. Effectively communicating information and co-ordinate arrangements for controlling health and safety risks which may affect employees, residents, contractors, service partners or other internal and external stakeholders.
xii. Carrying out regular inspections, testing and monitoring to ensure health and fire safety and that employees are meeting their responsibilities and working safely

xiii. Reporting on findings and actions taken from inspections and incident investigations to senior management and into business area arrangements
xiv. Seeking advice from competent health and safety professionals for any health and fire safety concerns that you cannot address
xv. Taking account of the effect of work on employee health and organising health surveillance, as informed through risk assessment.
xvi. Ensuring that your employees have a psychologically safe environment to work in by fostering an open, 'no-blame' culture for your team to come forward with health and fire safety concerns.

4.4 Senior managers and DLT members (Heads of Service and Asst.Directors / Directors)

Senior managers are accountable to their respective DLT director, assistant director or, for libraires only, the head of Barbican and community libraries

DLT members (directors, assistant directors and the head of Barbican and community libraries) are accountable to the chief officer DCCS.

They must implement health and safety management arrangements and proactively manage the health and safety risks in their area of responsibility.

They must have a clear understanding and oversight of the operations and activities undertaken, the risks created by their services and who is at risk.

They will define the most appropriate safety structures and resources which will ensure integration with the overall operational direction of DCCS.

Senior managers and DLT members are responsible for role modelling positive leadership behaviours in health and fire safety by:

i. Ensuring there are appropriate arrangements for implementing health and fire safety standards, and plans
ii. Ensuring line managers and supervisors are competent to carry out their health and safety responsibilities
iii. Ensuring employee consultation on matters that significantly affect health, and safety is timely and involves all appropriate interested parties, including trade union representatives, other staff representatives, internal and external interested parties.
iv. Ensuring that responsibilities and arrangements are agreed for the safety of employees, residents, service partners and contractors and external interested parties who may be put at risk by activities
v. DLT members that are Directors to be registered, where relevant, as Responsible Premises Controllers as defined in Corporate Safety Standard No.4.
vi. Identifying hazards for which they are the risk owner that present significant health and safety risks if not controlled adequately. Recording them and

monitoring the effectiveness of their risk controls. Where necessary alerting the DLT and chief officer DCCS and executive leadership to failures in risk control, significant changes in risk or unacceptable risk.

vii. Putting in place processes to ensure risks are appropriately risk assessed, and adequate risk controls implemented.

viii. Making sure that appropriate arrangements are in place for assurance of competence and capability of their employees and that DCCS's training requirements for health and fire safety training are met.

ix. Ensuring that suitable systems are in place for the regular monitoring and review of health and safety arrangements.

x. Co-operating with health and safety investigations, inspections, and audits.

xi. Reporting on health and safety performance to the CSS health and safety committee, ensuring health and safety is discussed at every team meeting.

xii. DLT member Housing is single point of contact for the building safety regulator in respect of high-risk buildings on the housing revenue account and reports to the chief officer DCCS, an SLT member of principal accountable persons for high-risk building safety in the Corporation.

xiii. DLT member Barbican Estates is single point of contact for the building safety regulator in respect of high-risk buildings on the Barbican Estate and reports to the chief officer DCCS, an SLT member of principal accountable persons for high-risk building safety in the Corporation.

4.5 Chief Officer DCCS

Although accountability will rest with the chief officer DCCS, they will delegate the operational aspects of health, safety and fire management to other tiers of management.

The chief officer is responsible for demonstrating leadership and commitment to good health and fire safety by:

i. Determining the Corporation's health and safety policy and this charter's application within their area of responsibility according to the overall delegations to officers, detailed in the Scheme of Delegations to Officers (cityoflondon.gov.uk)

ii. Ensuring the effective implementation of the DCCS health, safety and wellbeing charter, procedures, and guidelines within the department.

iii. Being an SLT member of principal accountable persons for high-risk building safety across the Corporation.

iv. Ensuring systems and processes are in place to identify, assess, and manage health and fire safety risks specific to DCCS activities, facilities, and operations.

v. Developing and implementing risk control measures to minimise harm, prevent accidents and injuries.

vi. Ensuring that DCCS complies with all relevant health and safety legislation, regulations, codes of practice, and standards. Monitoring compliance and addressing any non-compliance issues promptly.
vii. Ensuring that employees within DCCS receive adequate health and safety training and are competent to perform their tasks safely. Providing ongoing training and development opportunities to enhance safety knowledge and skills.
viii. Establish procedures for reporting, investigating, and recording accidents, incidents, near misses, and occupational illnesses within the department. Take appropriate corrective and preventive actions to address identified hazards and prevent recurrence.
ix. Developing and maintaining emergency response plans and procedures for the department. Ensuring that employees are trained in emergency procedures and that emergency equipment is accessible and maintained.
x. Promoting a culture of safety within the department by fostering open communication, sponsoring psychological safety, encouraging employee participation in health and safety initiatives, and addressing safety concerns promptly.
xi. Ensuring that contractors working within the department comply with health and safety requirements and integrate them into departmental safety management systems.
xii. Monitoring departmental health and safety performance indicators, such as accident rates, near misses, and compliance metrics. Reporting on health and safety performance to SSB and other relevant committees as required.
xiii. Driving and supporting continuous improvement initiatives to enhance health and safety performance within the department. Encouraging innovation and best practices to reduce risks and improve safety outcomes.
xiv. Ensuring that adequate resources are allocated for the effective management of health and safety risk, including fire in any demised premises and especially in fulfilling any client duties for managing a project as required by the Construction (Design and Management) Regulations 2015.
xv. Be the Accountable Premises Controller for DCCS as defined in Corporate Safety Standard No.4 .
xvi. Producing a health and safety plan annually alongside the general business planning process.
xvii. Consulting with the Director of Health and Safety and Head of Profession, on enabling good management of health and safety and positively contributing towards achieving the Corporation's health and safety objectives.

4.6 Safety responders and Display screen equipment (DSE) assessors

Safety responders are those staff with additional duties such as fire wardens, fire marshals, evacuation chair operators and assistants, nominated first aiders (trained

to FAW or EFAW level, depending on workplace assessment of needs), appointed first aiders and mental health first aiders. All DCCS places of work must have arrangement in place for first aid and fire emergency action. The health and fire safety will periodically audit arrangements.

4.7 Elected members

The role of members is to provide governance of the City of London Corporation and serve on the Court of Common Council. Details on the main tasks and responsibilities are in the Common Councilmen [and women] job description, including health and safety matters

The principles underlying member and officer relations are detailed in a member/officer charter 2021 (cityoflondon.gov.uk), including members taking advice of officers into account in reaching a decision on health and safety matters and respecting the officer's responsibility to provide impartial advice, guidance, and information.

Generally, Members should not be part of your day-to-day work with individuals. Where they do have a specific health and safety enquiry the flow of information should go via your Head of Service and Assistant Director. There are actions that employees can take to minimise the impact of enquiries and enable Senior Managers to effectively deal with these is a way which protects front line staff.

More detailed information is in the City of London Corporation Health, Safety and Wellbeing policy, in section 5.1, 5.2 and 5.3.

The role of the elected member is explained, with added guidance for staff, in a helpful booklet, produced by the DCCS People Services team: People's Directorate - Working with Members Guidance 1.docx

Enquiries from elected members pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective director or assistant director, who will consult with the health and fire safety team before making the reply. This ensures clarity in lines of communication and subject matter expertise in the governance structure.

5. Competent advice and assistance

5.1 Departmental health and fire safety team

The DCCS health and fire safety team, led by the head of health and fire safety, is an operational support team. The team is responsible for providing the first line of assurance and ensuring alignment to the overall framework for the Corporation's safety management system.

The team will provide competent advice and assistance on health and fire safety matters, providing an end-to-end advice service. For example, from project inception through to completion and post-completion monitoring, also in the introduction of new or revised work processes through onsite monitoring and advice support as well as reporting to committees on health, safety and wellbeing performance.

The team will provide onsite assessment of contractor safety standards through scrutiny of RAMS and site visits. Permits to work for activities under COLC jurisdiction may be issued by the team in circumstances where they are warranted and it is proven that alternative control measures are not possible – for example, avoidance or engineering controls as safer alternatives. For example, hot works, confined space entry, certain roofs access, excavations.

The team will work with Directors and Assistant Directors to create structured comprehensive health and safety plans that meet service objectives in reduction of risk as well as coordination of auditing and monitoring services.

Safety professionals are placed into dedicated areas to support:

- ✓ High risk building safety management, as defined by the Building Safety Act 2022.
- ✓ Fire safety in all DCCS workplaces and for DCCS construction projects.
- ✓ Construction safety management, as defined in the Health and Safety (Construction, Design and Management) Regulations (CDM) and as reflected the Building Safety Regulations 2010, The Building Safety Act 2022.
- ✓ Estates health and safety management, with areas dedicated to estates employees, plus repairs and maintenance, with specific regard to fire, asbestos, water hygiene, gas, electricity, lifting operations and lifting equipment and as adviser for management of health risks arising from the built environment, including the thermal environment (e.g. damp and mould), where it might be apparent, in the City's social housing stock.
- ✓ Adult social care, adult skills and education services, children's social care and early years, education events, community safety, public libraries, commissioning services, homelessness and rough sleeping prevention, public health services.
- ✓ **Training.** The health and fire safety team will deliver in-house training tailored to each DCCS service. This training complements corporate health and

safety training but does not replace it. A training matrix is provided at appendix 8.2 and general training explained at appendix 8.1/

The health and fire safety team:

i. Ensure cross-Corporation alignment with the Corporation's health and safety policy and plans.
ii. Assure compliance with legislation and other requirements that align with the Corporation's Strategic Plans.
iii. Oversee the development, implementation and monitoring of DCCS health and safety plans.
iv. Carry out auditing and monitoring of health and safety across all DCCS services.
v. Horizon scan for upcoming new and amended health, safety and wellbeing legislation or regulations that impact across the workplace risk profile of DCCS.
vi. Provide guidance and information on health and safety performance measures to the DCCS Health, Safety and Wellbeing Committee.
vii. Prepare and present a quarterly fire safety status report for the Housing Management and Almshouses Sub-Committee.
viii. Keep the DCCS DLT informed of significant health and safety risk management issues.
ix. Deliver local training such as toolbox talks and safety briefings, onsite or at a location convenient for DCCS teams. Hold periodic health, safety and wellbeing surgeries for all DCCS staff in person and online.
x. Supporting and alerting the DCCS DLT on the need to consider the impacts on health and fire safety of any significant work identified in business plans – for example, new homes and major works projects.
xi. Oversee the delivery of regular performance reports and an annual DCCS health and safety performance report to the DLT.
xii. Work with the business support managers in maintaining and overseeing the common data environment for compliance with the Building Safety Act 2022.
xiii. Support and advise in due diligence checking of contracts.
xiv. Investigate accidents and incidents of a serious nature, for example incidents reportable under RIDDOR, and report findings, with recommendations to prevent recurrence, to Directors and Heads of Service.
xv. Issue permits to work for contractors on DCCS premises, where satisfactory control measures are evidenced in place to do so and alternative control measures are not deemed possible. (*Where the work area is a contained construction site, for example with no open access to COLC officials, or becomes a contained construction site, the principal contractor will be responsible for issuing permits to work under their control of their site).*

xvi. Be present at key contractor site meetings as client-side advisors and to nurture transparent relationships with contractors to ensure safety.

xvii. Attend site and issue 'stop work' notices where uncontrolled hazardous practices are happening within DCCS and assist in contractor management liaison when these situations arise.

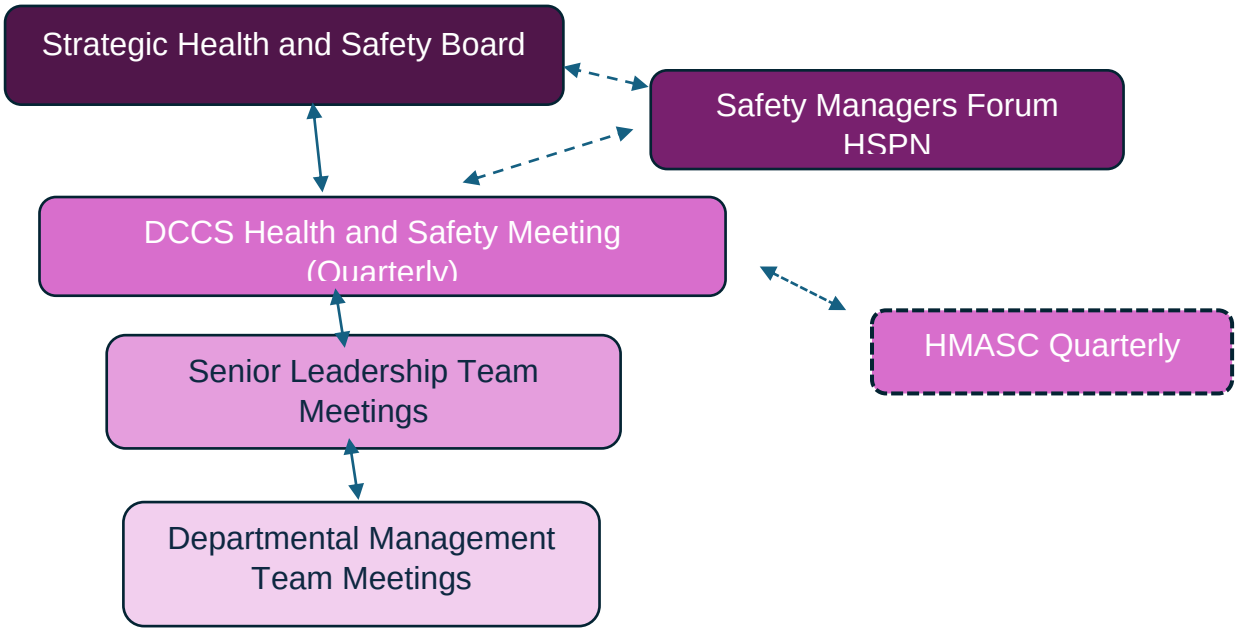
xviii. Promote the Corporation's membership of the British Safety Council across DCCS as an approved external source of information and training.

Meet the DCCS health and fire safety team:

Paul Barton, Head of Service. Paul is chartered safety professional who has worked in the public sector for many years including local government, the police and higher education.

6. Arrangements for implementation of the charter

6.1 Governance and organogram.

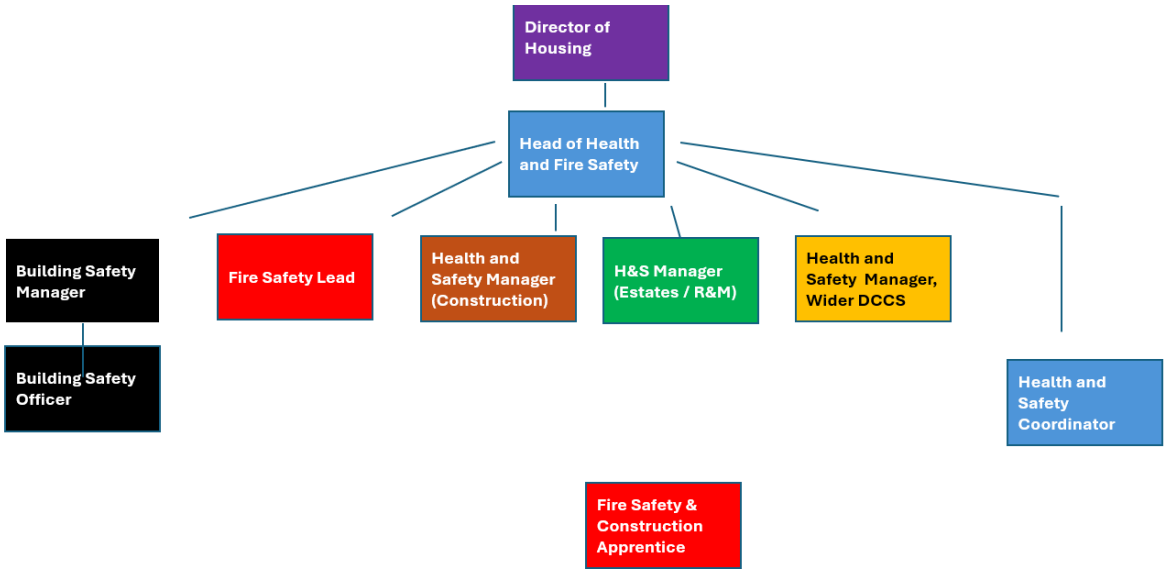


Key

Departmental Management Team meetings	Info sharing / Consultation / Management team decision making / Referral to SLT
Senior Leadership Team meetings	Info sharing / Consultation / Service decision making / Referral to H&S committee
DCCS health and safety committee and other committees	Departmental decision making / Info sharing / Consultation / Referral to Strategic H&S board
HSPN Forum	Info sharing / Referral to DCCS H&S committee and Strategic H&S board.
Strategic Health and Safety Board	Oversee and ensure accountability within Corporation departments in H&S matters.

Reporting structure for health, safety and wellbeing

DCCS Health and Fire Safety Team Structure



6.2 Risk Management

DCCS will implement proportionate and effective arrangements to identify, assess, control and review health and fire safety risks, in line with the Corporation's Safety Management Framework and the principles of *plan, do, check, act*.

Risk management arrangements will ensure that risks are clearly owned, appropriately assessed, subject to regular review, and developed through consultation with those affected.

6.2.1 Risk Ownership

Risk ownership within DCCS is determined by the level of authority to act and increases through the management hierarchy:

- **Line managers and supervisors** are responsible for managing risks arising from operational activities under their control. This includes ensuring risk assessments are undertaken, recorded, implemented and monitored.
- **Senior managers and DLT members** are responsible for oversight of risks within their service areas, including identifying significant risks, ensuring appropriate controls are in place, and escalating matters where risks are not adequately controlled.
- **The Chief Officer** is accountable for ensuring that effective systems and resources are in place to identify, assess and manage risks across DCCS. Risk owners must ensure that risks are managed within acceptable parameters and escalated where control measures are insufficient.

6.2.2 Risk Review

Risk assessments must be reviewed to ensure they remain suitable and sufficient.

As a minimum:

- Risk assessments must be **reviewed at least annually**
- Risk assessments must be **reviewed sooner where there is:**
    - A change to tasks, equipment, processes or environment
    - An accident, incident or near miss
    - Evidence that existing control measures are no longer effective

Line managers and supervisors are responsible for ensuring that reviews are completed and recorded. Senior managers must ensure that arrangements are in place for the monitoring and review of risk management within their areas of responsibility.

6.2.3 Risk Assessment

DCCS will ensure that suitable and sufficient risk assessments are carried out for all work activities.

Risk assessments must:

- Identify hazards and those who may be affected
- Evaluate risk and determine appropriate control measures
- Apply the hierarchy of control (elimination, substitution, engineering controls, administrative controls and PPE)
- Be recorded and maintained using **Safety Net**
- Include clear actions, responsibilities and timescales

Line managers are responsible for ensuring risk assessments are completed and communicated to employees.

The **Health and Fire Safety Team** will provide competent advice, mentoring and training on risk assessment, including use of:

- **Safety Net** as the live risk assessment and incident recording system
- **Safe 365** as a safety performance and assurance tool

The team will also support complex risk assessments where specialist input is required.

6.2.4 Risk Management Involvement and Consultation

DCCS will ensure effective consultation and involvement in risk management.

- Employees must be consulted on risk assessments and on changes to work activities that may affect their health and safety

- Trade union safety representatives must be consulted in accordance with statutory requirements
- Consultation must be timely and appropriate to the level of risk

Line managers and supervisors are responsible for ensuring that consultation takes place within their teams and that employees are engaged in the management of risks.

6.2.5 Monitoring, Audit and Assurance

DCCS will monitor the effectiveness of risk management arrangements through:

- Active monitoring, including inspections and workplace checks
- Reactive monitoring, including the investigation of accidents, incidents and near misses
- Periodic audit and inspection by the Health and Fire Safety Team
- Information from monitoring, including data from Safety Net and Safe 365, will be used to inform continuous improvement in risk management and control measures.

6.3 Training: General and Specific

Training for DCCS colleagues is delivered corporately through HR and Corporate Health and Safety and locally through the Business Support Service.

- Appendix 8.1 provides information on general and specific training.
- Appendix 8.2 provides a matrix for specific training.

Fire safety training is detailed in section 7 of the Corporation's Fire Policy HSP06 Fire Safety Policy.docx

6.4 Common data environment for DCCS High Risk Buildings (HRBs)

A common data environment that meets the statutory requirements of the Building Safety Act 2022[3] for DCCS's HRBs is being brought into place. The database will be managed by the DCCS health and fire safety team. The business support service Social Housing/Barbican will administer the software licence procurement, EQIA, DPIA and annual licence renewal. The common data environment database will retain and maintain the 'golden thread' of information for the HRBs so that information is:

- kept digitally
- is secure from unauthorised access

[3] Section 88 refers

- is available when someone needs the information
- is presented in a way someone can use
- is the building's single source of truth
- is accessible, by providing the information in a simple format that is easy to understand and written in plain English
- is compliant with general data protection regulation (GDPR)

Documents requested by the health and fire safety team, or the business support service Social Housing and Barbican must be submitted as soon as possible.

This includes building safety cases, fire strategies, fire management plans, emergency action plans, architects' drawings, photographs, repairs and maintenance history, how building complies with the Building Regulations, resident engagement strategy, mandatory occurrence reporting system, health and safety file/s from certain CDM works. For new builds or special projects contact the health and fire safety team.

Where documents are not extant the respective team must inform the health and fire safety team, or the business support service Social Housing and Barbican.

The fire risk assessment programme for Social Housing and Barbican will be managed by the business support team.

6.5. Procurement and commissioning

The Procurement Act 2023 specifically recognises the importance of health and safety in public sector procurement. Social value is a key criterion and the emphasis on this provides a stronger platform for the health and safety team to advocate for suppliers with robust health and safety practices.

The act also provides for increased transparency and allows the client to leverage supplier performance data to make evidence-based decisions that prioritise safety. The DCCS health and safety team should therefore be consulted in all procurement and commissioning undertaken within DCCS. The health and safety team will assess potential suppliers and providers through a common assessment standard, which complements The Procurement Act 2023.

6.6. Wellbeing in DCCS.

The work we do in DCCS can be very rewarding; it often makes a positive difference to people's lives, but it is also challenging and complex. To provide excellent services to others we need to ensure our own wellbeing is taken care of. At times internal and external scrutiny can feel overwhelming or difficult. There are a wide range of support services available to staff. The following link contains information on where to get emotional support and help: Wellbeing Support for DCCS Staff.pptx

Five ways to wellbeing: The COLNET wellbeing hub is a gateway to free information and guidance on your wellbeing. The hub gives access to organisations such as Action for Happiness, where you can learn about volunteering in the community amongst many other things. DCCS follows the corporate wellbeing ethos of the Five Ways to Wellbeing. These are 1) Connect, 2) Be active, 3) Take note, 4) Keep leaning, 5) Giving. The video in the following link explains the Corporation's five ways to wellbeing in more detail: The Five Ways to Wellbeing, with Poppy Jaman. The health and fire safety team, or the DCCS wellbeing champions, can provide further information on wellbeing.

LEAP – COLC volunteering programme: Volunteering has a proven link to enhancing your wellbeing. Permanent employees and fixed term contract employees are entitled to 2-days volunteering leave per annum (pro-rata for part-time and fixed term): LEAP Employee Volunteering.

Mental health first-aiders (MHFAs): Alongside nominated and appointed first aid at work personnel, MHFAs are in place to provide sign posting to prevent risk of mental ill health. A list of MHFAs should be displayed in your workplace, alongside names of other safety responders such as first aiders, fire wardens and fire marshals.

The **employee assistance programme** (EAP) is provided by Health Assured. It offers an information advice service and short-term counselling support service 24 hours a day, 7 days a week, 365 days a year: Employee Assistance Programme (EAP) Telephone: 0800 028 0199.

6.7. Personal and career development in health and fire safety

DCCS colleagues that are interested broadening their health and fire safety knowledge must firstly express interest to their line manager at an appropriate time – for instance, at the annual appraisal conversation. The health and fire safety team can advise on types of courses for those wishing to become workplace safety representatives, union or non-union. Colleagues that are trade union members and wanting to become health and safety representatives are advised to have TUC stage 1 as a minimum and preferably TUC stage 2.

Appendix 8 lists prerequisite health and safety training courses for all DCCS employees.

7 Document Control

Version number	V. 0.9 Draft
Date	5th June 2026
Review date	t.b.a.
Author	DCCS Head of Health and Fire Safety
Approved by	

Revisions

Version	Page / paragraph number	Description of change	Date approved
0.9 Draft	4 (4.2), 8 (v), 10 (xv)	Incorporated new corporate safety standard for premises controllers	
0.9 Draft	Section 6.2 added on pages 15-17 (all subsequent sections in 6 step-up one)	Section 6.2 added for clarity of risk management as recommended in Safe 365 audit of charter contents.	

8 Appendices

Appendix 8.1. General and specific training

General (Corporate mandatory and core learning)

Corporate induction training: Line manager's must carry out a day-one induction using the new starters checklist: New starters induction checklist

Mandatory all staff: All DCCS employees must complete mandatory health and safety training courses:

- Fire safety awareness
- Health, safety and wellbeing
- Action counters terrorism
- Driver check (only if you drive at work for COLC)

On COLNET go to 'employee support' drop-down and select 'Learning System (e-learning)'. Click the access button to reach the Success Factors learning site. Once on the site you will see your leaning assignments at the foot of the page. This will include any health and safety mandatory courses that are due.

Management: All DCCS management and supervisory grades have access to the core learning programme on health and safety, which comprises:

- IIRSM core safety management (7 hours)
- IIRSM safety leadership (7 hours).
- IIRSM accident and incident investigation (? Hours).

Specific (depending on DCCS role risk profile)

Specific training is listed in table 8.2. DCCS Health and Fire Safety Team will advise on specific health not listed in 8.2.

Appendix 8.2. DCCS Health and Safety Training Matrix

For a larger print copy of this matrix please contact the health and fire safety team.

S = Mandatory by this charter and / absolute minimum **R = Risk based dependant on role/ responsibilities**

Providers**:** I= via DCCS; C= Success Factors/ Corporate H&S

	Asbestos Awareness (UKATA) – 1 day	Asbestos Briefing – ½ day	COSHH Principles- < ½ day	Introduction to CDM (1/2 day)	Principles of CDM (1 day)	Risk Assessment Principles (1/2 day)	Driver safety awareness -SAP	Safety is Leader Led IIRSM (Corp)	Fire Safety Awareness – SAP	Fire Evacuation / Marshal /Warden ½ day	First Aid at work cert / MHFW– 3 days	First Aid re-qualification – 2 days	Health & Safety Induction- SAP	DSE Training and assessment	PCFRA and PEEPs – ½ day	Managing contractors – ½ day	Manual Handling Assessing – - < ½ day	Manual Handling Practical < ½ day	Evacuation Chair Use - < ½ day	Personal Safety/Lone Working – 1 day	Protective Equipment (PPE) - < ½ day	Premises health and fire safety – 1 day	Stress Risk Assessment – ½ day	Scaffolding awareness (1 day)	Garden and forestry machinery (1 day)	Work at height and Ladder safety 1/2	Ladder and stepladder inspection 1/2 day	P901 BOHS Water Hygiene Manager	Legionella risk management principles	Mobile access tower PASMA 1 day	MEWPS IPAF 1 day	Work equipment (non-LANTRA)		Fire door basics (1 day) TBA	Damp and mould awareness 1/2 day
DCCS Staff Categories																																			
All staff																																			
Tier 2																																			
Tier 3																																			
Tier 4																																			
Ras																																			
Service Providers /																																			
Prems Controllers																																			

Staff with manual handling tasks																																			
Using hazardous . substances																																			
Customer facing staff (front line)																																			
Driving duties																																			
Lone Workers																																			
Using work equipment.																																			
Using computers > 10% of day																																			
Technical Staff																																			
Security Officers																																			
Staff that use PPE																																			
Staff who assist in evacuation s																																			
Fire Wardens																																			
First Aiders(nom																																			
Contract Administrators																																			

Staff Category	Staff Level / Description	Provider
Tier 2	Directors, Assistant Directors (Tier 1 Chief Officer is covered in Corp. strategic framework).	I = DCCS
Tier 3	Middle Management – Heads of Service and Team Managers.	C = SAP Success factors or Corporate H&S
Tier 4	Junior Managers – e.g. Team Leaders and Supervisors, Grad XX and below and undertaking health and safety risk assessments	
Those carrying out risk assessments	Those undertaking health and safety risk assessments	
Service Providers / Frontline staff	All employees with no supervisory/managerial responsibilities.	

In all cases the appropriate training must be established using the health and safety risk assessment process.

Courses:

001 Asbestos awareness (UKATA) 1-day (external)

002 Asbestos briefing ½ day (internal)

003 COSHH principles ½ day (internal)

004 Introduction to CDM ½ day (internal)

005 Principles of CDM 1 day (external – BSC)

006 Principles of risk assessment ½ day (internal)

007 Driver safety awareness SAP (internal)

008 Safety is leader led (Corporate H&S):

- IIRSM Core safety management
- IIRSM Leading safely programme (Corporate H&S)
- IIRSM Accident and incident investigation

009 Fire safety awareness SAP (internal)

010 Fire evacuation / Fire marshal / Fire Warden. ½ day (internal)

011 First aid at work -3 days (external)

012 First aid at work requalification – 2 days (external)

013 Health and safety induction SAP (internal)

014 Display screen equipment Work Rite (includes self-assessment) (internal)

015 Person centred fire risk assessment (PCFRA) and Personal Emergency Evacuation Plans (PEEPs). 1 day (internal)

016 Managing contractors ½ day (internal)

017 Manual handling assessment. ½ day (internal)

018 Manual handling practical. ½ day (external)

020 Personal safety / Lone working. 1 day (external)

021 Personal protective equipment (PPE). ½ day (internal)

022 Premises controllers health and fire safety. 1 day (internal)

023 Stress risk assessment. ½ day (internal)

024 Scaffolding awareness. 1 day (external)

025 LANTRA – garden and forestry machinery (e.g. leaf blowers and strimming machines etc.) . 1 day (external)

026 Work at height, ladder safety (internal) or Ladder safety from the Ladder Association (external) < ½ day or ½ day

027 Ladder and step ladder inspection (external – Ladder Safety Assoc.) ½ day

028 BOHS P901. Water hygiene management (external 2 days).

029 Legionella risk management principles. (internal ½ day)

030 Mobile access tower and low-level access for users (external – PASMA). 1 day.

031 Mobile elevated working platforms – e.g. scissor lift / cherry picker. (external – IPAF). 1 day

032 Work equipment (non-LANTRA) including management of noise and vibration.

033 Fire door inspection basics (external) 1 day.

035 Damp and mould awareness training (external) ½ day

Groups

- Chief Officer, Directors, Assistant Directors.
- Heads of service.
- Team leaders and Supervisors
- Those carrying out risk assessments.
- Premises controllers.
- Those carrying out moving and handling tasks.
- Tasks involving hazardous substances (including water hygiene management roles).
- Tasks involving work at height or accessing working platforms
- Tasks involving work in confined spaces.
- Tasks involving asbestos NLW and NNLW.
- Customer facing / frontline workers.
- Driving duties as part of the role.
- Tasks that involve working alone.
- Tasks using work equipment (fixed or portable) including noise and vibration hazards (***not*** *display screen equipment, which is covered elsewhere*).
- Use of display screen equipment (Display screen equipment defined user).
- Technical trades employees (e.g. electricians, gas engineers, plumbers).
- Tasks involving personal protective equipment (PPE) use.
- People who assist in building evacuation and assembly point marshalling (fire wardens and marshals).
- Evacuation chair operatives (new and refamiliarisation).
- Those who are **nominated** first aiders. (3 days FAW, 2 days requalification, or 1-day EFAW)
- Those who are **appointed** first aiders. (briefing by internal health and fire safety team)
- Those who are mental health first aiders (3 days)
- Tasks involving contract administration.
- Those working in hearing protection zones.

8.3 **Risk assessment template**

Safety Net

Risk assessment template for manual record

Prior to placement on Safety Net

Colleagues may prefer to use this Word template to handwrite or type their risk assessment prior to entering it on Safety Net. This template follows the same sequence and data fields as Safety Net and ease of reference and ease of transfer to Safety Net software platform.

Important: Once completed, remember to transfer the risk assessment details to Safety Net. Contact the health and fire safety team or corporate health and safety if you need advice.

1. Department	*Select: Community and Children's Services*
2. Business area	*Select from:* • Barbican and Community Libraries • Barbican Housing • Commissioning and Partnerships • Education and Skills • HRA Housing • People • Public Health
3. Location of work activity	
4. Assessor name and email address	
5. Assessment date	
6. Review date	
7. Who or what is being assessed.	
8. Does risk assessment contain personal medical information	*If 'yes', make sure your assessment is marked 'confidential'. When you enter it on Safety Net, the system will guide you at this point.*
9. Assessment details a. What are the hazards? b. Who might be harmed?	*You might find using the HSE's risk assessment template helps with this section. The link is here*: Risk assessment: Template and examples - HSE *When you reach stage 9d, you will be asked to select the '**control type'** and select one of the following:* *1. Elimination*

c. How might they be harmed? d. What are the existing controls? e. Current risk rating? f. What further action is necessary? g. Residual risk rating h. Action by whom? i. Action due j. Action complete	*2. Substitution* *3. Engineering controls* *4. Administrative controls* *5. PPE* *If you are unsure which option to select, refer to your training notes or ask the health and fire safety team.*
10. Overall risk rating	*This section is auto populated on Safety Net by the system calculating an overall rating from the various the ratings of each hazard you have entered within the overall assessment.*
11. Now transfer your assessment to Safety Net	***Transfer your assessment to Safety Net: Risk Assessments***

For those involved in project health and safety risk management, a projects procedure corporate risk register template is available from the health and fire safety team.

8.4 **Lone working and associated safety devices (People Safe)**

Lone workers are those who work by themselves without close or direct supervision. There will always be greater risks for those working alone, without direct supervision or anyone to help them if things go wrong.

Where identified through risk assessment, lone working safety alert devices may be issued to employees who work alone. PeopleSafe[tm] is the device used for lone worker protection in DCCS.

Like all personal protective equipment, colleagues must look after the device. It must be regularly tested to ensure that it is functioning correctly and any problems with the device must be reported immediately to DCCS Business Support (Housing and Property).

PeopleSafe is managed through the Business Support Team (Housing and Property).

A guide on how to stay safe when lone working is available here: HSG 19 - Lone Working(Rev 02).doc

8.5. **DCCS Health, Safety and Wellbeing Legal Register**

The British Assessment Bureau says, ‘a legal register serves as a vital tool for organisations to ensure compliance with applicable laws and regulations. It includes a list of legal instruments that are relevant to the organisation's operations, such as environmental laws, health and safety regulations, and industry-specific legislation. The register should be regularly updated to reflect changes in legislation and ensure that the organization remains compliant’. The DCCS legal register is maintained by the health and fire safety team.

The DCCS legal register is formatted into columns thus:

Law	Description and compliance duties imposed on DCCS	Relevance	Compliance status	Updates and amendments

The following link takes you to the DCCS Health, Safety and Wellbeing legal register, which is a live document:

Appendix 2. Example of a communication leaflet / e-bulletin for staff engagement with The Charter

Title: The role of line managers and supervisors in DCCS health and safety management



Every day, line managers and supervisors help keep our colleagues, residents, and workplaces safe. They are the frontline champions of good practice — making sure standards are upheld, risks are managed, and everyone feels confident to work safely and speak up.

What this means in practice

Line managers and supervisors make safety *real* by:

Staying informed and proactive

- Keeping up to date with health and fire safety requirements in their service areas.
- Ensuring local arrangements are implemented, monitored, and continuously improved.

Empowering their teams

- Making sure staff are trained, competent and supported to meet their health and fire safety responsibilities.
- Promoting a psychologically safe, no-blame culture where concerns can be raised early.

Owning risk management

- Leading on risk assessments, including those for equipment, substances, and person-centred fire risks for vulnerable residents.
- Monitoring risk controls and acting when gaps appear.
- Conducting and escalating safety incident investigations, and reporting all accidents and near misses through **Safety Net**.

Being visible and accountable

- Carrying out regular inspections and checks.
- Communicating clearly with employees, residents, contractors and partners to coordinate safe working arrangements.
- Seeking advice from competent health and safety professionals when needed.



Clear lines of communication

Colleagues, contractors or members of the public with questions about health or fire safety should direct enquiries to their **head of service**, who will consult the Health & Fire Safety Team as needed. This ensures consistent, expert responses and supports our governance structure.

Why this matters

Because when managers lead confidently on safety, everyone benefits — safer services, safer homes, safer people.

Want to go further?

You can read more about our shared commitments in the **DCCS Health, Safety and Wellbeing Charter**.

If you’d like this in email-ready HTML, with embedded images or alternative layout styles, just let me know!

All the best,

Health and Fire Safety Team (Paul etc.).

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City of London Corporation Committee Report

Committee: Housing Management and Alms Houses Sub-Committee	**Dated:** 01July 2026
Subject: Quarterly Fire Safety Status Report.	**Public report:** For Information and Discussion
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties**	
Does this proposal require extra revenue and/or capital spending?	No, spending is within existing budgets or, where indicated, through capital bids.
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Judith Finlay, Chief Officer DCCS
Report author:	Paul Barton, Interim Head of Health and Fire Safety DCCS

Summary

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

The report covers the fire risk assessment programme, the fire strategy programme, and uses data from the software platform Risk Base that provides a high level overview of progress on high priority actions arising from the fire risk assessment programme, as well as an update on fire safety management in respect of the Corporation's higher risk buildings (HRBs) in social housing.

Recommendation

Members are asked to note the report.

Main Report

Background

The Corporation produces a quarterly Fire Safety Status Report to give Members clear oversight of fire safety performance across its social housing portfolio. The report supports delivery of the Corporate Plan 2024–29 and fulfils statutory duties by summarising progress in key areas of fire safety management, including the fire risk assessment (FRA) programme and the developing fire strategy programme.

It also sets out the current position on emerging legislative responsibilities—such as the introduction of Residential Personal Emergency Evacuation Plans (RPEEPs) and Person-Centred Fire Risk Assessments (PCFRAs) and offers an overview of fire safety arrangements within higher-risk buildings. Together, these elements provide Committee with a structured and transparent update on compliance, risk, and ongoing improvement work across the housing stock.

Current position

1. Fire risk assessment

Fire risk assessment incomplete actions on 4 June stood at 1,187. This compares with 1,999 in March. The marked difference of 812 is due to some actions being duplicated at the inception of Risk Base from data transfer of spreadsheets, plus the historical generation of the assessments on the system by the assessor showing as an action. Furthermore, new actions from the 2026 FRA programme have been entered onto the system.

Now that these anomalies have been sifted out, a truer overall picture can be reported to Committee.

Fourteen high priority actions have been completed in the last quarter and new high priority actions have arisen from the latest assessments carried out; leaving 42 incomplete high priority actions 5 June. This shows an additional 7 incomplete high priority actions since March.

An analysis table of incomplete high priority actions on 5 June is shown at Appendix 1 for information.

Actions currently awaiting completion are as follows: 42 high category (compared to 35 last quarter), 602 medium category (compared to 598 last quarter), 461 low category (compared to 458 last quarter), 74 recommended (compared to 64 last quarter), 8 no severity (compared to 44 last quarter).

Action tracking since 31 March 2026 (Q1 26/27 to 7 June).

- 97 actions completed (218 in Q4 25/26)
- 57 actions commenced and still work in progress. (32 in Q4 25/26)
- 222 actions added since 31 March 2026

2. Resident safety engagement strategy draft
A resident safety engagement strategy (RES) was approved by this committee and is on Commonplace for resident's comments on the format and style. The RES for Petticoat Tower will be submitted to the Building Safety Regulator at the end of June as part of our building assessment application (BAC). The RES for Petticoat Tower will be shared on Monday 22 June.

3. Person centred fire risk assessments (PCFRAs) and Residential personal emergency evacuation plans (RPEEPs)
Information was sent to all residents offering PCFRAs and inviting RPEEPs for those that cannot self-evacuate their homes in the event of an emergency.
A new training package on PCFRAs and RPEEPs for customer facing employees is nearing completion. It is an in-house training package which will be added to the Corporation's learning and development system: SAP Success Factors.

4. Fire safety incidents since 13 April 2026.
No fire incidents or fire related near misses have occurred in social housing since the last HMASC on 13 April 2026.

5. Retrospective fire strategies
Fire strategies in high-rise residential buildings are designed to protect life, property, and emergency responders by controlling how a fire develops and how occupants escape or remain safe. They set out key principles such as compartmentation to contain fire and smoke within a limited area, means of escape (including protected stairwells), and 'stay put' or evacuation policies. Fire strategies also define fire detection and alarm systems, smoke control measures, firefighting access, and facilities for fire services. Overall, they ensure that the building's design, systems, and management work together to reduce fire spread, maintain tenable conditions for occupants, and support safe and effective firefighting operations.

The 10 blocks on Golden Lane Estate have now completed retrospective fire strategies. The strategies will inform the major works programme and fire safety management.

The Major Works team is also commissioning retrospective strategies for 33 non-HRB mid-rise and low-rise housing blocks.

The health and fire safety team is commissioning strategies for the other HRBs that require them. A strategy has been completed for Longland Court on Avondale Square Estate, and the report is expected in the next few weeks.

Corporate and strategic implications

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

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

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

Conclusion

This report has provided oversight of the status and outcomes of fire safety management in the Corporation's social housing, including updates on Fire risk assessment actions, the draft resident safety engagement strategy, PCFRAs and RPEEPs, and fire safety incidents since 13 April 2026.

Appendices

Appendix 1. High priority action analysis table.
Appendix 2. Medium and low actions outstanding per building 27.03.2026

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

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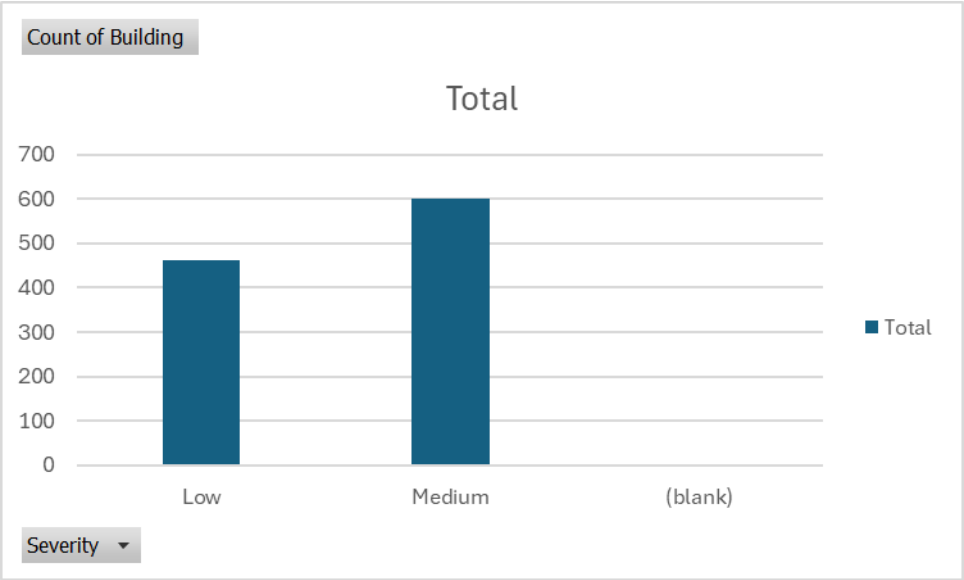
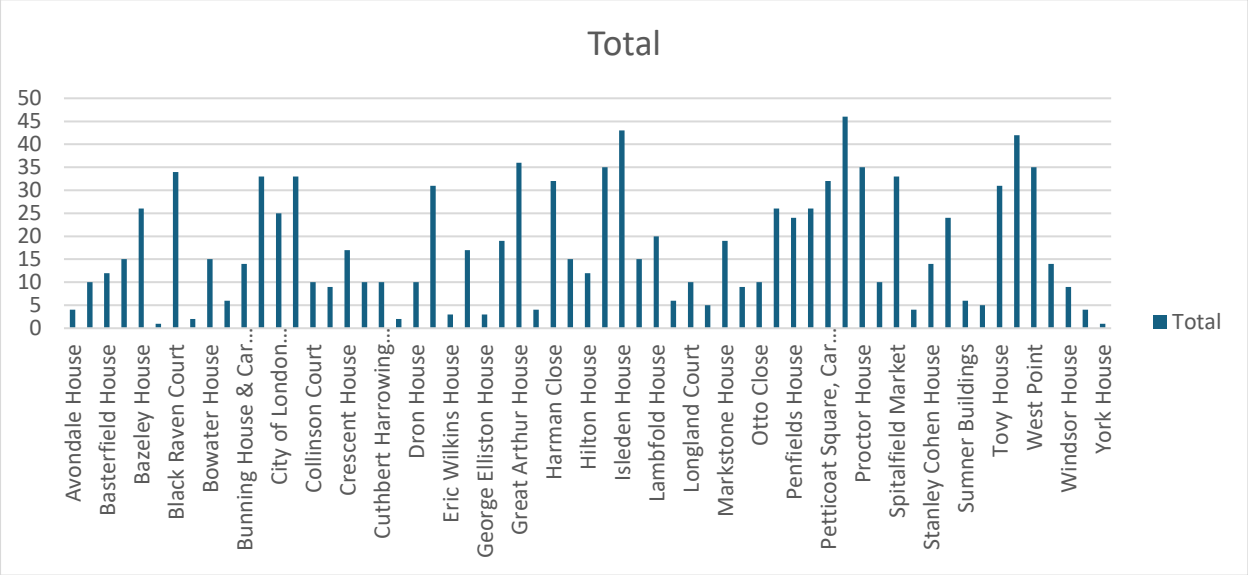
Appendix 1 High priority action analysis below:

Address	Ref.	Works required to discharge	Mitigation	Cost	Due	Schedule	Status Name	Status Date	Teams Assigned	Timescale	Category	Comment at June 2026
Crescent House	RB-72FCXY	Fit overhead door closers to 151 flats	Cyclical fire door inspections carried out to best endeavours	30,000.00	11/07/2025	31/12/2026	In Progress	20/02/2026 09:33	Repairs & Maintenance	Priority Action D	Flat Entrance Doors	Cyclical inspections. R&M to source minor works surveyor, subject to recruitment permissions, to commission and coordinate closers as a single project for action by Q2 26/27. Workloads of contractor and sub-contractor are a significant consideration.
Stanley Cohen House	RB-S8BMZ3	Fit overhead doorclosers to 32 flats opening directly onto escape staircases.	Cyclical fire door inspections carried out to best endeavours	6,500.00	14/07/2025	31/12/2026	In Progress	20/02/2026 09:35	Repairs & Maintenance	Priority Action D	Flat Entrance Doors	Cyclical inspections. R&M to source minor works surveyor, subject to recruitment permissions, to commission and coordinate closers as a single project for action by Q2 26/27. Workloads of contractor and sub-contractor are a significant consideration.
Cullum Welch House	RB-PTGE1N	Plans in PIBs / Wayfinding and other signage to requirements / Monthly checks on fire fighting equipment and lifts /	Zone plans from previous FMPs / Existing signage in place pre-2025 / Some checks already picked up via iAuditor.		11/07/2025		In Progress	05/03/2026 08:45	Health & Safety	Priority Action D	Firefighters Access, Facilities & Information	Awaiting contract approval for surveying works and, where relevant stage 2-5 FRAEW
Great Arthur House	RB-RHA22Y	Fit overhead door closers to 66 flats	Regular inspection of fire doors / Phased evacuation / Alternative escape from flats / Detectors in flats	13,000.00	13/06/2025	31/12/2026	In Progress	20/02/2026 09:31	Repairs & Maintenance	Priority Action C	Flat Entrance Doors	Cyclical inspections. R&M to source minor works surveyor, subject to recruitment permissions, to commission and coordinate closers as a single project for action by Q2 26/27. Workloads of contractor and sub-contractor are a significant consideration.
Great Arthur House	RB-KHU4AA	Plans in PIBs / Wayfinding and other signage to requirements / Monthly checks on fire fighting equipment and lifts /	Zone plans from previous FMPs / Existing signage in place pre-2025 / Some checks already picked up via iAuditor.		16/08/2025		Not Started	16/05/2025 13:22	Health & Safety	Priority Action D	Firefighters Access, Facilities & Information	Awaiting contract approval for surveying works and, where relevant stage 2-5 FRAEW
Kinefold House	RB-IMDL2U	Plans in PIBs / Wayfinding and other signage to requirements / Monthly checks on fire fighting equipment and lifts /	Zone plans from previous FMPs / Existing signage in place pre-2025 / Some checks already picked up via iAuditor.	2,081.73	02/09/2025	31/07/2026	In Progress	02/03/2026 17:08	Health & Safety	Priority Action D	Firefighters Access, Facilities & Information	Awaiting contract approval for surveying works and, where relevant stage 2-5 FRAEW
Kinefold House	RB-WIBNN	Thumb turn lock release and handles requried on escape doors from 8th floor escape balcony and ease door at far end.	Stay put strategy in flats with detectors. Regular inspection of 8th floor escape balcony to ensure no sources of ignition or combustible materials left.		30/06/2025		In Progress	03/06/2026 15:56	Repairs & Maintenance	Priority Action C	Means of Escape	One escape door has been fitted with a thumb-turn; however, the handle was installed on the internal side instead of the external balcony side. The alternative escape door on the opposite side was not fitted with a thumb-turn, did not have an exit sign above it, and appeared to be in poor condition. Property services works order raised for responsive repair.
Penfields House	RB-T2PSYP	Plans in PIBs / Wayfinding and other signage to requirements / Monthly checks on fire fighting equipment and lifts /	Zone plans from previous FMPs / Existing signage in place pre-2025 / Some checks already picked up via iAuditor.	2,081.73	02/09/2025	31/07/2026	In Progress	02/03/2026 16:27	Health & Safety	Priority Action D	Firefighters Access, Facilities & Information	Awaiting contract approval for surveying works and, where relevant stage 2-5 FRAEW
Lambfold House	RB-TVFR3M	Thumb turn lock release and handles requried on escape doors from 8th floor escape balcony	Stay put strategy in flats with detectors. Regular inspection of 8th floor escape balcony to ensure no sources of ignition or combustible material left.		30/06/2025		In Progress	02/06/2026 10:50	Repairs & Maintenance	Priority Action C	Means of Escape	Property services works order raised for responsive repair.
Lambfold House	RB-WRSMFT	Remove scaffolding from car park that is obstructing fusible link fire shutter.	Fire door to lower ground floor lobby has recently been repaired. (No parking sign on bay nearest exit has been affixed to maintain escape width into car park.) Higgins advise scaffolding will be removed by July.		06/06/2025	26/02/2026	In Progress	20/02/2026 12:47	New Developments & Special Projects	Priority Action B	Compartmentation & Fire Stopping	Door closer repaired. Higgins advise that scaffolding is to be removed in July.
Lambfold House	RB-46LQDT	Investigate master Gerda key for SIB that will fit all the service riser cupboards.	Service risers are 60FDS protected. DRN is signed.		30/06/2025		Not Started	02/06/2026 10:53	Estate Services	Priority Action C	Firefighters Access, Facilities & Information	BSM to be involved and assist Estates as necessary.
Lambfold House	RB-PFUNZ7	Plans in PIBs / Wayfinding and other signage to requirements / Monthly checks on fire fighting equipment and lifts /	Zone plans from previous FMPs / Existing signage in place pre-2025 / Some checks already picked up via iAuditor.		02/09/2025		Not Started	02/06/2025 10:37	Health & Safety	Priority Action D	Firefighters Access, Facilities & Information	Awaiting contract approval for surveying works and, where relevant stage 2-5 FRAEW
Horace Jones House	RB-1WXACZ	An fire risk assessment of the external wall brick slips and wooden balconies is required.	Letter to all residents w/c 8JUN of HJH banning items on the balconies use of any sources of ignition on the balconies .		27/09/2025		Not Started	27/06/2025 15:26	Health & Safety	Priority Action D	External Walls / Cladding	Awaiting contract approval for surveying works and, where relevant stage 2-5 FRAEW
Horace Jones House	RB-MHTE5C	Communication to all residents instructing them to remove all stored items from wooden balconies and not to use any sources of ignition on them.	Letter to all residents w/c 8JUN of HJH banning items on the balconies and use of any sources of ignition on the balconies .		01/07/2025		Not Started	27/06/2025 15:26	Housing Management	Priority Action B	Combustible & Flammable Materials	Letter drop to be followed with regular inspections.
Proctor House	RB-U2L2UD	Flat xx door breached and needs to be replaced.	Detectors in flat. Firefighters lift.		25/07/2025	31/03/2026	In Progress	20/02/2026 11:28	Repairs & Maintenance	Priority Action C	Flat Entrance Doors	Work progressing on gaining entry.
Harman Close	RB-9G62NZ	Upgrade fire alarm system to standard BS5839 parts 1 and 6, (e.g. grade, category, design, siting)	Waking watch in place and RAK check on individual flats in office hours. Some additional detectors have been fitted to the existing system. Major works programme underway.		04/11/2025	31/07/2026	In Progress	20/02/2026 09:51	Major Works	Priority Action D	Active Fire Safety Systems	Works onsite with Ventro Ltd. Expected completion end of 2026.
Harman Close	RB-QNFTYA	Replacement of analogue fire and telecare alarm system to ARC.	Waking watch in place and RAK check on individual flats in office hours. Some additional detectors have been fitted to the existing system. Major works programme underway.		04/11/2025	31/07/2026	In Progress	20/02/2026 09:56	Major Works	Priority Action D	Other	Works to renew the Warden Call system are underway. Appointed contractor Ventro Ltd. Expected completion end of 2026.
West Point	RB-IRG4JB	Works to fire alarm panel to prevent nuisance alarm activations. Return the block to full stay-put strategy and remove / isloate the detectors in the communal zones. Both these detectors and those in the flats are linked to an ARC.	Retrospetive fire strategy for West point complete (all three blocks are uniform). Alarms linked to ARC.		15/11/2025	31/03/2026	In Progress	20/02/2026 11:13	Health & Safety	Priority Action D	Active Fire Safety Systems	Following advice from legal, work between Special Projects and H&Sto return system to stay-put strategy is authorised to proceed. (Legal dispute with sprinkler installation contractor in progress).
West Point	RB-VKCFDZ	Reinstate the self closer to the flat door, disconnected by someone.	PCFRA offered to all residents. Recent letter to all residents reminding them on fire procedure. Detectors in flats,		12/09/2025		Not Started	15/08/2025 14:12	Repairs & Maintenance	Priority Action C	Flat Entrance Doors	Reassigned to R&M team. This is a single door closer requiring reinstatement.
West Point	RB-UAM2JC	Works to fire alarm panel to prevent nuisance alarm activations. Return the block to full stay-put strategy and remove / isloate the detectors in the communal zones. Both these detectors and those in the flats are linked to an ARC.	Retrospetive fire strategy for West point complete (all three blocks are uniform). Alarms linked to ARC.		15/11/2025	31/03/2026	In Progress	20/02/2026 11:14	Health & Safety	Priority Action D	Active Fire Safety Systems	Following advice from legal, work between Special Projects and H&Sto return system to stay-put strategy is authorised to proceed. (Legal dispute with sprinkler installation contractor in progress).
Bean Tree Court (Pre-Occ.)	RB-GTEE7X	PPM required for smoke extraction system and additional maintenance systems needed to ensure smoke control functions (e.g. on closer mechanisms) effectively throughout the systems lifespan.	Corridors compartmented. Stay put strategy notified to residents in letters April 2026 and those taking up residence.				In Progress	21/04/2026 14:18	New Developments & Special Projects	No Timescale	Inspection & Maintenance	Started on 21/04/26. Any outstanding actions will be addressed as snagging or through the defects management system from handover.
Bowater House	RB-AKHBHJ	Upgrade alarms in maisonettes to D1 LD1 in all rooms except bathrooms . Fire strategy pending.			01/01/2022		Not Started	02/03/2026 18:02	Repairs & Maintenance	No Timescale	Active Fire Safety Systems	Investigating mitigations with SureServe for about 40 maisonettes. Anticipated completion 31/12/2034 or sooner depending on advice from strategy.
Collinson Court	RB-FM3WWM	Plans in PIBs / Wayfinding and other signage to requirements / Monthly checks on fire fighting equipment and lifts /	Zone plans from previous FMPs / Existing signage in place pre-2025 / Some checks already picked up via iAuditor.		06/05/2025		Not Started	02/03/2026 18:03	Health & Safety	No Timescale	Uncategorised	Awaiting contract approval for surveying works and, where relevant stage 2-5 FRAEW
Collinson Court	RB-ESYU29	Rectify fixed electrical system as per EICR	Detectors in flats.		04/04/2025	29/03/2029	Not Started	02/03/2026 18:03	Major Works	No Timescale	Uncategorised	
Harman Close	RB-R4IWMK	Replace all existing communal corridor and cross corridor fire doors with at least certified FD30S door sets and partitions. This will include the transom panels above the cupboard doors. It is advised that a FD60S fire door is fitted to the bin store.	Waking watch in place and RAK check on individual flats in office hours. Some additional detectors have been fitted to the existing system. Major works programme underway.		01/06/2024	30/09/2026	Not Started	02/03/2026 18:04	Major Works	No Timescale	Uncategorised	Cross corridor doors have been replaced, only bin store door remains pending contract variation
Isleden House	RB-3HGZ1	Rectify faults with Telecare system and keep logbooks up to date.	Waking watch in place and RAK check on individual flats in office hours.		01/02/2024	31/07/2026	In Progress	16/03/2026 15:28	Major Works	No Timescale	Uncategorised	Works underway to renew fire alarm nd warden call systems with Ventro Ltd. Expected completion date 3rd July 2026
Isleden House	RB-HJEP8S	Two first floor flats to have entracne doors replaced with FD30S.	Detectors in flats . Waking watch in place.		01/02/2024	31/12/2026	In Progress	16/03/2026 15:23	Major Works	No Timescale	Uncategorised	Contracts signed with Gerda to upgrade flat entrance doors to FD30s. Works to take place in 2026 - detailed programme to be agreed with contractor
Longland Court	RB-RY1GX	Retrospective fire strategy to advise on closed off smoke ventilation on 2nd floor communal corridor.	Detectors in flats. Stay-put evacuation strategy.	£14,000	01/06/2024		In Progress	08/04/2026 11:13	Health & Safety	No Timescale	Uncategorised	05/06/2026. Strategy complete. Awaiting final report.
Spitalfield Market	RB-U7GHFD	Repair damaged or replace missing self-closers on flats doors			01/11/2024		Not Started	03/03/2026 08:34	Repairs & Maintenance	No Timescale	Uncategorised	R&M to source minor works surveyor subject to recruitment permissions to commission and coordinte closers by end of Q2 2026/2027. Workloads of contractor and sub-contractor are a significant consideration.
Spitalfield Market	RB-H3NAT6	Upgrade fire alarm systems in flats to type Grade A type LD2.	Current alarm wiring passed 2026 BICR inspection.		01/11/2024		Not Started	03/03/2026 08:34	Repairs & Maintenance	No Timescale	Uncategorised	Major works to upgrade the system commencing Spring 20261.
Spitalfield Market	RB-JYDAJH	Resident cables have been installed between stairway and their flat. Investigate appropriate materials were used for fire stopping			01/11/2024		Not Started	03/03/2026 08:34	Repairs & Maintenance	No Timescale	Uncategorised	05/06/2026. Works order raised to check installtion to 18th edition and to verify aptness of fire stopping.
St James Mansions	RB-KPD362	Type 4 FRA required to establish adequate compartmentation to support a stay-put policy.	Detectors in flats		06/05/2025		Not Started	03/03/2026 08:34	Health & Safety	No Timescale	Building and Compartmentation Works	Type 4 FRA to be commissioned here and at other odler blocks on this estate.
St James Mansions	RB-M32SC4	Rectify as per EICR	Detectors in flats		04/04/2025	29/03/2029	Not Started	03/03/2026 08:35	Major Works	No Timescale	Uncategorised	Urgent actions to be picked up by Guardian as part of Electrical Upgrade Programme (Communal Landlord Supplies), remaining electrical upgrades will be carried out as part of William Blake Estate Essential and Electrical works project - overall completion March 2029
Tovy House	RB-Y1982U	Repair or replace forced front door of flat XX			01/06/2024		Not Started	03/03/2026 08:35	Repairs & Maintenance	No Timescale	Uncategorised	Programmed replacement of doors in Tovy House complete and out of defects period. Remedial work to correct forced entry damage to a single door will sit with R&M team.
Pakeman House	RB-F6X3MD	Update emergency list for PIB	Information to residents on PCFRA and PPEEPS in April newsletter and individualt letters to flats.		26/06/2026		Not Started	27/05/2026 11:25	Estate Services	Priority Action C	Documentation Policy & Procedures	Assigned to Estate Services to review
Marlstone House	RB-Y8EML	Update emergency list for PIB	Information to residents on PCFRA and PPEEPS in April newsletter and individualt letters to flats.		26/06/2026		Not Started	27/05/2026 14:09	Estate Services	Priority Action C	Firefighters Access, Facilities & Information	Assigned to Estate Services for review and actioning
Bazeley House	RB-A1MPUI	Remove rubbish from the old laundry room. It is increasing the fire loading and sources of ignition are potentially in these rooms at times.	Doors to room are fire rated.		26/06/2026		Not Started	27/05/2026 14:38	Estate Services	Priority Action C	Combustible & Flammable Materials	Assigned to Estate Services for actioning and monitoring
Bazeley House	RB-1RG775	Update emergency list for PIB	Information to residents on PCFRA and PPEEPS in April newsletter and individualt letters to flats.		26/06/2026		Not Started	27/05/2026 14:38	Estate Services	Priority Action C	Firefighters Access, Facilities & Information	Assigned to Housing Management for actioning
Isleden House	RB-F6VJBC	Replace fire stopping in vertical partitions in roof and in concrete slab floors leading to wall cavities.	Detectors in some flats. Waking watch in sheltered flats		27/08/2026		Not Started	27/05/2026 17:23	Repairs & Maintenance	Priority Action D	Compartmentation & Fire Stopping	Assigned to Repairs & Maintenance for review and actioning
Isleden House	RB-A1DMY	Gas meter cupboard to be fitted with a FD30S door. Lounge double doors to be fuitted with a hold-open device.	Detectors in some flats. Waking watch in sheltered flats.		27/08/2026		Not Started	27/05/2026 17:23	Repairs & Maintenance	Priority Action D	Communal Fire Doors	Assigned to Repairs & Maintenance for review and actioning
Stopher House	RB-PKEDN3	Update emergency list for PIB	Information to residents on PCFRA and PPEEPS in April newsletter and individualt letters to flats.		29/06/2026		Not Started	01/06/2026 14:01	Estate Services	Priority Action C	Vulnerable Persons	Assigned to Compliance - Housing for review

Appendix 2. Medium and low actions outstanding at 08/06/2026



2.1 Total medium and low actions outstanding



2.2 Number of low and medium actions outstanding per building.

All actions have been assigned to teams within Housing and progress is reported at the monthly Fire Risk Assessment Tracking meeting, attended by all Housing Heads of Service.

City of London Corporation Committee Report

Committee(s): Housing Management & Almshouses Sub-Committee	**Dated:** 01/07/2026
Subject: Housing Out of Hours Provision – Update	**Public report:** For Discussion
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	 Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Judith Finlay – Executive Director Community and Children's Service
Report author:	Zoe Gayle – Service Improvement Manager, DCCS

Summary

Following the previous update on Housing Out of Hours (OOH) provision at the 13 April Housing Management and Almshouses Sub Committee and in response to questions raised by . It outlines recent service issues, the interim measures now in place to ensure continuity and resident safety, and the phased improvement programme being delivered.

The report confirms that immediate actions have been taken following the May Bank Holiday incident to stabilise the service, alongside a structured programme of short, medium and long-term improvements aimed at delivering a single, coordinated Out of Hours service. Members are asked to note the update

Recommendations

Members are asked to:

- Note the actions taken to address recent service issues
- Note the interim measures in place to ensure a safe and reliable service
- Note the proposed timescales for delivering a more coordinated Out of Hours model.

Main Report

Background

Current Out of Hours arrangements are split between Housing (Call Care) and Repairs (contractor helpdesk), which can result in:

- Reduced coordination between services
- Inconsistent communication and handoffs
- Limited oversight during peak periods (including public holidays)
- Resident confusion regarding contact routes

Current Position

1. The Bank Holiday incident highlighted operational risks within existing arrangements, particularly where demand increased and assurance mechanisms were not sufficiently robust.

   Recent complaints further reinforce the issues identified. These include cases where:

   - Residents did not receive effective assistance through the out-of-hours service, including being left to arrange emergency repairs independently
   - Confusion over responsibilities between Housing and contractors led to delays or lack of response
   - Incorrect or unclear advice was provided
   - Telephony routing issues affected residents' ability to access support

These complaints highlight recurring issues relating to coordination, communication, and clarity of service responsibilities.

2. A phased improvement approach is being delivered:

Immediate (already implemented)

- Review of job descriptions to include emergency escalation cover
- Strengthened escalation arrangements ensuring contractors have up to date escalation contact details
- Improved information sharing on emergency repairs and service issues
- Reinforcement of emergency-only criteria
- Improved capture of vulnerability information

Short-term (Q2 2026/27)

- Completion of the review of current arrangements and resourcing
- Clarification of roles between Housing and Repairs
- Strengthened reporting and escalation processes

Medium-term (Q3 2026/27)

- Agreement of a single operating model
- Introduction of clearer performance standards
- Alignment of rotas and responsibilities

Long-term

- Delivery of a fully integrated, resident focused Out of Hours service with a single access route and consistent response approach

Members asked how improvements would be communicated to residents. This will be addressed through a phased and proportionate approach, linked to the wider Housing Improvement Strategy.

Immediate communication improvements will focus on providing clearer messaging to residents about what the Out of Hours (OOH) service covers, how to report emergency repairs, and what they can expect when contacting the service.

As improvements are implemented, updates will be shared through a range of channels, including resident newsletters (@Home), estate communications, and website updates to ensure consistent and accessible information.

In the longer term, a programme of meaningful consultation and communication will support the introduction of the new OOH model as part of the wider improvement programme. This will include consistent messaging across Housing and Repairs services, simplified contact arrangements, and clear reassurance around service standards and reliability.

This phased approach is designed to ensure transparency for residents while avoiding confusion during the transition period.

Key Data

Performance monitoring is being strengthened to provide improved oversight, including:

- Call volumes and response outcomes
- Escalations and unresolved cases
- Analysis of complaint trends (including communication failures and unclear responsibilities)

Recent operational data indicates variation in call volumes and call handling times across Housing (CallCare) and the Repairs helpdesk, reinforcing the need for a coordinated service mode.

	CallCare		Repairs Call Desk	
Month	Calls Handled	Average call time	Calls Handled	Average call time
Mar-26	50	05:23	140	05:47
Apr-26	50	05:00	122	04:00
May-26	26	04:51	71	02:22

Corporate & Strategic Implications

Strategic implications
The proposals support delivery of the Corporate Plan 2024–29 by improving service reliability, resident experience, and safeguarding arrangements within housing services.
Financial implications
None at this stage. Improvements are being delivered within existing resources pending outcome of the service review.
Resource implications
Service redesign and improved coordination will require alignment of staffing, rotas and contract management arrangements.
Legal implications
The service must continue to meet statutory obligations relating to housing management, repairs, and health and safety.
Risk implications
Failure to improve Out of Hours arrangements presents risks to resident safety, service continuity, and organisational reputation. Interim measures are in place to mitigate these risks while longer-term improvements are delivered.
Equalities implications
Improved identification and escalation of vulnerable residents has been introduced to ensure urgent cases are prioritised appropriately, supporting compliance with the Public Sector Equality Duty.
Climate implications
None identified.
Security implications
Improved coordination and escalation supports more effective response to emergency situations, including those with safety or security implications.

Conclusion

3. The bank holiday incident highlighted weaknesses in current Out of Hours arrangements, particularly relating to coordination, communication and assurance.

   Immediate actions have been implemented to stabilise the service, while a structured programme of improvement is underway to deliver a more consistent, coordinated and resident focused Out of Hours service. Members will receive further updates as the review progresses

Appendices
None

Zoe Gayle
Service Improvement Manager
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City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub-Committee – For Information	**Dated:** 01/07/2026
Subject: Housing Major Works Programme 2026-36	**Public report:** For Information and discussion
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	**Providing Excellent Services**
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	HRA
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Director of Community & Children's Services
Report author:	Greg Wade, Head of Major Works (HRA)

Summary

This report provides an update on the development of the Housing Major Works Programme 2026-36, which is being led by the Major Works Team (HRA) and supported by the New Developments and Special Projects Team.

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

Recommendation

Members are asked to:

- Note this update report in respect of the Housing Major Works Programme 2026-36.

Main Report

Background

1. The Court of Common Council approved a £211 million funding package to accelerate improvements across all 12 City Corporation housing estates on 12 December 2025. This funding includes an allocation of £152 million from City Fund to support the Housing Major Works Programme, which will be delivered from 2026-36. The leaseholder contribution for the whole programme is currently estimated at circa 30% or £70 million.

2. These additional funds include a further £75m commitment to the Golden Lane Estate, taking the overall investment to £105m, with a deadline of all 9 blocks being successfully completed by the end of 2035.

3. The Housing Major Works Programme continues to be monitored and managed at several levels, both corporately and within the department. This includes:

    - Housing Management & Almshouses Sub Committee;
    - The new Gateway Process (via the Corporation's Project P3 framework);
    - Community & Children's Services Committee (C&CS);
    - Projects and Procurement Sub Committee;
    - Golden Lane Estate Major Works Renewal Programme Board;
    - DCCS Portfolio Board;
    - Project related resident Community Steering Groups

4. The DCCS Portfolio Board is a cross-departmental group which meets on a monthly basis to oversee the Major Works Programme and provides an approvals route for the new Gateway process. It is chaired by the Executive Director of DCCS, who has delegated authority to approve projects up to £5m in value and comprises of senior officers from:

    - EPMO Team;
    - Housing (HRA);
    - Barbican Residential;
    - Finance;
    - City Procurement;
    - Legal

Current Position

5. Since the launch of the P3 Project Management framework on 25 November 2025, the Major Works Team has familiarised itself with the new governance processes and has successfully progressed a series of approvals reports (for both new and existing projects).

6. There has been a renewed emphasis on meeting landlord compliance, with electrical upgrades now forming a key focus of all major works projects at different stages of development. A fire safety planned maintenance programme is also now in development, with an appropriately experienced consultant appointed and a detailed survey programme of the entire portfolio underway. The target for completion of the survey programme is October 2026.

7. Existing pipeline projects, including lift refurbishment/replacement on specific blocks within Avondale Square Estate and York Way Estate, are provisionally programmed for delivery in late 2027.

8. The Housing Major Works Programme has been developed for the next 5 years (to 2031) with circa 27 defined projects and 3 programmes in active development. All new projects/programmes have been formally launched with Gateway 1 Reports and Business Cases to DCCS Portfolio Board, with just the allocation of budgets by the capital finance team outstanding.

9. These projects cover the entire HRA Housing portfolio, with the core focus on Golden Lane , Avondale Square and York Way Estates in terms of sustained investment.

10. Ongoing discussion with finance, legal and procurement continues to be a regular feature of the Major Works Team's mode of operation, with an acknowledgement of the importance of collaborative working, particularly in terms of reporting and risk management.

Restructure of Major Works Team

11. The restructure of the Major Works Team was first formally proposed and approved at CCS Committee in April 2025. Further to the necessary internal approvals, and employee and union consultation, the team has now been reorganised into a compact suitably robust two-tier structure, that provides appropriate levels of accountability and support.

12. The two vacant Senior Principal Project Manager posts are scheduled to be filled by the end of July, and the remaining vacant Project Manager post will shortly be out to advert.

Resident Engagement and Liaison

13. Further to confirmation of the Housing Major Works Programme over the next 5 years, residents of all HRA estates (in addition to Spitalfields and Almshouses) were sent a letter in March. The letter was tailored to each estate and details the

City Corporation's future intentions over that period. Indicative timescales were included in the letter, demonstrating a clear and transparent commitment by the Corporation.

14. The letter preceded a travelling 'Summer Roadshow' by the Major Works Team from June – July 2026, which has involved the organisation of engagement events on the estates.

15. The Summer Roadshow commenced 3 June at Avondale Square Estate, with the aspiration being to visit one estate every week throughout June and July. This followed a pilot at Middlesex Street Estate in mid-March with positive results in terms of attendance and feedback. Golden Lane Estate is already the focus of a number of separate resident engagement events, specifically focused on major works, and has not been included in the itinerary.

16. Residents have been invited to provide input to help shape their aspirations for major works, at an appropriately early stage of the process. Resident feedback will be collated, recorded and fed back to residents as part of our ongoing dialogue.

17. The Golden Lane Estate Major Works Renewal Programme will require the specialist services of two Resident Decant Officers to facilitate the extensive rolling decant programme. These posts are currently going through the approvals process, with the expectation that they will be ready for advertisement by September 2026.

18. It has been recognised that Leaseholder engagement and consultation needs to be strengthened, so that there can be productive discussion around the subject of major works billing. The Major Works Team is developing a close working relationship with Homeownership Services, particularly in respect of ongoing section 20 consultation.

Appointment of Multidisciplinary Consultants

19. The restructure of the Major Works Team has been characterised by a redefinition of the client-side Project Manager role, which involves the early engagement and appointment of multidisciplinary consultants. This is intended to provide the team with an appropriate level of technical support throughout the lifecycle of projects, from inception through to design, planning, procurement and delivery.

20. The remainder of this year and the first half of 2027 will be spent procuring the necessary multidisciplinary consultant support, to assist in the technical delivery of the programme. The Major Works Team is working closely with colleagues in Procurement to suitably access the market and source the necessary skills in a compliant and timely manner.

Proposals

21. Members are asked to review the report and raise any discussion points in respect of the update provided.

Key Data

22. None.

Corporate & Strategic Implications

Strategic implications

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

Financial implications

There is a firm commitment to successfully spend £211m by 2036. Expenditure will be monitored on a periodic basis (monthly / quarterly / annually) from April 2026 and benchmarked against an anticipated spend profile. The question of Leaseholder recovery should be factored into all discussions regarding major works costs and expenditure.

Resource implications

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

Legal implications

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

Risk implications

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

- Governance Approvals process
- Statutory procurement requirements
- Section 20 consultation and Leaseholder anxiety in respect of billing
- Planning and Listed Building consent
- Higher Risk Buildings requiring Gateway 2 Applications to the Building Safety Regulator
- The challenges of large-scale resident decanting / rehousing (GLE)
- Appropriate resourcing in terms of personnel and management
- Multiple concurrent contractor activity within estate boundaries (CDM)
- The potential impact of the war in Iran on construction costs

Equalities implications

None.

Climate implications

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

Security implications

None.

Conclusion

23. Further to the funding investment decision by the Court of Common Council in December 2025, the Housing Major Works Programme has now been formally launched.

24. The first 5 years pf the programme has been developed through the planned delivery of circa 27 identified projects and 3 programmes, with the core focus of investment being Golden Lane Estate, Avondale Square Estate and York Way Estate.

25. The Major Work Team has been successfully restructured in preparation for delivery of an ambitious and extensive programme, with new positions forming part of the reorganised two-tier structure.

26. Resident engagement and liaison are a key consideration, with a travelling Summer Roadshow now underway, which is being delivered exclusively by the Major Works Team.

Appendices

None.

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