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

Date: **THURSDAY, 19 NOVEMBER 2026**

Time: 11.00 am

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

Members:

Steve Goodman OBE (Chairman)
Deputy Ceri Wilkins (Deputy 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
Philip Woodhouse

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

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

Part 1 - Public Reports

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting on 14 September 2026.

For Decision
(Pages 5 - 16)

4. **OUTSTANDING ACTIONS***

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

For Information
(Pages 17 - 18)

5. **COMMUNICATIONS AND ENGAGEMENT STRATEGY 2027-2031**

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

For Decision
(Pages 19 - 66)

6. **QUARTERLY FIRE SAFETY STATUS REPORT***

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

For Information
(Pages 67 - 76)

7. **HOUSING OMBUDSMAN LANDLORD PERFORMANCE REPORT***

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

For Information
(Pages 77 - 88)

8. **ESTATE REVIEW UPDATE***

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

For Information
(Pages 89 - 94)

9. **HOUSING MATTERS UPDATE***

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

For Information
(Pages 95 - 110)

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

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

12. **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

13. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 14 September 2026.

For Decision
(Pages 111 - 112)

14. **CLIMATE ACTION STRATEGY - HOUSING: DECARBONISATION & RESILIENCE PROGRAMME**

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

For Decision
(Pages 113 - 142)

NB: In considering the following items 15 to 19, Members are acting collectively on behalf of the City of London Corporation as trustee of The City of London Almshouses charity (registered charity no. 1005857) and exercising delegated authority on behalf of the trustee.

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

Joint report of the Executive Director of Community & Children's Services and the Managing Director of City Bridge Foundation.

For Information
(Pages 143 - 148)

16. **CITY OF LONDON ALMSHOUSES: STRATEGIC CONSIDERATIONS ARISING FROM POLICY, GOVERNANCE AND ADMINISTRATION REVIEWS**

Joint report of the Executive Director of Community & Children's Services, the Deputy Town Clerk, and the Chamberlain.

For Decision
(Pages 149 - 166)

17. **CITY OF LONDON ALMSHOUSES: RISK REGISTER**

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

For Decision
(Pages 167 - 184)

18. **CITY OF LONDON ALMSHOUSES: ANNUAL REPORT AND FINANCIAL MODELLING***

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

For Information
(Pages 185 - 220)

19. **CITY OF LONDON ALMSHOUSES: REPORT OF ACTION TAKEN- AMENDMENTS TO THE GOVERNING DOCUMENT***

Report of the Town Clerk.

For Information
(Pages 221 - 244)

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

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

HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE
Monday, 14 September 2026

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 14 September 2026 at 11.00 am

Present

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
Philip Woodhouse

In attendance:
Mark Wheatley

Officers:

Judith Finlay	-	Executive Director Community and Children's Services
Peta Caine	-	Community and Children's Services
Michael Gwyther-Jones	-	Community and Children's Services
Mehran Ahmed	-	Community and Children's Services
Bev Andrews	-	Community and Children's Services
Paul Barton	-	Community and Children's Services
Rachel Evans	-	Community and Children's Services
Zoe Gayle	-	Community and Children's Services
Liane Coopey	-	Community and Children's Services
Helen Chantry	-	Community and Children's Services
Greg Wade (online)	-	Community and Children's Services
Kelila Perry	-	Town Clerk's Department

1. **APOLOGIES**
There were no apologies.

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

3. **MINUTES**
RESOLVED – That, the public minutes and non-public summary of the meeting held on 1 July 2026 be approved as a correct record.

Matters Arising
A Member requested an update on the Pets Policy. Officers responded that work was underway to implement internal guidance and procedures, including reviewing template letters. In answer to a question about whether the policy paid sufficient regard to health and wellbeing aspects, officers noted that the updated policy reflected resident feedback, and there would be an opportunity to review the policy again in the future.

A Member asked when the Black Raven Court Lessons Learned session would take place. Officers advised it was planned for 29 September and would be led by City Surveyors.

A Member requested that future reports disaggregate repairs data across each estate. Officers confirmed this work was underway and should be available in the future.

4. **OUTSTANDING ACTIONS**
Members received the outstanding action tracker.

A Member noted that timelines should be kept up to date.

A Member enquired about the vehicle charging points at Middlesex Street and Golden Lane. Officers advised that charging points were free to use, however existing points were not frequently used. Charging and collection arrangements would be considered through the Major Works Programme. Service charging would also be considered as part of the annual plan.

RESOLVED – That, the action tracker be noted.

5. **HOUSING MATTERS REPORT - FOR DECISION**
Members considered a report of the Executive Director Community and Children's Services updating Members on key issues currently being dealt with by the Housing Team.

The following items were discussed.

Tenancy Agreement Review and Tenant Consultation
- A Member noted that residents were concerned that this review was linked to decanting for upcoming major works at the Golden Lane Estate. Officers confirmed this was not the case and residents would be advised.
- A Member asked for clarification as to what was meant by "reasonable standard" in relation to the repair of common parts. Officers answered this

would depend on the estate. While the Tenancy Agreement was intended to be broad, there would be estate-specific communications and service standards, including the Tenants' Handbook and estate-by-estate service agreements.

- A Member enquired about the four weeks' notice period for rent increases. Officers confirmed they would seek to provide a longer period where possible.
- A Member asked about support for tenants with special needs, to which officers confirmed they would be assisted by the Supported Tenants Team.
- A Member asked how officers would manage people refusing or forgetting to sign the new agreement. Officers advised that a notice of variation would be served and any refusals would be managed through existing procedures.
- A Member emphasised the need for repeated communications with tenants on the changes and who to contact with concerns, including through the newsletter, which officers confirmed would take place.
- A Member asked that consideration be given to informing leaseholders which parts of the tenancy agreement were relevant to them.
- A Member requested further detail on the hard flooring guidance. Officers advised that once the revised tenancy agreement was approved, the key points would be communicated to tenants, including through newsletters and direct contact where required.

Officers informed the Sub Committee that further advice was required from the Comptroller's and City Solicitors Department before the new agreement could be finalised. Officers therefore revised the recommendation to the following: Members are asked to agree to delegate authority to the Town Clerk to approve the new Tenancy Agreement in consultation with the Chairman and Deputy Chairman, once finalised after Comptroller and City Solicitors have advice from Counsel.

Disposal of Personal Property Policy Review

- In response to a Member's question about consultation, officers advised that residents had not been consulted as there were no large changes to the policy.

Estate Review Update

- A Member requested improved communications on how to report repairs, noting the decrease in repairs calls performance and continued issues with the Golden Lane Estate notice boards. Officers advised Members about the communication campaign including fridge magnets and newsletter articles, and acknowledged this was a work in progress.
- A Member asked who had done the review. Officers advised it had been undertaken by Housing Management staff, and a review into the Estate Office model was being progressed. A Member noted that the review should explore the management model of estate management. Officers confirmed the review would look at the Housing Management operating structure.
- A Member asked how many performance-related terminations there had been in the last five years and how many staff were on performance management plans. It was agreed that these questions should be raised in the non-public session.

Golden Lane Estate Major Works Renewal Board

- The Chairman confirmed that feedback from the Golden Lane Estate Major Works Renewal Board would be reported to the Sub Committee for transparency and so Members could be assured it was working effectively. However, following the Chair of the Board's concern that the minutes had been published, officers undertook to discuss with the Board how best to report its work to the Sub Committee in future. Members noted that the minutes were difficult to read and suggested a written summary of previous meetings be provided instead, including decisions taken and actions achieved.

Lead Members / Officers Borough Twinning

- There was a discussion about how best to arrange a meeting between Allocated Members and their lead officers. Members supported a joint meeting of Allocated Members and lead officers to review the role, share lessons learnt and good practice, and discuss how best to deliver their roles. A Member noted that the role description was intended as a guide, and Allocated Members' roles should reflect the needs of individual boroughs and estates.
- A Member requested that the Committee be provided with an outline of where the properties and blocks were located, noting that this information had previously been circulated. Officers confirmed that this would be included in the information pack for the joint meeting.

Voids (Empty Homes) and New Build Lettings Update

- A Member asked how many of the 82 voids had since been let. Officers confirmed that eight properties at Black Raven Court remained to be let and agreed to confirm how many belonged to Islington Council or the City Corporation. A further 13 properties had been withheld for the remediation works commencing in January, and they would be returned on a staggered, floor-by-floor basis.
- Officers advised in response to a Member's question that the refusals reported in Appendix 7.1 were Islington properties, and there had been approximately five refusals of City Corporation properties.
- In response to a Member's request, officers confirmed that a future report would include financial information.
- A Member supported a lessons learnt exercise on the previous allocations process. Officers advised there had been lessons learnt discussions with Islington Council, which had identified improvements that would be implemented, including a senior Islington Council officer acting as coordinator and the Islington Council Housing Director as the final point of escalation.
- A Member suggested the Chairman could contact his counterpart at Islington Council to note concerns about their processes. The Chairman responded that Members could engage with counterparts in other boroughs where officers considered this helpful.
- Members sought further detail on the voids recovery programme, contract arrangements, and, more broadly, the ability to scrutinise contracts to ensure KPIs are met. Officers advised that following the pause of voids work due to issues with Chigwell, the Civica system was now live and would

support voids work across a number of teams. Voids work had been separated from responsive repairs work, and two additional void contractors had been mobilised to replace the emergency cover provided by TDK. The Head of Operations was managing this work, supported by a void surveyor responsible for monitoring the programme.

- A Member emphasised that greater coordination was needed between voids work and homelessness work and sought assurance that void properties were being considered for households in temporary accommodation, particularly families with children. Officers confirmed they were coordinating with homelessness officers and some recent lettings had been made to homeless households. While the local lettings policy had previously restricted this approach, properties were now being let more generally, and further use of voids was being explored.

Heat Metering and Billing Update

- Officers advised that residents had been given six months' notice of upcoming changes related to the installation of new boilers and a new way of billing for personal use. Residents would not be billed twice, although some may need to pay service charge costs accrued in the past. Additional resource had been allocated to support residents with the changes.
- A Member asked for an update on the recent open afternoon at Middlesex Street estate where heating was discussed. Officers agreed to report back with feedback. The Member noted that heating would also be discussed at an upcoming Residents' Association meeting.

Guest Room Bookings and Costs

- A Member asked whether residents could book guest rooms for a single night at weekends rather than being required to make block bookings. Officers advised that alternative arrangements, including key safes, could be considered as part of the wider housing management review, taking account of staffing, servicing and cost implications.
- A Member asked about the occupancy rates and financial contribution of the guest rooms. Officers would provide this information but confirmed that costs were not fully covered.

RESOLVED – That, Members:

- Agree to delegate authority to the Town Clerk to approve the new Tenancy Agreement in consultation with the Chairman and Deputy Chairman, once finalised after Comptroller and City Solicitors have advice from Counsel.
- Approve the Access to Homes Policy, noting the outcome of the resident consultation and the amendments made to the policy in response to feedback received.
- Approve the officer reviewed and updated Disposal of Personal Property Policy.
- Note the updates provided on the following matters:
    - Estate Review Update
    - Golden Lane Estate Major Works Renewal Board
    - Lead Members / Officers Borough Twinning
    - Voids (Empty Homes) and New Build Lettings Update

- Heat Metering and Billing Update
- Lease Extension Policy Update / Leasehold and Freehold Reform Act 2024 – Progress Update
- Guest Room Bookings and Costs

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

Members received a report of the Executive Director Community and Children's Services providing a summary of housing performance for the period April 2026 to July 2026, drawing on the Housing Performance Dashboard and related operational performance updates.

Specific performance scores were discussed:

- A Member queried the 60% target for the "Listens & Acts" Tenant Satisfaction Measures score. Officers acknowledged there was an issue of trust and confidence, and while they aimed for 100%, 60% was a realistic target.
- A Member asked about the Decent Homes target and when the stock condition would be addressed. Officers advised that the target was 100%, however this would not be achieved until completion of the Major Works Programme, which the Regulator of Social Housing was aware of. The Stock Condition Survey analysis was almost complete and could affect the current performance figure. A Member suggested separate targets for before and after completion of the Major Works Programme.
- A Member questioned the reported 91% electrical safety compliance figure, noting their experience of a contractor failing to attend an electrical safety check. Officers apologised and confirmed that the figure was accurate. An electrical safety check was only recorded as complete once the required certificate had been verified as correct and recorded on the system.
- A Member expressed concern that repairs calls performance had fallen to 61%. Officers advised there had been a significant increase in calls in July (consistent with previous years) which resulted in longer pick-up and call times. Officers acknowledged that performance was not where it should be but advised that the Barbican would be separated from the repairs service desk in September, which was expected to improve performance. Other measures being implemented to improve performance included increased call monitoring, including live call listening and individual officer monitoring, and improved visibility of incoming calls, including identifying emergency calls. A Member raised concerns about lack of support to leaseholders, for example in the case of leaks where the issue may be coming from a neighbouring tenanted property. Officers confirmed that leaseholders could contact the repairs desk, and ongoing training and coaching was being provided to improve triaging which would help address this issue.

The Chairman noted a disconnect between reported performance and Members' experiences and stated the need to acknowledge that while there were improvements in some areas, difficult issues were still to be addressed.

Members sought clarity on compliance with Awaab's Law, including whether emergency repairs and damp and mould cases were being measured against its requirements, the 10-day target for damp and mould inspections, and the distinction between emergency and significant hazards. Officers advised in response:

- Current reporting did not enable differentiation between the statutory timescales, but work was underway to enable this.
- The 10-day inspection timeframe applied to significant damp and mould hazards, while emergency hazards required a 24-hour response.
- The definition of emergency and significant hazards was determined by the Housing Health and Safety Rating System. Emergency hazards presented an immediate and significant risk, while significant hazards were urgent but not necessarily immediate. Effective triaging of calls was important for correctly prioritising hazards, and work was underway to improve this process.
- Further Awaab's Law requirements were expected, and officers would provide a separate report on compliance.

Members raised concerns about the arrears amount. Officers responded that additional work was underway to improve income collection and intervene earlier to prevent arrears escalating.

A Member asked when improvements in outcomes, including fire safety, electrical compliance and Decent Homes standards, could be expected. Officers noted improvements had been made despite the pressures caused by Chigwell stopping work. Additional contractor capacity had been brought in to address outstanding repairs while longer-term procurement was being considered. Electrical safety compliance had continued to improve, while work on communal inspections and certificates remained in progress. There had also been improvements in the lift service following changes to the contractor.

A Member asked what had changed from the tenants' perspective since the inspection report. Officers undertook to put this question to the Resident Voice Group to gather feedback on their experience.

A Member highlighted that residents' experience of repairs would impact their perception of the Major Works Programme and sought clear timescales for tangible improvements and disaggregated data. Officers acknowledged that the repairs service affected tenants' perceptions of the wider service and while there had been some progress in improving the repairs service, further work was needed.

A Member requested further benchmarks to contextualise performance. Officers advised that the Tenant Satisfaction Measures provided benchmarking, including comparison with other London authorities. The current performance report lacked trend analysis as it was only in its second year, however this would become available as reporting matured.

A Member commented that the reference to the Housing Service continuing to "maintain a strong performance" should be reworded considering the C3 rating.

RESOLVED – That, the report be noted.

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

Members received a report of the Executive Director of Community and Children's Services providing an update on the benchmarking against London peer groups, and the improvement plan and actions put in place to ensure continued improvement.

Officers confirmed that this year's survey would be done geographically to provide more detailed feedback. A Member asked whether the previous survey responses could be broken down by individual estate. Officers advised that this was not possible, but future surveys would provide this level of information.

A Member asked whether performance should be assessed against the City Corporation's own standards rather than its peers. Officers confirmed the benchmarking had been assessed against the City Corporation's service standards, which would inform performance monitoring and identify any adjustments or additional resource requirements.

A Member raised concerns about declining performance. Officers acknowledged that several areas had declined, although complaints and repairs had improved. The most noticeable decline had been in Estate Services due to capacity constraints. However, additional government funding had been secured, and recruitment was underway to increase capacity.

A Member asked whether interim results from the current survey could be shared. Officers confirmed interim results could be reported once available, and noted that surveys, complaints and other feedback had highlighted the need for more focused work on the larger estates. Additional area management resource had therefore been introduced, covering York Way, Middlesex Street, Avondale, and Golden Lane Estate.

RESOLVED – That, the report be noted.

8. **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 Corporation's social housing.

Officers noted that the 447 additional actions were attributable to the completion of new fire risk assessments.

Members noted it was difficult to assess progress and suggested this could be improved by providing a trend analysis and dashboard. Officers acknowledged the need to improve reporting and advised that work was underway to develop

a dashboard, with a specific role in the new staffing structure responsible for its development and management.

A Member raised concerns about the new fire safety consultancy contract and asked for detail on its scope. Officers advised that the contract would support compliance with statutory fire safety and building requirements, including updating building floor plans and undertaking structural assessments of external walls. A Member sought clarification on whether the contract would be funded through the Major Works Programme and recharged to leaseholders. Officers responded that the work had been included in the Major Works Programme to avoid duplication, but some costs were covered by the Fire Safety Works contingency. Officers clarified that proposed fees were less than the contingency ceiling of £1m.

A Member requested a timescale for when the Sub Committee would expect to see a major improvement in outcomes. Officers responded that 30 of the high-priority actions were scheduled to be completed within 12 months.

RESOLVED – That, the report be noted.

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

Members received a report of the Executive Director Community and Children's Services providing an update on the Housing Stock Condition Survey, the key findings emerging from the Survey and supporting analysis.

A Member sought clarification about who did the survey, its scope, and its current status. Officers confirmed the survey was done by surveyors and covered internal aspects of tenants' homes, communal areas, roofs, and heating systems. The survey was nearly complete, and homes not initially included were being accessed to gather further data. A survey of the Almshouses had also been added. The survey was being undertaken alongside wider work programmes, including the Major Works Programme, to ensure a comprehensive approach and these work programmes would collectively inform the update of the Asset Management Strategy.

A Member asked about the expected timeline for receiving outputs from the survey and whether this would include a 25-to-30-year programme for each estate. Officers advised that in the immediate term, the survey was linked to the Climate Action Strategy and the Major Works Programme and headlines were expected by November 2026. A 25-to-30-year programme would require consideration of financial implications as part of longer-term business planning.

A Member welcomed the proposed rolling survey programme. The Member asked whether predictive modelling, as being explored by other councils, could also be considered. Officers responded that they were part of a group across London authorities looking at predictive modelling, however the priority was to get the basics right before engaging further with this work.

RESOLVED – That, Members:

- 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.

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

Members received a report of the Executive Director Community and Children's Services providing updates on key issues currently being dealt with by the Housing Team, for information only.

Members discussed the Civica CX Programme Update:

- A Member raised concerns about the time taken to implement the system and asked if digital expertise was being sought to ensure the system was robust. Officers advised that staff were receiving training and support to embed use of the system, and there had been some operational developments, including the implementation of voids and anti-social behaviour modules. A Member welcomed the support being provided to staff and asked that this be highlighted more clearly to the Sub Committee in future.
- A Member asked how the programme was being managed. Officers advised that two specialist Civica consultants were supporting implementation, and progress was reviewed through weekly meetings.
- A Member asked what the cost was to date, and what the total cost would be. Officers would provide full programme costs in the next report.
- A Member asked if the Barbican still used Civica. Officers confirmed the Barbican continued to use parts of Civica and was being supported by the same specialists, although its approach may differ with the rollout of the new repairs service.
- A Member expressed appreciation for previous reports which had highlighted the challenges of implementing Civica and how these challenges had been managed.

RESOLVED – That, the report be noted.

Members agreed to extend the meeting as per standing order 39.

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

Members raised questions related to the following matters.

<u>Water pooling issues at Middlesex Street Estate</u>

A Member raised concerns about surface water pooling on the southeast corner of the Middlesex Street Estate podium and a significant mosquito problem, seeking details about investigations, remedial work identified and carried out, and if the area underneath the paving and decking tiles been

checked for stagnant water and mosquito breeding. In response, officers advised that:

- Investigations involving maintenance contractors, architects and specialist pest control consultants had provided a clearer understanding of the issues and informed immediate remedial actions and long-term solutions.
- Standing water on the perimeter podium was primarily caused by surface level variations and the long-term solution would likely involved repairs, re-levelling and replacement waterproofing. This would require additional funding and officers were preparing a capital funding bid.
- Investigations into the sunken garden were ongoing, with initial findings indicating issues with the drainage outlet. Further technical reviews would confirm the issue and appropriate solution.
- A specialist pest control survey identified a blocked surface water drain near the ball court and standing water beneath the sunken garden decking. Contractors were scheduled to attend the blocked drain that week, and an engineering solution was being progressed to address the standing water beneath the decking.

The Chairman noted this update would be appropriately discussed at the Eastern Base Steering Group, and any matters relevant to funding or to the Sub Committee should be brought back for consideration.

Section 20 Notices

A Member declared they were a leaseholder on Golden Lane Estate. The Member requested that Section 20 notices be accompanied by a covering letter explaining the figures in plain English. The Member also reported letters had been delivered to the wrong homes. Officers apologised for the administrative errors and confirmed that covering letters were being explored, and additional resource had been identified to accelerate this work.

Decant Policy

In relation to the decant policy, a Member commented that three months' notice would not be acceptable for decanting residents.

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

Two items of business were discussed.

Allocated Members report – Middlesex Street Estate

Members received a report from the Allocated Member for Middlesex Street Estate providing an update on issues on the estate, including minor repairs and renewals. The Allocated Member thanked officers and the Residents' Association for their significant contribution to the report, noting that the Residents Association's willingness to contribute reflected the success of the Allocated Members' reports and demonstrated how effective the approach could be. The Allocated Member highlighted that the snagging report of minor repairs and renewals had reduced from 29 jobs in January to seven legacy items.

Leaseholder Service Charges

A Member raised concerns about leaseholder service charges, noting that Members had not seen a budget or outturn report, had not received information about rebates or supplementary payments, and there had not been an audit for at least five years. Officers advised they would provide an outline of the proposed approach to dealing with leaseholder service charges, in collaboration with the Chamberlain's department.

13. **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.

14. **NON-PUBLIC MINUTES**
RESOLVED – That, the non-public minutes of the meeting held on 1 July 2026 be approved as a correct record.

15. **REPAIRS AND MAINTENANCE SERVICE UPDATE**
Members received a report of the Executive Director Community and Children's Services providing an update on Repairs and Maintenance service delivery, including progress in delivering the Repairs Recovery Action Plan and the Compliance Corrective Action Plan during 2025/26, together with the forward plan for 2026/27.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
Members raised questions related to one matter.

17. **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 1.20 pm

Chairman

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

Housing Management & Almshouses Sub Committee

Members Update – Action Tracker November 2026

Date Added	Subject	Action Agreed	Responsible Officer	Target Meeting Date - HMASC	Update
01.07.2026	Voids Process and Improvements being made.	Regular reporting and updates relating to voids.	Mehran Ahmed / Bev Andrews	September 2026	Void update included at part of the Housing Matters – Discussion and Approval report. An update to be provided at the January 2027 HMASC. **WORK IN PROGRESS**
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.	Mehran Ahmed	April 2026	At the meeting held in September 2026 it was resolved that charging and collection arrangements would be considered through the Major Works Programme. Service charging would also be considered as part of the annual plan. **COMPLETE**
28.11.2024	Financial Support for all Leaseholders	Revised paper to be presented to January 2025 Committee	Mehran Ahmed	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. Paper planned for CCS – date to be confirmed. **WORK IN PROGRESS.**
21.10.2025	Deadline for Lease Negotiations	The deadline for the lease negotiations policy to be supplied.	Mehran Ahmed	July 2026	Paper to be reviewed by Legal re lease extension clause as its new, then to be presented to the January 2027 Committee for approval. **WORK IN PROGRESS**

Housing Management & Almshouses Sub Committee

Members Update – Action Tracker November 2026

Date Added	Subject	Action Agreed	Responsible Officer	Target Meeting Date - HMASC	Update
21.10.2025	Income Recovery Update	The cost benefit analysis for the Income Recovery Update.	Mehran Ahmed	July 2026	Work In Progress. Requires Finance input and data analysis, a lot of the benefits are not measured in numbers. Manual lookup through notes on accounts to see what referrals were made, officer time, etc.). An update to be provided at the January 2027 meeting. **WORK IN PROGRESS**

City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub Committee – For decision	**Dated:** 19 November 2026
Subject: DCCS Housing Communications and Engagement Strategy 2027-2031	**Public report:** For Decision
This proposal: **• delivers Corporate Plan 2024-29 outcomes**	Diverse Engaged Communities; Providing Excellent Services; Vibrant Thriving Destination
Does this proposal require extra revenue and/or capital spending?	No additional spending identified in the strategy or delivery plan.
If so, how much?	Not applicable.
What is the source of Funding?	Not applicable. Actions are presented for delivery through Housing services; no additional funding requirement is identified in the attached documents.
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable.
Report of:	Executive Director of Community & Children's Services
Report author:	Noah Powers, Strategic Communications and Engagement Officer

Summary

This report seeks approval of the DCCS Housing Communications and Engagement Strategy 2027-2031. The strategy sets out how City of London Corporation Housing will communicate and engage with tenants, resident leaseholders, non-resident leaseholders and other households or stakeholders affected by Housing projects and decisions. Its vision is to provide clear, accurate and respectful communication, keep residents informed, provide meaningful opportunities to influence decisions and show how feedback leads to action.

The strategy was reviewed by the Corporate Communications team, and their feedback has been included to support a consistent approach across the City

Corporation and help us communicate effectively with residents and wider audiences.

The strategy has been revised following resident consultation through Commonplace. Feedback broadly supported:

- Clear and consistent communication,
- Accessibility
- Resident involvement
- A digital-first approach where non-digital options remain available.

Residents also asked for greater accuracy, timeliness, accountability, visible action following feedback, improved communication about repairs and major works, and a shorter strategy. In response, the strategy has been shortened and is supported by a separate delivery plan, communications principles and guidance, a communication channels schedule and a two-page accessible summary.

Recommendation(s)

Members are asked to:

1. Approve the DCCS Housing Communications and Engagement Strategy 2027-2031.
2. Note the accompanying Delivery Plan, Housing Communications Principles and Guidance, and Communication Channels Schedule, which support implementation of the strategy.

Main Report

Background

1. The Housing Communications and Engagement Strategy forms part of wider work to improve Housing services, transparency and accountability. It supports and contributes to the:

    - City Corporation's Corporate Plan 2024-2029
    - Housing Strategy 2024-2029
    - Resident Involvement Strategy 2025-2029
    - Regulator of Social Housing's Transparency, Influence and Accountability Consumer Standard.

2. Feedback gathered through the Resident Involvement Strategy highlighted opportunities to make Housing communications more joined-up, consistent and responsive. Residents told us they value timely responses, a consistent approach to engagement across estates, a choice of digital and non-digital communication routes, and an equitable approach across tenure groups. The feedback also highlighted the important role of leadership and organisational culture in supporting effective communication and engagement.

3. A draft Communications and Engagement Strategy was subsequently consulted on through Commonplace and promoted by email, noticeboard posters and newsletters.
4. The consultation broadly supported the direction of the strategy but identified several areas for change. Respondents emphasised that:
    - Communication should be accurate, timely and respectful
    - Feedback should be followed by visible action
    - Accountability should be clearer
    - Communication should better recognise disability, language barriers, digital exclusion and the needs of non-resident leaseholders.
    - Respondents also considered the draft strategy too long.

Current Position

5. The post-consultation strategy applies to tenants, resident leaseholders, non-resident leaseholders and other households or stakeholders affected by Housing projects and decisions. It establishes five objectives:
    - Provide accurate, consistent communication and demonstrate delivery.
    - Keep people informed and involved.
    - Make communications accessible, inclusive and respectful.
    - Strengthen our Housing identity and voice
    - Develop digital-first, but not digital-only, communications.

6. The revised strategy also contains communication promises covering accuracy, clarity, timeliness, keeping residents updated, recording commitments, accessibility and inclusion, closing the feedback loop and accountability.

7. Detailed delivery activity has been separated from the strategy. The Delivery Plan sets out actions, responsibilities, timescales and measures against each of the five objectives, together with cross-cutting governance and reporting. The plan includes first-year work on communication principles, guidance, and quality assurance, feedback processes, accessibility and communication needs, staff guidance and digital and non-digital channels.

8. Separate Housing Communications Principles and Guidance set principles for clear, timely, consistent, transparent, respectful and resident-focused communications. The guidance also explains how Housing-managed communication channels will be used, including the approach to resident-led groups, campaigning, third-party content and community information.

Options

9. Option 1 - Approve the Communications and Engagement Strategy 2027-2031. This is the recommended option. It provides an agreed strategic framework for Housing communications and engagement, incorporates the resident consultation feedback and is supported by a delivery plan with responsibilities, timescales and measures.

10. Option 2 - Do not approve the strategy at this stage. If the strategy is not approved, feedback from Members will be considered and the strategy amended accordingly before being brought back to a subsequent Committee for further consideration. City Corporation Housing would continue to communicate through its existing channels, but without the proposed 2027-2031 strategic framework and associated delivery plan.

11. No additional revenue or capital spending is identified in the strategy or delivery plan for either option.

Proposals

12. It is proposed that Members approve the Communications and Engagement Strategy 2027-2031.

13. Delivery will be managed through the accompanying Delivery Plan. The plan assigns responsibilities across Communications, Business Support, Resident Involvement, Housing Management, service and project leads and other relevant Housing teams.

14. Progress will be kept under review, with resident updates, reporting through the Annual Report and progress updates on the Housing Communications webpage.

15. The strategy retains a digital-first, but not digital-only, approach. Digital channels will be the primary route for appropriate routine communications while printed, telephone and face-to-face routes remain available for residents who need or prefer them. Significant consultations and communications will use more than one channel.

Key Data

16. The consultation received ten responses. While this represents a relatively small number of responses, the feedback provided useful insights and has helped inform the development of this Strategy.

17. The current communication channels schedule records more than 1,250 residents signed up to receive Housing communications through the @Home newsletter and more than 250 people signed up to Community Centre communications. The schedule records 3,083 residents for communications intended for all residents.

18. The Delivery Plan includes an 80% target for residents reporting that they feel informed about services (this is based on our 2025-26 Tenant Satisfaction Measure TP07 result of 73.1%), a target for 100% of alternative-format requests to be responded to within the existing five-working-day standard, monthly @Home newsletters, twice-yearly @Home magazines, and at least one “You said, we did, we’re doing” update in each @Home newsletter.

Corporate & Strategic Implications

Strategic implications

19. The strategy supports the Corporate Plan 2024-2029 outcomes of:
    - Diverse Engaged Communities
    - Providing Excellent Services
    - Vibrant Thriving Destination.

    It also supports the Housing Strategy 2024-2029 and Resident Involvement Strategy 2025-2029. The strategy contributes to the Regulator of Social Housing's Transparency, Influence and Accountability Standard by promoting clear communication, resident influence, openness and accountability.

Financial implications

20. No additional revenue or capital spending requirement is identified in the strategy or delivery plan. Where individual future actions require expenditure, the relevant service will need to address the financial implications through the appropriate approval and budget process.

Resource implications

21. Delivery responsibilities are allocated across existing Housing roles and service areas in the Delivery Plan.

Legal implications

22. The strategy states that it contributes to meeting the requirements of the Regulator of Social Housing's Transparency, Influence and Accountability Standard. Any statutory or legal communications, including statutory consultation, will continue to require compliance with the relevant legal requirements.

Risk implications

23. The strategy responds to identified risks around inconsistent, inaccurate or inaccessible communication and residents not being kept updated. The Delivery Plan includes communication guidance, quality assurance, audits, feedback reporting and multi-channel communication measures intended to improve consistency and accountability.

Equalities implications

24. An Equality Impact Assessment has been completed for the Communications and Engagement Strategy 2027-2031. The assessment considered the potential impact of the strategy on people with protected characteristics and identified positive impacts arising from the strategy's emphasis on accessible, inclusive and multi-channel communication.

25. The strategy recognises different communication needs and preferences and is supported by actions covering alternative formats and translations, non-digital communication routes, resident communication preferences and engagement

with underrepresented and seldom-heard communities. The Equality Impact Assessment will be kept under review as the Delivery Plan is implemented.

Climate implications

26. None identified in the strategy or supporting documents.

Security implications

27. None identified in the strategy or supporting documents.

Conclusion

28. The Communications and Engagement Strategy 2027-2031 provides a revised framework for how City Corporation Housing will communicate and engage with residents. It incorporates feedback from the resident consultation, including stronger commitments on accuracy, accountability, accessibility, feedback and the continued availability of non-digital communication routes.

29. The separate Delivery Plan, Communications Principles and Guidance and Communication Channels Schedule provide the supporting arrangements for implementation and monitoring.

Appendices

- **Appendix 1** - DCCS Housing Communications and Engagement Strategy 2027-2031
- **Appendix 2** - Communications and Engagement Strategy Delivery Plan 2027-2031
- **Appendix 3** - Housing Communications Principles and Guidance
- **Appendix 4** - Housing Communication Channels Schedule
- **Appendix 5** - Accessible Summary of the Communications and Engagement Strategy 2027-2031
- **Appendix 6** - Equality Impact Assessment for the Housing Communications and Engagement Strategy 2027-2031

Background Papers

- None identified in the supplied documents.

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Appendix 1

City of London Corporation

Department of Community & Children's Services – Housing

Communications and Engagement Strategy 2027-2031

Contents

1. Welcome to the Housing Communications and Engagement Strategy 3
1.1 How this strategy supports our shared goals 3
1.2 Our communications and engagement vision 5
1.3 How we shaped this strategy together 6
2. Our five objectives for communications and engagement 8
2.1 Objective one: Provide accurate, consistent communication and demonstrate delivery 8
2.2 Objective two: Keep people informed and involved 9
2.3 Objective three: Make communications accessible, inclusive, and respectful .. 9
2.4 Objective four: Strengthen our Housing identity and voice 9
2.5 Objective five: Develop digital-first, but not digital-only, communications 9
3. Turning this strategy into action 10

Version control

Owner:	DCCS – Business Support Manager
Version:	2.0 – Post-consultation version for committee
Date issued:	August 2026
Next strategy review:	August 2031 Note: Interim updates may be made

Amendment history

Version	Date	Page numbers	Signature
1.0	26 August 2026	Whole document	Noah Powers
2.0	21 October 2026	Whole document	Noah Powers

1. Welcome to the Housing Communications and Engagement Strategy

This strategy sets out how City of London Corporation Housing will communicate and engage with residents across our estates about our services, policies, strategies, projects and other important updates.

This strategy applies to communications with tenants, resident leaseholders, non-resident leaseholders and other households or stakeholders affected by Housing services, projects and decisions. The channel and content used will reflect the relevance of the matter, and the communication needs of the affected audience.

Communication with residents is of utmost importance to us and is reflected in our Corporate Plan (2024-2029), Housing Strategy (2024-2029) and Resident Involvement Strategy (2025-2029). The strategy also contributes to meeting the requirements of the Regulator of Social Housing's Transparency, Influence and Accountability Standard by promoting clear communication, resident influence, openness and accountability.

This strategy sets out:

- How communications and engagement support our shared goals
- Our communications and engagement vision
- How we shaped this strategy together
- Our audiences and communications channels
- Our communications and engagement objectives
- Measuring our communications and engagement impact

This strategy is supported by a Delivery Plan, Housing communications standards and guidelines, and the Housing communication channels schedule.

1.1 How this strategy supports our shared goals

This Housing Communications and Engagement Strategy is part of a wider commitment to improving our services and how we communicate for those who live on the estates we manage. It supports the ambitions and priorities set out in the City Corporation's Corporate Plan (2024-2029), Housing Strategy (2024-2029), and Resident Involvement Strategy (2025-2029).

Corporate Plan (2024-2029)

Three of the Corporate Plan's key outcomes are relevant to this strategy:

- **Diverse Engaged Communities:** We want to reach people of all ages and backgrounds to build engaged communities on our estates and provide opportunities to co-create Housing services and deliver better outcomes.

- **Providing Excellent Services:** Communicating our policies, strategies, projects and service updates to residents is an integral part of Housing services and your engagement helps us improve these services.
- **Vibrant Thriving Destination:** Our communications regularly promote the Square Mile as a safe, secure and dynamic location to attract people to this vibrant and thriving destination.

Housing Strategy (2024-2029)

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

- **Improve the quality of housing services** – by communicating policies, strategies, projects and service updates with residents and communities, promoting our Housing Service Standards; and demonstrating transparency, accountability and learning by sharing complaints learning, resident feedback outcomes, regulatory improvement activity and service improvements, showing resident views influence decision-making and shape our services.
- **Engage and listen to residents** – by providing opportunities for engagement and feedback through our established communication channels.
- Increase the supply of housing – by building support and engaging with residents and communities about our new developments, supporting our New Development and Special Projects team.
- **Improve housing quality** – by communicating and engaging with our residents about improvements to their homes and estates, supporting our Major Works team.
- **Improve building safety** – by communicating important health and safety, including fire safety, information to residents, supporting our Health and Fire Safety team.

Resident Involvement Strategy (2025-2029)

The strategy supports four objectives in our Resident Involvement Strategy, which aims to ensure that every resident is listened to and has an opportunity to influence and to work with us to create great services, homes, and places.

- **Inclusive and accessible engagement** – by ensuring our communications materials are accessible for all audiences and by promoting engagement opportunities.
- **Consistent and timely communication** – by ensuring that we are communicating the right way, at the right time and to the right people.
- **Strengthen and champion resident influence** – by ensuring opportunities for residents to get involved and scrutinise our services are well advertised and in ways that suit residents.

- **Build a resident involvement culture** – by ensuring feedback is captured and considered throughout our communication channels to ensure that everyone has a chance to be involved and heard.

Transparency, Accountability and Learning

In line with the Transparency, Influence and Accountability Standard, we will be open about our performance, service improvements, complaints learning and regulatory activity. We will share how resident feedback has influenced decisions and actions, helping residents understand the difference their involvement makes and strengthening accountability across Housing services.

1.2 Our communications and engagement vision

"To provide clear, accurate, and respectful communication that keeps residents informed, gives them meaningful opportunities to influence decisions, and shows how their feedback leads to action"

This strategy forms part of our wider work to improve Housing services, transparency and accountability. We know that clear, timely and consistent communication is important to residents. Through this strategy, we want to build on what works well, improve how we keep residents updated, and be clearer about how we respond to feedback and follow through on our commitments.

We want to make sure that every resident on our estates feels informed, involved and empowered to help shape our services. This strategy is about building stronger communication with our residents so that you are better informed about our services, improvement activities, strategies, projects and policies.

By 2031, when communicating about our services, strategies, projects and policies, residents should know:

- What is happening and why
- When they can expect it to happen
- Who is responsible
- How they can ask questions or raise concerns
- How resident feedback has influenced decisions or improved services.

We want our communications to be clear, accessible, timely and consistent, helping residents understand what we do, what we are achieving, and what they can expect from us as their landlord.

We use a mix of digital, printed and face-to-face communication channels. We will select channels according to the nature and importance of the information, the intended audience and residents' communication and accessibility needs.

We will listen to feedback, learn from resident experiences and demonstrate how your views help shape our services through a culture of open communication and continuous improvement, in line with our Resident Involvement Strategy. By working

together, we can build trust, strengthen communities and deliver better homes and services for everyone who lives on our estates.

We will work closely with the Corporate Communications team on significant or high-profile issues, helping to ensure that communications are clear, timely and coordinated. This will support a consistent approach across the City Corporation and help us communicate effectively with residents and wider audiences.

We will also keep reviewing how we communicate with residents to make sure it's working well and reaching our residents, no matter their background.

External consultants, contractors and agencies producing communications for residents will be provided with a copy of this strategy and appendices and we expect them to comply with its requirements.

1.3 How we shaped this strategy together

Resident Involvement Strategy

Our Resident Involvement Strategy captured feedback on communications from a variety of workshops, feedback platforms, and other sources. Three themes from these consultation activities related to communications.

- Communication and engagement:
    - Residents fed back that they wanted communications to be more consistent, responsive, and joined-up across service area, across all our estates
    - Residents report having to chase responses or escalate issues to be heard.
    - Engagement varies significantly across estates, creating a sense of inequality.
    - Communication methods must be inclusive, recognising that not all residents use digital channels.
    - Traditional methods (e.g. letters) should remain part of the engagement toolkit to ensure no one is left out.
- Inequity between tenants and homeowners (leaseholders):
    - Tenants feel overlooked compared to homeowners, who are perceived to receive more attention and respect.
    - There is a call for equal treatment and recognition of all residents' voices.
- Culture change
    - Residents welcomed the values outlined in the Resident Involvement Strategy but stressed that real change requires leadership and cultural shift, not just policy.
    - Change must be modelled from the top and embedded across all levels of the organisation.

What residents told us

Our 2025-26 Tenant Satisfaction Measure (TP07) shows that 73.1% of respondents are satisfied that we keep them informed about things that matter to them. We want to build on this and continue improving how we communicate and engage with residents.

We also consulted on this Strategy with our residents through Commonplace, City Corporation Housing's online engagement platform, which has 154 registered users. The consultation was advertised through emails, noticeboard posters, and newsletters. We received ten responses to the consultation. While this represents a relatively small number of responses, the feedback provided useful insights into residents' communication and engagement priorities and has helped inform the development of this Strategy. The main themes residents told us about are summarised below, alongside how we responded to their feedback.

- Residents broadly supported the direction of the strategy, particularly the focus on clear and consistent communication, accessibility and keeping residents informed and involved.
- There was also broad support for a digital-first approach, provided that printed, telephone and face-to-face options remain available.
- Residents told us that good communication is not only about the channels we use. Information must be accurate, timely, respectful and based on a proper understanding of residents' homes, estates and previous commitments.
- A strong theme was the need for communication to be followed by visible action. Residents want to know what is changing, when it will happen, who is responsible and how feedback has influenced decisions.
- Some residents also asked for clearer accountability, better communication about repairs and major works, and greater recognition of the needs of disabled residents, people facing language barriers and non-resident leaseholders.
- Residents also told us that the draft strategy was too long.

In response to this feedback, we have:

- Reformatted the strategy to be shorter and more resident-facing and created standalone documents to support the strategy.
    - Developed a separate delivery plan containing actions, responsibilities, timescales and measures.
    - Created a two-page accessible summary structured around what is changing, when it changes, how residents' experience will improve, and how residents can hold us to account.
    - Created standalone Housing Communications Principles and Guidance

- Reframed the vision for the strategy to focus on trust, action and accountability and updated objective one to focus on providing accurate information, delivering on commitments and ensuring residents are updated when plans change.
- Added a formal commitment to specific and time-bound feedback loops.
- Added a broader focus on accessible communications.
- Developed a set of communication promises responding to feedback around clarity, timeliness, consistency, transparency and respect. When communicating with residents, we will:
    - **Be accurate:** check facts, dates, responsibilities and commitments before information is issued.
    - **Be clear:** explain what is happening, why, when and what residents need to do.
    - **Be timely:** provide information early enough for residents to understand, prepare or respond.
    - **Keep residents updated:** if plans or timescales change, explain the change rather than allowing information to become outdated.
    - **Record commitments:** maintain appropriate records of significant commitments made through projects, consultations and engagement activities.
    - **Be accessible and inclusive:** consider disability, language, literacy, digital access and communication preferences.
    - **Close the feedback loop:** explain what residents said, what was decided and what action will follow.
    - **Be accountable:** identify the responsible service or project lead for significant updates

2. Our five objectives for communications and engagement

2.1 Objective one: Provide accurate, consistent communication and demonstrate delivery

We will communicate openly and regularly with residents, stakeholders and colleagues about our services, performance, projects and priorities. Our communications will be timely, accurate and easy to understand, helping people know what we are delivering and when, what improvements are being made, and what they can expect from us as their housing provider or landlord.

We will use our full range of channels to promote progress against our Housing Strategy, Resident Involvement Strategy and Corporate Plan, ensuring that residents can see how services are performing and where action is being taken to improve outcomes.

2.2 Objective two: Keep people informed and involved

We will support meaningful two-way communication by ensuring residents and stakeholders have opportunities to receive information, share feedback and influence decisions that affect their homes, estates and communities. We recognise that communication and engagement go hand in hand. By listening to resident views and demonstrating how feedback has influenced outcomes, we will strengthen trust, improve services and help create more engaged communities. This objective supports the Resident Involvement Strategy.

2.3 Objective three: Make communications accessible, inclusive, and respectful

We will use data, feedback and resident insight to ensure our communications are accessible, inclusive and effective. We recognise that residents have different communication needs, preferences and levels of digital literacy. By understanding our audiences better, we will tailor our communications, remove barriers to participation and ensure that no one is excluded from receiving important information. We will continually review communication performance and resident feedback to improve how we communicate.

2.4 Objective four: Strengthen our Housing identity and voice

We will continue to develop a consistent and recognisable identity for City Corporation Housing that reflects our values, standards and commitment to residents. Through clear messaging, professional presentation and a resident-focused tone of voice, we will strengthen understanding of the services we provide and improve confidence in our role as a responsible landlord. We will support colleagues across Housing to communicate consistently and effectively while aligning with the wider City of London Corporation style guide and corporate identity.

2.5 Objective five: Develop digital-first, but not digital-only, communications

We will make digital channels the primary way of delivering routine communications where appropriate, helping residents access information quickly, conveniently, and efficiently. However, we recognise that not everyone wishes or is able to engage digitally. We will continue to provide accessible non-digital options, depending on the material, to ensure all residents can receive information and engage with us in ways that meet their needs. Our approach will focus on widening choice rather than reducing access.

3. Turning this strategy into action

This strategy will be supported by a Communications and Engagement Delivery Plan covering 2027–2031, as well as communications principles and guidance, and our communication channels schedule.

The Delivery Plan sets out the actions we will take against each of our five objectives, who is responsible for delivering them, when they will be delivered and how we will measure progress.

We will review progress regularly and report back to residents on what we have delivered, what is still in progress and where our approach needs to change.

The Delivery Plan will be reviewed during the lifetime of the strategy so that actions and measures can respond to resident feedback, changes in Housing services and what our performance information tells you.

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Appendix 2

DCCS Housing - Communications and Engagement Strategy 2027–2031

Delivery plan

Objective 1: Provide accurate, consistent communication and demonstrate delivery

Action	Responsibility	Timescale	Measure
Develop and introduce Housing communications principles and standards covering accuracy, clarity, accessibility, timeliness, accountability and tone of voice.	Strategic Communications and Engagement Officer / Business Support Manager	**Year 1**	Principles and standards published and communicated to Housing staff.
Introduce proportionate quality assurance for significant communications, particularly repairs, major works, building safety, service changes and statutory consultations.	Strategic Communications and Engagement Officer / relevant Head of Service	**Year 1, then ongoing**	Periodic sample audits against communications standards.
Identify the responsible service or project lead in significant resident communications.	Heads of Service / Project Leads	**From Year 1**	Sample audits confirm that significant communications identify the accountable service or project lead.

Ensure significant project/service communications explain what is happening, why, expected timescales and what happens next.	Service and Project Leads, supported by Strategic Communications and Engagement Officer	**From Year 1**	Compliance included within communications audits.
Update affected residents when significant plans or previously communicated timescales change.	Relevant Service/Project Lead	**Ongoing**	Evidence of revised updates included in communications audits.
Publish housing performance information, including Tenant Satisfaction Measures, in accessible resident-facing formats, and share outcomes from regulatory inspections, improvement plans and service reviews.	Business Support / Strategic Communications and Engagement Officer	**Tenant Satisfaction Measures (TSM) annually; other updates at relevant reporting points**	Tenant Satisfaction Measures published once a year; regulatory, improvement-plan and service-review outcomes published and kept up to date.
Continue regular @Home newsletters, magazines and service updates; monitor reach and engagement and periodically test usefulness, clarity and accessibility with residents.	Strategic Communications and Engagement Officer	**Monthly newsletter; magazine twice yearly**	Newsletter issued monthly and magazine twice yearly; subscriber numbers, open rates and click rates monitored, with year-on-year increases in digital engagement. Periodic resident testing of usefulness, clarity and accessibility completed and findings recorded.
Monitor resident perception of how well City Corporation Housing keeps residents informed (tenant satisfaction)	Business Support Manager	**Annually, through TSMs**	Performance monitored against the strategy's 80% target (based on 2025-26 TSM TP07 result of 73.1%).

Objective 2: Keep people informed and involved

Action	Responsibility	Timescale	Measure
Publish a resident-facing feedback report following significant consultations and engagement activities, explaining what residents said, what has been decided, what will change and what happens next.	Resident Involvement / responsible service or project	**Following significant consultations and engagement activities**	Feedback reports and outcomes published for significant consultations and engagement activities.
Include a regular 'You said, we did, we're doing' section in the @Home newsletter.	Strategic Communications and Engagement Officer / Heads of Service	**From Year 1**	At least one update in each @Home newsletter.
Promote consultations and opportunities for residents to become involved.	Resident Involvement / Strategic Communications and Engagement Officer / Heads of Service	**Ongoing**	Year-on-year increase in participation in consultation and engagement activities, measured through Commonplace and other consultation methods.
Continue supporting resident-led scrutiny and engagement through the Resident Voice Group and Resident Associations.	Resident Involvement Manager / relevant Housing Heads of Service	**Ongoing**	Participation monitored, with representation from a wider range of resident groups in engagement activities.

Use available resident insight, including the Household Survey, to identify groups that are underrepresented in engagement.	Resident Involvement / Strategic Communications and Engagement Officer	**Annual review**	Evidence of activity designed to improve representation.
Monitor whether residents believe Housing listens to and acts on their views.	Business Support Manager	**Annually, through TSMs**	Year-on-year increase in resident satisfaction that Housing listens to residents' views and acts on them.

Objective 3: Make communications accessible, inclusive and respectful

Action	Responsibility	Timescale	Measure
Record and use known resident communication needs and preferences.	Business Support Manager / Head of Housing Management	**Year 1–2**	Process established and used to inform relevant communications.
Develop estate audience profiles using Household Survey information and use them to adapt communications and choose appropriate communication methods.	Strategic Communications and Engagement Officer / Head of Housing Management	**Year 1–2**	A demographic profile is available for each estate, with evidence that profiles inform adaptations to communications where needed.
Provide alternative formats and translations in response to identified needs or requests, including telephone, paper and face-to-face options where appropriate.	Heads of Service	**Ongoing**	100% of alternative-format requests responded to within the existing five-working-day standard.

Apply plain-English and accessibility standards to resident communications and explain technical housing terminology.	Heads of Service	**From Year 1**	Compliance monitored through periodic audits.
Use more than one communication channel for key consultations and communications so that access and participation do not depend solely on digital access.	Resident Involvement / Project Leads	**Ongoing**	Evidence that key consultations and communications use more than one communication channel.
Promote accessible communication guidance to Housing staff.	Strategic Communications and Engagement Officer	**Twice yearly**	Two internal accessibility communications/activities each year.
Review engagement with underrepresented and seldom-heard communities and adapt approaches where needed.	Resident Involvement Manager	**Annually**	Representation reviewed and follow-up activity recorded.

Objective 4: Strengthen our Housing identity and voice

Action	Responsibility	Timescale	Measure
Strengthen Housing-specific communication and branding, including a clear tone-of-voice and style guide, aligned with the wider City Corporation identity and accessibility requirements.	Strategic Communications and Engagement Officer / Business Support Manager	**Year 1**	A recognisable Housing identity is supported by published and implemented branding guidance, a tone-of-voice and style guide, and approved templates.

Introduce agreed templates for commonly used resident communications.	Strategic Communications and Engagement Officer / service leads	**Year 1–2**	Approved templates available to relevant teams, with reviews demonstrating increased consistent use across service areas.
Provide staff with practical support to communicate consistently and confidently.	Strategic Communications and Engagement Officer / Business Support Manager	**Ongoing from Year 1**	Guidance communicated and support activities recorded.
Review communications issued across Housing teams for consistency of language, graphics, approved templates and resident-focused tone across newsletters, consultation materials and digital channels.	Strategic Communications and Engagement Officer	**Annually**	Yearly reviews completed and improvement actions identified and communicated back to responsible teams.
Require consultants and contractors to follow the same Housing communication principles and standards as internal staff.	Commissioning service / Project Leads	**Ongoing**	Communication requirements incorporated into relevant project arrangements; sample audits check contractor and consultant communications against the same principles and standards as internal communications. Strategic Communications and Engagement Officer involved in procurement and project kick-off meetings.

Objective 5: Develop digital-first, but not digital-only communications

Action	Responsibility	Timescale	Measure
Continue developing digital communications as the primary route for appropriate routine communications while retaining alternative routes.	Strategic Communications and Engagement Officer / service leads	**Ongoing**	Digital reach and engagement monitored alongside availability of offline routes.
Increase awareness and take-up of @Home and other appropriate digital communications.	Strategic Communications and Engagement Officer	**Annually**	Year-on-year increases in digital newsletter subscribers and digital engagement rates, including newsletter open rates and click rates.
Review Housing web information and identify opportunities to improve online self-service information and forms.	Strategic Communications and Engagement Officer / relevant service leads	**Year 1–2; review thereafter**	Priority pages/forms identified and improvements recorded.
Retain appropriate printed, telephone and face-to-face communication routes for residents who need or prefer them.	Heads of Service	**Ongoing**	Essential communications remain available through suitable non-digital channels.
Review printed communications to ensure they are targeted, effective and available where residents need or prefer them, rather than reducing print as an objective.	Strategic Communications and Engagement Officer	**Annually**	Reviews of printed communications completed and rationale evaluated.

Introduce a consistent estate noticeboard checking process, identify responsible staff, remove expired material and use alternative channels where noticeboards do not reach all households.	Head of Housing Management	**Year 1, then ongoing**	Noticeboards checked against an agreed schedule, responsible staff identified and expired material removed; alternative channels used where noticeboards do not reach all households.
Where a communication channel does not adequately reach an intended audience, use an appropriate additional channel.	Strategic Communications and Engagement Officer / relevant service lead	**Ongoing**	Multi-channel delivery demonstrated for significant communications where required.

Cross-cutting governance and reporting

These actions support delivery, oversight and reporting across all five objectives.

Action	Responsibility	Timescale	Measure
Maintain the Communications and Engagement Delivery Plan and coordinate progress reporting.	Business Support Manager / Strategic Communications and Engagement Officer	**Ongoing**	Delivery plan kept under review. After year 2, review and develop new delivery plan.
Strengthen how commitments made to residents are recorded.	Service Improvement Manager / relevant Head of Service	**Year 1, then annual review**	An agreed recording process is in use across Housing. Quarterly sample checks confirm that commitments have a named owner, due date, status and evidence of completion or an

			explanation of delay, including an update to affected residents.
Review the accessibility and reach of communication channels.	Strategic Communications and Engagement Officer	**Year 1, then annual review**	Review completed across key digital and non-digital channels, using reach data, resident feedback and accessibility checks. Gaps identified and an improvement plan agreed, with named owners and deadlines; progress reviewed annually.
Review delivery progress and identify delayed or outstanding actions.	Strategic Communications and Engagement Officer / Business Support Manager	**Yearly**	Delivery plan updated with completed, in-progress, and not completed actions identified and followed up on.
Provide residents with regular updates on implementation of the strategy.	Strategic Communications and Engagement Officer / Business Support Manager	**Yearly**	Resident progress update published through Annual Report, @Home newsletter/magazine, and Housing Communications webpage.
Keep staff, Members and relevant stakeholders informed about delivery through frequent internal communications and appropriate stakeholder updates.	Strategic Communications and Engagement Officer	**Quarterly**	Delivery updates issued to staff, Members and relevant stakeholders; frequency to be agreed.
Review the delivery plan and measures to ensure they remain appropriate over the lifetime of the strategy.	Strategic Communications and Engagement Officer /	**Annually**	Annual review completed and revisions documented.

	Business Support Manager		

DCCS Housing – Communications and Engagement Strategy

Housing communications principles and guidance

City of London Corporation Housing is responsible for providing clear, timely and effective communication to our residents, while supporting informed, engaged and inclusive communities across our estates.

This guidance explains how we manage Housing communication channels and how decisions are made about what content is shared.

We are committed to ensuring residents are well informed about housing services, building safety, repairs, major works, community initiatives and opportunities to get involved in decisions that affect their homes and neighbourhoods. Our communications aim to be clear, accessible, respectful and consistent, helping to build trust and understanding between residents and City Corporation Housing.

City Corporation Housing manages several formal communication channels. These are curated platforms, and we have a responsibility to ensure they are used appropriately, fairly and in line with our role as landlord and service provider. We recognise that our approach has not always been applied consistently in the past. This guidance aims to provide residents with clarity about what will and will not be included in Housing-managed communications in the future and maintain consistency with our service standards.

Our communication channels

City Corporation Housing uses a range of communication channels, each with a specific purpose and audience.

While all these channels support communication with residents, some are managed and curated by City Corporation Housing. This means that not all content will be appropriate for all channels.

Core principles

Our approach to communication is guided by the following principles:

- **Clear and accessible** - information will be written in plain language and follow the City of London Corporation's accessibility and style guidelines
- **Timely and relevant** - residents receive information when it is needed
- **Consistent and fair** - decisions are made using the same criteria for all content
- **Transparent** - we will explain decisions and processes where appropriate
- **Respectful** - communication with and about residents will always be courteous and balanced

- **Resident-focused** - supporting awareness, understanding and opportunities to engage
- **Operationally neutral** - Housing communication channels will not be used to promote or oppose campaigns relating to City of London Corporation decisions
- **Non-promotional** - Housing communication channels will not be used for commercial advertising, marketing activity, business promotion or endorsement of commercial products or services

Managed communication platforms

Housing newsletters, resident emails, Housing webpages, engagement platforms and estate noticeboards are managed platforms. The City of London Corporation, as landlord and service provider, determines what content is displayed or circulated through these channels.

These channels are primarily intended for:

- Housing service information and updates
- Repairs, maintenance, building safety and major works information
- Community notices, events, meetings and activities relevant to residents
- Information from other City of London Corporation departments and approved partners
- Resident engagement activity, consultations and opportunities to influence services
- Information that supports residents' wellbeing, safety and tenancy responsibilities

They are not intended to act as platforms for campaigning or advocacy, particularly where this relates to live City of London Corporation decisions.

Content relating to matters of resident concern may be included where it is presented as information about consultation, engagement activity, meetings or service-related processes, rather than as campaigning or advocacy. This ensures residents are informed about opportunities to participate while maintaining City Corporation Housing’s operational neutrality.

Distinction between information and campaigning

City Corporation Housing recognises that there has not always been a clear distinction between information and campaigning, which has sometimes led to confusion and inconsistency.

It is important to distinguish between:

- A resident's right to express their views and campaign on issues
- Whether City Corporation will publish or promote that material through its own communication channels

Residents remain free to engage in democratic activity, including supporting petitions, contacting elected Members, attending meetings, participating in consultations and using independent forums and resident groups.

However, Housing-managed channels will not normally be used to promote campaigns that seek to influence City of London Corporation decisions. In some circumstances, issues that are the subject of campaigns may still be referenced where the focus is on providing information, signposting official processes, or highlighting opportunities for residents to participate in consultation or decision-making. In these cases, content will be presented in a neutral and factual way.

Third-party and commercial content

City Corporation Housing recognises that communication channels have previously included information about local businesses, services and other third-party initiatives.

To ensure a clear, consistent and fair approach, Housing-managed communication channels will not be used to promote individual businesses or commercial services, or to provide endorsement of third-party offers.

However, City Corporation Housing may share information about cultural, community, educational, charitable or public-interest events and activities, including paid-for events where they are considered relevant to residents and consistent with the purpose of the communication channel.

City Corporation Housing may also share information about events, activities or services that offer a specific and exclusive benefit to residents where there is a clear community or resident benefit.

This approach:

- Ensures consistency in how content is assessed and included
- Maintains operational neutrality
- Avoids any perception of endorsement or preferential treatment

This applies across all Housing-managed communication channels.

Application to channels

Estate noticeboards

- Used for Housing information, community information and local events
- Materials that have been displayed without prior approval may be removed where they do not align with this guidance

Housing newsletters and bulletins

- Used to share Housing service updates, community information, events, meetings and engagement opportunities, and updates from the City Corporation
- Not used to promote campaigns relating to live decision-making processes
- May include information about consultations, meetings and engagement opportunities, where they are presented in a neutral and factual way
- Not used to promote commercial advertising or individual businesses

Emails, letters and digital updates

- Used to provide service information, consultations, alerts and formal communication
- Content is controlled and aligned to resident and service needs

Resident engagement platforms

- Used to support consultation, engagement and involvement activities
- Managed in accordance with the purpose of the specific engagement activity
- May host feedback, surveys and opportunities for discussion while remaining independent and impartial

Leaflet distribution

- Subject to approval and relevant policies
- May include community information or information from approved partners where appropriate

Transparency and consistency

We are committed to applying this guidance consistently and explaining decisions where requested.

This guidance will be reviewed periodically with residents and resident representative groups and published to support transparency.

Where similar requests are treated differently, we will seek to explain the reasons clearly, including how decisions relate to this guidance and the circumstances involved.

This guidance is intended to support a fair, transparent and consistent approach for all residents and all requests.

City Corporation Housing reserves the right to amend content submitted for publication where necessary to ensure it complies with this guidance, the City of London Corporation's policies and legal obligations.

Resident Voice and Resident-Led Groups

City Corporation Housing recognises the important role that resident-led groups, associations, committees and forums play in representing residents, promoting community involvement and helping to improve housing services.

Nothing in this guidance is intended to restrict residents' rights to express their views, organise collectively, campaign on issues that matter to them, or communicate with one another through independent channels.

Resident groups remain independent of City Corporation Housing and may:

- Publish newsletters, websites, social media content and other communications
- Campaign on issues affecting residents and communities
- Organise petitions, meetings and events
- Engage with elected Members and decision-makers
- Represent the views and interests of their members
- Communicate directly with their own members and supporters

The purpose of this guidance is not to limit these activities. Rather, it sets out how Housing-managed communication channels are used and the standards that apply to content published through those channels.

Where resident groups, associations or campaigns are referred to in Housing-managed communications, this will normally be done in a factual and neutral way. For example, the City Corporation Housing may:

- Publicise meetings, consultations or engagement opportunities organised by recognised resident groups
- Signpost residents to resident-led forums or representative bodies
- Share information about opportunities for residents to become involved in resident groups
- Provide information about issues being discussed by residents where this supports awareness and engagement

However, Housing-managed communication channels will not normally be used to endorse, promote or advocate for a particular campaign position, petition, candidate, or outcome.

We are committed to supporting meaningful resident involvement and constructive challenge. Resident feedback, scrutiny and participation are essential to improving

services and ensuring residents have opportunities to influence decisions that affect their homes and communities.

Appendix 4

DCCS Housing – Communications and Engagement Strategy

Current audiences and communication channels

Communication Channel and audience	Purpose	Frequency	Format	Owner/Lead
@Home Newsletter 1,250+ signed up to receive communications from Housing	Keep residents informed on Housing updates including policies and projects, legislation, estate-specific news, consultation and engagement, financial support and advice, safety and security, events, City-specific information and health, wellbeing, community and sustainability messages	First working day of each month	Digital newsletter (Dynamics)	Strategic Communications and Engagement Officer/Business Support Manager
@Home Magazine 1,250+ signed up to receive communications from Housing	Same purpose as @Home newsletter but longer form	2x per year (summer, winter)	Digital (Issuu), advertised through @Home newsletter, and paper copies to Estate Offices and sheltered schemes	Strategic Communications and Engagement Officer/Business Support Manager
Community Centres (CC) Newsletter 250+ signed up to receive CC communications	Keep hirers and users of the Golden Lane CC and Portsoken CC updated on schedules, projects, events, and information from our hirers.	Quarterly	Digital newsletter (Mailchimp)	Strategic Communications and Engagement Officer, CC Manager, CC Assistant, Resident Involvement Manager

Non-newsletter emails 1,250+ signed up to receive communications from Housing	Advise residents on estate-specific or time-sensitive projects, news, events or consultations	Responsive/demand-driven	Digital newsletter (Dynamics)	Strategic Communications and Engagement Officer
Posted Leaflet/Letters All residents (3083) or only leaseholders (971) or only tenants (2086)	Advise residents about policies, projects (including Major Works), consultations, estate-specific information, tenancy information or legal notices	Responsive/demand-driven	Paper, posted through letterboxes by Estate staff	Strategic Communications and Engagement Officer, Heads of Service, Resident Services Officers, Estate Supervisors
Home visits All residents (3083)	Provide personalised support, discuss tenancy matters, welfare or safeguarding concerns, estate issues, service requests and help residents access services	Responsive/demand-driven	Face-to-face visits carried out in residents' homes by Housing staff	Resident Services Officers, Customer Service Officers, Estate Supervisors, Heads of Service, other officers as required
Estate office/estate noticeboards posters All residents (3083)	Advise residents about policies, projects, consultations, estate-specific information	Responsive/demand-driven	Paper, posted in Estate offices and noticeboards by Estate staff	Strategic Communications and Engagement Officer, Heads of Service, Resident Services Officers, Estate Supervisors
Estate bulletins Various estates	Advise residents about localised policies, projects, consultations, and estate-specific information	Weekly	Paper, posted in Estate offices and noticeboards by Estate staff, and digital through RSO-managed distribution lists	Resident Services Officers, Area Managers supported by Strategic Communications and Engagement Officer

Housing Management engagement sessions (drop-ins and walkabouts) All residents (3083)	Provide residents with the opportunity to give feedback on estate-specific matters directly to estate staff	2-3 times per year, per estate	In-person	Resident Services Officers and Estate Supervisors, supported by Estate Services Manager and Area Managers
Estate events All residents (3083)	Provide residents with the opportunity to socialise, get to know their neighbourhoods and build community	Responsive, demand-driven or seasonal	In-person	Resident Services Officers and Estate Supervisors, supported by Estate Services Manager and Area Managers
Resident Voice Group	Resident led scrutiny and strategic influence and oversight across the whole of the Housing Service.	4-6 meetings per year, plus additional work as required	In-person	Director of Housing, Resident Co-Chair, Resident Involvement Manager
Resident Associations ASRA, GLERA, MSERA, PSLA, SMRA	Provide messaging to RAs to distribute among their members, primarily related to policies, projects, consultations and estate-specific information	Responsive, demand-driven	Email	Strategic Communications and Engagement Officer, Resident Involvement Manager
Resident engagement and consultation events All residents (3083), neighbours to our estates around London	Provide project-specific information to residents and gather feedback on projects that will immediately impact them/their homes, primarily delivered by Major Works and New Developments and Special Projects	Responsive, demand-driven	Workshops, forums, door-knocking, exhibitions, briefings, panels In-person and virtual	Major Works and New Developments and Special Projects teams, Strategic Communications and Engagement Officer, Resident Involvement Officer

Members Members for City Estates and allocated Members for out of City estates	Provide messaging to Members to distribute among their constituents, primarily related to policies, projects, consultations and estate-specific information	Responsive, demand-driven	Email	Strategic Communications and Engagement Officer, Head of Housing Management
Housing and Homelessness section of City Corporation website Public	Provide wide-ranging messaging related to all Housing teams, including policies and procedures, governance, support and assistance and projects	Responsive, demand-driven, content reviewed yearly	Web	Strategic Communications and Engagement Officer (Housing and DCCS as content lead)
Social media (Housing Facebook and X) Public 420 followers on Facebook 118 followers on X	Advise residents about policies, projects, consultations, estate-specific information	Responsive/demand-driven	Facebook/X	Strategic Communications and Engagement Officer
Civica communications All residents (direct)	Contact residents directly related to service changes, emergency communications, legal notices or time-sensitive matters	Responsive/demand-driven	Email/letters	Systems & Management Information Administrator, Business Support Manager, Resident Services Officers
Commonplace All residents, though website is public	Provide consultation and engagement platform for residents to provide feedback on estate services, policies and projects	Responsive/demand-driven (dependent on live consultations from teams)	Digital (platform)	Resident Involvement Manager

Team-based communications All residents (direct)	Contact centres for specific teams, used as first option to report an issue or raise a query	Responsive	Shared team email inboxes and phone lines	Various individual Housing teams
News release/City Corporation newsroom All residents, though website is public	Highlight positive news stories and provide proactive messaging around sensitive news stories	Responsive, demand-driven	Web – news section of City Corporation website	Strategic Communications and Engagement Officer, Corporate communications team/DCCS Media Officer

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Appendix 5

Improving communication with City of London Corporation Housing tenants and leaseholders

Accessible summary of the Housing Communications and Engagement Strategy 2027-2031

Our aim

Providing clear, accurate and respectful communication that keeps tenants, resident leaseholders, non-resident leaseholders and other affected households/stakeholders informed, provides meaningful opportunities to influence decisions, and shows how feedback leads to action.

What is changing?

- Communications will explain what is happening, why it is happening, when tenants and leaseholders can expect it to happen and who is responsible.
- Important information will be checked for accuracy and written in clear, plain English.
- Tenants and leaseholders will receive updates when important plans or timescales change.
- We will show how feedback has influenced decisions and service improvements.
- Communications will take account of disability, language, literacy, digital access and individual communication needs.
- Digital communication will be used where appropriate, but printed, telephone and face-to-face options will remain available when needed.
- City Corporation Housing staff, contractors and consultants producing communications will be expected to follow the same standards.

When will it change?

1. **From 2027:** The strategy and delivery plan will guide how City Corporation Housing communicates and engages with tenants and leaseholders, with improvements introduced from the start of the strategy period.
2. **In the first year:** City Corporation Housing will strengthen communication standards and quality assurance, improve how we record and follow up on commitments, improve the feedback-to-action process, review the accessibility and reach of communication channels, and support staff to communicate consistently.
3. **Throughout 2027-2031:** Residents should see ongoing improvements in how we communicate and engage, including digital and non-digital communications, better and more frequent feedback opportunities, and more detail on how we use feedback and performance information to review progress.
4. **By 2031:** These improvements will be embedded across our services, so that tenants and leaseholders can consistently expect to understand what is happening and why, when it will happen, who is responsible, how to ask questions or raise concerns, and how resident feedback has influenced decisions or improved services.

Clearer and more reliable information

- Tenants and leaseholders should receive timely, accurate and consistent information about relevant Housing services, repairs, major works, building safety, service changes and other important matters.
- Significant updates should make the responsible service or project lead clear.

More visible action on feedback

- City Corporation Housing will use a 'You said, we did, we're doing' approach to explain what feedback we've heard, what has changed and what is still in progress.
- For significant consultations, City Corporation Housing will publish feedback reports focusing on feedback received and what will change in response.

More accessible and inclusive communication

- Important communications and consultations will use an appropriate mix of channels rather than relying only on digital communication.
- Alternative formats and translations will be provided when requested, with telephone, paper and face-to-face options used where appropriate.
- City Corporation Housing will use resident insight, including the Household Survey, to improve communication with different estates and communities.

More consistent standards

- City Corporation Housing will introduce principles, guidance, templates and quality checks to improve consistency across teams.
- Estate noticeboards will be checked against an agreed schedule and out-of-date information removed.

How can you hold us to account?

5. **Check progress updates.** City Corporation Housing will provide regular progress updates to tenants and leaseholders, including through newsletters, on the Housing Communications webpage and information in the Annual Report for Tenants.
6. **Look for evidence of action.** Updates will show what City Corporation Housing has delivered, what is in progress and how feedback has influenced decisions or services.
7. **Take part and ask questions.** Tenants and leaseholders can respond to consultations, attend meetings and events, contact Housing teams, work through Resident Associations, or take part in the Resident Voice Group.
8. **Use the published standards.** Tenants and leaseholders can expect communications to be accurate, clear, timely, accessible, inclusive and accountable, and can raise concerns with the Housing Communications team (home@cityoflondon.gov.uk) when these standards are not met.

How progress will be measured

City Corporation Housing will monitor resident satisfaction, consultation participation, accessibility requests, communications reach and engagement, feedback reports, and compliance with communication standards. Detailed actions, responsibilities, timescales and measures will be set out in the separate delivery plan.

Appendix 6

Please refer to the EQIA guidance when completing this form

Equality Impact Assessment Form

Section 1: To be completed by all

Proposal Title	DCCS Housing Communications and Engagement Strategy 2027-2031
Details of the lead officer completing the Assessment / Role responsible for completion of the EQIA	Noah Powers Strategic Communications and Engagement Officer
Department Responsible	Department of Community & Children's Services – Housing
Who has been involved in creating the EQIA	The assessment has been informed by the resident consultation on the strategy through Commonplace, which received 10 responses, and earlier resident feedback captured through the Resident Involvement Strategy. The strategy was promoted for consultation through emails, noticeboard posters and newsletters. Internal ownership of the strategy sits within Housing. Formal EQIA sign-off should include the relevant manager and senior manager / Chief Officer in accordance with the corporate form.
Date of Initial assessment	21 October 2026
Dates of review (as applicable)	To be reviewed alongside the Communications and Engagement Delivery Plan and if material changes are made to the strategy or delivery approach.

1. PROPOSAL OVERVIEW

The proposal is to adopt the DCCS Housing Communications and Engagement Strategy 2027-2031. The strategy sets out how City of London Corporation Housing will communicate and engage with tenants, resident leaseholders, non-resident leaseholders and other households or stakeholders affected by Housing services, projects and decisions.

The strategy aims to provide clear, accurate and respectful communication; keep residents informed; give residents meaningful opportunities to influence decisions; and show how feedback leads to action. It establishes five objectives:

- Provide accurate, consistent communication and demonstrate delivery.
- Keep people informed and involved.
- Make communications accessible, inclusive, and respectful.
- Strengthen our Housing identity and voice.
- Develop digital-first, but not digital-only, communications.

The strategy is supported by a Delivery Plan, Housing Communications Principles and Guidance, a Communication Channels Schedule, and a two-page accessible summary. The Delivery Plan contains actions on alternative formats and translations, resident communication needs and

preferences, use of more than one channel for key communications, resident audience profiles and engagement with underrepresented and seldom-heard communities.

Potential equality impact is sufficiently relevant to require a full assessment because the method, format and accessibility of Housing communications can affect residents' ability to receive important information and take part in consultation and engagement.

Section 2: To be completed for a full EQIA

2. EVIDENCE AND IMPACT ANALYSIS

Evidence used for this draft assessment:

- The post-consultation Communications and Engagement Strategy 2027-2031.
- The Communications and Engagement Strategy Delivery Plan.
- Resident consultation through Commonplace: 10 responses.
- Earlier communications feedback captured through the Resident Involvement Strategy.
- The current Housing Communication Channels schedule.

Evidence limitations: the material reviewed does not provide a complete demographic breakdown of consultation respondents or comprehensive equality data for every protected characteristic. Where no specific evidence is available, the assessment records that limitation rather than assuming no impact. The Delivery Plan proposes estate audience profiles using Household Survey information, which should strengthen the evidence base during implementation.

Age

Potential impact: Positive overall, with a potential risk if routine digital-first communication does not meet the needs of residents who do not use digital channels. Resident consultation explicitly stated that digital exclusion is not limited to older residents.

Mitigation / action: retain printed, telephone and face-to-face communication where needed or preferred; use more than one channel for key consultations and communications; review channel reach.

Draft outcome: Positive with monitoring required.

Disability

Potential impact: Strong potential positive impact because accessibility and inclusion are explicit objectives. There remains a risk that inaccessible written or digital content, or failure to recognise an individual communication requirement, could exclude disabled residents.

Mitigation / action: record and appropriately use known communication needs and preferences; provide alternative formats; apply accessibility standards and use plain-English; use telephone, paper and face-to-face options where appropriate; monitor alternative-format requests.

Draft outcome: Positive, subject to effective implementation and monitoring.

Gender reassignment

Potential impact: No specific direct impact is identified in the available evidence. Communication should nevertheless remain respectful, inclusive and protect residents from unequal treatment.

Mitigation / action: apply the strategy's respectful and inclusive communication principles and guidance consistently and monitor complaints or feedback indicating barriers or unequal treatment.

Draft outcome: Neutral / no specific impact identified from current evidence.

Marriage & civil partnership

Potential impact: No specific direct impact identified in the available evidence.

Mitigation / action: apply communication principles and guidance consistently to all affected residents and households.

Draft outcome: Neutral / no specific impact identified from current evidence.

Pregnancy & maternity

Potential impact: No specific direct impact identified in the consultation evidence. Flexible and multi-channel communication may positively support residents who find attendance at fixed-time engagement activities difficult.

Mitigation / action: maintain multiple routes for receiving information and participating in engagement, including digital and non-digital options.

Draft outcome: Neutral to positive.

Race

Potential impact: Potential positive impact through the commitment to accessible, inclusive communication. A potential barrier exists where residents face language barriers, which was raised in consultation feedback.

Mitigation / action: translations where requested or needed; plain English; more than one communication channel for key communications; estate audience profiles and work with underrepresented and seldom-heard groups.

Draft outcome: Positive with monitoring required.

Religion & belief

Potential impact: No specific direct impact identified from the evidence reviewed.

Mitigation / action: use multiple engagement routes and keep engagement approaches under review so identified communication or participation needs can be accommodated appropriately.

Draft outcome: Neutral / no specific impact identified from current evidence.

Sex

Potential impact: No specific direct impact identified from the evidence reviewed.

Mitigation / action: apply inclusive communication principles and guidance consistently and use resident insight to identify underrepresentation in engagement.

Draft outcome: Neutral / no specific impact identified from current evidence.

Sexual orientation

Potential impact: No specific direct impact identified from the evidence reviewed.

Mitigation / action: maintain respectful, inclusive principles and guidance and monitor complaints, feedback and engagement for evidence of barriers.

Draft outcome: Neutral / no specific impact identified from current evidence.

Additional groups

Socio-economic background

Potential impact: Positive. Digital access, literacy and the ability to use particular communication channels may vary. The digital-first but not digital-only model and retention of printed, telephone and face-to-face routes reduce the risk of exclusion.

Mitigation / action: review reach and effectiveness of communication channels and retain appropriate offline routes.

Care leavers

Potential impact: No specific impact identified in the evidence reviewed.

Mitigation / action: ensure accessible and clear information and respond to identified communication needs.

Carers & parents

Potential impact: Potential positive impact from multi-channel and flexible engagement, which provides alternatives to attendance at a single meeting or reliance on one communication method.

Mitigation / action: retain multiple routes for information and participation and monitor representation in engagement.

Veterans

Potential impact: No specific impact identified in the evidence reviewed.

Mitigation / action: apply the strategy's inclusive communication principles and guidance consistently.

Intersectional impacts

Combined characteristics may increase communication barriers. The clearest risks identified from the strategy and consultation are residents who are disabled and also digitally excluded; residents with language needs who are also less digitally connected; and residents experiencing a combination of literacy, accessibility or socio-economic barriers. These risks support the strategy's multi-channel approach rather than reliance on a single communication method.

3. STAKEHOLDER ENGAGEMENT

The strategy was consulted on with residents through Commonplace and promoted through emails, noticeboard posters and newsletters. Ten responses were received. Residents broadly supported the direction of the strategy, while identifying the need for accurate, timely and respectful information; visible action following feedback; clearer accountability; continued printed, telephone and face-to-face options; better recognition of disability and language barriers; and equitable communication with non-resident leaseholders.

The strategy was changed in response. Changes include a shorter resident-facing strategy, a separate Delivery Plan, a two-page accessible summary, stronger commitments on accuracy and accountability, formal feedback loops, a broader accessibility focus and communication promises covering clarity, timeliness, updating residents, accessibility, inclusion and accountability.

Further work: use Household Survey and other resident insight to strengthen estate audience profiles and review representation of underrepresented and seldom-heard communities during implementation.

4. DECISION MAKING (MITIGATIONS AND CHANGE)

Draft informed decision: the strategy is expected to have an overall positive equality impact because it makes accessibility and inclusion a specific objective and retains non-digital communication options. No direct adverse impact is identified from the evidence currently available for most protected characteristics. Potential indirect barriers relate principally to disability, language, literacy and digital access.

The proposal should proceed with the mitigations already built into the strategy and Delivery Plan. These include alternative formats and translations, plain English, use of multiple communication channels, recording communication needs and preferences, estate audience profiling, and review of engagement with underrepresented and seldom-heard communities.

Because complete demographic evidence is not available for every protected characteristic, this assessment should be treated as a living document and reviewed if monitoring, complaints, resident feedback or improved data identify disproportionate outcomes or new barriers.

5. MONITORING AND REVIEW

The following monitoring arrangements are proposed, aligned to the Delivery Plan:

- Monitor resident perception of how well Housing keeps residents informed.
- Monitor alternative-format requests against the agreed five-working-day standard.
- Review whether key consultations and communications use more than one channel.
- Develop estate audience profiles using Household Survey information.
- Review engagement with underrepresented and seldom-heard communities annually.
- Monitor consultation participation, resident feedback and communications reach and engagement.
- Use periodic communications audits to test compliance with accessibility and communication principles and guidance.
- Review the Delivery Plan and relevant measures over the lifetime of the strategy and update this EQIA if evidence indicates a new or disproportionate impact.

Section 3: To be completed by all

6. RECORDING YOUR DECISION AND SIGN-OFF

This draft EQIA identifies an overall positive equality impact, with the strongest anticipated benefits relating to accessibility, inclusion, communication choice and residents' ability to participate in engagement. Potential indirect barriers remain where communication needs, language, literacy or digital access are not identified or appropriately accommodated. The strategy and Delivery Plan contain measures intended to mitigate those risks.

The assessment should be reviewed alongside implementation evidence and updated where new equality information becomes available.

Sign off

Officer completing the EQIA	Name: Noah Powers Job title: Strategic Communications and Engagement Officer Date: 21 October 2026 Signature: Noah Powers
Second Approval Manager	Name: Liane Coopey Job title: Business Support Manager Date: 2 November 2026 Signature: Liane Coopey
Senior Manager or Chief Officer	Name: Peta Caine Job title: Director of Housing Date: 2 November 2026 Signature: Peta Caine

City of London Corporation Committee Report

Committee: Housing Management and Almshouses Sub-Committee	**Dated:** 19 November 2026
Subject: Quarterly Fire Safety Status Report – November 2026	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **supports the discharge of 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, Executive Director of Department of Community and Children's Services
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 fire safety management and performance across the Corporation's social housing portfolio.

The report covers the fire risk assessment and fire strategy programmes. It also draws on data from RiskBase to provide a high-level overview of progress in addressing priority actions arising from fire risk assessments. In addition, it provides an update on fire safety management arrangements for the Corporation's higher-risk residential buildings.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The Corporation produces a quarterly Fire Safety Status Report to provide Members with oversight of fire safety performance across its social housing portfolio.

2. The report supports delivery of the Corporate Plan 2024–29 and provides assurance regarding the discharge of statutory fire safety duties. It summarises progress against the fire risk assessment and fire strategy programmes, together with other key fire safety improvement activities.

3. The report also updates Members on emerging legislative requirements relating to Residential Personal Emergency Evacuation Plans (RPEEPs) and person-centred fire risk assessments (PCFRAs), along with fire safety management arrangements for the Corporation's higher-risk buildings (HRBs).

Current position

4. Key developments during the reporting period include:

    - further progress in addressing actions arising from fire risk assessments;
    - continued progress under the Fire Safety Planned Maintenance Programme, including procurement of specialist consultancy support;
    - continuing work to update RPEEPs and offer PCFRAs where appropriate;
    - one fire-related incident, with no injuries and no identified requirement for a Mandatory Occurrence Report or notification under RIDDOR; and
    - fire safety inspections by the London Fire Brigade at two residential blocks.

1. Fire risk assessment

5. As of 3 November 2026, there were 1,440 outstanding FRA actions, compared with 1,634 on 14 September 2026, representing a net reduction of 194 actions.

6. The reduction is largely attributable to the completion of actions categorised as "housekeeping" and actions associated with new-build properties.

7. Further FRA inspections undertaken between 14 September and 24 October 2026 generated an anticipated 123 additional actions, compared with 455 in the previous reporting period. These actions are described as anticipated because the relevant fire risk assessments are awaiting quality assurance by the consultant.

8. The Corporation has advance access to the draft assessments.

9. There are currently 60 outstanding high-priority actions, of which 54 are in progress and 6 have not yet started. This increase in the number of actions recorded as in progress reflects the review undertaken by Heads of Service and the commencement of remedial activity. The 6 actions that remain not started are highlighted in amber in appendix 1 and a verbal update as to progress will be provided at the Sub-Committee meeting. These and all other completion rates will continue to be monitored through future reports.

10. A similar trend is seen in priority categories medium and low. This marked improvement is attributable to heads of service reviewing all actions in their areas and moving the actions to in progress where possible. The overall rate of change shows a reduction of 194 actions since 14 September 2026.

11. A detailed analysis of high-priority actions is provided in Appendix 1 as requested by the committee.

Breakdown of action categories:

Category	Outstanding	In progress	Not started	Previous period	Change
High	**60**	54	6	61	-1
Medium	**810**	170	640	844	-34
Low	**559**	121	438	638	-79
Recommended	**9**	7	2	86	-77
No Severity	**2**	2	0	5	-3
Total	**1,440**	354	1,086	1,634	-194

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

12. A specialist fire safety consultancy contract has been implemented to support the completion of outstanding FRA actions and compliance with the Fire Safety (England) Regulations 2022 and other fire safety legislation applicable to the Corporation's housing stock. Work delivered under contract to date includes:

- suitable single-page building plans for the secure information boxes at nine HRBs, in accordance with regulation 6 of the Fire Safety (England) Regulations 2022;
- preparation of regulation 11 information for submission through the LFB portal for nine HRBs;
- a fire safety signage audit across all 24 HRBs, having regard to current guidance on wayfinding signage in smoke and low-light conditions;
- monthly checks of firefighting lifts and other relevant firefighting equipment, together with the required periodic HRB inspections across all 24 HRBs during July and August;
- retrospective fire strategies completed for Petticoat Tower and Petticoat Square;

- progress towards completion of retrospective fire strategies for a further four HRBs; and
- completion of Stage 1 FRAEWs for 12 HRBs, with further assessment progressing at Petticoat Tower.

13. The contract is making significant progress in addressing 30 high-priority actions and numerous medium priority actions.

14. 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 continue to be reported through future quarterly updates.

3. Person-centred fire risk assessments and Residential Personal Emergency Evacuation Plans

15. Progress is being made in revising the RPEEP procedure, which will include an offer of a PCFRA where appropriate. Impact assessments are being undertaken for vulnerable residents at Middlesex Street Estate in preparation for a planned seven-hour interruption to utility supplies in late November. Social Care colleagues are supporting Housing colleagues in completing the assessments and developing appropriate welfare arrangements. A safety management plan is also being prepared.

16. Training on RPEEPs and PCFRAs will be provided to customer-facing Housing staff to support the consistent identification, assessment and management of residents who may require additional assistance during a fire emergency. Completion of this training implementation is proposed as a Housing KPI for the next financial year.

4. Fire safety incidents since 21 September 2026.

17. A fire occurred in the bulky-waste compound at Avondale Square and was brought under control by the LFB. The fire spread rapidly in the prevailing dry conditions. The Estates Team investigated the incident and is reviewing the risk assessments for both the location and the management of bulky waste on the estate. There were no reported injuries.

5. Regulator update

18. The LFB carried out fire safety inspections at two housing blocks during the reporting period.

- Dron House, Whitechapel, received a routine inspection. The minor recommendations arising from the inspection have been addressed.
- East Point, on the Avondale Square Estate, was inspected following an alarm activation and LFB attendance, during which the building’s drop-key access switch was found to have been vandalised. The inspector’s report is awaited. The drop key was repaired on 14 October.

6. Corporate and strategic implications

Financial implications. Failure to comply with applicable fire safety legislation may expose the Corporation to financial penalties, enforcement action, unplanned remediation costs, increased insurance costs and potential civil claims. The scale of any financial impact would depend on the nature, seriousness and duration of the non-compliance.

Resource implications. Adequate resourcing of fire safety management is necessary to maintain legal compliance, complete remedial works within appropriate timescales and minimise risks to residents, property and service continuity. Effective resourcing also reduces the potential for adverse insurance and reputational consequences.

Legal implications. As both a regulator and a social landlord, the Corporation is expected to demonstrate high standards of fire safety management. Failure to manage fire safety risks effectively could result in breaches of statutory duties, regulatory intervention, enforcement action 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, Building Safety Act 2022.

Conclusion

19. The reporting period has seen a net reduction of 194 outstanding FRA actions and continued progress in delivering fire safety improvement work across the housing portfolio. However, 60 high-priority actions remain outstanding, including 6 that have not yet started. Progress in completing these actions, implementing the revised RPEEP procedure and responding to outstanding regulatory matters will continue to be monitored and reported to Members.

Appendices

- Appendix 1. High-priority action analysis table (on 3 November 2026).

Paul Barton
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APPENDIX 1

Address	Ref.	Works required to discharge	Mitigation	Cost	Due	Schedule	Status Name	Status Date	Teams Assigned	Timescale	Category	Comment at November 2026
Crescent House	RB-7ZFGXY	Fit overhead door closers to 151 flats	Cyclical fire door inspections carried out to best endeavours	30,000.00	7/11/2025	12/31/2026	In Progress	2/20/2026 9:33	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	7/14/2025	12/31/2026	In Progress	2/20/2026 9:35	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.		7/11/2025		In Progress	3/5/2026 8:45	Health & Safety	Priority Action D	Firefighters Access, Facilities & Information	Awaiting contract approval for surveying wotks 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	6/13/2025	12/31/2026	In Progress	2/20/2026 9:31	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.		8/16/2025		Not Started	5/16/2025 13:22	Health & Safety	Priority Action D	Firefighters Access, Facilities & Information	Awaiting contract approval for surveying wotks 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	9/2/2025	7/31/2026	In Progress	3/2/2026 17:08	Health & Safety	Priority Action D	Firefighters Access, Facilities & Information	Awaiting contract approval for surveying wotks and, where relevant stage 2-5 FRAEW
Kinefold House	RB-WIIBNN	Thumb turn lock release and handles requried on escape doors from 8th floor escape balcony and ease door at far end.	Stay put strategy in flats with detectors. Regular inspection of 8th floor escape balcony to ensure no sources of ignition or combustible materials left.		6/30/2025		In Progress	6/3/2026 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	9/2/2025	7/31/2026	In Progress	3/2/2026 16:27	Health & Safety	Priority Action D	Firefighters Access, Facilities & Information	Awaiting contract approval for surveying wotks and, where relevant stage 2-5 FRAEW
Lambfold House	RB-TVFKBM	Thumb turn lock release and handles requried on escape doors from 8th floor escape balcony	Stay put strategy in flats with detectors. Regular inspection of 8th floor escape balcony to ensure no sources of ignition or combustible materials left.		6/30/2025		In Progress	6/2/2026 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.		6/6/2025	2/26/2026	In Progress	2/20/2026 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.		6/30/2025		In Progress	6/2/2026 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.		9/2/2025		In Progress	6/2/2025 10:37	Health & Safety	Priority Action D	Firefighters Access, Facilities & Information	Awaiting contract approval for surveying wotks and, where relevant stage 2-5 FRAEW
Horace Jones House	RB-1WXACZ	An fire risk assessment of the external wall brick slips and wooden balconies is required.	Letter to all residents w/c 8JUN of HJH banning items on the balconies and use of any sources of ignition on the balconies .		9/27/2025		In Progress	6/27/2025 15:26	Health & Safety	Priority Action D	External Walls / Cladding	Awaiting contract approval for surveying wotks 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 .		7/1/2025		In Progress	6/27/2025 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.		7/25/2025	3/31/2026	In Progress	2/20/2026 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.		11/4/2025	7/31/2026	In Progress	2/20/2026 9:51	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.		11/4/2025	7/31/2026	In Progress	2/20/2026 9:56	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 / isloate the detectors in the communal zones. Both these detectors and those in the flats are linked to an ARC.	Retrospetive fire strategy for West point complete (all three blocks are uniform). Alarms linked to ARC.		11/15/2025	3/31/2026	In Progress	2/20/2026 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,		9/12/2025		Not Started	8/15/2025 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 / isloate the detectors in the communal zones. Both these detectors and those in the flats are linked to an ARC.	Retrospetive fire strategy for West point complete (all three blocks are uniform). Alarms linked to ARC.		11/15/2025	3/31/2026	In Progress	2/20/2026 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).
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	4/21/2026 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.		1/1/2022		Not Started	3/2/2026 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.		5/6/2025		In Progress	3/2/2026 18:03	Health & Safety	No Timescale	Uncategorised	Awaiting contract approval for surveying wotks and, where relevant stage 2-5 FRAEW
Collinson Court	RB-ESYUZ9	Rectify fixed electrical system as per EICR	Detectors in flats.		4/4/2025	3/29/2029	In Progress	3/2/2026 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.		6/1/2024	9/30/2026	In Progress	3/2/2026 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.		2/1/2024	7/31/2026	In Progress	3/16/2026 15:28	Major Works	No Timescale	Uncategorised	Works underway to renew fire alarm nd warden call systems with Ventro Ltd. Expected completion date 3rd July 2026
Isleden House	RB-HJER35	Two first floor flats to have entracne doors replaced with FD30S.	Detectors in flats . Waking watch in place.		2/1/2024	12/31/2026	In Progress	3/16/2026 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	6/1/2024		In Progress	4/8/2026 11:13	Health & Safety	No Timescale	Uncategorised	05/06/2026. Strategy complete. Awaiting final report.
Spitalfield Market	RB-A63GCP	Fit suitable overhead door closers to all flat doors that were found to have defective or missing closers.	Detectors in flats		9/7/2026		Not Started	11/3/2026	Major Works	Priority Action C	Flat entrance doors	R&M to source minor works surveyor subject to recruitment permissions to commission and coordinte closers by end of Q4 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.		11/1/2024		Not Started	3/3/2026 8:34	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			11/1/2024		In Progress	3/3/2026 8:34	Repairs & Maintenance	No Timescale	Uncategorised	05/06/2026:Works order raised to check installtion to 18th edition and to verify aptness of fire stopping.
St James Mansions	RB-Z45QM6	Type 4 FRA required to establish adequate compartmentation to support a stay-put policy.	Detectors in flats		5/6/2025		In Progress	3/3/2026 8:34	Health & Safety	No Timescale	Building and Compartmentation Works	Type 4 FRA to be commissioned here and at other odler blocks on this estate.
St James Mansions	RB-M32SC4	Rectify as per EICR	Detectors in flats		4/4/2025	3/29/2029	In Progress	3/3/2026 8:35	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.		6/1/2024		In Progress	3/3/2026 8:35	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 identiification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.		6/26/2026		In Progress	5/27/2026 11:25	Estate Services	Priority Action C	Documentation Policy & Procedures	Assigned to Estate Services to review
Markstone House	RB-Y8BVIL	Update the Emergency Assistance List in the Secure Information Box to expedite identiification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.		6/26/2026		In Progress	5/27/2026 14:09	Estate Services	Priority Action C	Firefighters Access, Facilities & Information	Assigned to Estate Services for review and actioning
Bazeley House	RB-1RG775	Update the Emergency Assistance List in the Secure Information Box to expedite identiification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.		6/26/2026		In Progress	5/27/2026 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 cocrete slab floors leading to wall cavities.	Detectors in some flats. Waking watch in sheltered flats		8/27/2026		In Progress	5/27/2026 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 fuitted with a hold-open device.	Detectors in some flats. Waking watch in sheltered flats.		8/27/2026		In Progress	5/27/2026 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 identiification of vulnerable persons during an emergency.	RPEEPs available for all residents. Letters to all residents reminding them of RPEEPs and PCFRA offer.		6/29/2026		In Progress	6/1/2026 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 panelling to be replaced.	Detectors in flats. Lift and escape lobbies proteceted at each end.		02/09/2025		In Progress	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.
Bowater House	RB-CCXUD7	Update the Emergency Assistance List in the Secure Information Box to expedite identiification 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		In Progress	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 identiification 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		In Progress	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 identiification 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	In Progress	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 identiification 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	In Progress	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	In Progress	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 identiification 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	In Progress		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 identiification 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	In Progress		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 identiification 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	In Progress		Housing Management	Priority Action C	Vulnerable Persons	
Great Arthur House	RB-II3QZD	Update the Emergency Assistance List in the Secure Information Box to expedite identiification 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	In Progress		Housing Management	Priority Action C	Vulnerable Persons	
Crescent House	RB-45DCNR	Update the Emergency Assistance List in the Secure Information Box to expedite identiification 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	In Progress		Housing Management	Priority Action C	Vulnerable Persons	
Lambfold House	RB-S2SPQK	Inspection records provided indicate that the dry riser failed its annual pressure test in June 2025. No information provided to confirm if the dry riser has been repaired and recertified.	Monthly inspections of fire fighting equipment has commenced on all HRBs	29/07/2026	In Progress		Repairs & Maintenance	Priority Action C		
McCauley House	RB-QJC6W4	Type 4 FRA to determine adequacy of compartmentation and inform evacuation strategy	Detectors in flats	30/07/2026	In Progress		Health & Safety	Priority Action C		
Donnelly House	RB-9AXCWK	Update the Emergency Assistance List in the Secure Information Box to expedite identiification 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	In Progress		Housing Management	Priority Action C		
Tevatree House	RB-QSQUP1	Update the Emergency Assistance List in the Secure Information Box to expedite identiification 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	In Progress		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 identiification 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	In Progress		Housing Management	Priority Action C		
Eric Wilkes House	RB-8H3ZTC	Update the Emergency Assistance List in the Secure Information Box to expedite identiification 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	In Progress		Housing Management	Priority Action C		
Penfields House	RB-B91XHV	Confirm that the ventilation system adequately supports the fire strategy. A qualified competent specialist is required to determine this.	Fire stopping to all protected lobbies. Gerda fire doors to all flats. Following a recent fire in a flat in Lanbfold, it is strongly presumed that heating and bathroom vents in flats are on separate ducts to corrdior heating vents. Nonetheless, a fully	9/2/2026	In Progress	11/3/2026	Repairs and Maintenance	Priority Action D	Communal Ventilation Systems	Awaiting advice from R&M on commissioning of a ventilation specialist.

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City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub Committee	**Dated:** 19 November 2026
Subject: Housing Ombudsman Landlord Performance Report 2025/26	**Public report:** For Information
This proposal: • **provides statutory duties** • **provides business enabling functions**	
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:	Anna Donoghue, Information, Performance and Quality Assurance Manager

Summary

This report provides the Housing Management and Almshouses Sub Committee with a high-level overview of the City of London Corporation's 2025/26 Housing Ombudsman Landlord Performance Report. The Housing Ombudsman will accept complaints from Housing Revenue Account (HRA) & Almshouses Residents, as well as Residents on the Barbican Estate. However, no determinations were made in 2025/26 relating to Barbican Cases, so the following information covers HRA cases only. The Ombudsman recorded nine determinations, 18 findings within these determinations and 10 maladministration findings, giving a maladministration rate of 59%. This was an improvement from 75% in 2024/25 and was below both the national rate of 62% and the 68% rate for local authorities, ALMOs and TMOs.

The Ombudsman made 20 orders, all of which were recorded as complied with within three months. No Complaint Handling Failure Orders were recorded.

Recommendation

Members are asked to:

- Note the Report

Background

1. The Housing Ombudsman publishes annual landlord performance reports for landlords with five or more findings in cases determined during the reporting year. The 2025/26 report covers cases determined between 1 April 2025 and 31 March 2026 and uses findings recorded through the Ombudsman's casework management system.

2. The City of London received their first Landlord Performance Report in 2025 for the period 2024/25.

3. Under the Housing Ombudsman Scheme, maladministration includes severe maladministration, maladministration and service failure. The maladministration rate is calculated against findings eligible for the calculation, excluding findings that were outside jurisdiction or withdrawn.

Current Position

4. The City of London Corporation's year-end position shows improved comparative performance alongside full compliance with Ombudsman orders. There were no findings of severe maladministration and no Complaint Handling Failure Orders.

Measure	2025/26 position	Context
Determinations	9	Excludes outside-jurisdiction and withdrawn determinations
Findings	18	Across the nine determinations
Maladministration findings	10	Includes maladministration and service failure
Maladministration rate	59%	National: 62%; local authority/ALMO/TMO: 68%
Orders made	20	All recorded as complied with within three months
Compensation ordered	£3,140	Reduction in comparison to £4,925 paid in 2024/25
Complaint Handling Failure Orders	0	None Ordered

5. The maladministration rate reduced by 16%, from 75% in 2024/25 to 59% in 2025/26. Although the number of determinations and findings increased, comparative performance moved from above the national rate in 2024/25 to below the national and comparable landlord rates in 2025/26.

Year End compliance and learning

6. The Ombudsman recorded 20 orders across 10 category findings. All orders with target dates during the reporting year were recorded as complied with within three months. Orders include things like compensation, apologies, specific non-repair actions, repairs and training.

7. The most common Ombudsman sub-category was complaint handling, with nine findings. Complaint handling is assessed in every case escalated to the Ombudsman. The annual report also identifies higher maladministration in planned works, where the City recorded a 100% rate from two findings, compared with 58% nationally. Managing relations recorded a 60% maladministration rate from 10 findings, broadly aligned with the 57% national category rate. Responsive repairs/activity recorded 33% from three findings, below the 72% national category rate.

8. Learning from complaint investigations and Ombudsman findings is being captured through the Complaints Learning Panel, and separately, the Complaints Team monitor a ‘Lessons Learned’ tracker. Steps are consistently being taken to improve the service based on resident feedback.

Key Data

Year to Year Comparison

Comparison	2024/25	2025/26	Change
Determinations	5	9	+4
Findings	12	18	+6
Maladministration findings	9	10	+1
Maladministration rate	75%	59%	-16%
Orders made	18	20	+2
Compensation ordered	£4,925	£3,140	-£1,785

Corporate & Strategic Implications

Strategic implications – The report supports the Corporate Plan 2024–29 outcome of Providing Excellent Services by providing assurance on complaint handling, external scrutiny and service learning within Housing.

Financial implications - No additional funding is requested. Ombudsman compensation ordered in 2025/26 totalled £3,140.

Resource implications - Improvement actions are being managed through existing Housing service and governance arrangements.

Legal implications - The Housing Service is required to comply with the Housing Ombudsman Scheme and Complaint Handling Code. The reported position provides assurance that all 20 orders due within three months were complied with.

Risk implications - Continued focus is required on complaint handling, planned works, record keeping and communication. Failure to sustain improvement would mirror a drop in customer service and could lead to adverse Ombudsman findings, additional orders, increased compensation and reputational damage.

Equalities implications – No direct adverse equality impacts arise from this information report. Improvement work includes accessibility, communication preferences and reasonable adjustments, supporting fair access to the complaints process.

Climate implications – None

Security implications – None

Conclusion

9. The 2025/26 Housing Ombudsman report shows a positive shift in the City of London Corporation's headline performance. The maladministration rate reduced to 59%, below the national and comparable landlord rates, and all 20 Ombudsman orders were complied with within three months. Continued oversight of complaint quality, record keeping, communication, planned works and learning actions is required.

Appendices

- Appendix 1 – Housing Ombudsman Landlord Performance Report 2025/26: City of London Corporation.

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Housing
Ombudsman Service

LANDLORD PERFORMANCE REPORT

2025/2026

City of London Corporation

City of London Corporation

Housing Ombudsman Service

LANDLORD PERFORMANCE

April 2025 - March 2026

DATA REFRESHED: May 2026

Landlord: City of London Corporation

Landlord Homes: 2,882 **Landlord Type:** Local Authority / ALMO or TMO

PERFORMANCE AT A GLANCE

Determinations	Findings	Maladministration Findings	Orders Made
9	18	10	20

Recommendations	CHFOs	Compensation	Maladministration Rate
5	0	£3,140	59%

PERFORMANCE 2023-2024

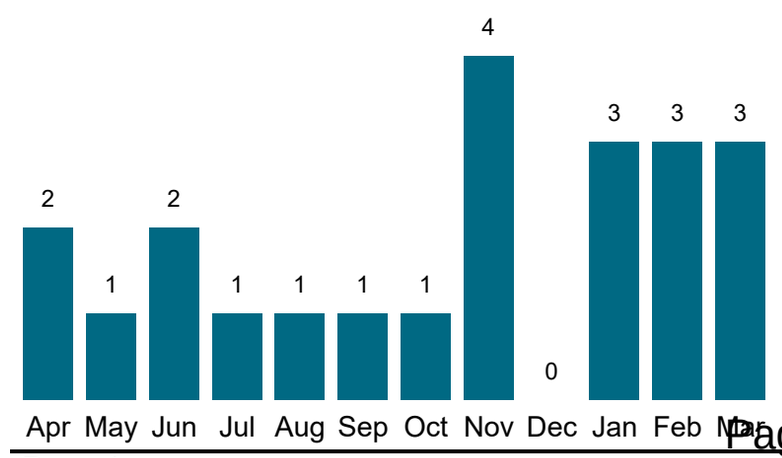
Determinations	Maladministration Rate
Not Applicable	

PERFORMANCE 2024-2025

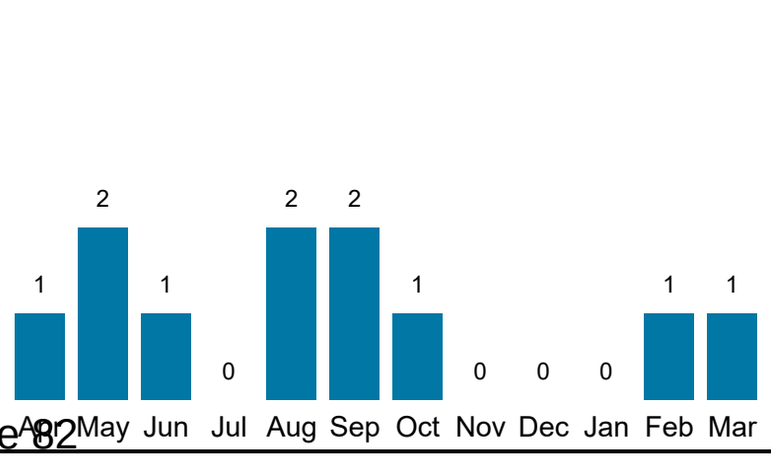
Determinations	Maladministration Rate
5	75%

Incoming Caseload | *Cases Received / Duly Made between April 2025 - March 2026*

Received Cases: **22**



Duly Made Cases: **11**



Findings *Comparison* | *Cases determined between April 2025 - March 2026*

National Performance by Landlord **Size**: Table 2.1

Outcome	Less than 100 units	Between 100 and 1,000 units	Between 1,000 and 10,000 units	Between 10,000 and 50,000 units	More than 50,000 units	Total
Severe Maladministration	3%	2%	2%	2%	2%	**2%**
Maladministration	53%	25%	35%	35%	36%	**35%**
Service failure	21%	23%	23%	23%	22%	**23%**
Mediation	0%	2%	1%	1%	1%	**1%**
Redress	6%	14%	14%	16%	24%	**19%**
No maladministration	15%	29%	21%	18%	12%	**16%**
Outside Jurisdiction	3%	5%	4%	4%	3%	**4%**
Withdrawn	0%	0%	0%	0%	0%	**0%**

City of London Corporation

Outcome	% Findings
Severe Maladministration	**0%**
Maladministration	**28%**
Service failure	**28%**
Mediation	**0%**
Redress	**6%**
No maladministration	**33%**
Outside Jurisdiction	**6%**
Withdrawn	**0%**

National Performance by Landlord **Type**: Table 2.2

Outcome	Housing Association	Local Authority / ALMO or TMO	Other	Total
Severe Maladministration	2%	3%	0%	**2%**
Maladministration	32%	42%	32%	**35%**
Service failure	23%	23%	22%	**23%**
Mediation	1%	1%	2%	**1%**
Redress	23%	10%	23%	**19%**
No maladministration	16%	17%	16%	**16%**
Outside Jurisdiction	3%	5%	5%	**4%**
Withdrawn	0%	0%	0%	**0%**

Outcome	% Findings
Severe Maladministration	**0%**
Maladministration	**28%**
Service failure	**28%**
Mediation	**0%**
Redress	**6%**
No maladministration	**33%**
Outside Jurisdiction	**6%**
Withdrawn	**0%**

Landlord Findings by Category | *Cases determined between April 2025 - March 2026* Table 2.3

Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total
Managing Relations	0	2	4	0	0	4	0	0	**10**
Responsive repairs/activity	0	1	0	0	1	1	1	0	**4**
Planned works	0	1	1	0	0	0	0	0	**2**
ASB/Abuse/Nuisance	0	0	0	0	0	1	0	0	**1**
Financial	0	1	0	0	0	0	0	0	**1**
Total	**0**	**5**	**5**	**0**	**1**	**6**	**1**	**0**	**18**

Findings by Category *Comparison* | *Cases determined between April 2025 - March 2026*

Top Categories for City of London Corporation

Table 3.1

Category	# Landlord Findings	% Landlord Maladministration	% National Maladministration
Managing Relations	10	60%	57%
Responsive repairs/activity	3	33%	72%
Planned works	2	100%	58%

National Maladministration Rate by Landlord **Size**: Table 3.2

Category	Less than 100 units	Between 100 and 1,000 units	Between 1,000 and 10,000 units	Between 10,000 and 50,000 units	More than 50,000 units	% Landlord Maladministration
Managing Relations	80%	54%	61%	60%	53%	60%
Planned works	0%	29%	52%	60%	59%	100%
Responsive repairs/activity	75%	58%	71%	72%	73%	33%

National Maladministration Rate by Landlord **Type**: Table 3.3

Category	Housing Association	Local Authority / ALMO or TMO	Other	% Landlord Maladministration
Managing Relations	52%	69%	56%	60%
Planned works	55%	64%	100%	100%
Responsive repairs/activity	70%	78%	61%	33%

Findings by Sub-Category | *Cases Determined between April 2025 - March 2026*

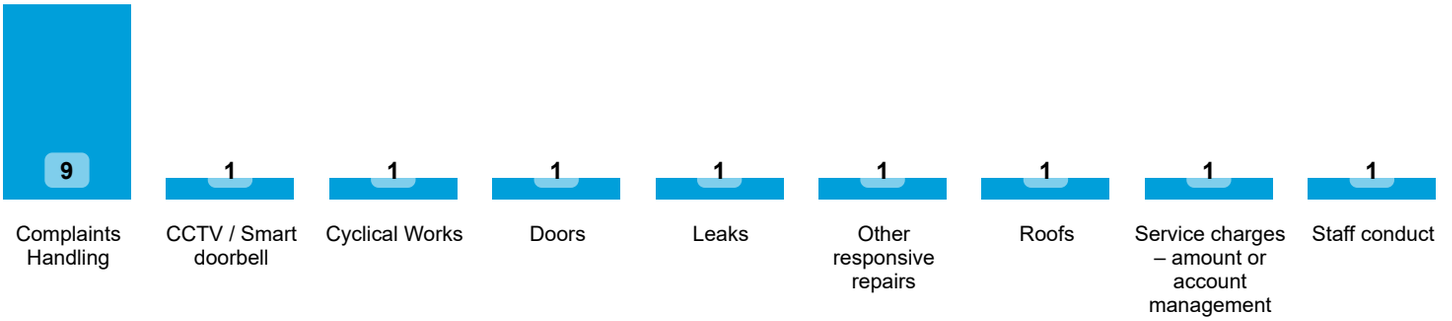
Table 3.4

Highlighted Service Delivery Sub-Categories *only*:

Sub-Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total
Leaks	0	1	0	0	0	0	1	0	2
Service charges – amount or account management	0	1	0	0	0	0	0	0	1
Staff conduct		0	0	0	0	1	0	0	1
Total	**0**	**2**	**0**	**0**	**0**	**1**	**1**	**0**	**4**

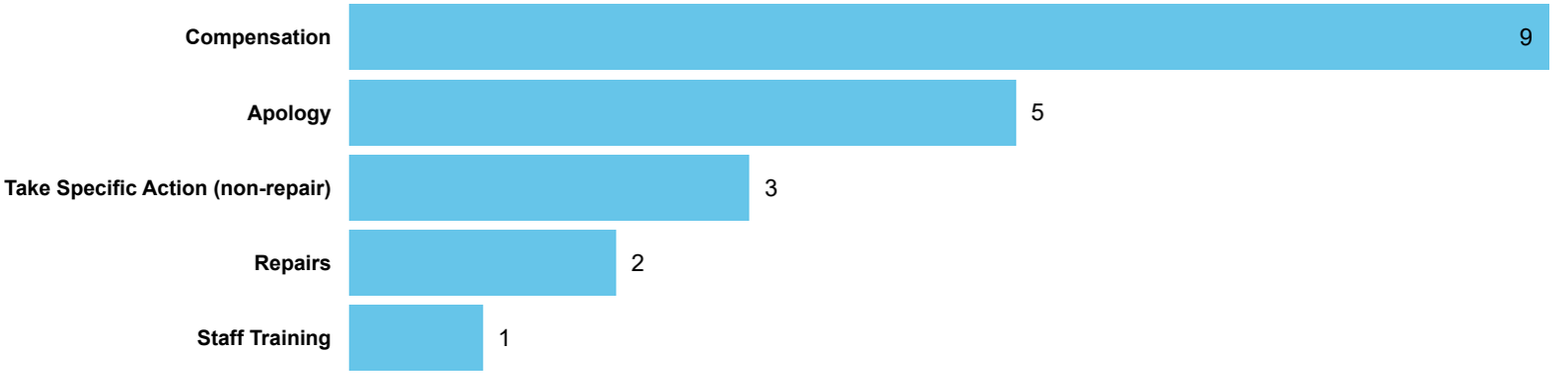
Top Sub-Categories | *Cases determined between April 2025 - March 2026*

Table 3.5



Orders Made by Type | *Orders on cases determined between April 2025 - March 2026*

Table 4.1



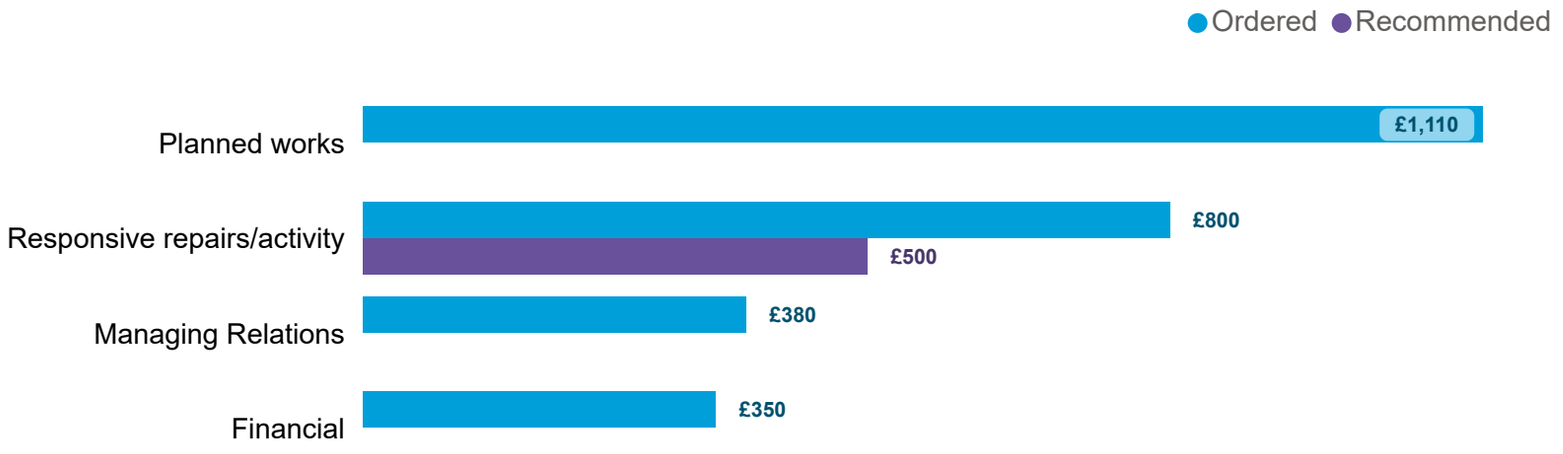
Order Compliance | *Order target dates between April 2025 - March 2026*

Table 4.2

Order	Within 3 Months	
Complete?	Count	%
Complied	20	100%
Total	**20**	**100%**

Compensation Ordered | *Cases Determined between April 2025 - March 2026*

Table 5.1



LANDLORD PERFORMANCE

City of London Corporation

DATA REFRESHED: May 2026

Cases Per 1k Homes | *April 2025 - March 2026*

City of London Corporation : **7.6**

MEDIAN CASES Received per 1k Homes: **5.4**

Median Cases per 1k for Landlords of a similar size and type: ***4.0***

Median Cases per 1k by Landlord Size:



by Landlord Type: Table 6.1



Mal Per 1k *Comparison* | *April 2025 - March 2026*

City of London Corporation : **3.5**

MEDIAN MALADMINISTRATION per 1k Homes: **1.5**

Median Maladministration per 1k for Landlords of a similar size and type: ***1.0***

Median Mal Findings per 1k by Landlord Size:



by Landlord Type: Table 6.2



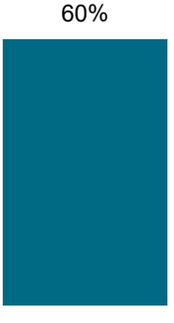
% Mal Rate *Comparison* | *April 2025 - March 2026*

City of London Corporation : **59%**

NATIONAL MALADMINISTRATION RATE: **62%**

National Maladministration rate for Landlords of a similar size and type: ***67%***

National Mal Rate by Landlord Size:



by Landlord Type: Table 5.1



Introduction | *Notes on your figures in this report*

The Housing Ombudsman's 2025-26 landlord reports are for landlords with 5 or more findings made in cases determined between 1 April 2025 and 31 March 2026.

The data comes from our casework management system. The reports include statistics on cases determined in the period. If we published a performance report for the landlord last year, then its individual report will also include limited statistics about cases determined between 1 April 2023 and 31 March 2025 for year-on-year comparison. Where a landlord has merged, we have merged the 2023-25 data and it may therefore be different to the published figures last year.

Determinations | *Cases Determined*

The number of cases determined (decided upon) for this landlord by the Ombudsman. 11 determinations were recorded for City of London Corporation, this includes OSJ and Withdrawn determinations. 9 determinations were made excluding OSJ and Withdrawn.

In this report we are counting the determinations excluding OSJ and Withdrawn overall - this is a change from 23/24 where we included OSJ/Withdrawn Determinations. We have adjusted the determined figures for 23/24 referenced on the first page of this report to exclude OSJ and Withdrawn so that it is comparable. This means these figures may not match the published reports for that year, however 24/25 figures are comparable.

Findings | *Category Findings*

The number of findings on cases determined. Each category on a determined case has one finding. When we count findings, we exclude any cases where the entire case was declared outside our jurisdiction (OSJ) or all elements of the complaint were entirely Withdrawn, usually prior to the case being allocated for investigation.

On this basis, we are only counting the findings made in the 9 determinations. 18 findings were recorded for City of London Corporation in these 9 determinations.

Maladministration Rate | *Calculated from Category Findings*

Under our Scheme, maladministration includes findings of severe maladministration, maladministration and service failure. The number of findings of maladministration are expressed as a percentage of the total number of findings (excluding findings of 'outside jurisdiction' and 'withdrawn'). This is referred to as 'mal rate'.

The number of findings recorded for City of London Corporation to calculate the Maladministration rate is 17. This excludes the 1 findings of Outside Jurisdiction or where elements of the case were Withdrawn during our investigation, but we made other findings on the case.

The number of 'Mal' findings recorded for City of London Corporation is 10, which gives the Maladministration rate of 58.8% (10 / 17). The national Mal rate is calculated on the same basis and is comparable to previous reports.

Orders | *Calculated from Orders on Cases Determined*

We issue Orders when the case investigation has resulted in a category finding of some level of maladministration. They are intended to put things right for the resident. We can issue multiple orders for each category of a case, so if we issue compensation of £50 for one category, and £50 for another category - we will count this as two orders even though the Landlord may just see it as one order of £100 compensation for the case.

The number of orders recorded for City of London Corporation is 20, these orders are across 10 category findings.

Cases Received / Maladministration Findings per 1k | *Calculated from Unit Numbers*

These measures show the number of cases received, and findings upheld, by the Ombudsman relative to the size of the Landlords housing stock. Using a rate per 1,000 homes allows Landlords of different sizes to be compared on a like-for-like basis. The national and type/size comparisons shown in this report are based on the median. The median is the middle value when all Landlords are ranked lowest to highest - half of Landlords performed above the median and half below it. We used the median as it is less affected by unusually high or low rates and therefore provides a more representative benchmark for comparison.

Unit Numbers | *Homes owned by the Landlord*

The number of homes (or 'units') owned or managed by the member landlord under the Housing Ombudsman Service's jurisdiction as of 31 March 2026. This is based on information available from the Regulator of Social Housing and provided by landlords.

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City of London Corporation Committee Report

Committee: Housing Management and Almshouses Sub Committee	**Dated:** 19 November 2026
Subject: Estate Review Update	**Public report:** For Information
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Diverse engaged communities & Providing excellent services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Judith Finlay, Executive Director of Community & Children's Services
Report author:	Mehran Ahmed, Head of Housing Management

Summary

This report to the Housing Management and Almshouses Sub Committee updates Members on the progress made to date with the Estate Review and next steps. Members are asked to note the report.

The review commenced forms part of the Housing Strategy Annual Plan for 2026/27 and follows feedback from residents regarding the accessibility of estate services, concerns about estate office availability, and wider discussions about the most effective use of housing management resources. Residents highlighted the importance of reliable and visible services, clear communication, and confidence that enquiries will be dealt with promptly.

Recommendation

1. Members are asked to note the report.

Main Report

Background

1. As part of the review, all estate office opening arrangements were examined. The current offer is 8am to 4pm with offices closed for one hour at lunchtime.

2. Residents were invited to give feedback through the Common Place platform, and a small number commented on operating hours. A time and motion review was then undertaken. Given the low number of residents raising concerns about opening and closing times, it was concluded that the current arrangement would be retained subject to the findings of the Housing Quality Network Review detailed below.

3. The time and motion review identified significant variations between estates and highlighted the challenges staff face in managing service demand. Residents did raise concerns about the accessibility of services. In response, a telephone has been installed in estate offices where there is suitable space, to improve residents' access to services.

Staffing and Resources

4. Sickness absences through sickness has had some impact on service accessibility and led to inconsistent delivery across local estate officers. To address this, the recruitment of two floating officers is underway, and both are expected to be in post in the new year. They will help maintain consistent service across the estates during both planned and unexpected absences.

5. A new Area Manager has been recruited and started 26 October. The post is dedicated to Golden Lane Estate and Black Raven Court, with direct line management responsibility for the estate residents' services team. This should relieve pressure on the other two Area Managers, who can concentrate on their own regions, and it allows cover to be provided to other estate residents teams during planned manager absences, such as annual leave, so that service standards remain consistent.

Noticeboard Audit

6. A pilot was completed on estate office information and noticeboard standards. It identified inconsistencies across estates in the configuration, size and management of noticeboards. Some boards were found to be too small, overloaded or inconsistent, leading to overlapping notices making it difficult for residents to receive clear, up-to-date information. Estate supervisors and porters are responsible for checking noticeboards regularly to keep them current and in good condition.

7. With the onboarding of the new compliance and quality assurance roles within our estate services team, noticeboard standards will form part of the quality element of block inspections, giving better and more regular

oversight of content and condition. A formal review will then take place in Q4 2026/27 to establish a single consistent standard, with the aim of sharing the model noticeboard standard across all estate offices.

Code of Professional Standards for Housing

8. The Housing competency framework and professional qualification process are being embedded alongside recruitment. A Code of Professional Standards for Housing is also being developed to set out the behaviours, values and expectations of staff delivering housing services. The Code supports compliance with the Regulator of Social Housing's Competence and Conduct Standard, which requires landlords to ensure staff have the skills, knowledge, experience and behaviours needed to deliver good quality housing services, and to adopt and embed an appropriate code of conduct. It also reflects the professional values, behaviours and competencies promoted by the Chartered Institute of Housing (CIH), and complements, rather than replaces, the City of London Corporation's Code of Conduct.

9. Residents and staff had the opportunity to help shape the Code, consultation with residents closed 30 October and was publicised through Common Place, the October newsletter and posters on noticeboards. Once finalised, all new Housing Service employees will be required to read and understand the Code as part of their induction, and an accessible version will be made available to staff, residents and other stakeholders.

Housing Quality Network Review

10. Housing Quality Network (HQN) has been commissioned to review the Housing Management structure and operating model, working with the new Head of Housing Management. The review covers estate office delivery, efficiency, communications and customer service. Following a meeting with HQN in October, a programme has been agreed and established.

11. The review will focus on tenancy and estate management, looking at structures and resources as well as behaviours, attitudes and culture. It is an opportunity to refresh and reset what good looks like for estate management, tenancy management and customer service more generally, and to engage staff and residents in reshaping the service. The local office model may remain the right one, but it may need modernising, and there is learning to be drawn from other organisations.

12. The programme will place residents at the centre of the review, using focus groups to establish what they value most from the service and what would improve their satisfaction. Officers and Managers will also take part in focus groups, alongside a staff perception survey, to give a clearer picture of the service challenges and how standards can improve.

13. The review will also include mystery shopping and reality checking of

telephone, in person and online or email enquiries, to assess the service from a customer perspective. HQN will benchmark the findings against other London local authorities and housing associations. The review is expected to be completed in January 2027, and results will be shared with Members on completion.

Corporate & Strategic Implications

Strategic implications – None

Financial implications – None

Resource implications – None

Legal implications – None

Risk implications – None

Equalities implications – None

Climate implications – None

Security implications – None

Conclusion

14. The review was prompted by residents' concerns about the accessibility, visibility and consistency of estate services. It has found variations between estates, pressures on staff arising from service demand and absence, and inconsistent standards in areas such as noticeboards. Opening hours were retained at 8am to 4pm on the basis of limited resident feedback, while access has been improved through the installation of telephones where space allows.

15. A number of measures are already in progress to address these issues. Two floating officers will provide cover for absences from the New Year, and the new Area Manager adds management capacity and resilience. Noticeboard standards will be strengthened through block inspections and a formal review in Q4 2026/27. The Code of Professional Standards for Housing will set clear expectations of conduct and competence and supports compliance with the Regulator of Social Housing's standards.

16. The independent HQN review, due to complete in January 2027, will provide a broader assessment of the housing management structure and operating model, informed by residents, staff, mystery shopping and benchmarking. Its findings will be reported to Members and will shape further improvements, so that residents can be confident of a reliable, visible and responsive estate service.

Appendices

- None

Background Papers

- None

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City of London Corporation Committee Report

Committee: Housing Management and Almshouses Sub Committee	**Dated:** 19 November 2026
Subject: Housing Matters Update – Information and Discussion	**Public Report** For Information
This proposal • **delivers Corporate Plan 2024-29 outcomes**	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. Namely:

1. Update on Inspection Activity
2. Head of Service Recruitment
3. Golden Lane Estate – Winter Measures Payments – Phases 1 and 2
4. Gas and Electrical Servicing and Maintenance Contract
5. Allocated Member Organisation Update
6. Housemark Repairs Data Assurance Review
7. Housing Risk Update

Recommendations

Members are asked to:

1. Note the update on post inspection activity
2. Note the progress of recruitment of the remaining vacant Head of Service post
3. Note the actions being taken to roll out payments for Year 2 of the Golden Lane Estate Winter Measures Payments
4. Note the progress being made on the Gas and Electrical Servicing and Maintenance Contract.

5. Note the progress made with the Allocated Member initiative and the outcome of the joint meeting held in October.
6. Note the outcome of the Housemark repairs data review and the plan in place to address the issues raised.
7. Note the November Risk Summary attached at Appendix 1.

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, at the time of writing this report our last monitoring meeting with the RSH was held 14 October 2026, the next meeting is due to be held the morning of 19 November. At the meeting in October attended by Bev Andrews, Head of Repairs and Maintenance the main topics of conversation were the development of the improvement strategy, progress against key safety and compliance actions (with particular attention on electrical safety and asbestos management), repairs contract recovery, resident engagement, data quality and governance arrangements.

A significant focus of discussions was on evidencing delivery and demonstrating sustained improvement.

On 19 November the Regulator will also attend this meeting, meet Senior Members and the Town Clerk and spend an hour with a group of tenants. A verbal update following the monitoring meeting will be given at the meeting.

2. Head of Service Recruitment

Recruitment to the role of Head of Health and service recruitment continues the final stage is due to complete week commencing 9 November 2026.

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

This update provides Members with the progress being made with the Year 2 position on the Golden Lane Estate Winter Measures and Heating Cost Support Payments. You will recall that 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 26/27. Bedsit and one-bedroom homes are 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 2 Cash Perks delivery: The roll out for Year 2 payments has commenced. We are using the Cash Perks payment route again and are in the process of confirming the final resident list, payment values, mobile contact details before issue. Eligible residents will 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. As they did last year members of the income team will be on hand to offer extra support to residents as required.

4. Gas and Electrical Servicing and Maintenance Contract

The procurement process for the Gas and Electrical Servicing and Maintenance Contract has now been completed, with the tender exercise concluded and submissions evaluated. The report seeking approval to formally award the contract has been prepared and, following revisions to the committee timetable, will be considered by the Finance Committee on 8 December 2026 and subsequently by the Court of Common Council on 13 January 2027. Until the full process is concluded, existing arrangements for gas and electrical service provision will continue.

Subject to the necessary approvals being obtained, the contract will be formally awarded and the statutory standstill period observed in accordance with procurement requirements. The successful contractor cannot be disclosed until this process has been completed; this Committee and Department of Community and Children's Services Grand Committee will be informed of the successful tenderer at their meetings in January 2027.

5. Allocated Member Organisation Update

Following discussion at the last Committee, a meeting was held between Allocated Members and the Housing senior management team.

The allocation was confirmed as detailed below:

Allocated Member	Senior Management Team Member	Local Authority / Estate
Anne Corbett / Mercy Haggerty	Michael Gwyther Jones	Islington and Black Raven Court
John Fletcher	Greg Wade	Tower Hamlets and Middlesex Street
John Griffiths	Mehran Ahmed	Hackney
Mercy Haggerty	Peta Caine – then Head of Health and Fire Safety	Lambeth
Sandra Jenner	Bev Andrews	Lewisham
Ceri Wilkins	Peta Caine	Southwark and Golden Lane Estate

The key actions agreed at the meeting were as follows:

Action	Deadline	Owner
Timetable for allocated member reports to be produced, with an annual report as the default, six monthly reporting for large / key estates, with urgent reports made where necessary.	30 November 2026	Noah Powers
Suitable engagement arrangements to be established at Black Raven Court and William Blake Estate.	31 March 2027	Mehran Ahmed
Establish a process for Allocated Members to obtain concise repairs and major works performance data via their allocated senior management officer for inclusion in their reports.	31 December 2026	Bev Andrews / Greg Wade
Use John Fletcher's report to create a standard report covering visits and engagement, major works, minor works, issues and concerns. Not every section will need to be completed for every report.	31 December 2026	Noah Powers
Allocated Member and senior management leads to work together to agree a joint approach for each local authority area – including meeting attendance and escalation routes for unresolved issues.	31 December 2026	Allocated and SMT Members
Inform Allocated Members of Resident Associations and other groups in their areas, and plans engagement plans without a formal structure.	30 November 2026	Mehran Ahmed
Include an update on the effectiveness of mediation in resident engagement in a future Committee resident engagement update.	31 March 2028 – i.e. next annual report	Mehran Ahmed

6. Housemark Repairs Data Assurance Review

Due to recent concerns about performance data, known data quality issues due to the increase in manual processes and the loss of IT integrations with the main repairs contractor Housemark were commissioned in October 2026 to independently review the quality and accuracy of repairs performance data, specifically in relation to – Repairs completed in target. Housemark a specialist in this area were asked to provide assurance and recommendations for improvement. The review identified a number of actions where suitable assurance levels could not be provided.

The identified opportunities to improve are as follows:

- Repairs data quality, including reported, completion, attendance and target date records.
- Reliance on manual processes and spreadsheet manipulation.
- Documentation of reporting controls and assurance processes.
- Alignment between operational practices, performance reporting and regulatory requirements.
- System integration and automation of contractor data.

Next Steps: A six-month improvement programme will be implemented to strengthen data quality, improve regulatory compliance, enhance reporting accuracy and establish robust governance arrangements. The programme is focused on addressing the root causes of identified weaknesses whilst creating sustainable controls to support better reporting and performance management.

The Repairs Service is currently recruiting a Repairs Quality Assurance Manager to improve performance, data governance and assurance to support future service improvements.

Strategic Improvement Actions: The actions, outcomes and suggested owners listed below from the initial high-level response to the House Mark report and recommendations. A more detailed plan with specific target dates will be developed.

1. ***Strengthening Regulatory Compliance***

   Review and standardise reporting methodology, implement validation controls and establish documented reporting procedures to ensure ongoing compliance with TSM reporting requirements.
   Desired Outcome: Reduced regulatory reporting risk and improved confidence in reported performance.

2. ***Improving Data Quality and Assurance***

   Introduce enhanced data validation, routine quality audits and exception reporting to identify and address inaccuracies before reporting.
   Desired Outcome: Reliable, accurate and auditable repairs performance data.

3. ***Reviewing Policies and Processes***

   Update repairs policies, priority classifications and operational procedures to ensure consistency across service delivery, contractor management and regulatory reporting.
   Desired Outcome: Clear and consistent operational and reporting standards.

4. ***Modernising Systems and Reporting***

   Reduce manual intervention through improved system configuration, enhanced contractor integration and development of automated reporting solutions.
   Desired Outcome: Improved efficiency and a single source of trusted performance information.

5. Strengthening Governance and Accountability

Establish a formal Repairs Data Assurance Framework supported by regular audits, performance reviews and executive oversight.
Desired Outcome: Clear ownership, accountability and transparency across the repairs service.

Key Deliverables by Month 6

- Fully documented reporting methodology and controls
- Monthly repairs data quality dashboard and exception reporting
- Updated repairs policy and priority framework
- Formal data assurance and audit programme developed
- Enhanced contractor performance and data quality reviews
- Increased automation of contractor data transfers
- Improved reporting and business intelligence capability
- Assurance assessment of TSM reporting readiness
- Established governance framework for ongoing monitoring

7. Housing Risk Update

An updated risk summary as attached at Appendix 1 for information.

Conclusion

Members are asked to note the updates provided in this report.

Appendices

- Appendix 1 – Housing Risk Report

Peta Caine
Director of Housing

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APPENDIX 1

HMASC - DCCS HS - Detailed Report

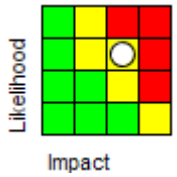
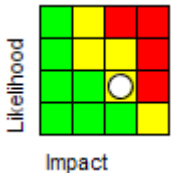
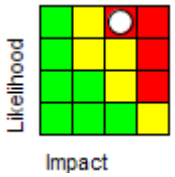
Report Type: Risks Report
Report Author: Liane Coopey
Generated on: 29 October 2026

Rows are sorted by Risk Score

Risk Level Description Departmental

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.

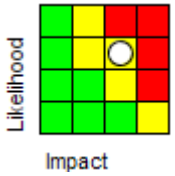
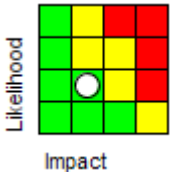
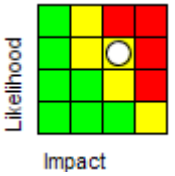
Current Risk			Target Risk			Original Risk		
Risk Score	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**

12	Possible	Major	***8***	Unlikely	Major	***16***	Likely	Major
Amber	**Trend**	Constant	Amber	**Target Date**	31-Mar-2027	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	***28-Oct-2026***

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
Amber	**Trend**	Constant

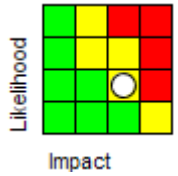
4	Unlikely	Serious
Green	**Target Date**	31 March 2027

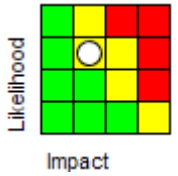
12	Possible	Major
Amber	**Creation Date**	15-Aug-2016

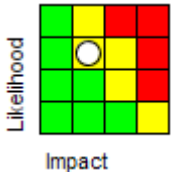
Latest Note	MHCLG Exceptional Financial Support (Capitalisation Directive) achieved for 26/27 only (to be re-applied for annually) secured funding of £2.65 million for the HRA for fire safety and other Health & Safety compliance issues. Additional staff are funded for 26/27. Permission given to recruit to Health and Fire Safety team permanently, as fixed term contracts would prove too costly and might not attract the right calibre. Discussions regarding further support are in progress. A CIPFA review carried out on behalf of MHCLG is being reviewed by them. A Transformation Strategy is being developed to encompass all the work required to get the HRA to financial sustainability. A continuing pressure remains with the delay in handover and letting of the new homes at York Way. With some of the Black Raven Court homes being held pending the MGO board removal.	***2 Nov 2026***

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

Target Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious

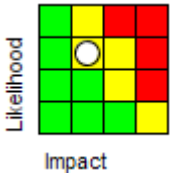
Original Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious

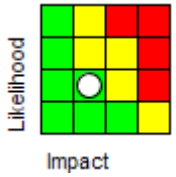
Amber	**Trend**	Constant	Amber	**Target Date**	31-Dec-2027	Amber	**Creation Date**	07-Jan-2020

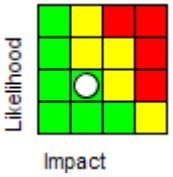
Latest Note	The funding arrangements for the 10-year Housing Major Works Programme are still under review, given that the Optimism bias (or programme contingency) is already under some limited pressure due to uplifts in anticipated expenditure – particularly in respect of the Golden Lane Estate major Works Renewal Programme. Any reduction in the scope of the overall programme will result in the potential for greater resident dissatisfaction and an increased likelihood of a breach of landlord responsibility. Currently the Major Works Team is engaged in significant procurement activity, with the aim of onboarding multiple external consultants to support delivery of the programme over the coming years. The intention is to have all consultant appointments in place by the end of April 2027.	***26-Oct-2026***

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

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious

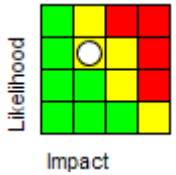
Original Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious

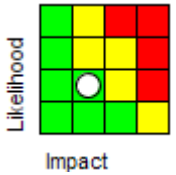
Amber	**Trend**	Constant	Green	**Target Date**	31-Mar-2026	Green	**Creation Date**	13-Nov-2014

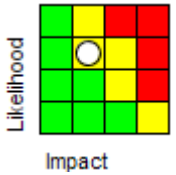
Latest Note	The DCCS Health and Safety Charter has been approved and a new Health and Fire Safety Team is being recruited by the end of Q4 2026/2027. Auditing in line with the Charter by the Health and Fire Safety Team is scheduled to commence across DCCS in Q1 2027/2028. Internal audit is currently auditing fire safety in Housing and will audit Barbican Resident Estate for same in due course.	***27-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

Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious

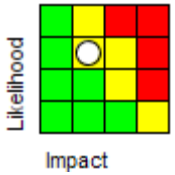
Original Risk		
Risk Score	**Likelihood**	**Impact**
6	Possible	Serious

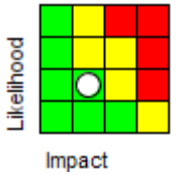
Amber	**Trend**	Constant	Green	**Target Date**	31-Dec-2026	Amber	**Creation Date**	23-Mar-2026

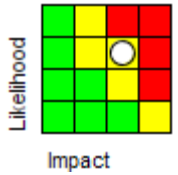
Latest Note	*Progress on site at York Way has been further impacted by contractor delays, resulting in revised forecast completion dates between November 2026 and January 2027. The current anticipated completion programme is:* *Blocks A and B – November 2026* *Block C – January 2027* *Block D – January 2027* *Landscaping and public realm works –January 2027* *Risks to these completion dates remain: contractor delays, timely building control sign off from LB Islington.*	***26-Oct-2026***

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

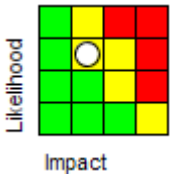
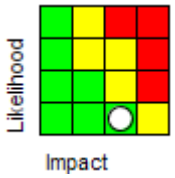
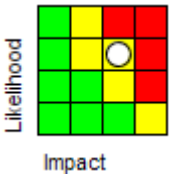
Target Risk		
Risk Score	**Likelihood**	**Impact**
4	Unlikely	Serious
Green	**Target Date**	31-Dec-2026

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

Latest Note	All Services with Chigwell remain suspended. Emergency & urgent service provision remains in place with TDK. The Chigwell backlog and routine repairs are allocated to Prestige and AD Group and Vale roofing are providing specialist repairs for door entry and roofing. Urgent Direct Award Notices are required via Procurement team to formalise current arrangements which are now expected to remain until June 2027. Prestige and MNM have now been mobilised for voids delivery with a temporary dedicated voids surveyor supporting the process. Risks remain around the current volume of R&M suppliers and increased contract management requirements along with team clarity on correct repairs order allocation and priorities. Team feedback and improved guidance is ongoing. In October, House Mark completed a review of repairs data and performance reporting for TSM REP002 – Repairs completed on time. This has revealed several areas for improvement including gaps in data, accuracy of performance reports and data in inputting errors. A 6-month action plan to implement recommendations will commence from November 2026, which will require engagement and input from main contractors including TSG for gas repairs.	***26-Oct-2026***

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

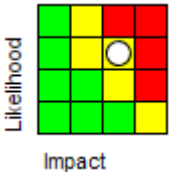
Description	**Cause:** Failure to undertake and provide evidence of periodic statutory inspections of buildings, and mechanical and electrical equipment within buildings. **Event:** Lack of designated, competent resources to effectively manage compliance delivery within statutory timescales and provide 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

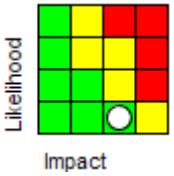
Current Risk			**Target Risk**			**Original Risk**		
Risk Score	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**	**Risk Score**	**Likelihood**	**Impact**
6	Possible	Serious	***4***	Rare	Major	***12***	Possible	Major
Amber	**Trend**	Constant	Green	**Target Date**	30-Sep-2026	Amber	**Creation Date**	12-Nov-2024

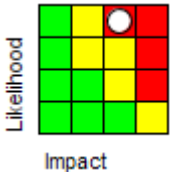
Latest Note	Recommendations of Penningtons Review have been incorporated into the Housing Action Plan and the R&M team annual plan for 26/27.	***26-Oct-2026***

Risk Code	DCCS HS 0012	Risk Title	***Failure to maintain effective fire safety management across the housing portfolio***

Description	**Cause:** Fire safety controls, preventative measures or protective systems are inadequately implemented, maintained, monitored or managed. **Event:** A fire occurs within a residential property or communal area where fire safety measures are incomplete, ineffective or fail to operate as intended. **Effect:** Serious injury or loss of life to residents, staff or visitors; significant property damage; disruption to housing services; regulatory or enforcement action; financial liabilities; reputational damage; and increased 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	***27-Oct-2026***

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