Public Document Pack

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

Date: **MONDAY, 14 SEPTEMBER 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
John Griffiths
Mercy Haggerty
Adam Hogg
Sandra Jenner
Tim McNally
Deputy James Thomson CBE
Deputy Ceri Wilkins (Deputy Chairman)
Philip Woodhouse

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

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:
https://www.youtube.com/@CityofLondonCorporation/streams

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on 1 July 2026.

For Decision
(Pages 5 - 14)

4. **OUTSTANDING ACTIONS**

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

For Information
(Pages 15 - 16)

5. **HOUSING MATTERS REPORT - FOR DECISION**

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

For Decision
(Pages 17 - 90)

6. **HOUSING PERFORMANCE REPORT SUMMARY (APRIL 2026 – JULY 2026)**

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

For Information
(Pages 91 - 100)

7. **TENANT SATISFACTION MEASURES - BENCHMARKING & ACTION PLAN 25/26**

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

For Information
(Pages 101 - 118)

8. **QUARTERLY FIRE SAFETY STATUS REPORT**

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

For Information
(Pages 119 - 136)

9. **STOCK CONDITION SURVEY FINDINGS AND ASSET MANAGEMENT STRATEGY REVIEW**

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

For Information
(Pages 137 - 144)

10. **HOUSING MATTERS UPDATE - INFORMATION ONLY**

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

For Information
(Pages 145 - 206)

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

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

13. **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

14. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 1 July 2026.

For Decision
(Pages 207 - 210)

15. **REPAIRS AND MAINTENANCE SERVICE UPDATE**

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

For Discussion
(Pages 211 - 216)

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

17. **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
Wednesday, 1 July 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 Wednesday, 1 July 2026 at 11.00 am

Present

Members:
Steve Goodman OBE (Chairman)
Deputy Anne Corbett
Deputy Helen Fentimen OBE JP
Mercy Haggerty
Sandra Jenner
Deputy Ceri Wilkins
Philip Woodhouse
Tim McNally
Adam Hogg

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
Liane Coopey	-	Community & Children's Services
Zoe Gayle	-	Community & Children's Services
Michael Gwyther-Jones	-	Community & Children's Services
Gregory Wade	-	Community & Children's Services
Jack Joslin	-	City Bridge Foundation
Julia Pridham (online)	-	City Bridge Foundation
Kelila Perry	-	Town Clerk's Department

The Chairman welcomed new Members to the Sub-Committee: Adam Hogg, John Griffiths and Tim McNally.

1. **APOLOGIES**
Apologies were received from Deputy John Fletcher* and John Griffiths.

**Attended the meeting virtually.*

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

Anne Corbett declared as a leaseholder on Golden Lane Estate.

3. **ELECTION OF DEPUTY CHAIRMAN**

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

4. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 13 April 2026 be approved as a correct record.

5. **OUTSTANDING ACTIONS**

Members received the outstanding action tracker.

RESOLVED – That the action tracker be noted.

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

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

Members considered a report of the Town Clerk to determine the vacant Allocated Member position to the City's housing estates.

The following expressions of interest were noted:

- Tower Hamlets – Deputy John Fletcher
- Southwark – Deputy Ceri Wilkins
- Lambeth – John Griffiths and Mercy Haggerty

During discussion, Deputy Ceri Wilkins stated she had stood down from Hackney, leaving that position vacant.

RESOLVED – That,

- the following Members be approved to the various Housing Estates:
    - Tower Hamlets – Deputy John Fletcher
    - Southwark – Deputy Ceri Wilkins
- John Griffiths and Mercy Haggerty to agree which of the remaining vacant positions, (Hackney and Lambeth) they would be allocated.

<u>Matters Arising</u>

Members raised a number of queries about the role of Allocated Members. Officers agreed to circulate a note clarifying the expectations and remit of the role and additionally report back to the next meeting.

Members made the following points during discussion:

- It would be helpful to understand if Allocated Members were expected to engage with local Councillors.
- It would be helpful to disaggregate data according to each housing estate.

- Residents should be informed about the role once there was clarity around expectations and remit.
- There was a suggestion to hold a training session for Allocated Members.

Lead Officers would be matched to Allocated Members once the remaining vacancies were filled.

b) Golden Lane Estate Renewal Board update

Members received a verbal update from the Chair of the Golden Lane Renewal Board, during which the following points were made:

- The purpose of the Board was to provide scrutiny and help drive project delivery.
- The Board had identified a number of risks, the three key risks being communications, concerns about decanting, and leaseholder acceptance.
- The Board carried out a recent review of its performance, which identified:
    - The Board's achievements included developing as a group, gaining greater understanding and acceptance of the project, engaging with leaseholders, and initiating a communications strategy. A technical workshop was also held which provided residents with technical backgrounds the opportunity to meet with the project team.
    - Improvements were needed in regard to implementing the communications strategy, making better use of the action tracker, and undertaking deep dives into issues.
    - The Board's priorities moving forward were tenant and leaseholder engagement, communications, deep diving into decanting, and monitoring the identified risks.

A Member asked about meeting administration and how the Board's activities were communicated. The Chair and officers confirmed that the Board's meetings were clerked, and meeting summaries were published online.

7. **HOUSING MATTERS UPDATE**

Members considered a report of the Executive Director Community and Children's Services updating Members key issues currently being dealt with by the Housing Team.

Local Lettings Policy - York Way

A Member asked how the policy would help tackle homelessness. Officers responded that if existing residents moved into the new properties, the properties left vacant would be allocated through the usual lettings policy. Housing officers were working closely with homelessness officers to ensure a coordinated approach.

A Member read out questions from a resident of York Way regarding the prioritisation of existing York Way residents. Officers confirmed existing York Way residents would be prioritised subject to members agreeing the Local

Lettings Policy – York Way. Officers had been engaging with Islington and would circulate a joint letter to all residents in the ward about Islington's approach to letting their share of the nominations. All residents on York Way would be able to bid for Islington properties, in addition to the nominations agreement for City of London tenants.

Updated Pets Policy
A Member asked how the rule regarding the suitability of dogs would be implemented. Officers advised they were preparing internal staff guidance and there would be a decision panel. Officers would ensure that internal guidance would align with statutory guidelines.

Housing Services Recruitment Update
A Member enquired about the recruitment timeline. Officers responded that the Head of Housing Management would be appointed by the end of July and recruitment of the Head of Health and Fire Safety would follow. Officers noted that recruitment was a time intensive task and all new posts had to go through a workforce panel.

In response to requests from Members, officers agreed to provide a brief summary of job descriptions for each role and indicate front-line roles on the organigram moving forward.

A Member enquired about sickness across the housing team, stating it would be helpful to understand what proportion was related to workplace stress. Officers would include sickness data in the next report.

A Member stated it would be helpful to understand pressure points. Officers raised the issue of needing to recruit on a permanent basis, whereas Government funding was annual. The Member noted it would be helpful to have oversight of any proposals relating to this issue as soon as possible.

A Member thanked officers for adding extra resource to the Golden Lane Estate.

Local Lettings Update – Sydenham and Black Raven Court
A Member asked why there were still unoccupied properties given the long waiting list and lead in time and raised concerns about the process not starting early enough. Officers highlighted several challenges: Lewisham's initial delay in processing nominations; applicant's having pets; applicants with health issues requiring adaptations; and capacity issues. Officers assured Members they were working to remove blockers.

There was a discussion about the timing of remedial works. Members were informed that MgO board replacement works would not start until early 2027 and each floor would be released as works were completed. This would take approximately a year in total. Members stressed that the work needed to be expedited and requested a note from officers about how this would be done. Officers would report back to the Sub-Committee on progress. A Member

requested that residents receive information about what MgO Board is and the timing of works.

Members discussed the impact of funding issues on carrying out remedial works. The Chairman noted the need to make sure funding issues did not delay the work.

Members emphasised the importance of reviewing the lessons learned from Black Raven Court and ensuring the system allowed for scrutiny at every step of the process. Officers advised that a lessons learnt workshop will take place in September.

A Member asked if the parking rules could be relaxed. Officers would address this question outside of the meeting.

Asset Management Strategy Refresh Progress
A Member asked:

- How much money had been made available to the housing department from the Climate Action Strategy since its inception and how much had been spent.
- Were voids were regularly checked for issues such as leaks.

Officers would investigate these questions following the meeting.

Voids Process and Improvements being made
Members were informed that a contractor had assumed the voids work following Chigwell's suspension of service and two additional voids contractors were being onboarded.

In response to questions from Members, officers noted:

- The KPI for the voids process was 20-40 working days.
- Voids were now being managed through Civica.

Officers reminded Members that funding pressures at the end of the previous financial year led to some work being paused, which had a knock-on effect on void turnaround times.

A Member requested regular reporting on voids.

Housing Performance Update - April 2025 – March 2026
Members were informed that Tenant Satisfaction Measures data had been submitted to the Regulator of Social Housing.

Members observed a discrepancy between repairs performance data and concerns raised by residents. Officers acknowledged this feedback and advised that strengthened repairs data would be reissued as a result of the reanalysis of Chigwell data.

In response to a Member's questions, officers clarified that the data was repairs volumes per month. In a typical year, approximately 10,000 repairs would be raised with 7,000 to 8,000 being responsive general repairs.

Officers agreed to provide an update on Civica, including progress and planned work, and details about implementation challenges.

A Member enquired about the fire risk assessment measure. Officers clarified that the fire risk assessment programme included all high-risk buildings and any other buildings scheduled for that year.

A Member enquired about damp and mould cases. Officers noted that the statutory requirements for investigations was ten working days and access issues could cause delays. Officers were considering how to mitigate this issue by improving communication with residents. Members were also informed about the risk-based assessment system for prioritising damp and mould cases, which considered the characteristics of occupants, such as whether there were children.

Housing Complaints Policy – Housing Ombudsman Service Review
A Member stated it would be helpful if officers highlighted any policy updates in the reports.

RESOLVED – That Members:

- 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.
- Approve the updated Pets Policy.
- Note updates on the following housing matters:
    - 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

8. **INSPECTION ACTIVITY AND HOUSING IMPROVEMENT STRATEGY**
Members considered a report of the Executive Director of Community and Children's Services providing an update on post inspection activity, including the introduction of the Housing Improvement Strategy, and seeking approval of the updated Housing Strategy (Years 2-3) Action Plan (the Action Plan).

A Member was concerned about the quality of KPIs in the Action Plan. Officers would consider the Members comments and explore how to further refine the KPIs.

Officers noted the following points in response to Member's questions:

- Officers had ongoing communication with the Regulator of Social Housing and another meeting was scheduled.
- The remaining Electrical safety inspections had been slow moving due to difficulties engaging tenants.

There was a discussion about the Housing Investment Board and the Housing Improvement Board. Officers explained that the Housing Investment Board was comprised of Members and senior leaders and provided oversight at a senior level. The Housing Improvement Board was a subset of the Housing Investment Board and was an officer-led group chaired by an independent housing expert designed to drive improvements. Both groups were internal and outputs flowed through to this Sub Committee and the Community & Children's Service Committee.

RESOLVED – That Members:

- Note post-inspection progress and continued engagement with the Regulator of Social Housing.
- 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 Regulator of Social Housing.
- Note that a structured programme of monitoring, governance, performance management and resident engagement is in place and progressing.

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

Members received a report of the Executive Director Community and Children's Services outlining the results of the tenant perception survey for 2025/26.

Officers apologised for any confusion caused by the four-star image in the Acuity report and acknowledged that this did not represent the results.

A Member raised the issue of data disaggregation, noting it would be helpful to see estate-level data.

A Member raised concerns about the size of the agenda pack more generally. The Chair and officers would discuss how to address this issue moving forward.

RESOLVED – That the report be noted.

10. **TENANCY AGREEMENT UPDATE AND CONSULTATION**

Members received a report of the Executive Director Community and Children's Services providing an update on the proposed changes to the City of London Corporation's Secure Tenancy Agreement and outlining the approach to tenant consultation.

Members were advised that, if the tenant consultation identified any significant concerns, officers would consider whether amendments to the proposals were necessary. Where officers recommended retaining any of the proposed

changes, the reasons for doing so would be clearly explained, including any legislative or operational requirements.

RESOLVED – that Members:

- Note the proposed changes to the Tenancy Agreement.
- Note that tenant consultation commenced on 22 June 2026 for a period of seven weeks.
- 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.

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

Members received a report of the Executive Director Community and Children's Services proposing the adoption of a DCCS Health, Safety and Wellbeing Charter.

RESOLVED – That Members note the draft DCCS Health, Safety and Wellbeing Charter for information prior to implementation.

12. **QUARTERLY FIRE SAFETY STATUS REPORT**

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

Officers noted the following points in response to Member questions:

- Residents were contacted about Person centred fire risk assessments and Residential personal emergency evacuation plans on an annual basis.
- The increase in high priority actions had arisen from the latest fire risk assessments.
- Officers were preparing to resubmit the building assessment certificate application for Petticoat Tower to the Building Safety Regulator.

A Member advised that Barbican residents had not received communications about Person Centred Fire Risk Assessments and Residential Personal Emergency Evacuation Plans. Officers agreed to look into this issue.

RESOLVED – That the report be noted.

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

Members received a report of the Executive Director Community and Children's Services outlining recent service issues, interim measures in place to ensure continuity and resident safety, and the phased improvement programme being delivered.

Officers advised that the July 2026 newsletter would provide residents with information about the service. Communications to residents would align with the wider Housing Improvement Strategy.

RESOLVED – That Members:

- 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.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
A Member asked a question regarding repairs and maintenance. The Chairman noted that this matter would be addressed in non-public session under item 20.

15. **HOUSING MAJOR WORKS PROGRAMME 2026-36**
Members received a report of the Executive Director Community and Children's Services providing an update the development of the Housing Major Works Programme 2026-36.

A Member asked about the embeddedness of the Golden Lane Estate Renewal Board. Officers responded that the Board provided scrutiny and oversight of the programme in its entirety, and officers reported to Board meetings.

A Member requested a report back on the Summer Roadshows. Officers explained that the roadshows were piloted in March and involved visiting estates to update residents on planned works and gather feedback. Residents were also encouraged to consider the creation of steering groups to help shape the programme. Officers reported good attendance and valuable feedback from residents. In response to a Member's question, officers confirmed that residents had provided feedback on financial implications. Leaseholders were informed about project timelines to give them an idea of when bills were likely to arise.

In response to a request from Members, officers confirmed they would advise Allocated Members when visits to their housing estates were planned and inform them of any outcomes from those visits.

RESOLVED – That the report be noted.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
A Member submitted one question in advance about the guest flats on Golden Lane Estate, asking if bookings could be made for a single night rather than the whole weekend. Officers agreed to report back on this issue.

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 13 April 2026 be approved as a correct record.

19. **RECOMMENDATIONS OF POLICY, GOVERNANCE AND ADMINISTRATION REVIEW: THE CITY OF LONDON ALMSHOUSES**
Members considered a joint report of the Managing Director, City Bridge Foundation and the Executive Director Community and Children's Services.

20. **REPAIRS AND MAINTENANCE SERVICE UPDATE**
Members received a report of the Executive Director Community and Children's Services.

During this item the Sub Committee agreed to extend the meeting in accordance with Standing Order 39.

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

22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 1.09 pm

Chairman

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

Community & Children's Services

Members Update – Action Tracker September 2026

Date Added	Subject	Action Agreed	Responsible Officer	Target Meeting Date - HMASC	Update
01.07.2026	Allocated Members and SMT twinning for CoL's Housing Estates.	Lead officers to be matched with appointed Allocated Members.	Peta Caine	September 2026	A date is scheduled in diaries for initial meeting with Allocated Members and paired Senior Manager.
01.07.2026	Housing Services Recruitment Update	Housing structure to include job summaries and indication of front-line roles.	Peta Caine	September 2026	Updated organogram will be presented at the September Committee.
01.07.2026	Housing Services Recruitment Update	Update on staff sickness data.	Peta Caine	September 2026	Data included as part of the Housing Matters – Information report.
01.07.2026	Asset Management Strategy Refresh Progress.	More information on Estate Climate Action Strategy.	Rachel	September 2026	Estate Climate Plans summary included as part of the Housing Matters - Information report.
01.07.2026	Voids Process and Improvements being made.	Regular reporting and updates relating to voids.	Helen Chantry/ Bev Andrews	September 2026	Void update included at part of the Housing Matters – Discussion and Approval report.
01.07.2026	Tenant Satisfaction Measures 2025-26.	Members confusion noted over the previous report that went to the July committee.	Liane Coopey	September 2026	Tenant Satisfaction Measures - Benchmarking & action plan 25/26 report form part of the September 26 agenda.
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.

Community & Children's Services

Members Update – Action Tracker September 2026

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.
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	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.).

City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub Committee – For Information	**Dated:** 14 September 2026
Subject: Housing Performance Report Summary (April 2026 – July 2026)	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	This report supports the Corporate Plan outcome of Providing Excellent Services and supports statutory landlord duties, housing performance oversight and business enabling performance management functions.
Does this proposal require extra revenue and/or capital spending?	No
Report of:	Judith Finlay, Executive Director of Community and Children's Services
Report author:	Anna Donoghue, Information, Performance and Quality Assurance Manager

Summary

This report provides Members with a summary of housing performance for the period April 2026 to July 2026, drawing on the Housing Performance Dashboard and related operational performance updates. It is presented on an exception basis, focusing on the areas of greatest resident impact, Member interest, statutory assurance and service risk.

Overall, the Housing Service continues to maintain strong performance across a number of statutory and operational measures. However, pressures remain in repairs delivery and work in progress, communal repairs, void turnaround, complaints demand, disrepair, electrical compliance and income recovery. These areas are subject to ongoing management oversight through the Housing Improvement Board, Compliance Risk Register and relevant operational governance arrangements.

The report is presented for information and assurance. Detailed operational performance continues to be monitored by officers, with escalation through established governance arrangements where required.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Housing Service monitors performance through a comprehensive performance dashboard covering key areas of service delivery, including statutory compliance, repairs and maintenance, tenancy management, complaints, disrepair, voids, income, resident involvement and estate services.

2. This summary report provides a Member-level update for April 2026 to July 2026. It follows the approach previously used for the Housing Performance Report, focusing on strategic risks, resident impact and assurance rather than detailed operational commentary.

3. Performance data is subject to ongoing validation. This is particularly relevant for repairs measures, where completion dates may be updated retrospectively following review, meaning cumulative year-to-date performance can differ from previously reported monthly figures.

Current Position

4. The following issues are highlighted on an exception basis because they present the most significant resident impact, compliance risk, operational pressure or Member interest during the April to July 2026 reporting period.

Issue	Key Position / Why it Matters
Repairs Performance, Work in Progress and Service Desk Capacity	Emergency repairs performance improved to 98% in July, following lower reported performance earlier in the year. The cumulative year-to-date emergency repairs figure is 50%. The difference reflects data issues where completion dates are often backdated after validation; monthly reports are based on completion data available on the reporting date each month. Non-emergency repairs achieved 93.4% in July, with a cumulative year-to-date figure of 80%. Performance remains comparatively strong, although the cumulative position provides a more complete view following record validation. Repairs Work In Progress increased from 369 in April to 938 in July. The position is affected by contractor disruption and delays in updating TDK completion information into Civica CX and

	remains a key resident-facing operational risk. Communal emergency repairs reduced to 37.5% in July. Reviews identified issues including communal door entry/intercom failures, emergency categorisation and completion-recording anomalies. Repairs Service Desk demand increased from 810 calls in April to 1,020 in July. However, this is consistent with call volumes from the same period in 24/25. Calls answered within target reduced to 61.37%, below the 75% target, affected by the increase in call volume. Work continues with IT and the telephony provider to distinguish new repair requests from follow-up contacts.
Damp and Mould, Pre- and Post-Inspections	Pre-inspections completed within 10 working days improved from 33.3% in May to 88% in July, with 14 of 16 pre-inspections completed within target in July. Post-inspections completed within 10 working days improved from 50% in June to 88% in July, with 28 of 32 completed within target. Post-inspection pass rates reduced slightly to 84% in July, indicating that some completed works continued to require remedial follow-up. No damp and mould hazard works were recorded as completed in June or July. This should be interpreted with caution because TDK completion information is updated manually and can lag behind operational delivery. Processes to improve the timeliness of completion updates are being actively explored and will be implemented wherever practicable.
Voids and Average Re-Let Times	Average re-let times remain above sector benchmarks. Performance improved from 224 days in April to 138.6 days in June, before increasing to 151 days in July. The July position was influenced by older voids reaching completion, including cases originally started by Chigwell and then paused. The Civica CX Voids Module went live in April 2026 and a manual tracker remains in place to support visibility across the key-to-key process. Dedicated voids resources and contractor arrangements are expected to improve oversight and throughput.
Decent Homes	The proportion of homes meeting the Decent Homes Standard remained at 83.75% during the reporting period. Previous data quality issues identified in the 2024/25 submission have been corrected. The Stock Condition Survey

	data is being uploaded into Keystone. No material change is expected until the Stock Condition Survey data has been loaded, validated and analysed.
Tenancy Management and ASB	Introductory tenancy visit compliance was strong, achieving 100% in April, June and July, with a temporary reduction to 80% in May due to low volumes and a single delayed visit. New ASB cases reduced from 19 in June to 7 in July, with five cases closed during July. The June spike was largely driven by 15 verbal abuse incidents, with operational reports also identifying nuisance behaviour, youths congregating in communal areas and on rooftops, allegations of drug-related activity and other disruptive behaviour. ASB cases continue to be monitored through Civica CX, routine audits and management oversight. No hate crimes were recorded in April to July 2026.
Electrical Safety	Domestic EICR compliance stood at 91% in July. The remaining tests are largely subject to no-access processes, including resident correspondence and potential NOSP proceedings where required. Additional Wates Impact data is being reviewed and cross-referenced against outstanding property lists. Communal EICR compliance was 42%. The position is affected by Major Works electrical upgrade programmes, required to achieve full compliance. Risks associated with non-compliance and suitable mitigations are reviewed at Housing Improvement Board. Block testing is up to date and future testing is incorporated into the new gas and electrical servicing contract with an estimated contract start in 2026.
Income and Arrears	Rent collection remains broadly stable and is monitored against the 100% target and the agreed 2% operational tolerance. Current tenant arrears increased from £392.7k in April to £477.9k in June before reducing to £468.5k in July. Households in more than four weeks arrears increased from 7% in April to 12% in June before reducing to 10% in July. The Income Team has advised that this was largely driven by new rent accounts for newly-let homes and new developments rather than deterioration in collection performance among existing tenants. Former tenant arrears increased to £265.9k in July. Parking and shed arrears also increased between April and July. CX arrears modules and automated letters remain key mitigations for improving contact and recovery activity.
Complaints	Tenant Stage 1 complaints increased from 21 in April to 32 in July, while Stage 2 complaints increased from 6 to 11 over the

	same period. Repairs and Housing Management continue to generate the highest number of complaints, reflecting ongoing operational pressures and resident dissatisfaction in these service areas. Statutory complaint compliance remained at 100% for both Stage 1 and Stage 2 complaints in July. Improvements continue to focus on reducing avoidable escalation, lessons learned and investigator training.
Disrepair	Open disrepair claims increased from 31 in April to 36 in July. Not all open cases relate to outstanding works, as cases can remain open due to legal processes, outstanding invoices or cost settlement. Cases settled but awaiting works or payment of legal costs increased from 14 in June to 16 in July. Settlement values increased from £450 in June to £5,000 in July. Regular monitoring takes place through meetings with Property Services and Legal Services. Live disrepair case lists are shared with the Property Services Helpdesk so that disrepair flags can be placed on relevant tenant records.
Estate Services	Monthly fire box checks remained consistently high at 98% in June and July. Performance is sensitive to low inspection volumes, where a small number of missed inspections can affect reported percentages. Monthly internal inspections remained strong at 98% in June and July. Average internal inspection scores reduced marginally from 81% in June to 80% in July. Performance continues to be monitored through team meetings, 1:1s and targeted engagement with staff on data input accuracy.

Key Data

- Emergency repairs: **98%** completed in timescale in July; cumulative year-to-date figure **50%**.
- Non-emergency repairs: **93.4%** completed in timescale in July; cumulative year-to-date figure **80%**.
- Repairs WIP: **938** at the end of July.
- Communal emergency repairs: **37.5%** completed in timescale in July.
- Repairs Service Desk: **1,020** calls received in July; **61.37%** answered within target.
- Average re-let time: **151 days** in July.
- Domestic EICR compliance: **91%**; communal EICR compliance: **42%**.
- Current tenant arrears: **£468.5k** in July; households in more than four weeks arrears **10%**.

- Stage 1 tenant complaints: **32** in July; Stage 2 tenant complaints: **11** in July.
- Open disrepair claims: **36** at the end of July.

Corporate & Strategic Implications –

Strategic implications – This report supports the Corporate Plan 2024–2029 outcome of Providing Excellent Services by enabling Member oversight of housing performance, statutory compliance and service improvement activity.

Financial implications - There are no additional financial implications arising directly from this report. Performance issues identified, including disrepair, arrears and repairs backlogs, continue to be managed within existing Housing Revenue Account resources and existing governance arrangements.

Legal implications - The report provides assurance in relation to statutory housing obligations, including electrical safety, gas safety, complaints handling, damp and mould management and wider landlord compliance responsibilities.

Risk implications - Key risks relate to repairs WIP, communal emergency repairs, void turnaround, electrical compliance, arrears, complaints and disrepair. These are actively monitored through officer governance and service improvement arrangements.

Conclusion

5. This report provides Members with an exception-based summary of housing performance for April to July 2026. It confirms that many areas of statutory and operational compliance remain stable, while identifying continued pressures in repairs, voids, complaints, disrepair, electrical compliance and arrears.

6. The areas highlighted are subject to active management oversight, data validation and targeted improvement activity. Members are asked to note the report and the ongoing actions being taken to improve performance, strengthen assurance and support better outcomes for residents.

Appendices

- Appendix 1 – Housing Performance Dashboard Summary (April 2026 – July 2026).

Anna Donoghue
Information, Performance and Quality Assurance Manager
T: 020 3834 8967
E: anna.donoghue@cityoflondon.gov.uk

APPENDIX 1

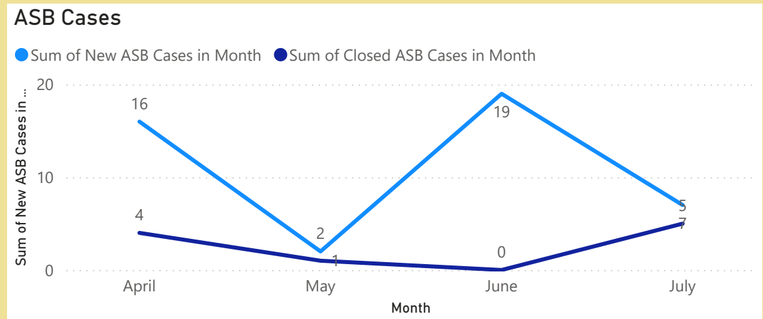
Performance Report April - July 2026 (TSM Summary Page)

Month: All

Compliance Measures (Target 100%) as of July 2026:

% of Homes with Domestic Gas Safety Checks Carried Out	% of homes with lift safety checks carried out	% of homes with asbestos surveys / re-inspections	% of Homes with Fire Risk Assessments Carri...	% of homes w/ legionella RAs carried out
99.79%	100.00%	100.00%	100.00%	100.00%

ASB:

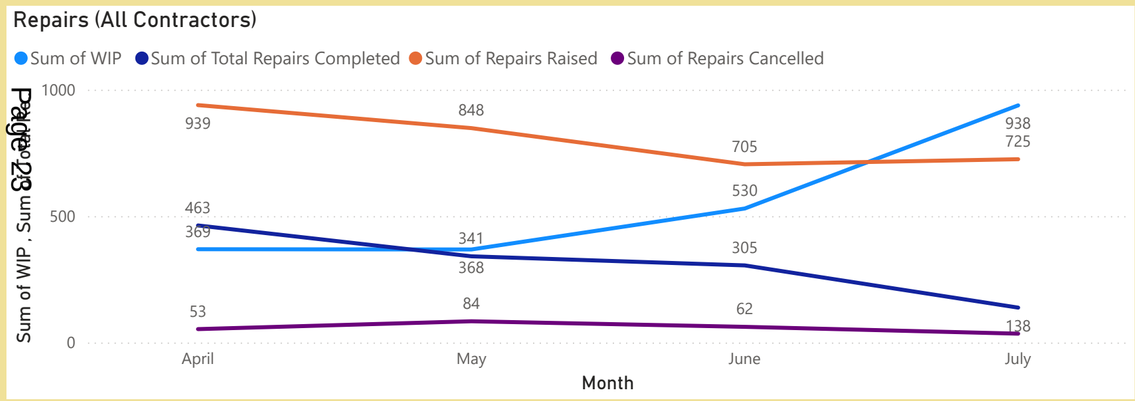


0
Sum of Hate Crimes Recorded

Decent Homes:

Average of % Homes Meeting the Decent Homes Standard: 83.75%

Repairs:



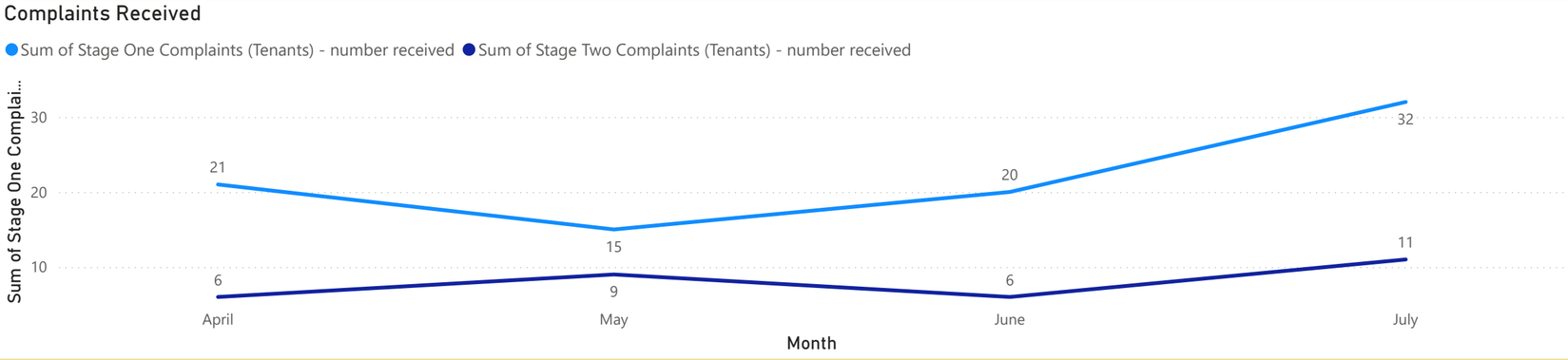
All Repairs:

Emergency Repairs Completed in Timescale	Non-Emergency Repairs Completed in Timescale
79.15%	95.73%
Target 100%	Target 93%

Communal Repairs:

Communal Emergency Repairs Completed in Timescale	Communal Non-Emergency Repairs Completed in ...
67.58%	99.01%
Target 100%	Target 93%

Complaints (Tenants Only):



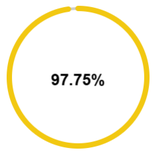
Complaints acknowledged in 5 working days (tenants)	Stage One complaints responded to in statutory timescale	Stage Two complaints responded to in statutory timescale
100.00%	100.00%	100.00%
Target 100%	Target 100%	Target 100%

Performance Report April - July 2026 (Non-TSM)

Month
All

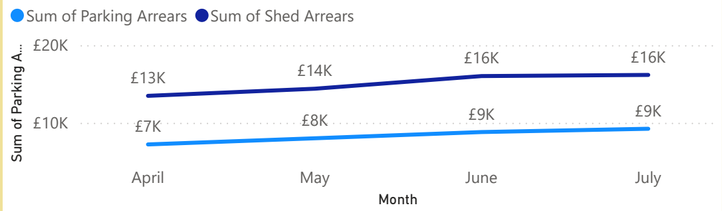
Income:

Average of Rent Collected (Current Tenants)

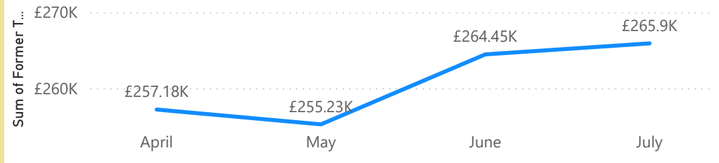


Target 100%

Parking & Shed Arrears

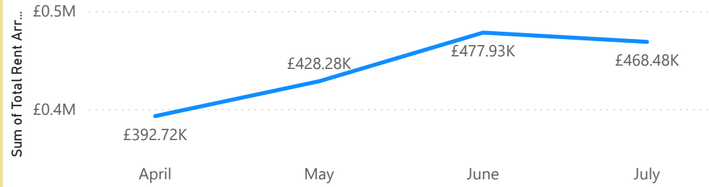


Former Tenant Arrears



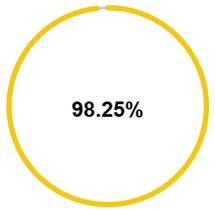
Target <= £85,000

Current Tenant Arrears



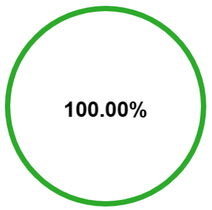
Estate Services:

Monthly Fire Box Checks Completed %



Target 100%

Average of Monthly fire door checks completed %



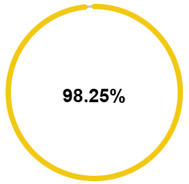
Target 100%

Quarterly Estate Grounds Inspections completed each period (%)



Target 100%

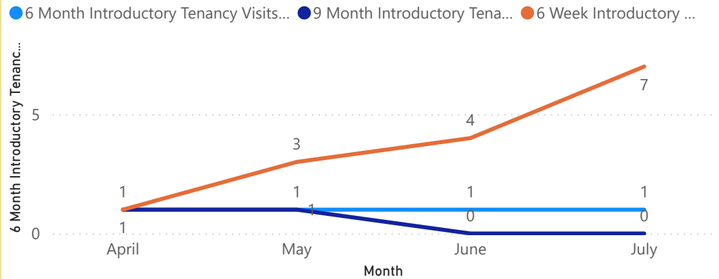
Monthly Internal Inspections completed each period (%)



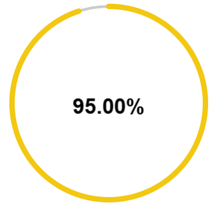
Target 100%

Tenancy Management:

Introductory Tenancy Visits Due

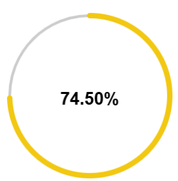


Introductory Tenancy Visits Carried Out in Timescale

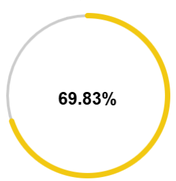


Inspections / Damp & Mould:

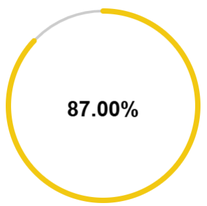
Post Inspections Completed within 10 Working Days (%)



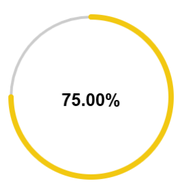
Pre-Inspections Completed within 10 Working Days (%)



Post Inspections Passed (%)

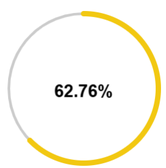


Damp & Mould Hazards – Works Completed in Timescale



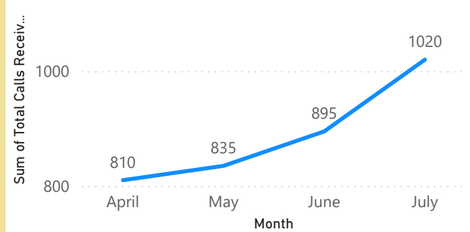
Repairs Service Desk:

Calls Answered in Target Response Time



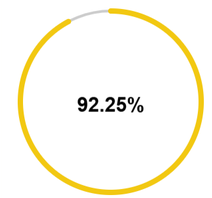
Target 75%

Number of Calls Received

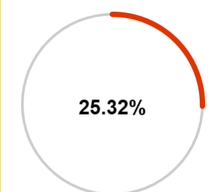


Electrical Safety (target 100% - July 2026 figures)

% of homes with a valid EICR certificate



% of Valid Communal EICR Certificates



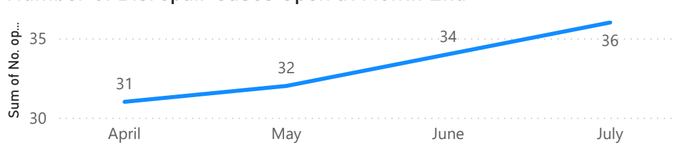
Voids

164.00

Average Re-Let Time (key to key) (excluding long-term voids)

Disrepair

Number of Disrepair Cases Open at Month End

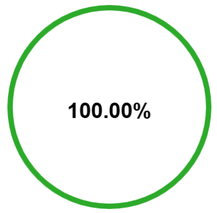


Performance Report April - July 2026 (Highlights)

Month
All

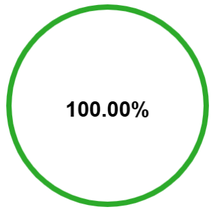
Allocations:

Applications processed within 30 working days (%)



Target 100%

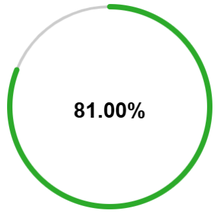
Mutual Exchanges Decided within 42 days (%)



Target 100%

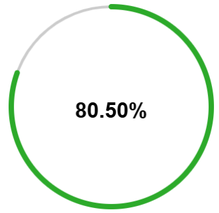
Estate Services:

Average of Average Grounds Inspection Score (%)



Target 75%

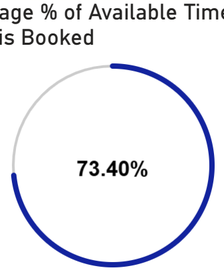
Average of Average Internal Inspections Score (%)



Target 75%

Golden Lane Community Centre:

Average % of Available Time that is Booked



Complaints:

25

Number of Compliments Received (Total)

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Housing Management & Almshouses Sub Committee	**Dated:** 14 September 2026
Subject: Tenant Satisfaction Measures. Benchmarking & Action Plan 25/26	**Public report:** For information
This proposal: • **provides business enabling functions**	Compliance with expectations of Regulator for Social Housing
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Judith Finlay, Executive Director of Community & Children's Services	
Report author: Liane Coopey – Business Support Manager (Housing**)**	

Summary

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

Members received an update on the 25/26 results at the June 2026 HMASC committee. This paper updates members on the benchmarking against London peer groups and the improvement plan and actions put in place to ensure continued improvement.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Tenant Satisfaction Measures (TSMs) are a set of 22 performance indicators introduced by the Regulator of Social Housing. They are designed to help tenants and stakeholders understand how well social landlords are performing in key service areas. The TSMs are split into two categories:

    - **12 tenant perception measures**: These are based on direct feedback from tenants, covering areas such as repairs, safety, communication, and complaint handling.

    - **10 management information measures**: These are drawn from the landlord's own performance data, including repairs completion, safety checks, and complaint volumes.

2. All landlords with over 1,000 homes are required to publish their TSM results annually, enabling comparison across the sector.

3. This report presents:
    - analysis of benchmarking undertaken by Housemark of our 2025-26 TSM results (Appendix 1)
    - the 2026/27 TSM Improvement Plan, together with the measures that will be used to monitor delivery and assess improvements in resident satisfaction and service performance (Appendix 2)

4. Members are asked to note the findings of the 2025/26 Housemark TSM benchmarking exercise, including the areas in which the City of London performs above the London peer median and that improving resident confidence that the Housing Service listens to and acts on feedback will be the principal improvement priority for 2026/27.

Summary

5. The 2025/26 Housemark benchmarking results provide positive assurance about the comparative performance of the Housing Service. The City of London performs above the London peer median in nine of the twelve Tenant Perception Measures and continues to demonstrate strong performance in building safety compliance, complaint response timescales and several aspects of resident satisfaction. The benchmarking also identifies areas requiring sustained improvement. We are not complacent and appreciate that there is work to be done in key areas to achieve the quality of service that we aspire to deliver for residents.

6. The proposed 2026/27 TSM Improvement Plan places emphasis on improving resident confidence that feedback leads to visible action. The plan includes measurable objectives covering communication, resident engagement, frontline customer service, transparency and operational follow-through.

Benchmarking

7. The 2025/26 Housemark benchmarking results demonstrate that the City of London continues to deliver good performance across several key service areas when compared with London Boroughs and Arms Length Management Organisations (ALMOs). The results provide assurance that the Housing Service is performing above London peer median levels across the majority of Tenant Satisfaction Measures and continues to maintain high standards of statutory compliance and governance.

8. **Strong resident satisfaction performance**
   The City of London outperforms the London peer median in nine of the twelve Tenant Perception Measures. Residents report higher levels of satisfaction than comparable landlords in relation to overall landlord services, repairs services, repairs completion times, landlord communications, neighbourhood contribution, anti-social behaviour management and complaint handling. This demonstrates that residents continue to recognise the quality of many frontline housing services despite wider sector challenges and increasing customer expectations.

9. **Solid building safety compliance**
   Building safety performance has shown significant improvement. The City of London achieved either 100% or near 100% compliance across all major building safety measures, including fire risk assessments, asbestos inspections, legionella assessments, gas safety and lift safety compliance. Improvements were achieved in lift safety, increasing from 76.8% to 100% during the year. These results demonstrate building safety compliance at or above the London peer median across many of the reported measures and provide assurance that statutory compliance arrangements are being prioritised and maintained.

10. **Effective complaint management**
    Complaint volumes increased during 2025/26; the Housing Service maintained 100% compliance with Housing Ombudsman Complaint Handling Code timescales for both Stage One and Stage Two complaints. Performance exceeds peer median levels and demonstrates good governance, oversight and customer care arrangements. Resident satisfaction with complaint handling also improved year-on-year, suggesting that measures introduced to strengthen complaint management processes are having a positive impact on customer experience. We welcome complaints but want to focus on reducing escalation from Stage One to Stage Two.

11. **Solid neighbourhood outcomes**

Neighbourhood management performance is good. The number of anti-social behaviour cases reported per 1,000 homes remains below peer levels, whilst no hate-related ASB cases were recorded during the year. Resident satisfaction with the handling of anti-social behaviour is above peer median performance, indicating that residents have confidence in the service's ability to respond effectively to neighbourhood concerns. We need to focus on ensuring that all incidents of ASB are reported.

12. **Improved Repairs Satisfaction Despite Operational Challenges**
Although operational repairs performance remains an area of ongoing focus, resident satisfaction with both repairs services and repair completion times exceeds London peer averages. This provides a positive platform for the operational improvement work required to improve repairs completed within target timescales.

13. **Areas for improvement**
The benchmarking also highlights three material areas for improvement. Completion of non-emergency and emergency repairs within target timescales remains below the London peer median, and the proportion of homes not meeting the Decent Homes Standard remains above the peer median. In addition, satisfaction that the landlord listens to and acts on residents' views is below the peer median at 51.6%.

Benchmarking conclusion

14. Overall, the benchmarking results position the City of London as a solid performer within its London peer group. The service continues to demonstrate improved performance across many key measures. Whilst opportunities remain to:
    - improve repairs performance,
    - increase resident perceptions that feedback is listened to and acted upon
    - reduce the proportion of homes that do not meet the Decent Homes Standard

    the overall benchmarking position provides positive assurance regarding the effectiveness, resilience and quality of the Housing Service.

TSM Improvement Plan 2026/27

Summary

15. The 2025/26 Tenant Satisfaction Measures (TSM) survey identified a clear and consistent message from residents: while overall satisfaction with the Housing Service is 65%, residents do not always feel that their views are listened to or that action is taken in response to feedback. Satisfaction with the "Listens and Acts" measure was 52%, making this one of the lowest-performing areas of the survey and a key priority for improvement.

16. Resident feedback highlighted recurring concerns around communication, responsiveness, follow-up, visibility of actions taken, and the resolution of long-standing issues. Residents reported:
    - having to chase for updates
    - experiencing inconsistent communication across teams and estates
    - feeling uncertain whether their feedback had influenced service delivery.

17. In response, Housing Services has developed a targeted TSM Improvement Plan for 2026/27. This Improvement Plan sets out a targeted programme of activity to:
    - strengthen resident confidence
    - improve transparency
    - increase accountability
    - ensure that resident feedback is routinely used to inform service delivery and decision-making

    The plan is focused on embedding a culture in which residents can clearly see how their feedback has influenced action and service improvement.

Objectives

18. During 2026-27, the Housing Service will:

Improve resident confidence that we listen and act

- Increase satisfaction with the TSM "Listens and Acts" measure from 52% to at least 60%.
- Publish a twelve "You Said, We Did" updates during the year, demonstrating actions taken in response to resident feedback.

Improve the quality and consistency of customer communication

- Ensure consistency of resident contacts recorded within Civica - including an agreed action and next-step update.
- Achieve compliance with Housing Service customer service standards through training, management monitoring and quality assurance reviews.

Increase resident engagement and influence

- Deliver at least 12 resident consultations or engagement activities via Commonplace during the year.
- Increase participation in resident consultation and engagement opportunities by 20% compared with 2025/26 levels.

Strengthen frontline customer service capability

- Achieve 90% completion of mandatory customer service basics training by Housing staff by 31 December 2026.
- Deliver a programme of policy awareness workshops with attendance recorded and monitored across all Housing teams.

Improve transparency and visibility of service performance

- Publish monthly updates in @home newsletter on key service issues, actions taken, and progress against improvement commitments.
- Introduce reporting mechanisms that enable residents to track progress on key recurring issues identified through feedback, complaints, surveys and resident engagement activity.

19. The TSM Improvement Plan 2026-27 can be found at Appendix 2.

20. The overall aim of this Improvement Plan is to increase resident confidence that the Housing Service listens, responds and acts on feedback. Success will be demonstrated through a measurable improvement in the "Listens & Acts" TSM score from 52% to at least 60% in the 26/27 TSM Survey. This will be supported by improved communication, increased resident engagement, greater transparency and visible evidence that resident feedback influences service delivery and decision making.

TSM Improvement plan conclusion

21. The TSM framework provides a robust mechanism for measuring and improving tenant satisfaction. The City of London's 2024–25 results show strong performance in several areas but also highlight the need for continued focus on all areas – but in particular - repairs, decent homes, communal areas, and complaint handling. The action plan for 2026–27 addresses these priorities and reflect the ambition for continued improvement.

Corporate & Strategic Implications Strategic implications

22. The Tenant Perception Survey is a requirement of the Regulator of Social Housing, and our regulatory obligation was fulfilled with the return 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

23. The 2025/26 TSM benchmarking results provide assurance that the Housing Service continues to perform strongly against its London peers, particularly in resident satisfaction, building safety compliance and complaint handling. The results also identify areas for improvement, including repairs performance,

Decent Homes compliance and resident confidence that feedback is listened to and acted upon. The 2026/27 TSM Improvement Plan has been developed to address these priorities and support continued improvement in resident satisfaction and service delivery.

Appendices

- Appendix 1 – Tenant Satisfaction Measures 2025/26 Comparison Report
- Appendix 2 – Tenant Satisfaction Measures Improvement Plan 26-27

Liane Coopey
Business Support Manager
E: Liane.Coopey@cityoflondon.gov.uk

This page is intentionally left blank

Housemark

Tenant Satisfaction Measures

2025/26 comparison report

City of London

July 2026

housemark.co.uk
data@housemark.co.uk

Tenant perceptions (LCRA)

Peer group: London Boroughs and ALMOs

TP01: Overall service from their landlord

2025/26: 65.0% | 2024/25: 67.7% | Peer median: 61.8%



TP02: Overall repairs service

2025/26: 70.6% | 2024/25: 67.4% | Peer median: 66.3%



TP03: Time taken to complete their most recent repair

2025/26: 67.1% | 2024/25: 64.7% | Peer median: 63.3%



TP04: Home is well maintained

2025/26: 68.1% | 2024/25: 70.8% | Peer median: 64.5%



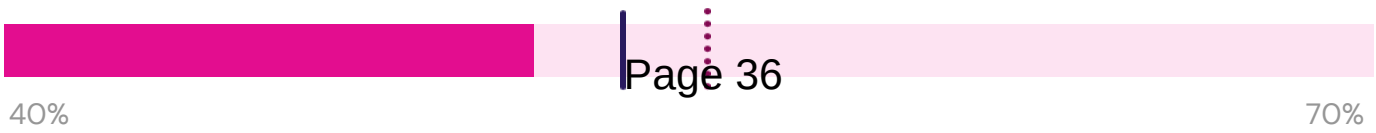
TP05: Home is safe

2025/26: 69.2% | 2024/25: 71.6% | Peer median: 70.2%

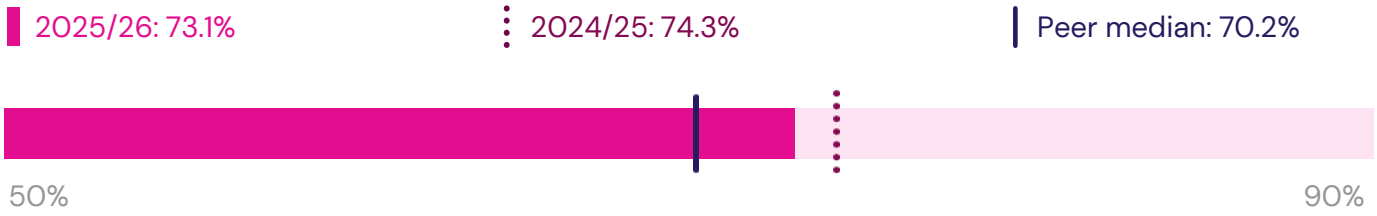


TP06: Landlord listens to tenant views and acts upon them

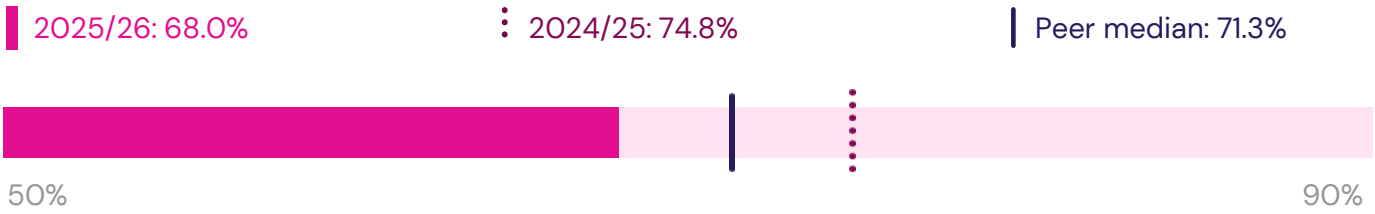
2025/26: 51.6% | 2024/25: 55.4% | Peer median: 53.6%



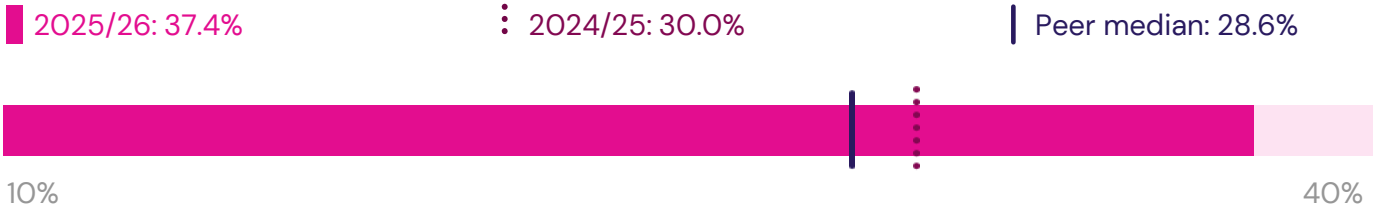
TP07: Landlord keeps them informed about things that matter to them



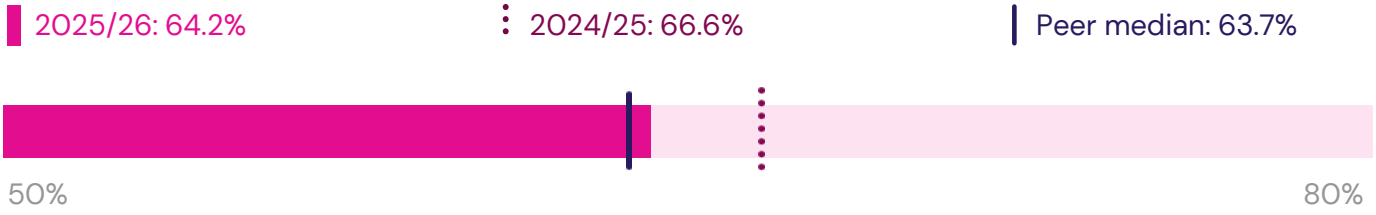
TP08: Landlord treats them fairly and with respect



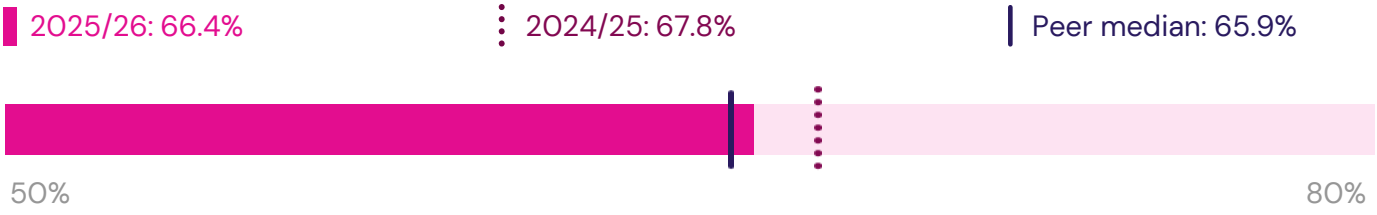
TP09: Landlord's approach to complaints handling



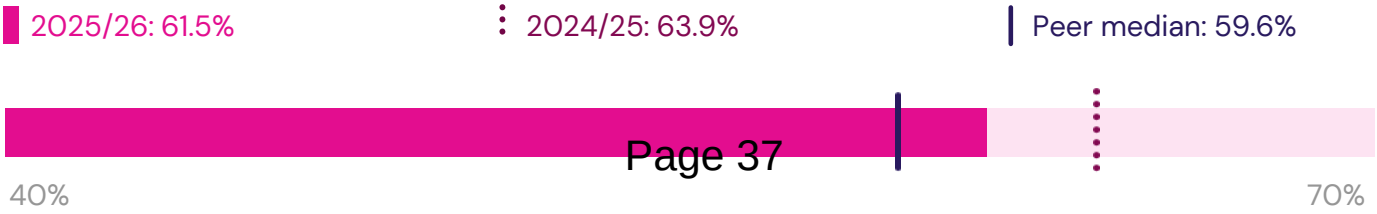
TP10: Landlord keeps communal areas clean and well maintained



TP11: Landlord makes a positive contribution to the neighbourhood

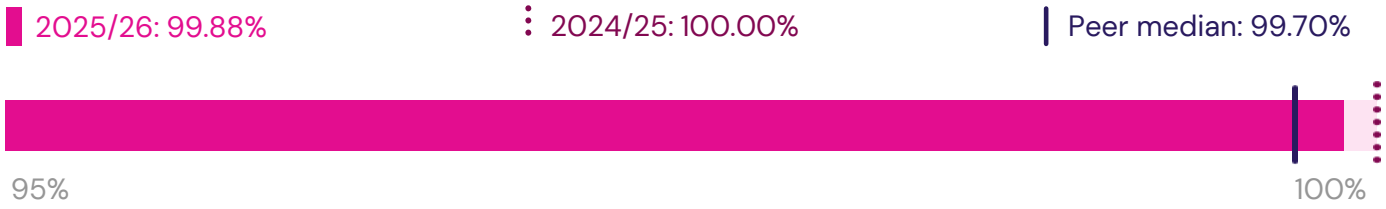


TP12: Landlord's approach to handling anti-social behaviour

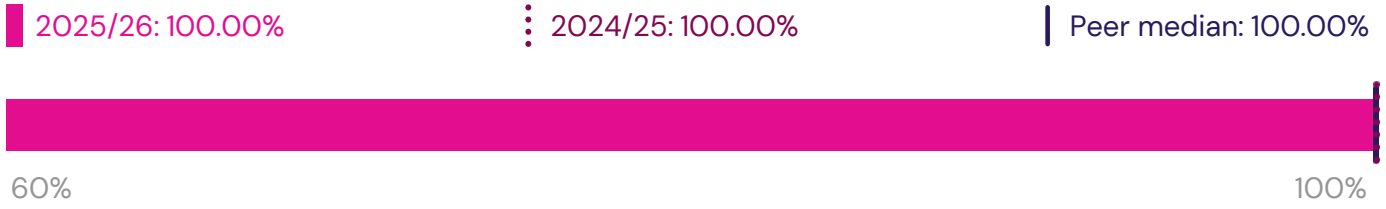


Building safety

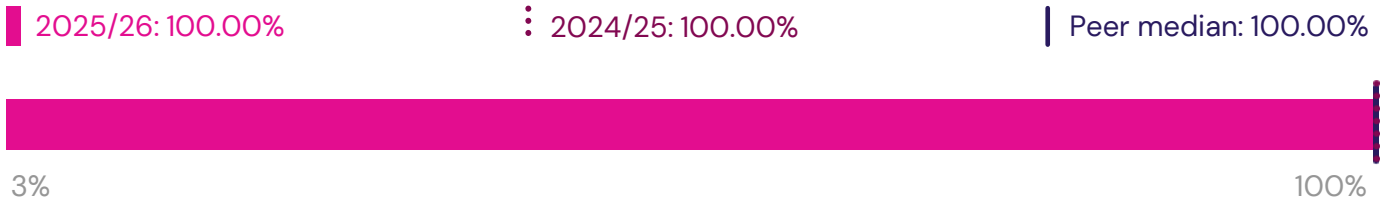
BS01: Homes for which all required gas safety checks have been carried out



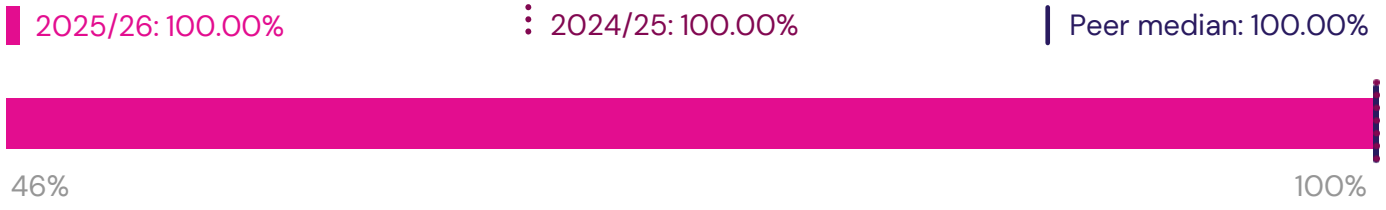
BS02: Homes for which all required fire risk assessments have been carried out



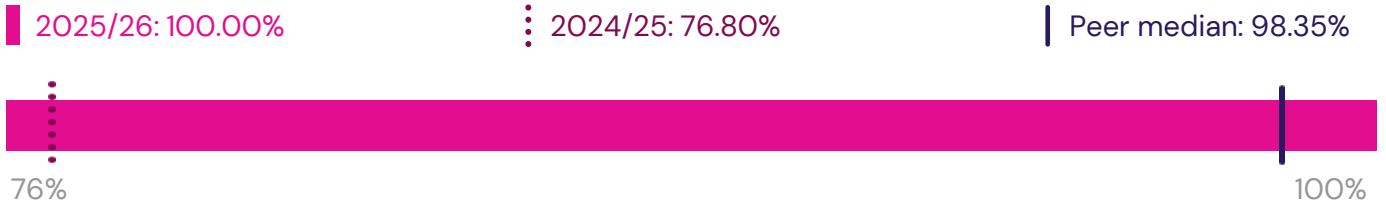
BS03: Homes for which all required asbestos management surveys or re-inspections have been carried out



BS04: Homes for which all required legionella risk assessments have been carried out



BS05: Homes for which all required communal passenger lift safety checks have been carried out



Responsive repairs

RP01: Proportion of homes that do not meet the Decent Homes Standard

2025/26: 16.30% | 2024/25: 17.60% | Peer median: 7.65%



RP02 (1): Non-emergency responsive repairs completed within target timescale

2025/26: 77.6% | 2024/25: 83.1% | Peer median: 85.8%



RP02 (2): Emergency repairs completed within target timescale

2025/26: 77.0% | 2024/25: 74.2% | Peer median: 94.8%



Neighbourhood management

NM01: Number of ASB cases, opened per 1,000 homes

2025/26: 25.8 | 2024/25: 20.3 | Peer median: 30.9



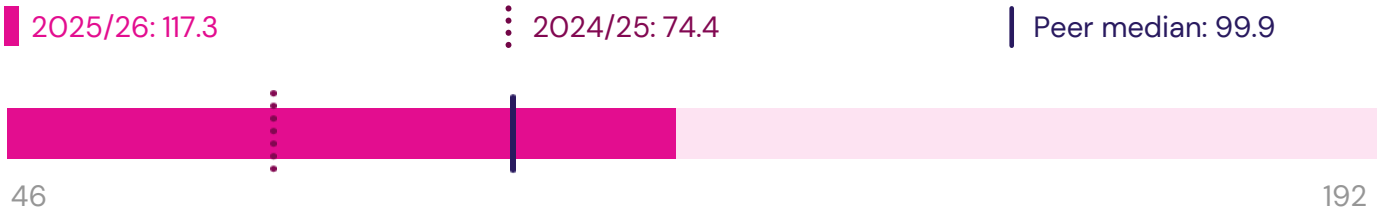
NM02: Number of ASB cases that involve hate incidents opened per 1,000 homes

2025/26: 0.0 | 2024/25: 0.5 | Peer median: 0.7

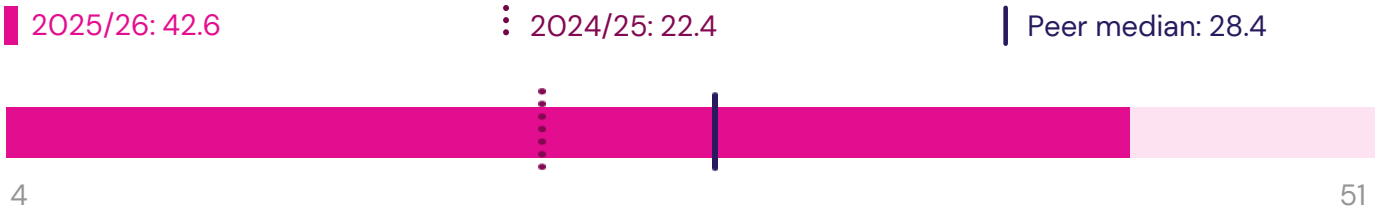


Complaints (LCRA)

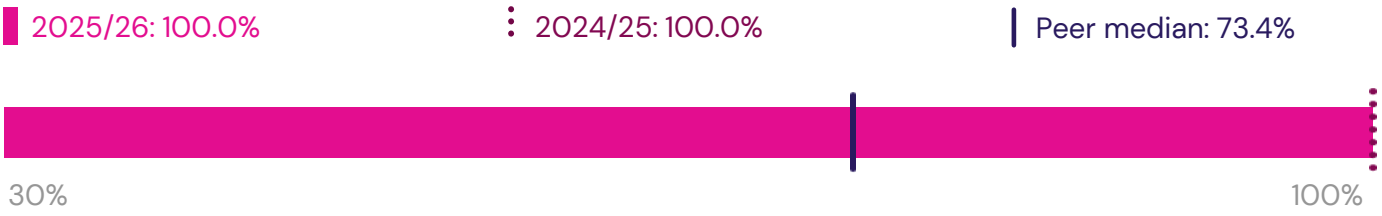
CH01 (1): Number of stage one complaints received per 1,000 homes



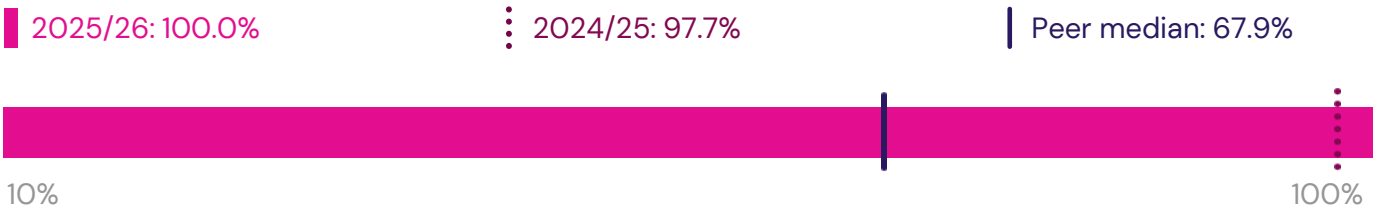
CH01 (2): Number of stage two complaints received per 1,000 homes



CH02 (1): Stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales



CH02 (2): Stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales



Theme	Key Deliverable	Objective / Action	Lead Officer	Current Status	RAG
Stability & trust	Launch "Your Feedback In Act	Monthly articles in @home newsletter explaining how services have ada	Business Support Mar	Complete	Green
Stability & trust building	Improve staff awareness of policies & procedures	Series of monthly workshops to raise awareness and ensure staff are aware of our current policies and gain feedback from staff to shape future policy development	Service Improvement Manager	On track	Green
Stability & trust building	Harness feedback from Transactional Surveys	Harness feedback from Transactional Surveys by implementing a quarterly review process to analyse survey results, identify recurring themes and service issues, and develop targeted improvement actions with named owners and timescales. Progress and outcomes to be reported to Housing SMT and communicated to residents through "Your Feedback in Action" updates.	Service Improvement Manager	Not started	Amber
Stability & trust building	Explore “How did we do today?” surveys at key contact points (using Civica)	Pilot and implement ‘How Did We Do Today?’ surveys at key resident contact points through Civica to capture immediate feedback on service quality, responsiveness and customer experience, using the results to	Service Improvement Manager	Not started	Not started
Stability & trust building	Embed officers logging summary & next steps for	Implement a consistent approach to recording resident interactions within Civica, ensuring every contact includes a summary of the	Area Managers	On track	Amber
Stability & trust building	Introduction of new RLO for Major Works Team	Introduce a dedicated Resident Liaison Officer (RLO) within the Major Works Team to provide a consistent point of contact for residents, improve communication throughout major works projects, and ensure resident feedback and concerns are effectively managed and acted upon.	Head of Major Works	Complete	Green
Stability & trust building	Creation of internal Resident Engagement Group to strengthen how we work with residents	Establish an internal Resident Engagement Group to coordinate resident involvement activities, share resident feedback across services, and ensure resident views are consistently considered in service improvement, policy development and decision-making.	Resident Engagement Manager	Complete	Green

Stability & trust building	Introduce structured resident consultation programme linked to policy and service changes	Develop and implement a structured resident consultation programme to ensure residents are routinely engaged on policy reviews, service changes and major initiatives, with feedback used to inform decision-making and communicated through a clear 'You Said, We Did' approach.	Resident Involvement Manager	Complete	Green
Embed a customer focused culture	Major Works Summer Roadshows	Improve resident engagement and understanding of the Major Works Programme through the delivery of a series of Major Works Summer Roadshows, providing timely information, gathering resident feedback, and supporting informed resident participation in planned investment works	Head of Major Works	Complete	Green
Embed a customer focused culture	Adoption of Microsoft Insights for resident comms	Improve the effectiveness and accessibility of resident communications through the adoption of Microsoft Insights and analytics, enabling data-driven decisions that increase resident engagement, improve understanding of key messages, and support continuous improvement	Business Support Manager	Complete	Green
Embed a customer focused culture	Roll out of Cirrus telephony across Housing Estates	Improve accessibility, responsiveness and resident satisfaction by rolling out the Cirrus telephony system across housing estates, providing residents with more reliable contact routes, enhanced call management, and improved service continuity	Business Support Manager	On track	Amber
Embed a customer focused culture	Phase 1. Introduction of suite of online forms (priority given to reporting repairs and cleaning)	Improve residents' experience of reporting repairs by introducing accessible online repair reporting forms, making it easier for residents to report issues, provide information first time, and receive a more responsive and efficient service.	Business Support Manager	On track	Amber
Embed a customer focused culture	Online Customer Service Basics for Housing staff (based on Service Standard)	Enhance customer service standards and improve resident satisfaction by developing and delivering a Housing Customer Service Essentials training programme, ensuring staff consistently provide professional, responsive, resident-focused services aligned with the Housing Customer Service Standards.	Business Support Manager	Complete	Green

Embed a customer focused culture	Embed Resident Voice Group	Embed the Resident Voice Group as a key part of housing governance, service improvement and decision-making, ensuring resident feedback directly influences housing services and demonstrates how resident views have been listened to and acted upon	Resident Involvement Manager	Complete	Green
Strengthening consistent professionalism and customer service across estate offices	Review of staffing resource to ensure teams are not always operating on skeleton staff	Review and strengthen the estate staffing resource to ensure sufficient capacity, resilience and continuity of service, enabling residents to receive a consistent, responsive and visible housing management service across all estates	Head of Housing Management	On track	Amber
Strengthening consistent professionalism and	Uniforms for front line CSO's and a closer look at the dress code for RSO's	Strengthen residents' confidence in, and recognition of, housing staff by introducing a professional and consistent staff appearance standard, including uniforms for Customer Service Officers (CSOs) and a review of the dress code for Resident Services Officers (RSOs), improving visibility,	Area Managers	On track	Amber
Strengthening consistent professionalism and customer service across estate offices	Consistency across all the offices on corporate greetings, phones/voice messages and applying the service standards on communication	Improve the consistency, professionalism and quality of resident communications by embedding a standardised customer service approach across all housing offices, ensuring staff apply corporate greetings, telephone standards, voicemail messaging and communication expectations in line with Housing Customer Service Standards.	Area Managers	On track	Amber
Strengthening consistent professionalism and customer service across estate offices	Consistency of noticeboards across all estate	Improve the quality, consistency and professionalism of estate communications by establishing a standard approach to housing notice boards, ensuring residents have access to clear, up-to-date and accessible information regardless of where they live	Area Managers	Not started	Red
Strengthening consistent	Review information delivered to front line staff	Improve the quality and consistency of resident interactions by reviewing and strengthening the information, guidance and resources	Service Improvement	Completed	

professionalis	so they are better equipped	available to frontline staff, ensuring they are equipped to provide	Manager		Green
Improve reliability of core services	Action tracker logs from quarterly estate walkabouts	Strengthen accountability, visibility and responsiveness by introducing estate walkabout action trackers to ensure issues identified by residents and staff are recorded, monitored and resolved in a timely manner, demonstrating that resident concerns are listened to and acted upon	Head of Housing Management	Not started	Amber
Improve reliability of core services	Repairs & Maintenance dashboard	Improve transparency, accountability and resident confidence in the repairs service by developing and publishing a Repairs & Maintenance Dashboard, providing residents with clear information on service performance, key trends and improvement actions	Head of R&M	Not started	Amber
Improve reliability of core services	Phase 2 online forms	Improve residents' experience of reporting repairs by introducing accessible online communal cleaing reporting forms, making it easier for residents to report issues, provide information first time, and receive a more responsive and efficient service.	Business Support Manager	Not started	Amber
Long term structural improvements	Integrate resident feedback into Major Works planning	Ensure major works programmes are shaped by resident insight and experience by embedding resident feedback into the planning, design and delivery of major works projects, improving communication, reducing disruption and enhancing resident satisfaction	Head of Major Works	On track	Green
Long term structural improvements	Publish a TSM Performance & Improvement plan with annual report	Increase transparency, accountability and resident confidence by publishing the TSM Improvement Plan within the Annual Report, demonstrating how resident feedback, TSM results and service performance are driving continuous improvement across Housing Services	Business Support Manager	Not started	Amber
Long term structural improvements	Phase 3 online forms	Improve residents' experience of reporting repairs by introducing accessible online reporting forms, making it easier for residents to report issues, provide information first time, and receive a more responsive and efficient service.	Business Support Manager	Not started	Amber

City of London Corporation Committee Report

Committee: Housing Management and Alms Houses Sub-Committee	**Dated:** 14 September 2026
Subject: Quarterly Fire Safety Status Report.	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties**	
Does this proposal require extra revenue and/or capital spending?	No, spending is within existing budgets or, where indicated, through capital bids.
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Judith Finlay, Chief Officer DCCS
Report author:	Paul Barton, Interim Head of Health and Fire Safety DCCS

Summary

The purpose of this report is to provide members with 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 provide Members with oversight of fire safety performance across its social housing portfolio.

The report supports delivery of the Corporate Plan 2024-29 and provides assurance on compliance with statutory fire safety duties. It summarises progress against the fire risk assessment (FRA) programme, the fire strategy programme, and key fire safety improvement activities.

The report also updates Members on emerging legislative requirements, including Residential Personal Emergency Evacuation Plans (RPEEPs) and Person-Centred Fire Risk Assessments (PCFRAs), together with fire safety management arrangements within the Corporation's higher-risk buildings (HRBs). Collectively, this information provides assurance on compliance, risk management and continuous improvement across the housing portfolio.

Current position

Key points during this reporting period are:

- completion of further fire risk assessments resulting in additional actions;
- procurement of a specialist consultancy contract to support compliance activity;
- submission of the Petticoat Tower Resident Safety Engagement Strategy to the Building Safety Regulator;
- rollout of PCFRA and RPEEP staff training; and
- one fire-related incident with no injuries and no requirement to submit a Mandatory Occurrence Report.

1. Fire risk assessment

As of 31 July 2026, there were 1,634 outstanding FRA actions, compared with 1,187 on 4 June 2026. The increase is largely attributable to the completion of further FRA inspections during the reporting period, which generated 447 additional actions.

There are currently 61 high-priority actions outstanding (42 on 4 June 2026). Of the 61 new high-priority actions identified during the period, 19 are already in progress. A detailed analysis of high-priority actions is provided in Appendix 1.

Breakdown of action categories

Category	Outstanding
High	61
Medium	844
Low	638
Recommended	86
No Severity	5

Further resources are required to address the increase in actions and information about this follows in the next section 2.

2. New contract in response to outstanding fire risk assessment actions

A new fire safety consultancy contract is being implemented to address outstanding FRA actions and to support compliance with the Fire Safety (England) Regulations 2022 and other fire safety legislation applicable to the Corporation's housing stock. The contract will deliver:

- Suitable single-page building plans in secure information boxes, to best practice guidelines and upload these plans to the LFB portal.
- Suitable emergency information plans and BEEPs to upload to the LFB portal.
- A fire signage audit to new regulatory guidance for HRBs, including wayfinding in smoke and low-lighting situations to inform purchase and installation of replacement emergency signage.
- Structural information, including external wall design and information sharing with BSR and LFB.
- Training and mentoring of Estates Supervisors for monthly checks on firefighting equipment, including lifts used by firefighters and periodic HRB inspections.
- Retrospective fire strategies, where these are not already on the major works programme.
- Coordination and completion of type 4 FRAs on non-HRBs and FRAEWs on HRBs, all as recommended in fire risk assessments.

The contract value is £1million and the contract duration will be 12 months with extension to 3 years at 12-month review.

The contract will address 30 high-priority actions and numerous medium priority actions.

The contract is expected to accelerate the completion of a number of high and medium-priority actions and strengthen compliance across the housing portfolio. Progress will be reported through future quarterly updates.

3. Resident safety engagement strategy

The Resident Safety Engagement Strategy (RSES) approved by Committee has now completed resident consultation through Commonplace. Minor amendments are being incorporated before the strategy template is adopted for future building safety engagement activities.

The RSES for Petticoat Tower was submitted to the Building Safety Regulator in July 2026 as part of the Building Assessment Certificate resubmission process. A response is awaited.

4. Person centred fire risk assessments (PCFRAs) and Residential personal emergency evacuation plans (RPEEPs)

A new training package covering Person-Centred Fire Risk Assessments (PCFRAs) and Residential Personal Emergency Evacuation Plans (RPEEPs) has been developed and launched through SAP SuccessFactors.

The training is aimed at customer-facing housing staff and is intended to support the consistent identification, assessment and management of residents who may require additional assistance during a fire emergency.

5. Fire safety incidents since 4 June 2026.

On 16 July 2026, London Fire Brigade attended a report of smoke within a corridor of one of the Corporation's higher-risk buildings. There were no injuries.

An internal investigation has been completed and concluded that the incident did not meet the threshold for a Mandatory Occurrence Report to the Building Safety Regulator.

Following the incident, a reminder letter was issued to residents covering fire safety responsibilities and reiterating the availability of PCFRAs and RPEEP support where required.

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. Failure to comply with fire safety legislation could expose the Corporation to significant financial penalties, enforcement action, additional remediation costs and potential civil claims.

Resource implications. Effective resourcing of fire safety management is necessary to maintain legal compliance, deliver remedial works in a timely manner and minimise the risk of property damage, service disruption, insurance impacts, reputational harm and harm to residents.

Legal implications. As both a regulator and a landlord, the Corporation is expected to maintain high standards of health and safety management. Failure to manage fire safety risks effectively could result in breaches of statutory duties under fire safety legislation, regulatory intervention and potential civil liability.

Relevant legislation includes the Regulatory Reform (Fire Safety) Order 2005, the Fire Safety Act 2021 and the Fire Safety (England) Regulations 2022.

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 (at 31 July 2026).

Paul Barton
Interim Head of Health and Fire Safety, Communities and Children's Services
E: Paul.barton@cityoflondon.gov.uk

Appendix 1

High-priority action analysis

Address	Ref.	Works required to discharge	Mitigation	Cost	Due	Schedule	Status Name	Status Date	Teams Assigned	Timescale	Category	Comment at July 2026
Crescent House	RB-7ZFGXY	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-PTGETN	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-IMDLZU	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-WIIBNN	Thumb turn lock release and handles required 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 ab
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-TVFKBM	Thumb turn lock release and handles required 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 materials 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-WR5MFT	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. DRM 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-PFJNZ7	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	A 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 and 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-MHTB5C	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-U2LZUD	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-9G6ZNZ	Upgrade fire alarm system to standard BS 5839 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-QNPTYA	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.
Centre Point	RB-IRG4J8	Works to fire alarm panel to prevent nuisance alarm activations. Return the block to full stay-put strategy and remove / isolate the detectors in the communal zones. Both these detectors and those in the flats are linked to an ARC.	Retrospective 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&S to 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-UAVK2C	Works to fire alarm panel to prevent nuisance alarm activations. Return the block to full stay-put strategy and remove / isolate the detectors in the communal zones.	Retrospective 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&S to return system to stay-put strategy is authorised to proceed. (Legal dispute with sprinkler installation contractor in progress).

		Both these detectors and those in the flats are linked to an ARC.								
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 reiterated 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.	Type 3 FRA notes current alarms are D LD2.	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-RV3WVM	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-ESYUZ9	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-RI4IWK	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-3XKZZI	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 and warden call systems with Ventro Ltd. Expected completion date 3rd July 2026
Isleden House	RB-HJER35	Two first floor flats to have entrance 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 FD60s. Works to take place in 2026 - detailed programme to be agreed with contractor

Longland Court	RB-RYYIGX	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 coordinate 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 EICR inspection. Type 3 FRA notes current alarms to D1 LD3.		01/11/2024		Not Started	03/03/2026 08:34	Repairs & Maintenance	No Timescale	Uncategorised	Major works to upgrade the system commencing Spring 2028.
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 installation to 18th edition and to verify aptness of fire stopping.
St James Mansions	RB-Z45QM6	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 older 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 External and Electrical works project - overall completion M
Tovy House	RB-YI982U	Repair or replace forced front door of flat XX	Detectors are in flat.		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 the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.		26/06/2026		Not Started	27/05/2026 11:25	Estate Services	Priority Action C	Documentation Policy & Procedures	Assigned to Estate Services to review

		during an emergency.								
Markstone House	RB-Y8BVIL	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	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 the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	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-AJJDMY	Gas meter cupboard to be fitted with a FD30S door. Lounge double doors to be fitted 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 the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	29/06/2026	Not Started	01/06/2026 14:01	Estate Services	Priority Action C	Vulnerable Persons	Assigned to Compliance - Housing for review
Kinefold House	RB-1FY1JQ	Fire stopping of unsealed service penetrations along the corridors and lobbies from which the flats can be accessed. Ceiling	Detectors in flats. Lift and escape lobbies protected at each end.	02/09/2025	Not Started	02/06/2025 09:53	Health & Safety, Repairs & Maintenance	Priority Action D	Compartmentation & Fire Stopping	BSM project managing temporary ceiling panelling replacement ahead of major works replacement of permanent, expected to commence from 2029.

		panelling to be replaced.							
Bowater House	RB-CCXUD7	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	13/07/2026	Not Started	10/06/2026 11:40	Housing Management	Priority Action C	Vulnerable Persons
Hatfield House	RB-FGZT4T	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	13/07/2026	Not Started	10/06/2026 11:40	Housing Management	Priority Action C	Vulnerable Persons
Bayer House	RB-MKAB79	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	13/07/2026	Not Started	10/06/2026 11:57	Housing Management	Priority Action C	Vulnerable Persons
Basterfield House	RB-WGGILC	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	15/07/2026	Not Started	10/06/2026 13:30	Housing Management	Priority Action C	Vulnerable Persons
Cuthbert Harrowing House	RB-6H6L2Y	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	13/07/2026	Not Started	10/06/2026 14:05	Housing Management	Priority Action C	Vulnerable Persons
Lynton Mansions	RB-FEUBEW	Type 4 FRA to determine adequacy of compartmentation and inform evacuation strategy	Detectors in flats.	30/07/2026	Not Started	11/06/2026 09:55	Health & Safety	Priority Action C	Compartmentation & Fire Stopping

Lynton Mansions	RB-4DJ7VT	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	30/07/2026	Not Started	Housing Management	Priority Action C	Documentation Policy & Procedures
Cullum Welch House	RB-45UD8C	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	13/07/2026	Not Started	Housing Management	Priority Action C	Vulnerable Persons
Lammas Green Flats	RB-ZZQIFF	Replace all flat entrance doors with certified FD60S door sets fitted with external overhead self-closing devices	Detectors in flats	15/07/2026	Not Started	Repairs & Maintenance	Priority Action C	Flat Entrance Doors
Stanley Cohen House	RB-TKG13C	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	24/07/2026	Not Started	Housing Management	Priority Action C	Vulnerable Persons
Great Arthur House	RB-II3QZD	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	27/07/2026	Not Started	Housing Management	Priority Action C	Vulnerable Persons
Crescent House	RB-45DCNR	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	27/07/2026	Not Started	Housing Management	Priority Action C	Vulnerable Persons
Lambfold House	RB-S2SPQK	Inspection records provided indicate that the dry riser failed its annual	Monthly inspections of fire fighting equipment has	29/07/2026	Not Started	Repairs & Maintenance	Priority Action C	

		pressure test in June 2025. No information provided to confirm if the dry riser has been repaired and recertified.	commenced on all HRBs					
McCauley House	RB-QJC6W4	Type 4 FRA to determine adequacy of compartmentation and inform evacuation strategy	Detectors in flats	30/07/2026	Not Started	Health & Safety	Priority Action C	
Donnelly House	RB-9AXCWK	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	17/08/2026	Not Started	Housing Management	Priority Action C	
Tevatree House	RB-QSQUP1	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	17/08/2026	Not Started	Housing Management	Priority Action C	
George Elliston House	RB-6ZYDS5	Repair final exit door to ensure smooth and easy exit when using the exit button. (Assessor had difficulty opening the final exit door).	Final exit lobby is fire protected. 17/AUG/2026: ES has raised repairs work request.	24/07/2026	In Progress	Repairs & Maintenance	Priority Action B	Final exit doors to be replaced in forthcoming major works programme.
George Elliston House	RB-B7YZTD	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	17/08/2026	Not Started	Housing Management	Priority Action C	
~~Avondale House~~	~~RB-1PUKAE~~	~~The premises information box was not accessible at the time of the assessment. Therefore, it could not be confirmed whether the contents were being reviewed and updated at six-monthly intervals.~~	~~17/AUG/2026: Email enquiry to ES into why PIB is /was not accessible and whether repairs and maintenance work request is needed.~~ -	~~26/08/2026~~ -	**COMPLETED 17AUG**	Housing Management	Priority Action C	

Eric Wilkins House	RB-8H3ZTC	Update the Emergency Assistance List in the Secure Information Box to expedite identification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.	26/08/2026	Not Started	Housing Management	Priority Action C

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Housing Management & Almshouses Sub-Committee	**Dated:** 14/09/2026
Subject: Stock Condition Survey Findings and Asset Management Strategy Review	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Providing Excellent Services; Inclusive, Healthy and Thriving Communities; Leading Sustainable Environment
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 Raymond Ozogolu - Head of Operations, DCCS

Summary

This report provides Members with a comprehensive update on the Housing Stock Condition Survey, the key findings emerging from the survey and supporting analysis. The survey represents the most detailed assessment of the City Corporation's housing assets in over a decade and provides a significantly enhanced evidence base to inform future investment decisions. The findings are now being incorporated into the review of the Housing Asset Management Strategy (AMS), which is being refreshed to create a more robust, evidence-led approach to managing and investing in the housing stock.

A standalone Almshouses survey report has also been incorporated into the review. This recognises that the Ferndale Road Almshouses are a distinct asset class, with different governance, heritage, structural, planning and delivery considerations from the mainstream HRA housing stock.

The survey and associated analysis have confirmed the overall direction of the existing Housing Major Works Programme and provide greater confidence that investment priorities previously identified through operational experience are appropriate. The survey also provides new insight into component lifecycles, building performance, accessibility needs, fire safety requirements, decarbonisation opportunities, and future investment planning.

Alongside the stock condition survey, officers have reviewed good practice asset management strategies from other high performing local authorities and considered data from the household survey, Tenant Satisfaction Measures, Climate Action Strategy workstreams, compliance programmes, and resident engagement activity. These findings are informing the refreshed Asset Management Strategy, which is expected to be presented to Members later in 2026.

Recommendation(s)

Members are asked to:

- Note the current status of the Stock Condition Survey programme and its key findings.
- Note the incorporation of survey findings into the review of the Asset Management Strategy.
- Note the emerging priorities relating to investment planning, accessibility, building safety, asset sustainability and decarbonisation.
- Note that a refreshed Asset Management Strategy will be presented to Members following completion of the review process.

Main Report

Background

1. The existing Asset Management Strategy was approved in September 2025 at a time when the Housing Service was operating without an up to date stock condition survey. The strategy was intended as a transitional document and anticipated a comprehensive refresh once new survey data became available.

2. Since that time, the Housing Service has undertaken a comprehensive stock condition survey programme covering housing assets across the portfolio. Survey information has been combined with repairs data, fire safety information, major works data, EPC information, compliance records and other operational datasets to develop a significantly improved evidence base for future decision making.

3. A series of officer workshops has reviewed the findings and considered how they should be reflected within a refreshed Asset Management Strategy. Those discussions have also examined the relationship between asset management,

resident priorities, accessibility requirements, decarbonisation targets and long-term financial planning.

4. The review has included benchmarking against asset management strategies from high performing local authorities to identify good practice in long term investment planning, resident engagement, building safety and decarbonisation.

Current Position

Stock Condition Survey Findings

5. The survey confirms that the City Corporation now possesses the most complete understanding of the condition of its housing assets since the previous survey programme undertaken in 2018. The evidence base includes data for dwellings, communal areas, structural elements, roofs, lifts, heating systems and fire safety components.

6. The survey report presents interim analytical findings to inform officer discussions and development of the asset management strategy. Conclusions remain subject to validation and consideration alongside the remaining specialist reports.

7. Analysis of the survey data has identified a number of significant findings:

Asset Condition and Investment Needs

- The survey confirms that major investment requirements are concentrated in a relatively small number of significant component groups.
- Future investment demand is particularly evident in windows, roofs, heating infrastructure, communal components and building fabric.
- The findings broadly validate the priorities already reflected in the approved Housing Major Works Programme and provide additional assurance that existing investment plans are targeting the correct assets.
- The survey has provided improved visibility of component lifecycles and future replacement requirements, supporting more accurate long-term investment planning.

Building Safety and Compliance

- The enhanced dataset is improving oversight of compliance related investment needs and strengthening the evidence base for regulatory assurance.
- The survey provides improved visibility of fire safety related investment requirements and the interaction between asset condition and compliance programmes.
- Findings are being used alongside Fire Risk Assessment data to improve future prioritisation of building safety works and strengthen long term compliance planning.
- The survey findings are also helping inform the Housing Service's approach to damp and mould management, providing improved information on property condition and supporting compliance with emerging regulatory requirements, including Awaab's Law.

Heating Systems and Energy Performance

- Detailed profiling of boilers, communal heating infrastructure and energy performance data has been completed.
- The analysis identifies a significant opportunity to align component replacement programmes with decarbonisation activities and future Climate Action Strategy objectives.
- Survey findings support the adoption of a fabric first approach to improving building performance, prioritising improvements to building fabric and energy efficiency measures alongside planned investment and decarbonisation programmes.
- Survey findings are helping identify where planned component replacement programmes can be coordinated with energy efficiency improvements and decarbonisation interventions, reducing future disruption and improving value for money.

Accessibility and Adaptation Requirements

- Feedback from the current and ongoing household survey and recent engagement activity highlights increasing demand for accessibility adaptations and age friendly housing solutions.
- Officers are incorporating accessibility considerations within future investment planning to ensure homes remain suitable for an ageing population and residents with changing mobility needs.
- This will include better integration between stock investment planning, adaptation programmes and future major works schemes.

Almshouses Report

- A standalone Almshouses report has been added to the evidence base. This is a material addition because the Almshouses at Ferndale Road are a distinct asset class from the mainstream HRA housing stock. They have a separate governance framework, include heritage constraints and require a different planning and delivery approach.
- The latest Almshouses survey evidence includes 1,888 records across 43 properties and shows a materially different component profile from the wider portfolio. The median remaining component life is 12 years, compared with 5 years across the wider portfolio, and only 1% of dated components are due within five years.

Asset Management Strategy Review

8. Officers are currently reviewing the Asset Management Strategy to ensure it reflects the evidence now available from the stock condition survey programme and associated datasets. The refreshed strategy will move beyond the previous baseline position and provide a more detailed and evidence led framework for investment decision making. The refreshed strategy is considering the introduction of a rolling stock condition survey programme to support ongoing asset intelligence and maintain current property data.

9. The review is considering several key enhancements.

Improved Evidence Base
The revised strategy will include a comprehensive summary of stock condition findings and replace narrative assumptions with survey-based evidence. This will provide clearer justification for future investment decisions and programme prioritisation. The review is strengthening integration between stock condition information, responsive repairs, compliance activity and planned investment programmes to support a more coordinated asset management approach.

Integration with the Major Works Programme
The survey findings are being mapped against the Housing Major Works Programme to ensure investment planning remains coordinated and evidence driven. Officers are also reviewing opportunities to strengthen long term lifecycle planning and develop future investment modelling. Whilst also reviewing opportunities to maximise investment at void stage, including energy efficiency measures, damp and mould prevention interventions and other improvements that enhance long-term asset performance.

Asset Sustainability
Work is underway to strengthen the strategic approach to asset performance, long term sustainability and investment prioritisation. This includes consideration of future lifecycle costs, component replacement cycles, risk based prioritisation and portfolio performance.

Resident Priorities
Feedback from household surveys, resident engagement activities, Tenant Satisfaction Measures and major works engagement events is being incorporated into the refreshed strategy to ensure future investment aligns with resident priorities.

Accessibility and Household Survey Findings

10. Household survey findings indicate a growing demand for accessible and adaptable homes and reinforce the need for investment decisions attuned to changing demographic needs. Officers are therefore developing a strengthened accessibility workstream within the Asset Management Strategy.

11. This work will support:
    - Future adaptation planning.
    - Improved accessibility specifications within major works projects.
    - Better understanding of residents' current and future housing needs.
    - More effective targeting of investment towards homes where adaptations may be required.

Climate Action Strategy Implications

12. The review of the Asset Management Strategy is being undertaken alongside delivery of the Housing Climate Action Strategy.

13. The stock condition survey has provided important information regarding energy performance, heating systems, building fabric and opportunities to incorporate decarbonisation measures into future investment programmes.

14. Officers are aligning future housing investment with Climate Action Strategy objectives including:
    - Improving EPC performance.
    - Supporting delivery of estate based climate plans.
    - Integrating decarbonisation measures with major works projects.
    - Adopting a fabric first approach wherever practical.
    - Improving climate resilience and reducing energy demand.

Next Steps

15. Officers will continue finalising analysis of the stock condition survey and complete the refresh of the Asset Management Strategy.

16. Engagement activity will continue with residents and stakeholders to ensure future investment priorities reflect both technical evidence and resident experience. Survey findings will also be shared through future resident engagement and roadshow activity.

17. A revised Asset Management Strategy will be presented to Members later this year. The refreshed strategy will set out a clearer evidence base, investment priorities, governance arrangements and alignment with the Housing Major Works Programme, Climate Action Strategy and wider housing objectives.

Key Data

- Most comprehensive assessment of the housing stock since 2018.
- Findings validate existing investment priorities and inform the Asset Management Strategy review.
- Detailed findings and analysis are contained within the appendices

Corporate & Strategic Implications

Strategic implications
The report supports delivery of the Corporate Plan, Housing Strategy and Housing Improvement Programme through improved understanding of asset condition and long-term investment needs.
Financial implications
The survey provides an evidence base to support future investment planning and prioritisation. No additional financial decisions are sought within this report.
Resource implications
None arising directly from this report.
Legal implications
The findings will support compliance with housing, building safety and regulatory requirements.
Risk implications

Failure to maintain an accurate understanding of stock condition may impact the organisation's ability to prioritise investment and manage asset-related risks effectively.

Equalities implications

The incorporation of household survey findings and accessibility considerations will strengthen the ability of Housing Services to respond to the needs of older residents and residents with disabilities.

Climate implications

The survey findings are being used to support Climate Action Strategy objectives and future decarbonisation planning

Security implications

No additional implications identified.

Conclusion

18. The Stock Condition Survey has provided a significantly improved understanding of the condition, performance and future investment requirements of the City Corporation's housing. The findings confirm the broad direction of existing investment plans while providing more detailed evidence to support future prioritisation and decision-making.

19. Officers are using this evidence, together with resident feedback, accessibility data, compliance information and Climate Action Strategy priorities, to refresh the Housing Asset Management Strategy and ensure it remains evidence-led, resident-focused and aligned with long-term organisational objectives.

Appendices

- None

Background Papers

- Community & Children's Services Committee 17 September 2025 - Housing Services Asset Management Strategy

Zoe Gayle
Service Improvement Manager
Department of Community & Children’s Services
E: zoe.gayle@cityoflondon.gov.uk

Raymond Ozogolu
Head of Operations
Department of Community & Children’s Services
E: zoe.gayle@cityoflondon.gov.uk

This page is intentionally left blank

City of London Corporation Committee Report

Committee: Housing Management and Almshouses Sub Committee	**Dated:** 14 September 2026
Subject: Housing Matters Update – Information Only	**Public Report**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Diverse engaged communities Leading Sustainable environment Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	**No**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Judith Finlay, Executive Director of Community & Children's Services	For Information
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, for information only.

Namely:

1. Update on Inspection Activity
2. Head of Service Recruitment and Housing Sickness Update
3. Housing Staff Organogram
4. Golden Lane Estate – Winter Measures Payments – Phases 1 and 2
5. Decant Policy Update
6. New Build Parking, Sheds and Garages
7. Housing Risk Update
8. Civica CX – Programme Update
9. Estate Climate Plans

Recommendation

Members are asked to note the report.

Main Report

1. Update on Inspection Activity

Housing Services continues to engage proactively with the Regulator of Social Housing (RSH) following the February 2026 C3 judgement. Since the last report to Members, a formal monitoring meeting was held with the RSH on 13 July 2026, with discussions focusing on the development of the improvement programme, progress against key safety and compliance actions, repairs recovery, resident engagement, data quality and governance arrangements.
A significant focus of discussions was on evidencing delivery and demonstrating sustained improvement.

The RSH reviewed progress relating to fire and electrical safety compliance, repairs recovery arrangements, stock condition work, resident engagement activity and data improvement programmes. Particular interest was shown in how the Corporation is tracking and reporting compliance actions, improving data quality, strengthening contract management arrangements and embedding resident involvement in service improvement activity.

The meeting also provided an opportunity to update the Regulator on wider improvement activity, including the mobilisation of the HQN reviews, ongoing stock condition survey work, recruitment to key leadership posts, establishment of the Resident Voice Group and improvements to Civica data management and reporting. The Regulator noted the scale of activity underway across the service and acknowledged the approach being taken to learn from the challenges experienced through the current repairs contract dispute to strengthen future contract management and service delivery arrangements.

Following feedback from both the Regulator of Social Housing (RSH) and the Housing Improvement Board (HIB), officers have further strengthened the programme management framework. The original improvement plan has been restructured into a suite of interconnected documents comprising a strategic Housing Improvement Plan, detailed Action Log, Milestone Tracker, KPI and Evidence Framework, Risk and Escalations Register, and performance dashboard. This framework is focused specifically on delivering and monitoring actions arising from the February 2026 RSH inspection and provides a clear line of sight between regulatory findings, improvement activities, milestones, performance measures, assurance evidence and intended outcomes. It supports stronger governance, accountability and reporting, while enabling progress to be tracked more effectively and evidenced to both Members and the Regulator.

Wider transformational and service improvement activity associated with the Housing Strategy continues to be monitored separately through the Housing Strategy Action Plan, ensuring a clear distinction between regulatory recovery activity and broader service development priorities.

The next formal monitoring meeting with the RSH took place 20 August 2026, with a programme of regular monitoring meetings agreed for the remainder of the year.

The Regulator has also confirmed an in-person engagement visit on 19 November 2026, which is expected to include senior management, the Town Clerk and Senior Members. The visit will provide an opportunity to review progress first-hand, discuss evidence of delivery and assurance, and assess how improvements are being embedded across Housing Services. The continued programme of engagement reflects the constructive dialogue between the Corporation and the Regulator as improvement activities progress.

Officers continue to provide regular updates and assurance information between meetings and remain focused on evidencing measurable improvement, strengthening compliance assurance, embedding resident influence and delivering sustainable service improvements for residents.

2. Head of Service Recruitment and Housing Sickness Update

Head of Service Recruitment
Head of service recruitment continues. A permanent Head of Housing Management – Mehran Ahmed, joins us week commencing 7 September, we have commenced recruitment for the post of Head of Health and Fire Safety, with interviews planned to take place in October 2026.

Housing Staff Sickness Data
As at 31 July 2026 based on a RYTD (Rolling Year To Date):

- Total days lost = 646
- Total days lost due to short term absence = 226
- Total days lost due to long term absence = 416
- Average days lost per Full Time Equivalent member of staff = 5.81

Top 3 reasons for absence:

- Anxiety/stress/depression = 153 days
- Other reasons (not classified) = 151 days
- Gastrointestinal problems = 88 days

3. Housing Staff Organogram

An organogram highlighting frontline Housing Service staff is attached as **Appendix 1**, as requested by the Housing Management and Almshouses Sub Committee at its meeting on 1 July 2026.

4. Golden Lane Estate – Winter Measures Payments – Phases 1 and 2

This update provides Members with the Year 1 position on the Golden Lane Estate Winter Measures and Heating Cost Support Payments. The payments were introduced as a discretionary, practical response to delays in the window refurbishment works and the impact this may have had on residents' heating costs during the winter period. The scheme was intended to provide support alongside

practical winter measures, including interim window repairs where there was a health and safety risk, draft-proofing solutions and winter-warmth packs for vulnerable residents.

Payment approach: The approved payment structure makes a contribution towards winter heating costs, based on property size over Winter 25/26 and Winter 26/27. Bedsit and one-bedroom homes were eligible for £200, two-bedroom homes for £250 and three-bedroom homes for £300. Great Arthur House residents were eligible for £100 because most properties had already had their windows replaced. The payments were not designed to meet individual bills in full or to assess individual financial circumstances, but to provide a broad, consistent contribution in recognition of increased heating costs linked to the delay in works.

Year 1 delivery progress: Payments were progressed through Cash Perks, using an SMS-based payment method that allowed residents to withdraw funds without needing a bank card. The team has undertaken a reconciliation exercise to identify payments that had not been withdrawn before expiry. Where payments had expired, officers worked with Cash Perks to refresh and reissue them so residents had a further opportunity to collect the payment.

Uncollected and expired payments: The reconciliation identified a number of expired or uncollected payments. Cash Perks identified 46 expired payments, of which some had already been reissued and collected. After removing those already resolved, 40 payments remained for reissue, with one payment split because of the current maximum payment limit. In total, 41 payments were scheduled for reissue, with an extended expiry date of 18 September. Following reissue, a small number of payments were reported as not received, most likely because of issues such as incorrect phone numbers, inactive phones, SIM changes or residents not seeing the SMS message.

Action being taken: Officers are contacting affected residents where payments have not been received or collected, checking telephone numbers and making sure residents understand how to access the payment. A calling list is being shared across the team so that residents can be contacted directly where needed. This is intended to maximise take-up before the reissued payments expire and to ensure residents are not disadvantaged because of technical or contact-detail issues.

Lessons learnt for Year 2: The Year 1 reconciliation has highlighted the importance of accurate resident contact details, clearer resident communication before payments are issued, reminder messages before expiry and a defined follow-up process for uncollected payments. Officers will also complete a short lessons-learned review with Cash Perks before moving into Year 2, including a review of what worked well, what created delay and how residents who may need additional support can be identified earlier.

Year 2 Cash Perks delivery: Year 2 payments should be ready to be issued in November, consistent with the original Year 2 resident letter. The intention is to use the same Cash Perks payment route, subject to confirming the final resident list, payment values, mobile contact details and communication plan before issue. Residents should receive clear advance communication explaining that the Year 2

payment will be issued by text message, how it can be collected, the expiry date, and who to contact if they do not receive the message or need support to access the payment.

Conclusion: Members are asked to note that the Year 1 Winter Measures Payments have been delivered, that a reconciliation exercise has identified expired and uncollected payments, and that action is being taken to reissue payments and contact residents who may need support to collect them. The immediate priorities are to maximise collection of the reissued payments by 18 September, complete the lessons-learned review, confirm the Year 2 Cash Perks arrangements, and ensure the Year 2 payments are ready to issue in November in line with the original resident communication.

5. Decant Policy Update

A recent Housing decant workshop confirmed that the existing decant policy should remain a general housing policy, but that large and specialist programmes such as the Golden Lane Estate Major Works Renewal Programme will require a tailored delivery plan. At Golden Lane, temporary relocation will be needed for parts of the programme because of the nature of the window refurbishment works, including the movement of large quantities of glazing in constrained homes, asbestos removal, dust and debris, and the risk that homes become uninhabitable when windows are removed during colder periods.

The current planning assumption is that up to six homes may need to be decanted at a time for each major works project. As more than one project may run concurrently on the estate, this could mean up to 12 households being temporarily relocated at the same time, with a further two to three homes required as “float” to allow for slippage, individual household circumstances and changeover delays. Residents are currently expected to be away from their homes for around six to eight weeks. Access arrangements during works will need to be confirmed because of health and safety considerations.

Resident concerns raised to date include where temporary accommodation will be located, whether residents will be able to access their homes during the works, how belongings will be packed and stored, what support will be available, how Council Tax and utility costs will be treated, and what the position will be for leaseholders and the private tenants of leaseholders.

A clear resource model will be needed to manage this safely and consistently. Recruitment is underway for two Decant Officer posts, which will provide dedicated City-side capacity to support residents, maintain case oversight, coordinate vulnerability and household needs assessments, and act as the escalation point where concerns arise. Contractor Resident Liaison Officers will manage day-to-day relocation activity, removals, inventories, cleaning of decant properties and return of possessions, but the City will need to retain client-side assurance and oversight of resident welfare, complaints and programme risks.

Early household engagement will be critical. Each affected household will need a pre-commencement visit and a dwelling-level decant plan covering move dates,

return dates, storage of belongings, possessions to be moved to temporary accommodation, protection of items left in the home and any additional support required. For vulnerable residents, early engagement may need to start three to six months before relocation so that carers, support agencies, family members or advocates can be involved and any practical barriers, including hoarding or medical needs, can be addressed.

Next steps: Officers will align the general decant policy review with the Golden Lane delivery programme, confirm the decant resource model, deploy the two Decant Officers, clarify licence, utility, storage, insurance and access arrangements, and ensure resident communications explain the process clearly before decant activity begins.

Members are asked to note that the main delivery risk is not the policy itself, but ensuring that the right operational arrangements, resources and resident support are in place before decants start.

6. New Build Parking, Sheds and Garages

This briefing provides Members with the current position on parking and shed arrangements linked to the York Way new build scheme. The key principle is that the new homes should be brought into occupation with clear arrangements in place, so that residents understand what is available and estate teams can manage the position consistently.

Current position: New residents moving into the York Way new build homes from Islington will not have parking. This reflects Islington's policy position that parking is not provided with new build homes as part of its climate change and sustainable transport objectives. Existing York Way residents who currently have parking will keep their existing parking arrangements. This position needs to be communicated clearly before occupation so that new residents have accurate expectations and existing residents have reassurance that their current arrangements will not be removed as part of the new build lettings process.

Parking and shed lists: The parking and shed lists will be monitored to ensure that allocations remain accurate, fair and up to date. Officers will need to maintain a clear record of existing parking and shed users, any vacant or available provision, and any future requests. This will help avoid confusion, support consistent decision-making and provide an audit trail if resident queries or disputes arise.

Assurance for Members: Members are asked to note that the approach protects existing York Way residents' current parking arrangements while making clear that new residents from Islington will not be allocated parking, in line with Islington's policy approach to new build homes and climate change objectives. The immediate priority is to ensure the position is accurately reflected in resident communications, tenancy or licence information where relevant, and estate management records, with ongoing monitoring of the parking and shed lists.

Members are asked to note the proposed parking and shed offer for new tenants moving into the new build homes at York Way.

7. Housing Risk Update

The current Housing Risk plan is attached at **Appendix 2,** detailing the key risks being managed and mitigated.

8. Civica CX – Programme Update

Summary

This report provides Members with an update on the Civica CX programme, outlining progress achieved since implementation, key developments delivered through Phases 1 and 2, challenges encountered during delivery, and the planned programme of enhancement over the next 12 months, including commencement of Phase 3 implementation of the Civica CX Asset Management Module.

Background

The City of London Corporation implemented the Civica CX Housing Management System in June 2022 as the core platform for the administration of housing services replacing the Orchard System. The original implementation established Civica CX as the principal housing management system and created the foundation for subsequent phases of development and service improvement.

Whilst the initial implementation successfully delivered the core housing management functionality, further development was required to expand capability, improve user experience, introduce service-specific modules and integrate with operational processes across the wider Housing Service.

Progress achieved

Phase 1: Core housing management system

Phase 1 established Civica CX as the Housing Service's primary management platform and enabled day-to-day administration of housing services. The system went live during 2022 and provided the foundation on which subsequent improvements have been built.

Key achievements included:

- Establishment of a single housing management platform.
- Adoption of Civica CX by frontline housing teams.
- Standardisation of core tenancy and housing management processes.
- Creation of a platform capable of supporting future modules and integrations.

Phase 2: Service expansion and case management

Phase 2 concentrated on extending Civica CX functionality across service delivery, case management and operational functions.

Notable developments delivered include:

Damp and mould case management

The Housing Service has developed the use of Civica CX improved case management functionality to record, track and manage damp and mould investigations, actions and outcomes, supporting the implementation of Awaab's Law requirements.

This enhancement supports:

- Improved monitoring of resident reports.
- Better visibility of actions and timescales.

- More robust audit trails.
- Greater regulatory assurance.

Chigwell integration and information sharing
Significant improvements in interfaces were implemented to facilitate the sharing of information with Chigwell, including reports and recommendations. These changes supported a more coordinated response and improved information flow between services. Going forward, it is anticipated that the improvements achieved will be utilised by the new Repairs & Maintenance contractor (when appointed)

Anti-social behaviour (ASB) module
The module went live in April 2025 and has delivered improvements in case management, monitoring and reporting - which support service delivery and resident case tracking, and ensured regulatory compliance

Enhanced voids management
This module went live in April 2026 and has introduced improvements to operational workflows, enabling more effective management of property turnaround processes, helping services better coordinate activity and monitor performance through a single platform.

Continuous system configuration and service improvements
Further development work has included:
- Workflow enhancements.
- Reporting improvements.
- Additional service-specific functionality.
- User-led system refinements.
- Integration work to support repairs and customer services operations.
- Complex cases module

Challenges encountered

Initial resourcing constraints
Civica's implementation methodology recommended a dedicated project team of seven officers. However, only two officers were assigned to the original implementation programme, creating significant capacity pressures and limiting the resources available to support delivery.

Specialist knowledge requirements
As implementation progressed it became clear that specialist Civica CX expertise was required. Initial attempts to source suitably qualified temporary staff through existing recruitment arrangements were unsuccessful, resulting in the need to secure specialist external support with extensive experience of similar housing system implementations.

Loss of key internal expertise
Following implementation, the departure of the permanent Information and Systems Manager created additional operational challenges and reduced internal resilience at a critical stage of system development.

Emerging and unplanned requirements
The scope of work expanded significantly beyond the original assumptions. Examples include:

- Development of integrations and system support for the Barbican Estate's interim repairs and maintenance contractor arrangements.
- Additional system requirements associated with forthcoming housing developments, such as the Civica Assets Module.
- Ongoing requests for system enhancement and reporting improvements.
- Further development work required to support frontline repairs and customer services operations.

As a result, the anticipated completion of Phase 2 required extension beyond the original programme assumptions.

How challenges have been addressed
The Housing Service has successfully mitigated these challenges through:

- Appointment of specialist Civica CX consultants providing project management and technical expertise.
- Weekly management meetings tracking progress and monitoring performance. Actions have been programmed through the Housing Action Plan (years 2&3)
- Prioritisation of service-critical developments, such as Chigwell integrations and Barbican Contractor
- Adoption of a phased implementation approach, enabling improvements to be delivered incrementally whilst maintaining operational stability.

This approach has enabled the service to continue extending Civica CX functionality whilst maintaining business continuity.

Phase 3: Civica CX asset management

Overview
The Housing Service is now proceeding with Phase 3 of the Civica CX programme, focusing on implementation of the Civica CX Asset Management Module to replace Keystone.
The Asset Management Module has been identified as a strategic priority and supports the Housing Strategy commitment to improve asset intelligence, compliance monitoring and reporting.
The implementation programme will include:

- Asset Management module configuration.
- Migration of asset and compliance data from Keystone and other sources.
- Data quality review and validation.
- User Acceptance Testing.
- Training and knowledge transfer.
- Go-live planning and implementation support.
- Reporting and compliance optimisation.

Expected benefits
Implementation of the Asset Management Module is expected to deliver:

- A single integrated housing and asset management platform.
- Improved asset intelligence and data quality.

- Enhanced compliance monitoring and regulatory reporting.
- Improved visibility of stock condition information.
- Better management of planned and cyclical investment programmes.
- Reduced reliance on unsupported legacy systems.
- Greater operational efficiency through integrated processes.

Proposed 12-month improvement roadmap
In addition to the work on Civica Assets outlined above, the table at Appendix 1 shows the schedule of planned improvements for the 26/27 financial year.

Conclusion
Significant progress has been made since the implementation of Civica CX in June 2022. The Housing Service has successfully moved from a core housing management platform to a broader service management solution. Despite substantial resourcing challenges and several unplanned workstreams the programme has continued to deliver improvements through a phased and controlled approach.

The next stage of the programme, implementation of the Civica CX Asset Management Module, represents a significant opportunity to consolidate systems, improve regulatory assurance, enhance asset intelligence and support the long-term management of the City's housing stock.

9. Estate Climate Plans

Phase 1 of the City Corporation's Climate Action Strategy (CAS) runs from 2021/22 to 2026/27. Ahead of Phase 2 commencing in April 2027, Estate Climate Plans will be developed for each housing estate, outlining ambitions and plans to support delivery of the Corporation's 2040 climate goals:

- Net zero across the Corporation's full value chain (scopes 1, 2 and 3) by 2040
- Net zero in the Square Mile by 2040
- Build climate resilience in our buildings, public spaces and infrastructure.

Purpose
The Estate Climate Plans will:

- Bring together existing projects, planned investment programmes and future opportunities into a single, estate-specific roadmap to 2040.
- Demonstrate how climate objectives, asset management priorities and investment programmes can be aligned to maximise benefits for residents and the estate.
- Provide a clear and accessible reference point for residents, Members and officers on climate-related activity, priorities and ambitions at each estate.
- Establish an estate-specific framework for climate action that reflects the unique characteristics, opportunities, constraints and heritage considerations of each estate.
- Support residents to contribute to climate action through individual and community-led initiatives.
- Enable ongoing resident engagement to ensure the plans continue to reflect local priorities and aspirations.

- Help inform future investment, service planning and decision-making by identifying opportunities to reduce emissions, improve resilience and support sustainable living.

The plans will provide a practical roadmap for delivering climate objectives at estate level and supporting progress towards the Corporation's wider climate commitments.

Evidence Base
Each plan will be informed by available estate data and evidence, including building condition information, housing asset data, heating archetypes, energy performance data, climate resilience assessments, resident feedback and planned investment programmes.

Format
Each Estate Climate Plan will be presented through a dedicated webpage and will include:

- A visual resident-facing summary document (approximately two pages) setting out the vision, key priorities and delivery timeline using infographics.
- A more detailed supporting document providing information on estate characteristics, evidence, opportunities and proposed actions.

Priority Areas
Each plan will be centred on five priority areas set out below. Priorities and themes are intentionally interconnected. Many actions contribute to more than one priority and deliver multiple benefits. These may include improvements to building fabric, heating systems, renewable energy generation, climate adaptation measures, green infrastructure and resident-led initiatives. For example, improving energy efficiency through building fabric upgrades can reduce carbon emissions, improve thermal comfort, tackle fuel poverty and increase resilience to extreme temperatures. The plans therefore consider climate action holistically rather than as a series of separate workstreams.

1. **Healthy, Safe and Comfortable Homes**
    - Improving the quality, safety, comfort and performance of homes by aligning planned investment programmes, fire safety works, Decent Homes investment and retrofit opportunities.
2. **Net Zero and Decarbonisation**
    - Reducing carbon emissions through energy efficiency improvements, low-carbon heating, electrification, renewable energy generation and smarter energy use.
3. **Climate Resilience**
    - Ensuring homes and estates are prepared for the impacts of climate change, including overheating, flooding and extreme weather events.
4. **Nature and Green Spaces**
    - Enhancing biodiversity, increasing urban greening and making the most of estate green spaces to support both people and nature.
5. **Sustainable Living and Wellbeing**
    - Supporting residents to live more sustainably while improving health, comfort, affordability and community wellbeing.

Programme and Timeline

Summer 2026

- Workshops with internal teams including Major Works, Climate Action, Nature Recovery, Circular Economy and Climate Resilience.
- Presentation to the September Housing Management and Almshouses Sub-Committee for information and discussion.

Autumn 2026

- Completion of climate resilience risk assessments for Golden Lane Estate and Holloway Estate.
- Initial resident engagement and consultation activities.

Autumn/Winter 2026

- Development of draft Estate Climate Plans
- Submission of the first tranche of draft plans to HMASC for feedback.

Spring 2027

- Finalisation of Estate Climate Plans following resident and Member feedback.
- Submission of final plans to the Housing Management and Almshouses Sub-Committee for approval.
- Publication of Estate Climate Plans.
- Commencement of CAS Phase 2.

Residents will play a central role in shaping the plans through engagement activities and consultation events, ensuring local knowledge and priorities are reflected in the final documents.

Monitoring and Review

The plans will begin as high-level roadmaps, setting out what we know now and where we need to be by 2040. Detail will develop during CAS Phase 2 as projects progress, additional evidence becomes available and opportunities are identified.

The plans will be reviewed and updated periodically to reflect completed projects, emerging opportunities, changes in policy and resident feedback, ensuring they remain relevant and effective over time.

Appendices

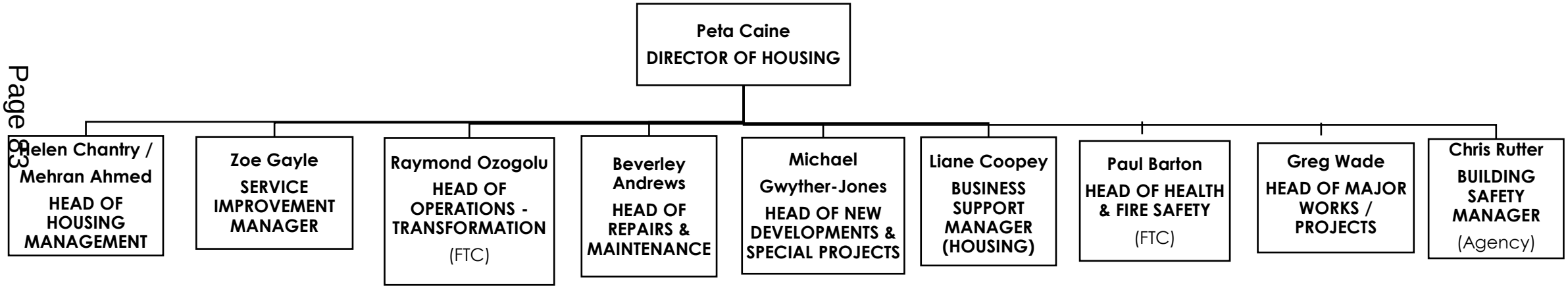
- Appendix 1 – Housing Staff Organogram
- Appendix 2 – Housing Risk Plan

Peta Caine
Director of Housing
E: peta.caine@cityoflondon.gov.uk

Community and Children's Services

HOUSING SERVICES

Senior Management Team



Updated 08/26/26

Community and Children's Services

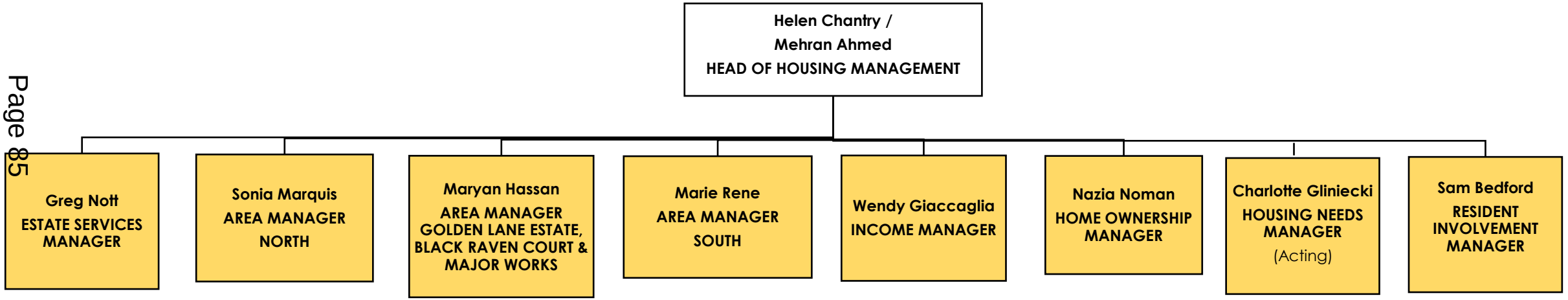
HOUSING SERVICES

Summary of activity of Senior Management Team

Responsible for the day to day running of the housing department

Community and Children's Services

Housing Management Team



Front line positions highlighted

Updated 08/26

Community and Children's Services

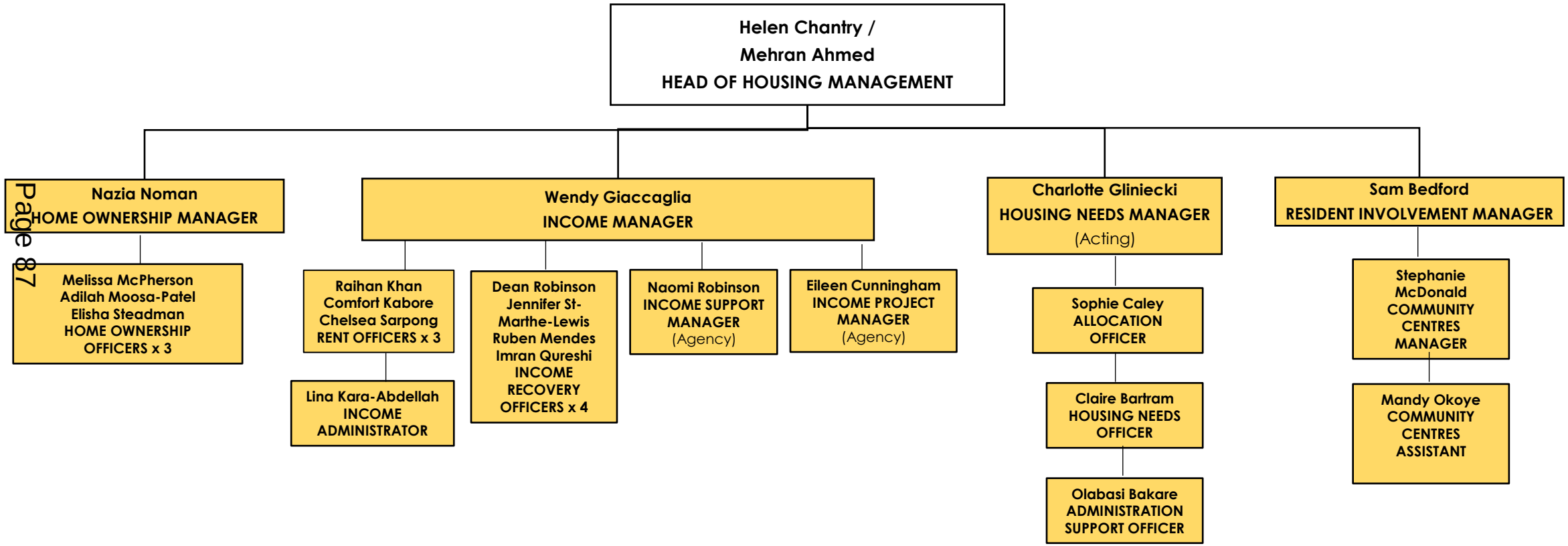
HOUSING SERVICES

Summary of activity of Housing Management Team

The team is responsible for the delivery of housing management and estate services, all members of the team have elements of their jobs that are resident facing.

Community & Children's Services

Housing Management – Home Ownership, Income, Allocations & Resident Involvement



Front line positions highlighted

Updated 08/26

Community and Children's Services

HOUSING SERVICES

Summary of activity of Housing Management – Home Ownership, Income, Allocations & Resident Involvement

Home Ownership – responsible for administering right to buy, section 20 processes, service charges and other leaseholder related admin.

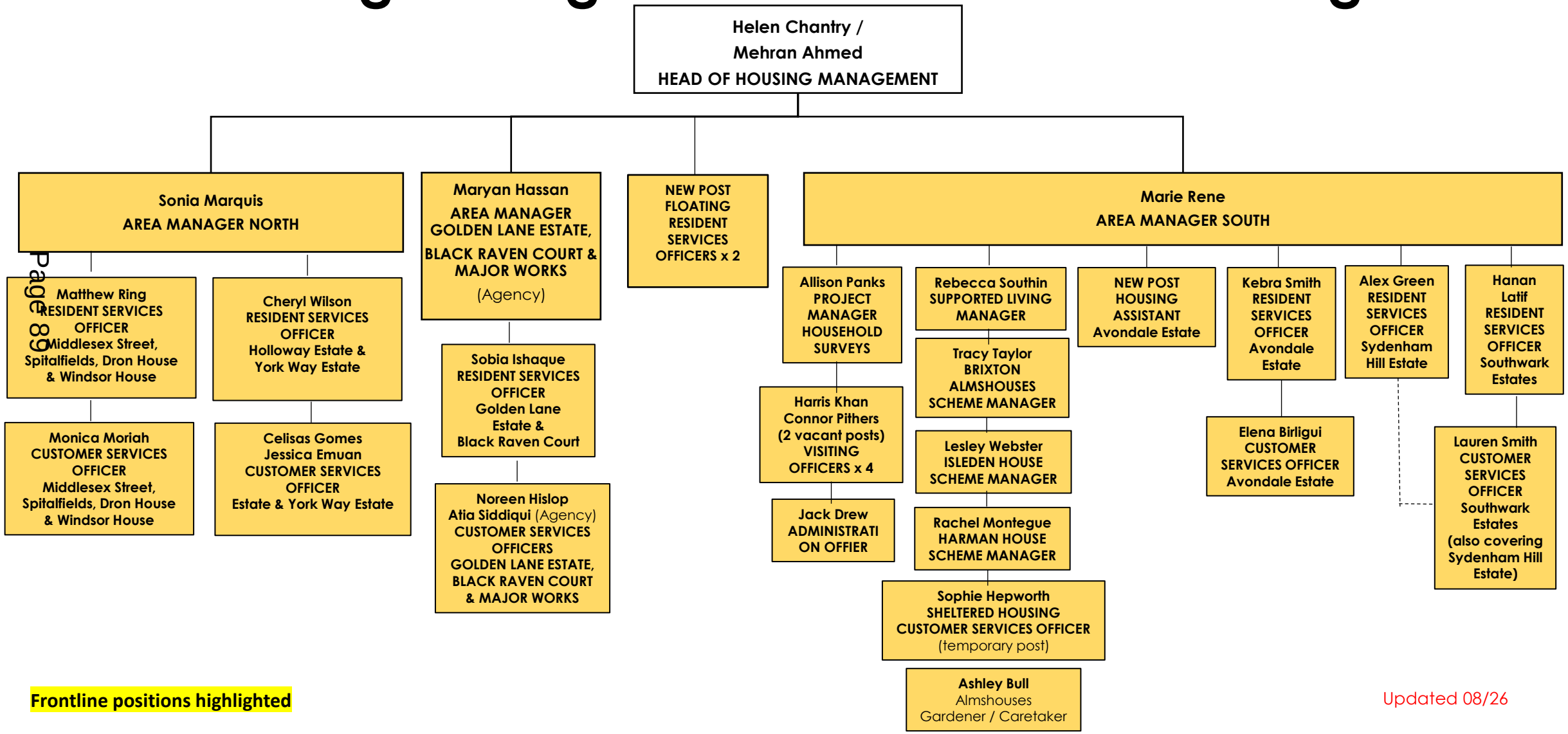
Income – Responsible for collecting tenant rents and service charges and contributing the team regularly works out of estate offices to work with residents.

Housing Needs – responsible for stewarding the waiting list, assessing applicants and supporting the lettings process.

Resident Involvement – Responsible for running the community centres, supporting resident engagement and involvement using a variety of techniques and tools.

Community & Children's Services

Housing Management – Estates Area Managers



Frontline positions highlighted

Updated 08/26

Community and Children's Services

HOUSING SERVICES

Summary of activity of Housing Management – Estates Area Managers

These teams are responsible for delivering a full range of estate based housing services.

Community & Children's Services

Housing - Estate Services

Helen Chantry /
Mehran Ahmed
HEAD OF HOUSING MANAGEMENT

Greg Nott
ESTATE SERVICES MANAGER

Patrick Brown
ESTATE SERVICES SUPERVISOR
Avondale Estate

- Akeem Durojaiye Keshiro
- Alex Shalman
- Chukwudi Ike
- Franklin Galindo Castro
- Osaro Oayagbona
- Abraham Abimbola
- Kristine Seymour
- Vacant Post
- PORTER/CLEANER x 8
- George Briley
- GARDNER

NEW POST
ESTATE SERVICES COORDINATOR

Rafal Sikorski
ESTATE SERVICES SUPERVISOR
Golden Lane Estate &
Black Raven Court

- Osawaru Blessing
- Kingsley Obiagwu
- Christopher Morris
- Adebola Oluwoga
- Vacant Post
- PORTER/CLEANER x 5

NEW POST
COMPLIANCE & QUALITY ASSURANCE LEAD

NEW POST
COMPLIANCE & QUALITY ASSURANCE OFFICERS x 2

Gavin Orr
ESTATE SERVICES SUPERVISOR
Middlesex Street,
Windsor House &
Dron House

- Anthony Rolfe
- Venko Simeonov
- Simon Peel
- PORTER/CLEANER x 3
- Jason Fernandez
- Matthew Bowler
- PORTER/CLEANER/ GARDNER x 2

Adedeji Folami
ESTATE SERVICES SUPERVISOR
Southwark Estate &
Sydenham Hill Estate

- Harry Osas
- Henry Guiste
- Jackson Omodamwen
- Joseph Ighavongve
- Osazee Omoigui
- Davio Campi
- Winter Agbonifo
- PORTER/GARDNER x 7

David Western
ESTATE SERVICES SUPERVISOR
Holloway Estate &
York Way Estate

- Kennedy Agbonkhese
- Ali Ali
- Iona Craciun
- Vacant Post
- PORTER/CLEANER x 4
- Franco Diiorio
- Vincent Smythe
- GARDNER x 2

Frontline positions highlighted

Updated 08/26

Community & Children's Services

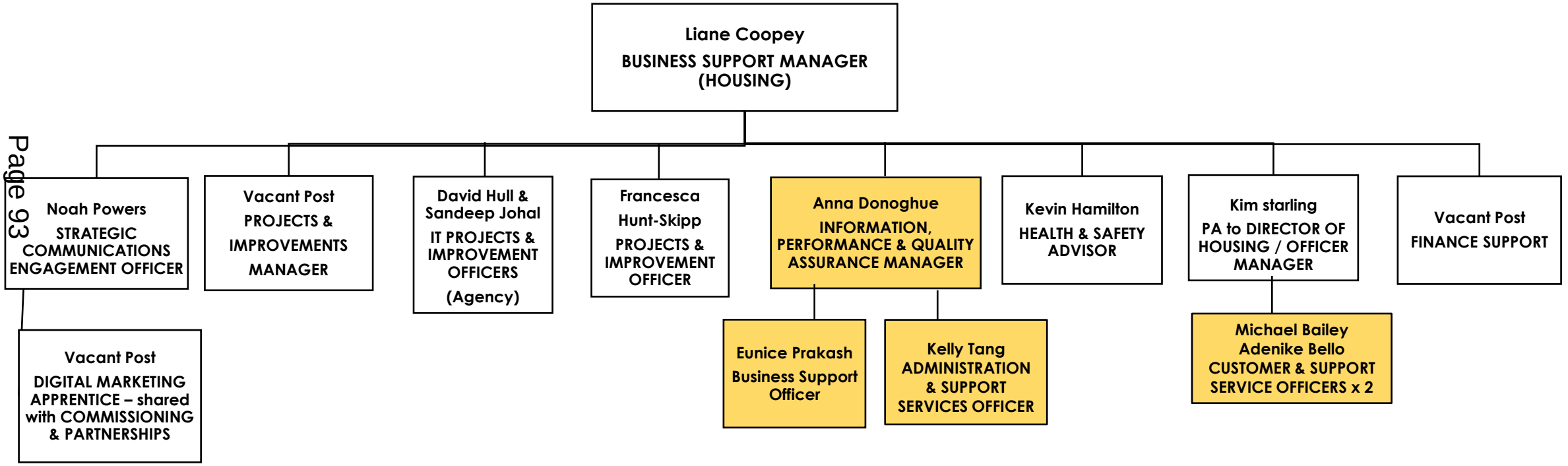
Housing Services

Summary of activity of Housing - Estate Services

Responsible for cleaning, portering, gardening and frontline health and safety compliance.

Community & Children's Services

Business Support - Housing



Frontline positions highlighted

Updated 08/26

Community & Children's Services

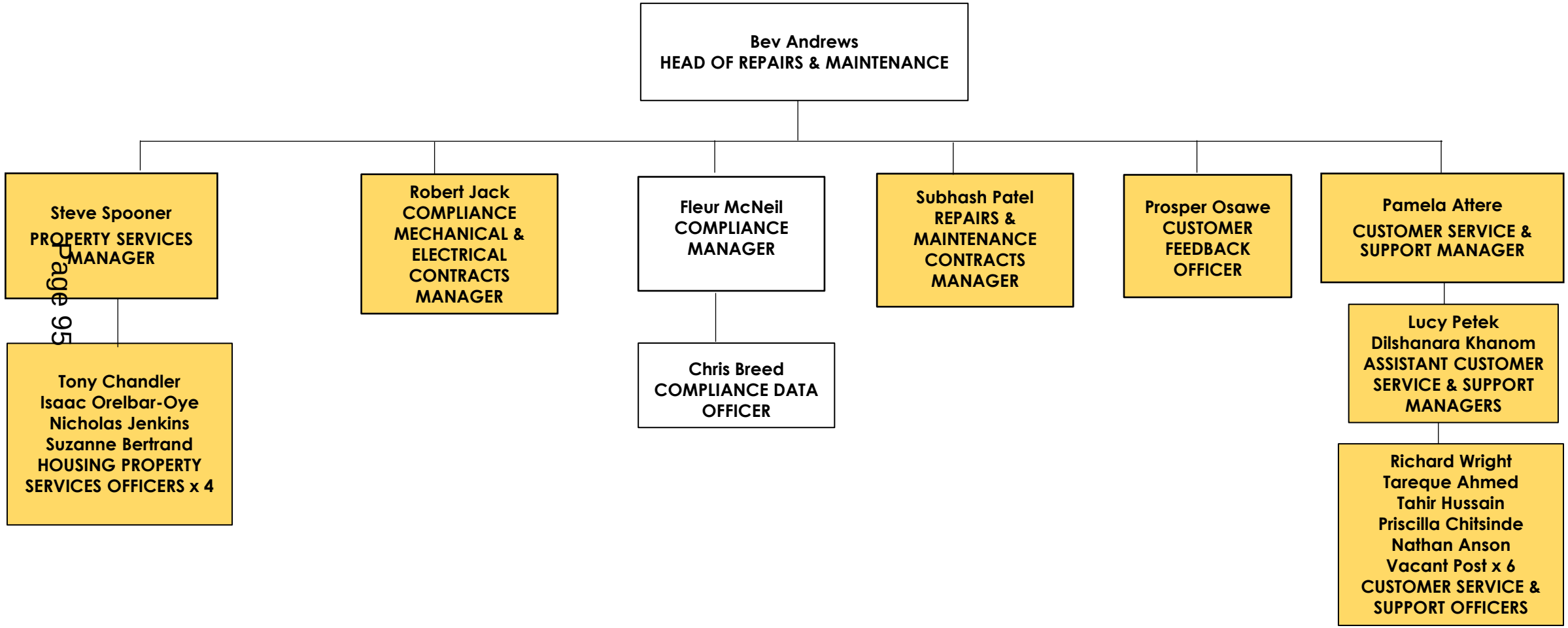
Housing Services

Summary of activity of Business Support Housing

Manages the Barbican Estate Office reception; IT Support and Civica development; complaints and performance reporting, comms, health and safety / facility management.

Community & Children's Services

Repairs and Maintenance - Housing



Frontline positions highlighted

Updated 08/26

Community & Children's Services

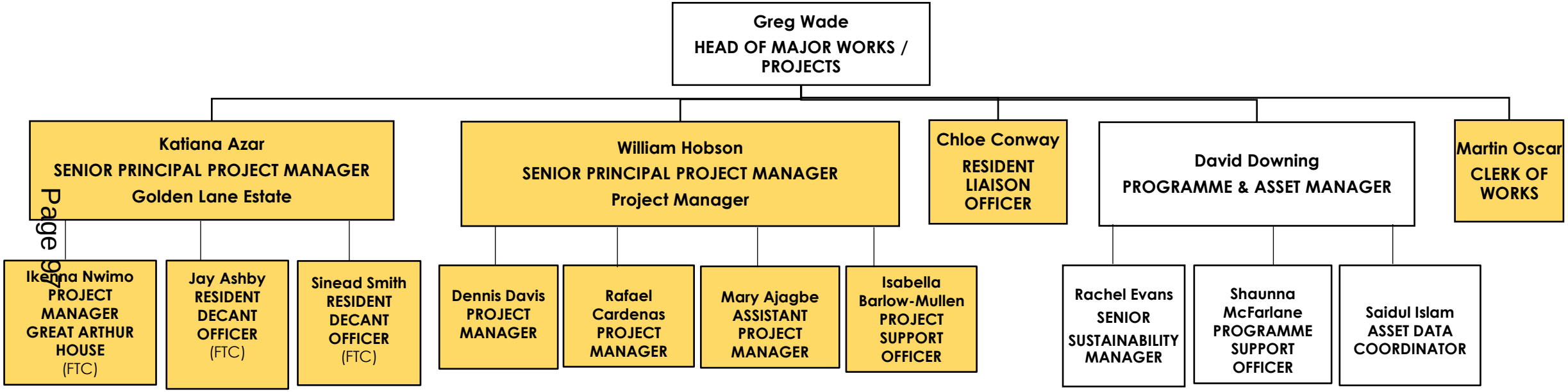
Housing Services

Summary of activity of Housing Repairs and Maintenance

Responsible for compliance responsive repairs and planned programmes. Also runs a helpdesk.

Community & Children's Services

Major Works/Projects - Housing



Frontline positions highlighted

Updated 08/26

Community & Children's Services

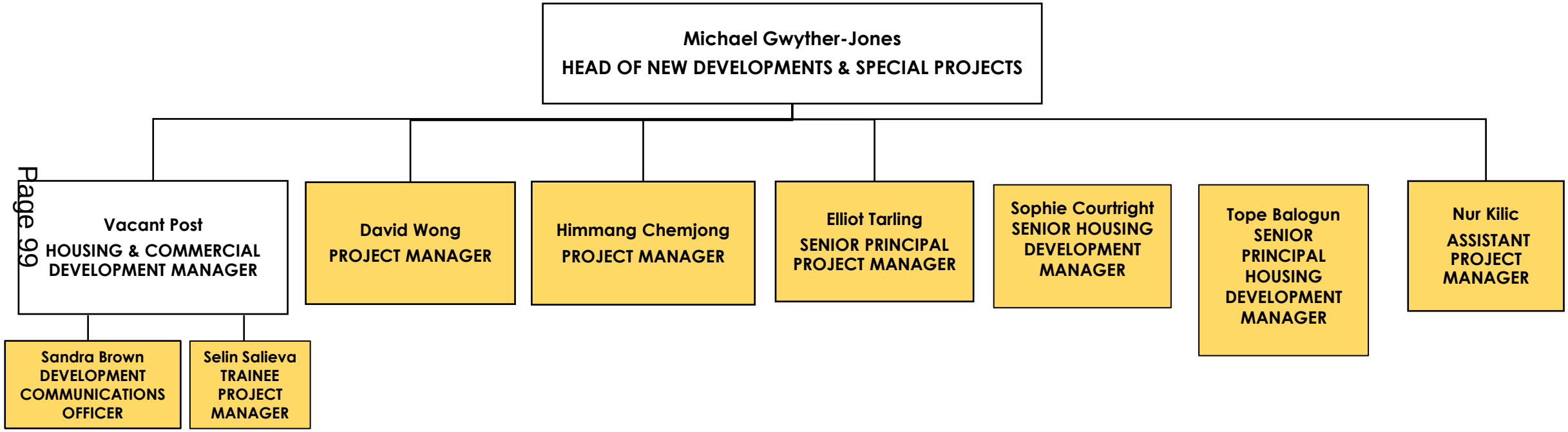
Housing Services

Summary of activity of Major Works / Projects

Responsible for delivery of the Housing Major Works Programme to the Corporation's social housing stock, including the Golden Lane Estate Major Works Renewal Programme, which includes sustainability.

Community and Children's Services

New Developments / Special Projects - Housing



Frontline positions highlighted

Updated 08/26

Community & Children's Services

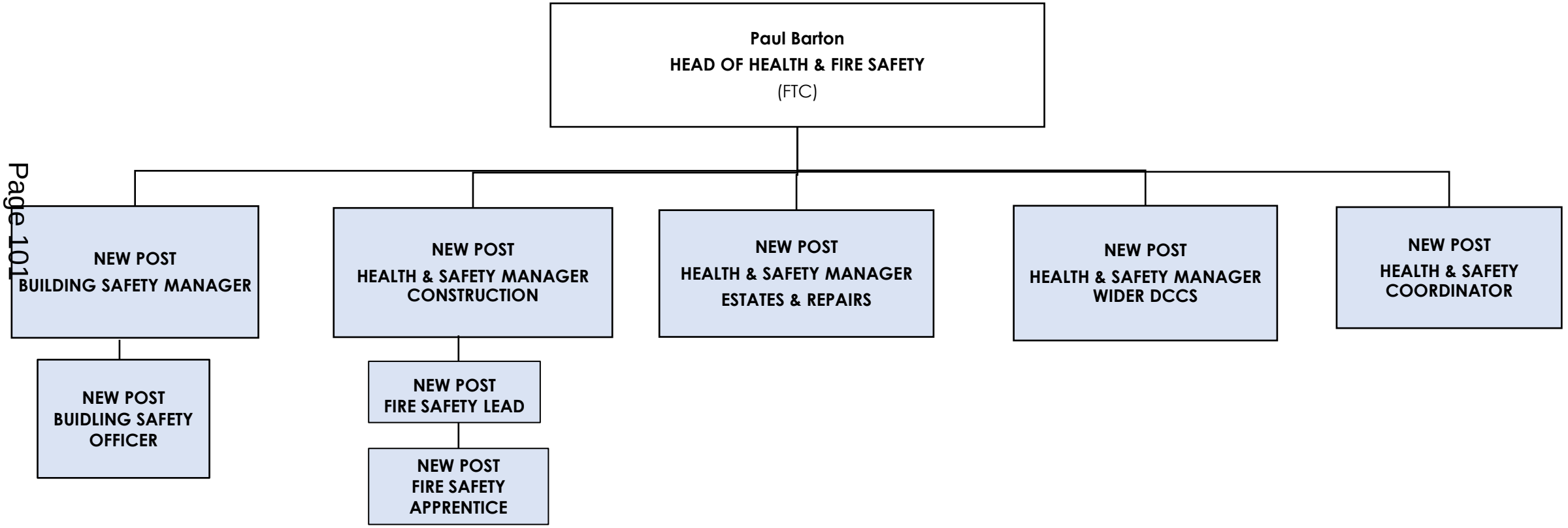
Housing Services

Summary of activity of New Developments / Special Projects - Housing

Responsible for the new build programme and other 'special' projects – such as podium works at GLE.

Community and Children's Services

Health and Fire Safety



Updated 08/26

Community & Children's Services

Housing Services

Summary of activity of Health and Fire Safety

A newly established team will plug the gap in health, fire safety and wellbeing. Team. They will be hands on with staff across CCS and resident facing.

APPENDIX 2

HMASC - DCCS HS - Detailed Report

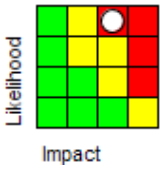
Report Type: Risks Report
Report Author: Liane Coopey
Generated on: 13 August 2026

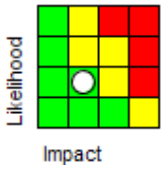
Rows are sorted by Risk Score

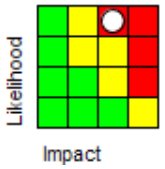
Risk Level Description Departmental

Risk Code	DCCS HS 007	Risk Title	***Blake Tower - Barbican Estate***

Description	**Cause:** The redevelopment of Blake Tower in 2013 by Redrow Homes Limited, has resulted in a building with multiple defects. **Event:** In accordance with the Deed of Surrender, the Corporation is obliged to take back the Redrow lease. This has not yet occurred due to issues relating to the quality of the construction works, (including issues relating to fire safety) outstanding defects and legal disputes between Redrow and leaseholders in Blake Tower. **Effect:** Reputational, safety and financial risk due to inheriting a building that is not fit for purpose. Without due caution, the Corporation could inherit a building that contains many structural defects including, serious fire safety related deficiencies. The cost of the remedial works to deal with these defects could be several millions of pounds.

Current Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major
Red	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	29-Jun-2029

Original Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major
Red	**Creation Date**	24-Feb-2023

Latest Note	There is further extension to the remediation programme due to the new construction methodology and proposed logistics, which will impact the decant. There is a lack of visibility of design proposals. Detailed work is ongoing with Barratt to ensure that their approach is rigorous and appropriate to the Improvement notice and remediation of the building. Engagement and communication with residents are ongoing.	***17-Feb-2026***

Risk Level	Departmental
Department	Department of Community & Children's Services

Risk Approach	Reduce
Risk Owner	Judith Finlay

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 007a Legal Advice	Legal Advisors appointed to ensure appropriate legal action is taken to address the issues	A meeting took place with Fieldfisher in November to ensure that the advice is current.	12-Aug-2026	Judith Finlay	29-Jun-2029

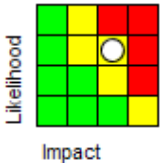
DCCS HS 007b Identification of fire safety deficiencies and measure to address them	Concerns about the deficiencies in fire stopping and compartmentation have been identified	• The Corporation has been liaising with the London Fire Brigade (LFB) on these issues, sharing its concerns about the deficiencies in fire stopping and compartmentation. • The City of London Environmental Team has carried out an inspection of Blake Tower under HHRS Housing Act Powers. Notices were served in November 2023.	12-Aug-2026	Judith Finlay	29-Jun-2029
DCCS HS 007c Liaison with Blake Tower Residents Association	Liaison with Blake Tower Residents Association	The Corporation has been working closely with residents in Blake Tower through the Blake Tower Residents Association BTRA, to help them progress these matters with Redrow. This includes funding and co-ordinating an independent, intrusive survey on the level of fire stopping within the building.	12-Aug-2026	Judith Finlay	29-Jun-2029
DCCS HS 007d Identify and where appropriate implement actions that could be taken under Local Authority statutory powers	The Corporation is considering its statutory powers as a Local Authority under the Housing Act and possibly, the new Building Safety Act that comes into force in 2023	An enforcement notice is now in place in relation to fire safety. The actions against the Improvement notice will take time to complete. Regular meetings are taking place with Redrow and communications with residents is ensuring progress against issues in the improvement notice. These meetings will be ongoing for the next year at least.	12-Aug-2026	Judith Finlay; Rachel Pye	29-Jun-2029

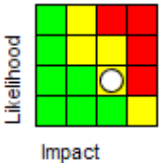
DCCS HS 007f Consideration of Variation of Improvement notice	Actions to comply with the improvement notice are underway. Some works will take longer to complete than permitted by existing notice. Discussions with Barratt/Redrow on variation to the improvement notice to occur regarding extent and duration of works. Regular liaison with residents continue.	• Actions to comply with the improvement notice are underway. • Some works will take longer to complete than permitted by existing notice. • Discussions with Barratt/Redrow on variation to the improvement notice to occur regarding extent and duration of works. • Regular liaison with residents continue.	12-Aug-2026		29-Jun-2029
DCCS HS 007g Continued engagement with Blake Tower RA and regular meetings with Barratt Redrow	Regular liaison with residents continue to promote communication and resolution of their issues with Barratt Redrow. Continued challenge to Barratt Redrow on to progress necessary works before transfer to Corporation. Ongoing to date of transfer, not yet specified.	• Regular liaison with residents continue to promote communication and resolution of their issues with Barratt Redrow. • Continued challenge to Barratt Redrow on to progress necessary works before transfer to Corporation. • Ongoing to date of transfer, not yet specified.	12-Aug-2026		29-Jun-2029
DCCS HS 007h Variation of Improvement Notice	Actions to comply with the improvement notice are underway. A varied Improvement Notice was served on 14th August. Regular liaison with residents continue.	• In response to the request to vary the Improvement Notice from Redrow Homes Ltd to increase timescales to do the works, citing ongoing litigation between the company and the residents and the protracted process of obtaining approval for any works with the new Building Safety Regulator (up to 18 months).	12-Aug-2026	Rachel Pye	29-Jun-2029

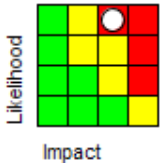
		• The City following a re-inspection, have agreed the extended timescales and strengthened requirements in the Notice for compartmentation, fire doors, sprinklers and the means of escape, etc. This inclusion of these additions means the varied Notice could be appealed. • The City consulted with resident representatives and representatives of Redrow prior to service on the 14 August 2025, which is hoped will mitigate the likelihood of an appeal.			
DCCS HS 097i Extension of Improvement Notice	Barratt Redrow submitted a further extension on 6 January 2026 to vary the improvement notice. Following discussions with the EHO this request was subsequently withdrawn with further detail being compiled via intrusive surveys and reports	• Environmental Health have appointed counsel to advise on additional enforcement options, opinion is expected 10th July. • A schedule of technical and engagement meetings is in place with Barratt Redrow.	12-Aug-2026	Rachel Pye	29-Jun-2029

Risk Code	DCCS HS 003	Risk Title	*Lone Working*

Description	**Cause:** Failure to conduct proper risk assessments, allocate lone working devices, provide necessary training, and ensure effective management supervision to support lone workers **Event:** Fail to enforce corporate policy and guidance followed by legislation. Lone working staff not taking adequate control measures if an event was to occur. **Effect:** Lone working staff at risk of physical or mental harm, which could result in investigation and legal action, damaging the reputation of the City of London.

Current Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Target Date**	31-Mar-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major
Red	**Creation Date**	18-Jan-2016

Latest Note	DCCS continues to prioritise the safety and wellbeing of lone workers through a comprehensive set of procedures and controls. Staff are expected to maintain regular contact, and always carry a mobile phone or lone worker device. In the event of an emergency, staff can raise an alarm using the Peoplesafe device or app, which is routinely monitored, Managers are responsible for ensuring that risk assessments are completed for all lone working tasks. Additional measures include monthly monitoring of lone working device usage, clear emergency procedures, and the availability of guidance and support from Health & Safety representatives. Staff are encouraged to report any concerns or incidents promptly	***12-Aug-2026***

Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

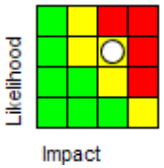
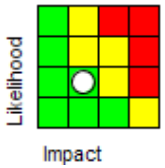
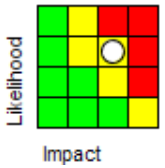
Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 003d Management Monitoring of Skyguard	Monthly monitoring of Skyguard usage	• Monitoring continues on a monthly basis with information reported to relevant Assistant Directors • Lower risk lone workers (eg Project Managers) have been offered use of mobile app as an alternative to usage of the device (with line manager approval) • Usage reports being sent to relevant Team Managers to identify staff that are not using their devices in order that they can address non usage of devices with staff • Lone working is discussed in management one-to-ones and team meetings. Device usage monitoring demonstrates increased compliance No significant lone-working incidents have been reported during the reporting period	13-Aug-2026	Peta Caine	31-Mar-2027
DCCS HS 003e Lone Working Risk Assessments	DCCS Lone working risk assessments to be reviewed	There is now a comprehensive set of DCCS risk assessments available on Safetynet. Managers to ensure that they are regularly reviewed	12-Aug-2026	Peta Caine	31-Dec-2026

DCCS HS 003f Lone Working Training & Awareness	Team Managers will be asked to invite H&S Advisor to attend team meetings on an ad hoc basis to discuss lone working and provide guidance for lone workers on safety procedures, emergency protocols, and how to handle aggressive behaviour. Peoplesafe have been asked to provide refresher training for managers	Peoplesafe held a refresher training session for staff in July 26. 18 staff attended. A 3 week trial of new improved ID badge shaped devices is to be undertaken by 6 staff in late summer 26. It is hoped that improved robustness of devices and 90 hours battery life will prove to be a significant improvement for users.	12-Aug-2026	Peta Caine	31-Mar-2027

Risk Code	DCCS HS 004	Risk Title	*Housing Finance*

Description	**Cause:** Challenges to the financial sustainability of the Housing Revenue Account arising from increasing compliance, fire safety and capital investment costs **Event:** Insufficient funding is available to deliver approved expenditure commitments. **Effect:** Inability to deliver investment priorities, reduced service delivery, potential regulatory concerns and reputational damage.

Current Risk			Target Risk			Original Risk		
Risk Score	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**
12	Possible	Major	***4***	Unlikely	Serious	***12***	Possible	Major
Amber	**Trend**	Constant	Green	**Target Date**	30-Sep-2026	Amber	**Creation Date**	15-Aug-2016

Latest Note	MHCLG Exceptional Financial Support (Capitalisation Directive) achieved for 26/27 only (to be re-applied for annually) secured funding of £2.65 million for the HRA for fire safety and other Health & Safety compliance issues. Additional staff are funded for 26/27. Permission given to recruit to Health and Fire Safety team permanently, as fixed term contracts would prove too costly and might not attract the right calibre. A CIPFA Efficiency Review is planned for 26/27 led by Finance to assess the medium and long term viability of the Housing Revenue Account A continuing pressure remains with the delay in handover and letting of the new homes at Black Raven Court, Bean Tree Court and York Way. With some of the Black Raven Court homes being held pending the MGO board removal.	***11-Aug-2026***

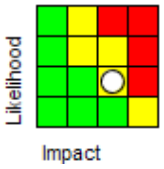
Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

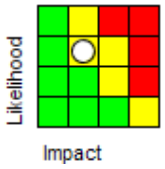
Associated Actions

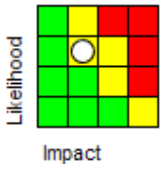
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 004d Housing 30 Year Business Plan	A further review and remodelling of the 30 year Business Plan is to be undertaken.	An Efficiency Review of the Housing Revenue Account (HRA) is planned to be carried out by CIPFA in 2026/27. This review will test the viability of COLC's HRA. Chamberlains are in the final stage of getting this up and running.	11-Aug-2026	Peta Caine	31-Mar-2027
DCCS HS 004e 10 year Major Repairs Plan Provision	A review of the 10-year Major Works Programme approved in December 2025 was presented to Community and Children's Services Committee and Finance Committee in June and July 2026 respectively to assess future funding requirements and mitigate the risk of underinvestment in housing assets, ensuring the continued delivery of safe, compliant homes for residents	A review of the financial forecast will take place this autumn and be reported to HMASC, CCS and Finance Committee thereafter. Work will also be done on leaseholder loans. The reorganisation of the major works team is almost complete and the procurement of the professional services teams needed to support delivery of the programme is underway.	12-Aug-2026	Peta Caine	31-Mar-2027

Risk Code	DCCS HS 005	Risk Title	*Major works programme*

Description	**Cause:** Shortfall in funding/increase in costs of current major works programme **Event:** Inability of the City of London to fund current and planned major works improvements and fire safety works **Effect:** Detrimental to property conditions and living standards, reputational damage.

Current Risk		
Risk Score	**Likelihood**	**Impact**
8	Unlikely	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Target Date**	31-Dec-2027

Original Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Creation Date**	07-Jan-2020

Latest Note	Currently the funding arrangements for the 10-year Housing Major Works Programme are under review, given that the Optimism bias (or programme contingency) is already under some limited pressure due to uplifts in anticipated expenditure. Any reduction in the scope of the programme will result in the potential for greater resident dissatisfaction and an increased likelihood of a breach of landlord responsibility.	***11-Aug-2026***

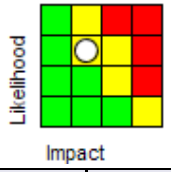
Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Gregory Wade

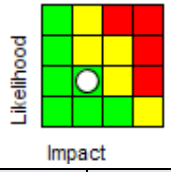
Associated Actions

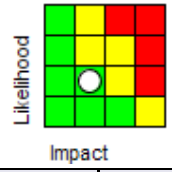
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 005a Review of major works programme	Review of major works programme alongside other works including fire safety improvements and planned maintenance	The launch of the new P3 project management framework has enabled better tracking, monitoring and reporting of projects. New DCCS Portfolio Board is operating well and delays in budgetary uplifts and allocations have finally been addressed by the Capital Team. The Major Works restructure is virtually complete and has already introduced greater efficiencies and improved performance.	11-Aug-2026	Gregory Wade	31-Mar-2027

Risk Code	DCCS HS 001	Risk Title	*Health and Safety procedures*

Description	**Cause:** Failure to meet Health and Safety regulations and City of London procedures within the department and on the properties and estates managed by the Housing Division **Event:** Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident or visitor **Effect:** Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation.

Current Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Mar-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Creation Date**	13-Nov-2014

Latest Note	The DCCS Health and Safety Charter is scheduled for CCS Committee in June 2026. People Team have been audited by Safe 365 and ratification and implementation of the charter throughout DCCS was the main recommendation, particularly around risk ownership. The new Health and Safety structure was approved by Finance Committee in November 25. Final structure approved at CCS in May and on track to recruit the necessary resources. The new structure will spearhead full implementation of the Fire Safety (England) Regulations and other regulations on fire safety in Housing. A fire safe management audit of Housing (coordinated through Corporate Health and Safety) took place in Spring 26. Findings and recommendations are awaited	***10-Mar-2026***

Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

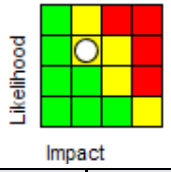
Associated Actions

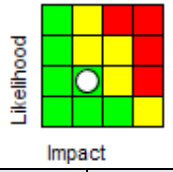
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 001i Health and Safety Risk tracker	Creation of a comprehensive DCCS Health and Safety risk tracker to capture and monitor strategic and operational risks. The tracker will provide a single, consistent mechanism for recording, reviewing, and escalating health and safety risks. It will be actively managed and maintained by the Interim Head of Health and Safety to ensure risks are accurately reflected, regularly updated, and effectively controlled	A health and safety risk tracker for strategic and operational matters within DCCS has been started. Progress at end of Q3 was shared with the Director of Housing. The tracker will be shared with all HRA and Barbican heads of service in due course. The tracker contains recommendations to eliminate or mitigate local or departmental safety risks at both operational and strategic level.	13-Aug-2026	Peta Caine	31-Oct-2026
DCCS HS 001j Training of staff in Health and Safety related areas	There is a risk that staff may not receive the required Health and Safety training, which could lead to gaps in competence, reduced compliance with statutory obligations, and an increased likelihood of incidents or unsafe working practices	All management and supervisor grades across DCCS attend the IIRSM programme: Core Safety Management; Safety Leadership; Accident Investigation. Sixty five staff attended at least one of the courses. A training matric for all DCCS staff is contained in the draft DCCS health, safety and wellbeing charter. The draft charter is at HMASC and	13-Aug-2026	Peta Caine	31-Oct-2026

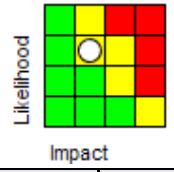
		DCCS committees in April for information and expected to be published within Q2 of 26/27.			
DCCS HS 001k Recruitment of interim staff	To ensure compliance with the corporate Health and Safety Framework and maintain service levels for high-complexity services within DCCS, interim health and safety resources will be implemented as a temporary measure. This approach mitigates the risk of non-compliance and service disruption while permanent solutions are pursued.	A business case for establishing permanent health and safety positions is scheduled for submission to CSC in April 2026. The completion of this action is outstanding and required to align the health and safety service provision in DCCS with the corporate health and safety framework. Current mitigation is achieved by two post holders : a head of service and an advisor.	12-Aug-2026	Peta Caine	31-Oct-2026

Risk Code	DCCS HS 0013	Risk Title	*Failure to deliver New Homes to programme*

Description	**Cause** Delays in the completion of the New Homes programme, including ongoing works at York Way. **Event** New homes are not delivered in line with the agreed programme. **Impact** Prospective tenants are required to remain in overcrowded and/or temporary accommodation for longer periods, resulting in continued pressure on temporary accommodation services and loss of rental income to the Housing Revenue Account.

Current Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Dec-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Creation Date**	23-Mar-2026

Latest Note	*Progress on site at Yorkway has been further impacted by contractor delays, resulting in revised forecast completion dates between August and November 2026. The current anticipated completion programme is:* *Blocks A and B – August2026* *Block C – October/November2026* *Block D – October/November2026* *Landscaping and public realm works – November 2026*	***11-Aug-2026***

	Risks to these completion dates remain: adverse weather, contractor delays, timely building control sign off from LB Islington.	

Risk Level	Departmental
Department	Department of Community & Children's Services

Risk Approach	Reduce
Risk Owner	Peta Caine

Associated Actions

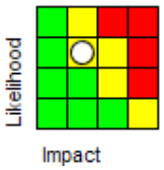
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 0013a Project oversight	The project remains subject to regular monitoring and oversight by officers, supported by the Client Monitoring Team, including Employer's Agent, Clerk of Works, Architect and Building Services Engineer, with particular focus on achieving the revised handover programme and maintaining programme control and quality.	The project remains subject to regular monitoring and oversight by officers, supported by the Client Monitoring Team, including Employer's Agent, Clerk of Works, Architect and Building Services Engineer, with particular focus on achieving the revised handover programme and maintaining programme control and quality.	11-Aug-2026	Peta Caine	31-Dec-2026
DCCS HS 0013b Consideration given to potential commercial settlement	Officers are giving consideration to a commercial settlement with the contractor which would be contingent on the timely delivery of blocks A & B by August 2026. Any such arrangement would be subject to appropriate governance & legal review	*Officers have agreed a commercial settlement / Deed of Variation with the contractor, which is contingent on the timely delivery of key milestones, including the handover of Blocks A and B by August 2026. Any such arrangement has been subject to appropriate governance and legal review.*	11-Aug-2026	Peta Caine	30-Sep-2026

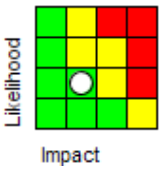
		Officers continue to actively manage the Corporation's contractual position and are taking legal and professional advice to ensure that its interests are protected and that appropriate remedies remain available should progress not be achieved in line with the agreed programme.			

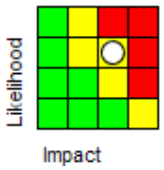
Risk Code	DCCS HS 008

Risk Title	***Delivery of Repairs & Maintenance services to City of London Housing residents***

Description	**Cause:** Repairs & Maintenance of managed homes not being carried out effectively and in a timely manner due to poor contractor performance and contract management **Event:** Failure to deliver a high quality Repairs & Maintenance service to City of London Housing Service tenants and leaseholders **Effect:** Poor quality homes for tenants and leaseholders can impact on health , safety and wellbeing. There also an impact on the property portfolio and the potential for reputational damage.

Current Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Dec-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Creation Date**	20-Jun-2024

Latest Note	Chigwell suspended all services with the HRA on 15/05/26 due to a contractual dispute. As a result COL instigated an immediate service continuity plan with other support contractors, to ensure that emergency and urgent repairs could continue without interruption, with routine repairs on temporary pause. All Services with Chigwell remain suspended and emergency service provision remains in place with TDK. All paused Chigwell work in progress orders have now been reviewed and affected residents contacted. Where repairs are still deemed required, new works orders have been placed with alternative suppliers, along with other routine repairs paused since the 15/05/26. This action has been taken to reduce the backlog of repairs arising from this situation. An intermediate plan to provide a longer-term sustainable repairs & voids solution is being developed. Two new dedicated voids contractors have been procured and should be mobilised in September 2026 on 1+1-year	***11-Aug-2026***

	contract term. For responsive repairs an 18-month Direct Award contract is being considered to allow mobilisation ahead of winter months and peak demand and to ensure compliance with Awaab's Law phase 2 effective from November 2026.	

Risk Level	Departmental	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Beverley Andrews

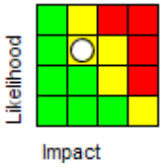
Associated Actions

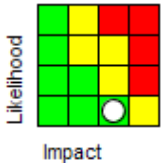
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 008f Revision of core processes	Carry out a full review of core repair processes to identify gaps, inefficiencies, or inconsistencies and determine where service delivery improvements can be made	There are several service improvement plans in action for 26/27 which include: • streamlined repairs reporting and enquiry management • regular active monitoring of performance • exploration of online forms for digital repairs reporting • introduction of complex repairs case management • streamlined order variation and approval processes.	11-Aug-2026	Beverley Andrews	31-Dec-2026
DCCS HS 008g Improved monitoring	Implement strengthened active monitoring arrangements to track all repair "works in progress" and live inspection requests in real time	Weekly management review of work-in-progress activity is providing increased oversight of repair delivery and backlog management, reducing the likelihood of unidentified service delays.	13-Aug-2026	Beverley Andrews	31-Dec-2026

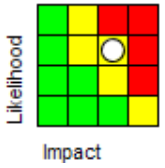
		The loss of IT integrations (due to the Chigwell Service suspension) means that all order completion updates must be conducted manually. This creates an additional burden on resources, and WIP information is not available in real-time. Partial integration or automated interfaces are being considered as part of the intermediate service delivery plan			
DCCS HS 008h Oversight of performance		Chigwell Services are currently suspended Operational and performance meetings have been set up with support contractors in the interim period and are conducted weekly.	11-Aug-2026	Beverley Andrews	31-Dec-2026
DCCS HS 008i Continuity plan to ensure targets are met		A short-term immediate service continuity plan had been developed and was implemented at the time of Chigwell Service suspension on 15/05/26. A more detailed and sustainable intermediate plan is being finalised that would allow full service continuity up to 18 months. A documented and approved service delivery plan is expected by 31st August 2026.	11-Aug-2026	Beverley Andrews	31-Dec-2026

Risk Code	DCCS HS 009	Risk Title	*Statutory Compliance Requirements*

Description	**Cause:** Failure to undertake and provide evidence of periodic statutory inspections of buildings, and mechanical and electrical equipment within buildings. **Event:** Lack of designated, competent resources to effectively manage compliance delivery within statutory timescales and provide assurance across all areas. Missing, inaccurate or inaccessible compliance data, stored in multiple third-party systems. **Effect:** Potential for serious harm to residents, visitors and contractors. Potential for legal enforcement action and reputational damage along with significant unforeseen costs to remedy

Current Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Rare	Major
Green	**Target Date**	30-Sep-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Creation Date**	12-Nov-2024

Latest Note	Recommendations of Penningtons Review have been incorporated into the Housing Action Plan and the R&M team annual plan for 26/27.	***11-Aug-2026***

Risk Level	Departmental	**Risk Approach**	Reduce

Department	Department of Community & Children's Services	**Risk Owner**	Beverley Andrews; Peta Caine

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 009 b Compliance	Identify resources required to maintain statutory compliance as business as usual.	Recruitment for the 2nd Compliance Performance Officer Post is ongoing with interviews conducted in August 2026. Successful recruitment to this role is now critical to ensure sufficient resources to manage ongoing and additional compliance requirements. The Compliance Manager continues to provide services to both the HRA and the Barbican which may not be sustainable if full compliance is to be met in both areas. Contractor resources to deliver the fire door inspection programme are still under review. Detailed programme requirements and 26/27 inspection volumes are being calculated to inform a suitable route to procurement. Phase 1 of an updated inspection programme will focus on HRB delivery, with phase 2 and 3 on communal doors and flat entrance doors. Interim Lift Service & Maintenance provision is transferring to Acute New Elevators Ltd from 11 August 2026 to ensure ongoing lift	11-Aug-2026	Beverley Andrews	31-Dec-2026

		safety and LOLER compliance whilst the new long term contract is procured. The new Gas and electrical safety contract is due for award in October 2026. This contract will provide continuity for gas servicing and EICR electrical testing.			
DCCS HS 009 d Compliance Processes and Metrics	Confirm and document compliance processes and required metrics and identify gaps in process and resource	Following the Penningtons Compliance Review outstanding compliance process maps are being finalised with a target to complete by end of Q2 26/27	11-Aug-2026	Beverley Andrews	30-Sep-2026
DCCS HS 009 e Compliance Dashboard	Create compliance 'dashboard' to provide single view of current compliance performance and to assist in managing compliance actions.	The existing Compliance Dashboard has been updated in format and content following a Penningtons recommendation. It should be noted that the information to populate the dashboard is still compiled manually by the Compliance Manager and is time consuming to maintain accurately.	11-Aug-2026	Beverley Andrews	31-Mar-2027
DCCS HS 009 f User IT Requirements for Compliance Delivery	Define user IT requirements for compliance delivery & determine Civica capability	A revised implementation timetable has been requested from the CX Management team. Civica capability is yet to be determined however this is expected during 26/27	11-Aug-2026	Beverley Andrews	31-Dec-2027

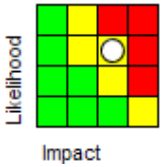
DCCS HS 009 g Compliance Skills within the Team	Identify compliance skills and knowledge gaps within the team and provide training	A department wide role-based training plan is being developed, which is expected to include any mandatory health and safety training. This is now expected to be finalised and delivered in 26/27	11-Aug-2026	Beverley Andrews	31-Dec-2026

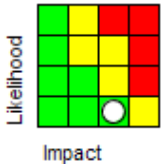
Risk Level Description Service

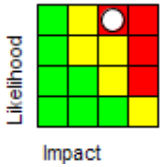
Risk Code	DCCS HS 0012

Risk Title	***Failure to maintain effective fire safety management across the housing portfolio***

Description	If fire safety controls fail or are not adequately managed, this could lead to a fire incident within a residential property or communal area where preventative and protective measures are incomplete or ineffective. The consequences could include serious injury or loss of life to residents, staff, or visitors; significant damage to property; disruption to housing services; enforcement action under fire and building safety legislation; reputational damage; increased financial liabilities; and heightened scrutiny from regulators and auditors.

Current Risk		
Risk Score	**Likelihood**	**Impact**
12	Possible	Major
Amber	**Trend**	Constant

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Rare	Major
Green	**Target Date**	31-Dec-2026

Original Risk		
Risk Score	**Likelihood**	**Impact**
16	Likely	Major
Red	**Creation Date**	10-Mar-2026

Latest Note	There is a risk that fire safety measures across the housing stock—including communal areas, individual dwellings, and sheltered schemes—may not meet required regulatory requirements due to delays in completing fire risk assessment actions, inadequate fire management plans, lack of access for contractors, or insufficient resident engagement. A programme of works is now underway to mitigate a section of these risks, but continued management in the meantime is required – for example, compartmentation	***12-Aug-2026***

Risk Level	Service	**Risk Approach**	Reduce
Department	Department of Community & Children's Services	**Risk Owner**	Peta Caine

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
DCCS HS 0012a Provide suitable single page building plans in SIBs.	Bring all HRRBs and HRBs where relevant up to regulatory requirements.	Changed consultant, revised fee proposal received from new consultant and awaiting contract authorisation.	12-Aug-2026	Peta Caine	31-Mar-2027
DCCS HS 0012b Internal and external stakeholder cooperation and communication	Ensure the duty to cooperate where fire safety responsibilities are shared in a premises is taking place or is established through MOU. Ensure all arrangements with other departments and institutions within COLC premises where DCCS act as landlord or have staff stationed in other premises, including commercial premises.	Staff from Barbican Estate met with Nuffield re alarms review. No further actions were recommended at this stage.	12-Aug-2026		31-Mar-2027
DCCS HS 0012c Fire signage strengthened safety measures, including wayfinding review in	Provide signage enhancement across portfolio, e.g. visible in low lighting conditions, including wayfinding review and enhancement in HRRBs. Upgrade fire signage to comply with 2025 regulatory amendments as identified in FRA and other sources.	Fee proposal for survey of HRA received and currently awaiting contract authorisation. BRE on track for April 2027 commencement	12-Aug-2026		31-Mar-2027

HRBs and HRRBs.					
DCCS HS 0012d Resident engagement and provision of information.	Consolidate and produce resident engagement in line with statutory and provide information to residents as per regulation 9 FSER. Amend resident engagement strategy to cover all HRRB. and HRBs. Agree on format and plan of action. Ensure reg 9 information is shared annually etc.	Engagement strategy for Petticoat Tower drafted and submitted to BSR in July. Draft format on Commonplace for resident comment.	12-Aug-2026	Peta Caine	31-Mar-2027
DCCS HS 0012e PCFRAs and make amendments to the RPEEPs process.	Introduce and undertake a formalised PCFRA process and review RPEEPs process. Train all relevant staff and management.	PCFRAs offered to all residents. Estate staff are visiting those who have requested them and advising revision to RPEEPs. Online training nearly complete and assessments being finalised.	12-Aug-2026		31-Mar-2027
DCCS HS 0012f Structural information, including external wall design and information sharing with BSR and LFB.	Complete extant HRRB structural information, including external wall design, to current statutory requirements and share with BSR and LFB. Update on previous structural information to a standard acceptable by BSR and carry out FRAEWs on HRRBs to PAS 9980 (2022) guidance, where	Consultant change from original and new consultant has provided acceptable fee proposal. Awaiting contract authorisation. Petticoat Tower is a priority for BAC resubmission i	13-Aug-2026		31-Mar-2027

	indicated in FRA and other consultancy sources				
DCCS HS 0012g Monthly checks on firefighting equipment, including lifts used by firefighters and periodic HRRB inspections.	Introduce sufficient monthly checks on firefighting equipment, including lifts used by firefighters, plus commence periodic HRRB inspections (monthly is recommended) Establish an extended Health & Safety team within the Department of Community and Children's Services (DCCS), incorporating specialist roles dedicated to fire safety compliance and strategic oversight.	New health and fire safety team approved at CCS and CSC. Recruitment underway. Awaiting final approval for virement of budget to fund.	12-Aug-2026		31-Mar-2027
DCCS HS 0012h Management of sterile communal areas and relevant balconies.	Introduce a consistent and targeted approach to communal area management and relevant balcony management. Engage residents to clear all communal areas of combustible materials and trip / slip hazards on fire escape routes. Use Comms and resident 'surgeries' to spearhead. This will be a large education exercise for the residents.	Working with Head of Housing to amend tenancy agreement to include sign-up to sterile balcony. Letters to all residents of HJH instructing removal of all items from the wooden balconies until further notice.	12-Aug-2026		31-Mar-2027

DCCS HS 0012i Revised Key Building Information requirements.	Ensure KBI meets revised BSR requirement. Using and x-referencing ref 0012 06, expand to ensure KBI is now submitted or resubmitted t revised BSR requirements to progress BAC	Further liaison with BSR has provided improved guidance on submission requirements.	12-Aug-2026		31-Mar-2027
DCCS HS 0012j Management of compartmentation failures	Funding for major works has been granted, and FD replacement has reached start of lot 4, but other works are 5 years hence or further away. BSA requires management of compartmentation breaches in the short to mid-term. Short to mid term advised by H&S team from monthly HRB inspections (including flats where possible – all voids) and assigned to R&M competent contractors.	Exploring short and mid-term mitigations at local level. Works orders raised where breaches are found. R&M aiming to recruit project manager for works that fall between the current criteria – e.g. too big for standard R&M and too small for Major Works or Special Projects	12-Aug-2026		31-Mar-2027
DCCS HS 0012k Fire strategies, plus type 3 or 4 FRAs.	Prioritise retrospective strategies on buildings subject to extensions or material changes. (New builds to be commissioned by MGW's team). Arrange and conduct type 2,3 or 4 FRAs as recommended through type 1 or other necessity.	Pending on one block. Others to follow in quotation sequence prioritised by head of service.	12-Aug-2026		31-Mar-2027

Community & Children's Services Members' Update

Allocated Member: John Fletcher Estate Name: Middlesex Street Date of Report: 07/09/2026

Date of visit	Reason for visit	Who seen	Any outcomes
Summer 2026	Multiple visits to RA meetings, RA committee members, officers, residents and social events	Community leaders, residents and officers.	Keeping up to date with issues

Issues.

Issues underway last report.	• **Electric shocks from kids' playground** Regrettably, mild static electric shocks were still being experienced on dry sunny days throughout Summer and Autumn 2024 on items of nrely-installed play equipment, despite numerous attempts to resolve with anti-static sprays and applications of sand and cork. In addition, soundproofing works to the MUGA at Middlesex Street were completed in summer 2024 but has been subject to ongoing vandalism and has since been removed. Further site meetings with designers and suppliers were held in Autumn 2024 to address the static shocks as a matter of priority. Monitoring was undertaken from summer 2025 when the play areas were back in regular use. An interim internal report was prepared by the Head of Major Works and reviewed by the Director of Housing in late 2025. Further to a 12-month monitoring period that ended in July 2026 and no new reports of static shocks at any of the playground sites, this matter can now be considered concluded. • **Canopy Entrance to Tower incomplete** The project to install a new entrance canopy over the Artizan Street entrance to Petticoat Tower was handed over to the Major Works team in the second half of 2023 from colleagues in Department of the Built Environment. The works had been commissioned several years prior as part of improvements to the public realm areas of the estate. Progress was hampered by a lengthy delay in waiting for the canopy planning consent to come through. This was finally received in May 2024. The project was subsequently allocated to the Major Works team to progress, but it initially stalled due to a lack of funding in relation to staff costs and professional fees. The contractor appointed for the Eastern Base project has possession of the site (including the podium) until Autumn/Winter 2026; therefore, there is an immediate and problematic clash in terms of CDM (Construction Design and Management) Regulations - there can only be one principal contractor on a defined site in terms of mandatory H&S requirements. It has been confirmed that the canopy works will require an application to the Building Safety Regulator (which could take 6-12 months due to a severe backlog). The application process cannot be commenced without a contractor first being appointed and further to a formal tender exercise, which is currently expected to commence in either November 2026 or January 2027 (depending on resource availability within the Procurement Team).

- **Disabled access**

The Major Works Team began by liaising with the City's Access Advisor to engage a specialist NRAC access/inclusive design consultant with expertise in historic buildings, inclusive design, and community engagement. In a effort to accelerate the design development process, it was decided to split the task into two distinct phases: the first to appoint a consultant to undertake a desktop review of the 2022 audits, carry out site visits and provide one report per estate with recommendations and budget costs; the second to appoint a multidisciplinary consultant to carry out design, specification, tendering and contract administration duties in relation to the identified works. Pick Everard was appointed for the first phase (following a mini-tender exercise) and commenced their site visits (including Dron House, York Way Estate and Windsor House) in late March 2025. The first six estate reports were issued at the end of May and the remainder at the end of July 2025. The Major Works Team then reviewed all 13 estate-based reports and costings and a summary report was presented for consideration at HMASC in November 2025. Currently a procurement exercise is underway to appoint a multidisciplinary consultant for the second phase. Once appointed, they will support delivery of an Estate Planned Maintenance programme, which will incorporate Accessibility works across the entire housing portfolio.

Modifications to the Petticoat Tower entrances in particular are considered a priority. Quotations were successfully sought in October 2024, but a Gateway 2 (GW2) application to the Building Safety Regulator (BSR) and approval are needed before the works can be commenced – this was confirmed by City of London Building Control. An appropriately competent consultant has been appointed, and the application was submitted in October 2025 with the Major Works Team monitoring progress. A decision was expected in late December 2025, but the BSR requested several Extensions of Time until June 2026 (due to limited resources). The application was then rejected on the grounds of insufficient information, but has since been resubmitted in early August 2026, with the Major Works Team continuing to monitor for further response and update.

- **Concrete repairs**

There is a strong rationale to combine the entrance canopy installation with outstanding concrete repairs which haven't been progressed on the Middlesex Street estate for several years. The aim will be to deliver the combined package for Spring 2028 once the Eastern Base project has fully completed on site and a GW2 application has been successfully progressed with the BSR. The Major Works Team has subsequently re-launched the project with the original Architect appointed to deliver the canopy works. and the consultant team has been fully appointed, as detailed below:

- Architect and Principal Designer (CDM and BR) – Rivington Street Studio
- Structural Engineer – IDR Structural Engineers Ltd
- Contract Administration, Quantity Surveying and Clerk of Works – Silver DCC
- Mechanical & Electrical Engineer – David Miles & Partners

	• Fire Engineer – BB7 Alongside the original Architect, the appointed design team will be managed by the Major Works Team through the design and procurement process and into the delivery phase. Design development is now fully advanced, with an expected target for tendering to commence in either November 2026 or January 2027, further to the Section 20 Notice of Intention being issued as part of the statutory consultation process. • **Communal fire doors being fabricated** Installation of the communal fire doors was originally expected to commence from April to June 2026, but, critically, this is also dependent upon a successful GW2 application to the BSR. An appropriately competent consultant has been appointed, and the application was submitted in October 2025. However, further to a series of Extension of time requests issued by the BSR, the application was rejected due to a) insufficient information in key areas and b) ongoing queries around the Building Safety Case for Petticoat Tower. Both have since been re-submitted to the BSR with the Major Works Team monitoring for further response and update. • **Heating project** In response to resident concerns regarding the new heating system's performance, a troubleshooting and diagnostics exercise that was undertaken throughout December 2024 and January 2025. The results were shared with MSERA via a detailed email summary on 18.02.25 (complete with results of individual visits). Approximately 30 visits were carried out with nothing to indicate a fundamental issue with the system performance. The Corporation's appointed consultant, Butler and Young Associates, were commissioned to undertake a separate technical review of the heating system performance, which has since been shared with MSERA and key stakeholders in May 2025. The report did not highlight any fundamental issues in relation to the communal heating system. The heating project achieved practical completion in early May 2026. Latest developments now relate to the implementation of a Heating Enhancement Project (funded exclusively by the Climate Action Strategy Team within the Corporation). The enhancement works include upgrading the existing insulation around pipework, installing better controls and re-balancing radiators within individual properties. It is anticipated this work will take approximately 1 day per property and will involve minimal disturbance or disruption. This contract formally commenced in mid-June 2026. The works will be taking place within 3 different areas over the next 8-9 months: • Communal plant room – August 2026 • Communal areas – July 2026 – September 2026 • Individual dwellings – July 2026 – March 2027

	The same contractor TSG Building Services has been engaged to minimise disruption. An informal resident drop-in to provide update and general information is scheduled for September 2026. • **Sprinkler project** Communal areas – Sprinkler install and boxing complete Movement of supply tank in carpark – Commenced, projected completion April 2026 Flats: Option 1 – Sprinklers, Evac System, Alarms - 21 complete Option 2 – Evac System, Alarms - 8 complete Option 3 – Alarms - 14 complete (43 out of 88 flats complete) Please note that whilst the infrastructure for the Evacuation alert system is installed unless there is 100% take up by residents it cannot be commissioned. Also, the sprinkler system cannot be commissioned until the supply tank movement is complete. AWAITING UPDATE FROM OFFICERS
New issues	**Water Pooling and Mosquitoes on the Podium** Water is currently pooling on the surface of the south-east corner of the podium. It's not clear what remedial work is needed to fix the problem or how this work will be funded. We're also concerned that, for the first time, residents are experiencing a significant mosquito problem on the estate. Some residents have even had to buy mosquito nets to use while sleeping. This has never happened here before. Mosquitoes need heat and stagnant water to breed. Although we've had hot summers in previous years, we've never had a mosquito problem on this scale. Residents are therefore concerned that water may be collecting underneath the movable paving/decking tiles on the podium, creating ideal breeding conditions. Could you please clarify: Residents need a clear plan and timescale for fixing both the water pooling and the resulting mosquito problem.

Any other matters to report.

- The Snagging Report of minor repairs and renewals is attached. This has been cut from 29 items to 7 legacy items with one new item.
- There remain some persistent questions as to whom pays for certain elements of the works and if charges to leaseholders have always been correct. This matter is the subject of ongoing investigation by the Corporation, overseen by the Executive Director of DCCS and the Director of Housing.

SNAGGING REPORT OF MINOR REPAIRS AND RENEWALS AUG 2026

I have taken the previous snagging report and deleted the items that have been completed.

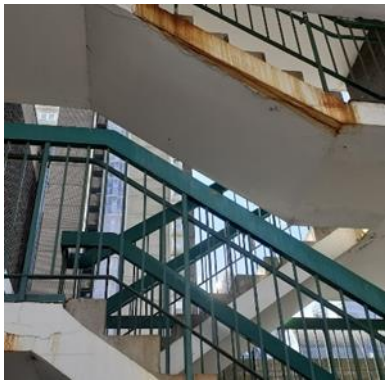
An inspection by RA committee members reports the following updates on non-completed jobs in the right-hand column, including one new item in the first row.

There were 29 items. There are now 7 legacy items with one additional item.

UPDATED TABLE AUGUST 2026

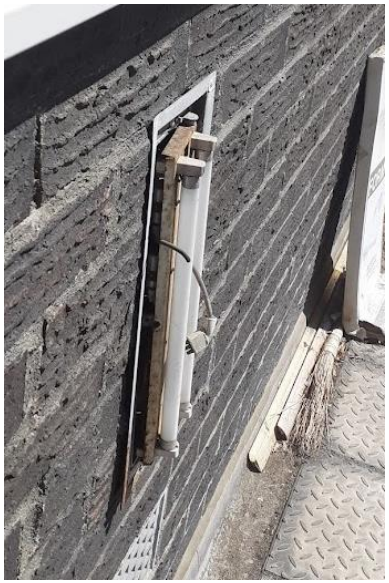
ADDITIONAL ITEM					The state of the walls in lift lobby 4
Item 6 Wooden beading and putty to glazing repair (Entrance 3) badly applied and not painted to match door. This was a Wates repair job.		Property Services Can an order be raised for Chigwell to complete the repair properly?	Requested repair be raised on the 01/09/25 Progress: Doesn't look like it has been raised. ES to follow up 14/10/25	Repair now requested – target completion date 06/02/26	Putty around door-Not yet painted

Item 10 Graffiti on wall near 85 Middlesex Street		Estate Services Arrange contractor to remove OR Estate Staff to paint over in white.	Estate team to paint this wall. Expected to be completed by 22/10/25	Completed 27/10/25 – re-painted with white paint by onsite staff member.	Graffiti on wall by Yellow Rose
Item 19 Stains on exterior walls. Example shown is Harrow place, but applies to all walls outside flats on the 4th floor. Caused when holes were made to install the pipework for the new heating system	 	TSG Heating Project Will TSG be addressing this as part of scheduled project works? Check with Clerk of Works Martin Oscar.	Will raise with Clerk of Works for further investigation.	As per site visit on 01/09/2025 These areas have now been power washed and scrubbed with a cleaning solution by TSG Martin Oscar Action closed out.	Marks on walls-There are still several areas where white marks are still visible.

					
Item 22 Damage to fire stopping adjacent trunking. 4th floor near Lift No.2.		Property Services Please raise an order for repair.	Repair requested on the 01/09/25.	Chigwell attended, awaiting survey/quote as engineer noted more firestopping damage to trunking on existing areas. The requirement for additional fire stopping is being reviewed with Head of Health and Fire safety	Holes on floor due to trunking not yet filled in. One by lift 2. One by lift 3
Item 24 Damaged concrete and rust from corroding railings on Middlesex Street sub-stairwell.		Property Services Arrange PSO Inspection to identify repairs required Major Works When is the next phase of concrete repairs due?	MSE Canopy Installation and Concrete Repairs project scheduled for delivery in 2027. Consultant team in the process of being appointed. PM Rafael Cardenas of the Major Works Team is the lead. First design team meeting scheduled for 13/11/25 with full consultant team in attendance.		Due next year





Item 27 Redundant light fittings at various locations around Petticoat Square (almost all on private balconies). Can these be made safe and any redundant holes covered with a blanking plate where needed.		Estate Services Create a list of locations. Explore options for fixing a blanking plate where required.	Repair requested on the 01/09/25.	List to be completed fully, and send to property services or to obtain a quote from electrical contractor. Guardian contractor's onsite week starting Monday 12th, I will ask advice regarding blanking plates & quote. This is **not a repair** – this is historic unfinished project work.	
		Property Services Arrange for an electrician to attend and remove any redundant/damaged wiring and remaining light fittings.			Old light fitting still there (By 459) The one in the photo that has a loose wire. - Still Showing-Are blank plates still going to be fitted

					
Item 29 Holes in concrete walls around Petticoat Square where former pedestrian gates were removed.		Estate Services Estate Supervisor to explore options for how these could be addressed.	Yes. MSE Canopy Installation and Concrete Repairs project scheduled for delivery in 2027. Consultant team in the process of being appointed. PM Rafael Cardenas of the Major Works Team is the lead. First design team meeting scheduled for 13/11/25 with full consultant team in attendance.		
		Major Works Will these be addressed as part of the next round of concrete repairs?			Due next year

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank