

Committee: Housing Management and Almshouses Sub Committee	Dated: 26/11/25
Subject: Housing Matters Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Diverse engaged communities Leading Sustainable environment Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Judith Finlay, Executive Director of Community & Children's Services	For Information and Comment
Report author: Peta Caine, Director of Housing	

Summary

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

For Information and Discussion

- *Decent Homes – Current Status and Future Changes*
- *Housing Action Plan – 2025 - 2026*
- *Tenant Handbook Update*
- Regulator of Social Housing Inspection Update
- Performance Dashboard - April – September 2025
- Housing Key Risk Matrix – October 2025

1. Decent Homes – Current Status and Future Changes

Members are asked to review and comment on the Decent Homes Update

Summary

Decent Homes standards are changing. The UK Government has recently carried out a consultation on revised standards which are forecast to come into effect between 2035 and 2037. These revised standards, although welcome, will increase the compliance burden on landlords and put further pressure on already stressed resources. When assessed against the current standards, 2025 has seen a significant uplift in the non-decency of City of London Housing, with the reported figure rising to a non-decency rate of 17.6%. This is principally due to the delays

experienced in three major refurbishment projects where increasing complexity, changing regulations and funding constraints have caused programmes to be substantially revised. These projects, subject to funding and approval, are now set to enter delivery from 2027 but will take a number of years to complete. Other identified works, essential to preventing more of the City's homes being assessed as non-decent have also been scheduled for delivery over the next 10 years (again subject to funding and approval). The latest stock condition survey, currently underway, may identify further works which will need to be addressed. In the short term at least, the City's non-decency levels will remain high.

Background

The City's housing is diverse in terms of both age and archetype; our oldest social housing blocks date back to the 1880s, our newest from the 2020s. The Golden Lane Estate is Grade II and II* listed. Properties at Lammas Green, Sydenham Hill and the City of London Almshouses are also Grade II listed. There are also 22 Higher Risk Buildings across our estates.

The City has made significant investment in maintaining its ageing housing with £110 million committed over the past ten years. Of that £110 million, £70m has been spent to date bringing homes up to the required standard.

Works delivered include:

- Replacement of windows, kitchens, bathrooms
- Electrical installation upgrades
- Lift refurbishments
- Heating system replacements
- Fire safety improvements (e.g. modern fire doors, sprinklers in high-rise blocks, compartmentation works)
- Water tank replacements
- Internal and external redecorations
- Roof replacements/upgrades
- Refurbishment of communal play and ball game areas

The remaining £40 million is committed to projects already in delivery or development, with approximately £30 million allocated to the Golden Lane Estate Investment Programme. Despite this investment, buildings continue to age and just as some components are replaced, others approach the end of their lifecycle. To maintain decency, ongoing consistent capital expenditure will be required. Informed by detailed stock data records and the forecast impacts of legislative changes (including the Building Safety Act 2022, Net Zero Targets, Awaab's Law and the forthcoming revisions to the Decent Homes Standard) a further significant investment has been identified as necessary to meet compliance and new maintenance needs over the next decade for which funding is currently being sought.

Current Decent Homes Legislation

The Decent Homes Standard was originally introduced in 2000. It was updated in 2006 to reflect the introduction of the Housing Health and Safety Rating System (HHSRS) under Part 1 of the Housing Act 2004.

The four assessment criteria are set to ensure homes are:

Criterion A: Free from serious health and safety hazards (as measured by the 29 HHSRS criteria), such as severe damp, fire risks, or structural instability.

Criterion B: In a reasonable state of repair. Key building components (e.g. roofs, windows, heating systems) must not be old **and** in poor condition, or two or more non-key components must not be simultaneously old **and** in need of repair.

Criterion C: Equipped with modern facilities. Includes reasonably modern kitchens (under 20 years old), bathrooms (under 30 years), and adequate layouts.

Criterion D: Thermally comfortable. Must have effective insulation and heating systems to maintain a comfortable indoor temperature.

Calculation Methodology

Stock condition data is held within the Keystone Asset Management software platform. Data is informed by the 2018 Stock Condition Survey (a 100% survey of internal properties, communal and external areas) which is updated on completion of Major Works, VOID works, via interim inspection & remedial action from R&M officers and subsequently applied to these Decent Homes calculations on a monthly basis. While the current stock condition data is now seven years old, the City's relatively small housing portfolio allows for a reasonably high degree of confidence in its overall condition. The accurate age of building components is known, and their condition is regularly monitored by onsite teams. Feedback from these teams is integrated into planned maintenance programmes. A new 100% Stock Condition Survey is currently underway via Potter Raper, with outcomes once received to be uploaded to Keystone and Decent Homes calculations to be fully refreshed informed by this new data set.

Current Decent Homes Status

As of the latest assessment, dated 14 October 2025, 338 homes are classified as non-decent, this represents 17.6% of our total tenanted housing, a significant uplift from the figure of 9.6% reported through 2024. To place this figure in a wider industry context, the English Housing Survey 2022 to 2023: Headline Report, published by the Department for Levelling Up, Housing and Communities found that 10% of socially rented dwellings in England failed to meet the Decent Homes Standard (with 9% non-decency rate for London local authorities).

Of the 338 homes currently assessed as non-decent, 336 fail on the Criterion B: Reasonable State of Repair. Major external fabric refurbishment programmes have been delayed at three of our estates (Golden Lane Estate, William Blake Estate and George Elliston & Eric Wilkins Houses on the Avondale Square Estate) due to funding issues and a need to revise scopes of work following regulatory changes which has caused a significant rise from figures reported in the previous financial year. The remaining 2 homes currently assessed as non-decent fail to meet the Criterion A Minimum Standards due to water penetration/damp issues which are considered to be a HHSRS Category 1 Hazard; remedial works are being addressed by the R&M team as a matter of urgency.

A further 293 homes are currently assessed as 'Potentially non-Decent'. This classification gives an indication of properties which will tip over into non-decency in the short term if identified remedial works are not addressed.

Planned Works

Major refurbishment projects are being progressed for all three sites where the significant remedial action to address Reasonable State of Repair issues have been

identified. Works are dependent on planning approvals (including Listed Building Consent at Golden Lane), Building Safety Regulator approvals, and availability and approval of funding from governance bodies. The Golden Lane Estate Investment Programme is complex with works currently valued at circa £100m scheduled over a ten-year period. It should be noted that non-decency levels will remain high until these works are complete. Furthermore, with new data incoming shortly from the ongoing stock condition survey, the reported non-decency figure is expected to get worse before it gets better. A new 10-year Major Works programme has been produced to ensure 'Potentially Non-Decent' homes are addressed in due time. The programme anticipates the impact of forthcoming changes in legislation and will be fully updated pending the outcomes of the ongoing Potter Raper stock condition survey. Delivery of this will be dependent on confirmation of funding and sufficient human resource within the Major Works and wider Housing teams.

Forthcoming Legislation – Decent Homes 2.0

The UK Government's consultation on a reformed Decent Homes Standard has recently closed. The consultation proposed to retain and update the four core Decent Homes criteria while introducing a fifth explicitly to address damp and mould. The new standard also proposes extending its mandate to the private rented sector for the first time, anticipated through the Renters' Rights Act, which is currently progressing through parliament.

The proposed changes can be summarised as follows:

Criterion A: Free of serious hazards (HHSRS)

This criterion is expected to remain unchanged. A home must be free of any Category 1 hazard as defined by the HHSRS.

Criterion B: Reasonable state of repair

Under the proposed standard, building components no longer need to be both old and in disrepair to fail the standard, with age thresholds set to be removed from the definition. Key building components (those that, if in disrepair, could compromise the structure or present major health or safety risks - roofs, external walls, windows, boilers, chimneys, heating systems and electrics etc) must not be in poor condition with the standard of what constitutes disrepair expected to be more clearly defined. Other building components such as internal doors, flooring, plasterwork, skirting boards and rainwater goods must also be in a reasonable state of repair. Under the revised standards, a property will be considered non-decent if it has either:

- One or more **key** building components that are not in a reasonable state of repair, or
- Two or more **other** building components that are not in a reasonable state of repair.

Criterion C: Reasonably modern facilities and services

As before, this criterion focuses on the functionality, safety and usability of facilities. The consultation proposes a shift away from rigid age thresholds towards a condition and layout-based assessment. For example, a home should have a kitchen and bathroom in functional condition, with a safe layout, appropriate storage, lighting and usability. In addition to kitchen and bathroom usability, it is proposed that a decent home must have appropriate window restrictors for safety, a safe and compliant electrical system, effective ventilation and suitable flooring. The consultation also considers introducing minimum security standards and requiring floor coverings to be provided in all rooms when a tenancy starts.

Criterion D: A reasonable degree of thermal comfort

The proposed changes strengthen expectations around energy efficiency and whole-home warmth. It introduces a broader requirement for fixed, efficient heating systems capable of providing adequate warmth throughout the entire home. The revised standard also proposes alignment with other energy-related policies, such as the Minimum Energy Efficiency Standards (MEES) (itself also under consultation) and the target for all homes to reach EPC Band C by 2030. In addition to heating, the criterion includes adequate insulation and fabric improvements to ensure homes are thermally efficient and are affordable to run.

Criterion E: Free of damp and mould likely to cause harm to health

This new proposed criterion underpins the recent regulatory changes introduced in Awaab's Law (which came into effect 27 October 2025) which established a clear legal duty for landlords to act within prescribed timescales to remedy occurrences of mould and damp (24 hours for emergency hazards and within 7 days for more standard repairs). Under the proposed Criterion E, homes are required to be free of:

- Black mould growth (regardless of cause)
- Structural damp penetration or rising damp
- Persistent condensation, typically from poor ventilation or insulation
- Inadequate heating or ventilation systems, or damaged building fabric.

This goes far beyond the existing standards whereby under the current criterion A, only an identified Category 1 (i.e. emergency) damp and mould hazard would be sufficient to trigger non-decency. The suggestion from the current proposals is that more minor occurrences would now be enough.

As with the run up to the launch of the original legislation, there is industry expectation that appropriate time will be allowed for landlords to prepare to meet these proposed changes. Currently floated timescales suggest that the changes will come into effect between **2035 and 2037**.

Expected Impact

In preparation for the public consultation, the Ministry of Housing, Communities and Local Government (MHCLG) published a briefing (English Housing Survey Briefing: Modelling a Revised Decent Homes Standard (2024)), outlining how the proposed changes to the standards would impact the classification of non-decent homes. The modelling, undertaken by the Building Research Establishment (BRE) uses data from the 2019 English Housing Survey to estimate how the new and updated criteria would affect compliance levels. The model forecast that, for the social housing sector, the proposed new standards would have increased from the 2019 non-decency rate of 12% up to 40% (an increase from 504,000 to 1.6 million homes). They predict that this would equate to an additional £836m of required expenditure for the sector over and above existing commitments to bring deficient properties up to the current standards. The study notes that there 'will be significant cost variation at the dwelling level, depending on the current condition of the property and the steps needed to bring it up to standard' but calculates a median additional compliance cost per property of £3,439.

A significant portion of this new cost burden is expected to fall on responsive repair services due to the need to expedite remedial works ahead of planned works programmes in order to minimise the length of time a given property is classed as

non-decent. For example, under the current Criterion B standards, a bathroom, no matter its assessed condition, could only be classed as non-decent if it was more than 40 years old. The City has only a handful of bathrooms of this age (typically where residents have refused works) and therefore reports virtually no non-decent bathrooms. Under the new proposals age is irrelevant. On inspection, a bathroom identified as in need of replacement would immediately cause that property to become non-decent. The next planned bathroom renewal programme for that Estate may be several years away, so that property would either need to sit as non-decent until the programme mobilises or be referred for a reactive renewal where cost efficiencies (via bulk buying and shared site set up expenses for instance) would not be realised.

2. Housing Action Plan – 2025-2026

Members are asked to review and comment on the progress made against the items detailed in the Housing Action Plan

The Housing Action Plan was approved in principle in November 2024, with an updated version noted in January 2025. Members are now asked to note the latest progress update.

The plan continues to be actively implemented, with regular monitoring of key actions and milestones to ensure delivery against our strategic objectives. Recent progress reflects ongoing work to address priority areas identified in previous committee meetings, with updates provided on both completed actions and those currently in progress.

The Housing Service remains committed to transparent reporting and continuous improvement. Further updates will be shared as the plan advances and as we prepare the Housing Action Plan for the next year. Members are encouraged to review these developments and note the positive momentum achieved to date.

Key achievements include:

- **Repairs and Maintenance Contract:** A new contract was effectively mobilised in early 2025, ensuring a smooth transition from the previous provider. Service improvements have already delivered higher resident satisfaction, as evidenced by Tenant Satisfaction Measures (TSM). Robust contract management practices are now in place, and the repairs and maintenance budget has been reviewed to strengthen transparency.
- **Complaints Management Transformation:** Work is underway to enhance the complaints process, supported by regular staff training and improved reporting. These measures will ensure stronger accountability and full compliance with the Housing Ombudsman Code of Conduct.

These achievements demonstrate our continued commitment to compliance, high-quality service delivery, and the provision of resident-focused housing services.

Appendix 1 - Housing Strategy 2024-29 Year 1 Action Plan - October Update

Housing Strategy Action Plan – 2025-26

Blue = Milestone complete

Green = Milestone on target

Amber – Some delay to delivery of the milestone

Red = Risk to meeting the milestone

1. Improve quality of housing services

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
1.1 Undertake a mock inspection and develop and implement improvement plan	Specification for inspection developed	Q2 2025/26	Head of Housing Management	Clear independent assessment of our position in relation to inspection SMART improvement plan for delivery produced and implementation of the plan.	Mock inspection completed and improvement plan developed and agreed.	Mock inspection completed in June 2025 and detailed report following the mock inspection has been received.	Completed
	Organisation commissioned to undertake mock inspection	Q2 2025/26	Head of Housing Management				Completed
	Mock inspection takes place	Q2 2025/26	Head of Housing Management			Action plan from the mock inspection will be reported to Housing Management and	Completed
	Detailed report following the mock inspection delivered	Q2 2025/26	Head of Housing Management				Completed

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Improvement plan developed with SMART actions and reported to Housing Management and Almshouses Sub-Committee	Q3 2025/26	Head of Housing Management				In progress and on track
1.2 Provide an effective, compliant and resident focused repairs and maintenance service	Delivery of the repairs and maintenance one year action plan	Q1 2025 – new repairs contract implemented .	Head of Repairs & Maintenance	Service improvement and therefore improved tenant satisfaction	Improved resident satisfaction with repairs reported in TSM.	End to end Repairs processes under review including damp and mould process.	In progress and on track
	Extend or plan the procurement of repairs, maintenance and compliance contracts due to expire in 2025	Q1 2025 - Incumbent contract demobilised -	Head of Operations Head of Repairs & Maintenance	Provider held to account for performance Smooth transition between existing repairs & maintenance contract and the new contract.,	Improved satisfaction of speed of latest repair report in TSM.	New fire equipment and electrical contracts mobilised.	In progress and on track

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Establish robust contract management practice for the repairs service.			with minimal disruption to service.		Gas, Asbestos, lifts and water contracts extended to be procured during 25/26.	In progress and on track
	Repairs and maintenance budget reviewed and made more transparent.			Compliance with procurement regulations.		Compliance and Repairs contracts Manager have been recruited.	Complete
	Post mobilisation of new contract to ensure smoothness of transition.			Providing value for money to the HRA.		Reinstated regular performance meetings with main repairs contractors.	Complete
	Awarding and signing of new repairs contract						Complete
	Mobilisation of a new repairs contract					Repairs budget codes and budget allocation has been redefined and streamlined	Complete

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
						<p>Actively monitoring performance in key areas.</p> <p>New repairs and maintenance contract and provider mobilised and has gone live from 1 April. Contract stabilisation until Sept 2025.</p>	
1.3 Delivery of accurate reporting of statutory compliance	Recruitment of a Compliance Manager with further recruitment to take place	Q4 2024/25	Head of Repairs and Maintenance	Quality and Safety with compliance	Compliance Manager recruited and in post.	Recruitment completed, compliance manager is in post as of September 2024.	Complete
	Develop a gap analysis in	31 January 2025	Head of Repairs and Maintenance	Quality and Safety with compliance	Gap analysis and action plan completed.	Gap analysis completed	Complete

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	regard to statutory compliance and implement the findings	Q1 2025/26	Head of Repairs and Maintenance		<p>Compliance KPIs including as part of regular reporting suite.</p> <p>Compliance matters specified for inclusion in Civica Keystone development.</p>	<p>January 2025. Risk register and compliance recovery plan in place, as well as compliance processes have been documented.</p> <p>Risk register created as an interim dashboard for compliance status of the Big 6</p>	
	Confirm document and processes for Big 6 (lifts, legionella, gas, fire, electrics, asbestos).						Complete
	Creation of a dashboard to display information regarding compliance	Q2 2025/26	Housing Business Support Manager				Complete
	Define system requirements for Civica compliance management system and	Q2 2025/26	Housing Business Support Manager				Discussions about CX compliance management have commenced

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	implementation						
1.4 Complete the transformation of the complaints management process	Demonstrate lessons learnt from the complaints process – Annual report from Complaints Panel.	Q1 2025/26	Housing Business Support Manager	Improved accountability and transparency of complaints. Compliance with the Housing Ombudsman Code of Conduct.	100% of complaints acknowledged within 5 working days 100% of complaints responded to within the required timescales, including committed extensions. Increased score in TSM measure - handling of complaints	Complaints learning panel refreshed – now drawing specifically on lessons learned from complaint outcomes.	Completed
	Develop a complaints dashboard.	Q4 2024/25				Tracking of complaints is now completed and reported via a dashboard and shared at SMT and HMT level, as well as HMASC on a 6-monthly basis.	Completed
	Complaints reporting to DLT and HMSC on a 6-monthly basis.	Ongoing				This data is fed into a wider performance dashboard for housing.	Completed
	Regular staff complaints training being held by	Ongoing					HQN training carried out in November 24. Refresher training being

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Business Support	Q4 2025/26					provided for front line staff and for teams as required.
	Evidence collected of complaint outcomes influencing service delivery						In progress – being carried out and can evidence with tracker
1.5 Develop and deliver performance management framework	Performance reported to Housing Management and Almshouses Sub-Committee quarterly	Q1 2024/25	Housing Business Support Manager	Strengthened performance management and monitoring which informs service development. management and accountability	Achievement of Housing KPIs	Performance dashboard reported to each HMASC from Q2 24/25. Performance management framework has been agreed and implemented.	Completed
	Agree performance management framework	Q4 2024/25	Director of Housing				Completed
1.6 Co-ordinate a robust, housing wide	Coordinate a data cleansing process to	Q4 2024/25	Housing Business	System readiness for implementation of	Data cleansing exercise completed	5000 historic repairs data	Regular meetings scheduled and

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
data cleansing process	make sure that new modules are fit for purpose	Q4 2024/25	Support Manager	new Civica modules.		cleansed from Civica	taking place in preparation for the implementation of Civica Assets.
	Data cleansing completed to ensure that new modules are optimised		Housing Business Support Manager				Work to cleanse data has been timetabled. Historic repairs and alerts have been updated. Expected to be complete by end Q1 26/27
1.7 Complete Phase 2 of Civica implementation	Co-ordinate the Implementation of the next 4 Civica modules - CRM, generic cases, forms, enhanced voids.	Q1 2025/26	Housing Business Support Manager	Full scope and benefit of system used and impacts on service delivery, tenant satisfaction and performance management	Civica modules implemented by end of Q1 2025. Training of all housing staff on new Civica modules by Q2 2025.	Q2 25/26 Training survey completed. Four Civica basic refresher training sessions set up. Weekly Civica CX drop in sessions	Phase 2 Civica implementation in progress. Prioritisation meeting held July 25 to review and map and plan.
	Complete any training for	Ongoing					Completed

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	staff as required on new modules					available for all staff.	
1.8 Complete Phase 3 of Civica Implementation	Co-ordinate the migration from keystone to Civica Asset Management System.	Q4 2026-27	Housing Business Support Manager	Greater accessibility of asset management data and improved data management and monitoring on assets.	Training of all housing staff on Civica Asset Management System		Project manager allocated from Civica. Meeting planned to identify resources internally
	Testing of the system to ensure compatibility and effectiveness.	Q4 2026-27					Civica resource allocation. Timetable to be devised. First meeting 14/10/25
	Carry out any training for staff as required	Ongoing					Training to be rolled out following migration
1.9 Conduct a review of our	Produce a report setting out the options	Q4 2024/25	Director of Housing &	Opportunity for increased income	Setting out options for our commercial	City surveyors carried out minor review.	Complete

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
commercial portfolio	for our commercial portfolio, the pros and cons of each option and the impact on the HRA.	Q3 2025/26	City Surveyors	generation for the HRA. Assurance on the future direction of the HRA's commercial portfolio.	portfolio reported to CCS Committee in Quarter 4 2024-25. Delivery and implementation of actions approved by CCS Committee	Recommended actions went to HMASC June 2025.	
	Develop a strategy for the operating model of the HRA's commercial portfolio.						Work progressing with City Surveyors
1.10 Develop an effective training and development plan for housing staff.	Develop plan in response to key areas from staff survey and results of TSMs.	Q2 2025/26	Housing Business Support Manager	Improved customer service	Increased score in staff survey (job satisfaction) Enhanced customer standard	Developing list to capture non-corporate training. Training implemented and ongoing, with a focus on customer service and	Complete
	Improve how we record training information across teams to	Q2 2025/26		Further professionalisation of the housing service Increased staff morale and satisfaction			Ongoing and reliant on the completion of some other projects being

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	improve consistency	Q2 2025/26			100% of staff up to date in mandatory training Contribution to increase in overall TSM rating	health and safety.	delivered i.e. HR’s SAP
	Develop an overall plan for training						Complete
	Role specific training introduced across Housing.	Ongoing					Staff being encouraged to study for professional role related qualifications, such as with CIH and data apprenticeships
1.11 Continuous improvement in customer service standards	Refresh and embed customer service training as set out in the Customer Service training plan.	Q2 2025/26	Housing Business Support Manager	Improved customer service offer Improved staff training Further professionalisation of the housing service	Increase in tenant satisfaction 70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them	Customer service improvement plan in place with regular meetings taking place to discuss and review.	Complete
	Refresh the Mary Gober	Q3 2025/26		3 customer service back to		Online MGI refresher	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	training for all staff.				70% TSM target – satisfaction that the landlord treats residents fairly and with respect	basics sessions held for staff Q2 25/26. 33 staff attended	launched October 2025.
1.12 Review our estate office service	Review completed	Q2 2025/26	Head of Housing Management	Further professionalisation of the housing service Higher customer satisfaction	70% TSM target - proportion of respondents who report that they are satisfied with the overall service from their landlord 70% TSM target – satisfaction that the landlord treats residents fairly and with respect	Customers service training carried out for front-line service staff. Mystery shopping scheme being launched.	Core group met in October and discussed feedback and actions. Carrying out data analysis on services. Update due for respondents.
	Action plan produced and implemented	Q4 2025/26				Consultation carried out on office opening times and seeking resident views about what they'd like to see in offices.	On target

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
						Feedback shared in Aug 2025.	
1.13 Refresh the HRA business plan and budget	Work with finance colleagues to review and stress test the HRA business plan. All relevant staff involved	Q2 2025/26	Director of Housing	A business plan in place to support the work of the Housing Department.	Increased ownership of budget holders and tighter management of our finances.		In progress
1.14 Review, streamline and bring our data and data management into the twenty first century	Work with the recruited system support and Implementation Manager to establish a business information and data integrity regime across housing	Q4 2024/25 to ongoing	Housing Business Support Manager	Improved data management Increases staff efficiency Improved customer service	Establish a strong working relationship with the recruited System Support and Implementation Manager. Plan in place and being implemented	ASB cases logged on Civica – ensuring single source of data and monitoring Damo and mould cases being tested on Civica	In progress

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
					by the end of Q4 2025-26. Increased score in staff survey (job satisfaction) Enhanced customer standard.	3 x staff on Data Driven Apprenticeship	

2. Engage and listen to residents

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
2.1 Develop a resident engagement and influencing framework	Co-produce the framework with residents	Q4 2024/25	Head of Housing Management	Strengthened resident engagement and influence	70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them	Framework produced	Completed
	Consult on framework	Q4 2024/25		Increase in number of active resident associations		Consultation carried out on Commonplace	Completed
	Framework agreed and implemented	Q1 2025/26			75% TSM target – satisfaction that the landlord keeps tenants	Approved at CCS 17 September 2025	First meeting being held on 22 October 2025

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Development of Mail Chimp for residents in emergency situations (texting service)	Q4 2024/25	Business Support Manager	Increased resident involvement in service development Improved emergency resilience	informed about things that matter to them 70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them	No longer exploring Mailchimp. Civica has capability to send out alerts. Completed alerts carried out when there was water outage. Training for how to send alerts to be rolled out to relevant staff – logged on Civica prioritisation list.	Completed
2.2 Strengthen resident profile information	Specification for inspection developed	Q4 2024/25	Head of Housing Management	Updated profile leads to improved service and policy	100% resident profile completed	Form co-designed with digital delivery team	Completed

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Finalise audit form and the project plan	Q1 2025/26		process development Robust data on each household.		Final testing of form carried out in June 2025. Project Manager New data planned to be updated as audits are completed once project is fully launched An action plan will be put in place which has been developed as a result of this specific project and the Resident	Completed
	Recruit a project team to carry out data gathering exercise	Q1 2025/26					Project Manager in role from 22/9. Planning and resourcing for team in progress.
	Record the new data on Civica	Q4 2025/26					New data to be uploaded as audits are completed once project is launched. Ongoing
	Use the improved data on residents who live on our estates to inform improvements to resident communication	Q4 2025/26					Ongoing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	and improve customer access to housing services.					Involvement strategy.	
2.3 Improve how we communicate with housing staff	Improved staff satisfaction within housing as reported in the staff survey	Q1 2025/26-ongoing	Housing Business Support Manager	Improved staff retention and satisfaction with job	Increased number of staff engaging with the staff survey	Monthly briefings being sent to all staff following SMT – these include key updates from SMT members and messaging around H&S @home newsletters & magazine being shared with all staff Staff forum has been refreshed with new membership	Ongoing
	Establish a team briefing regime				Increased job satisfaction score within the staff survey		Completed
	Develop a Staff Communication Strategy				Increased staff survey score for 'senior leaders in my department/team are visible and make the effort to listen to staff'		Draft strategy in consultation
	Introduce of quarterly staff awards associated with the achievements of the TSMs.						Complete

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
						Hug in a mug – staff incentive launched in August 2025	

3. Increase the supply of housing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
3.1 Deliver high quality affordable homes	270 new affordable homes over 2 years and development of local lettings plan for each scheme. These schemes are: <ul style="list-style-type: none"> Black raven Court (COLPAI) 66 new homes 	Q4 2025/26	Head of New Developments and Special Projects	Meeting housing need Reducing the housing waiting list. Increase in the quality of homes Reduction in carbon emissions.	Net increase in available homes. 90% Satisfaction of new residents surveyed about satisfaction with their new home	Occupation is due to start: Black Raven Court– January 2026 York Way – Spring 2026 Sydenham Hill – February 2026	Ongoing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	<ul style="list-style-type: none">Sydenham Hill – 110 new homesYork Way Development – 91 new homes	Ongoing		Increase in revenue for the Housing Revenue Account.	Increase in options of future housing delivery.	Identified opportunities at Sumner Buildings and Collinson Court.	
	Identify opportunities for further delivery of housing through partnership with GLA and other external providers.			Achieve resident satisfaction with new homes.		Endorsed at Committee, taking forward. Feasibility study to be completed by September 2025 exploring opportunities at Avondale Estate and Windsor	Ongoing
				Identifying areas for increased level of home delivery			
				Explore potential for more grants and funding.			

4. Improve housing quality

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
4.1 Undertake Stock condition survey	Specification for stock condition survey developed	Q4 2024/25	Head of Operations	Clear picture of stock condition Better data about our stock condition	Findings approved and implemented	Specification designed Potter Raper commissioned	Complete
	Organisation commissioned to stock condition survey	Q4 2024/25				A KGI sheet (excel captures the assessor's findings which is periodically uploaded to Keystone. Photos captured to support the assessors finding are uploaded to SharePoint.	Complete
	Stock condition survey undertaken	Q1 2025/26					Pilot surveys completed in July 2025. Main programme started in August, 441 surveys completed as of 16/10/25
	Detailed report delivered and findings recorded on Keystone	Q3 2025/26					The goal is to transfer everything to Civica once the

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
							asset module is implemented
4.2 Develop an Investment Strategy	<p>Investment Strategy drafted</p> <p>Comments provided on draft</p> <p>Governance process</p> <p>Implementation of strategy</p>	Q4 2025/26	Director of Housing	<p>Clear strategy to manage our assets</p> <p>Better data about our building assets</p>	Strategy approved and implemented	<p>Approved at CCS 17 September 2025</p> <p>To be reviewed in 2026 on completion of the stock condition survey so strategy is data-driven</p>	Complete
4.3 Achieve Net Zero on our estates by 2027	<p>Look into renewable alternatives to gas boilers within homes where appropriate.</p> <p>Maximise the use of</p>	Ongoing	Head of Major Works and Head of Repairs and Maintenance	<p>Reduced carbon emissions on our estates.</p> <p>Reduced cost in use for residents</p> <p>Help achieve the 2027 target as set out in the City</p>	Energy Performance Certificates for homes minimum of a Band C.	London Councils bid successful and potential schemes now at Feasibility stage	Ongoing – Paper to go to November HMA SC

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	<p>government grants and funding for carbon reduction schemes.</p> <p>Review existing policies and procedures in regard to sustainable equipment introduced into homes.</p>			Corporation's Climate Action Strategy.			
4.4 Deliver successful Major Works on our estates	Develop our Major Works plan for 2026-2036 schemes of work, which includes fire safety.	Q4 2025/26	Head of Major Works	<p>A clear programme for major works up to 2036 which is efficient and improves tenant satisfaction and minimises the disruption.</p> <p>Resident input on design and</p>	Major works plan 2026-36 approved in principle.	Ensure that funding-approved projects are on track for delivery and that pipeline projects are clearly identified for next steps in the approvals	Now in implementation. Further refinement and development of the capital programme is needed -this is ongoing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
				implementation of major work programmes		process (once funding has been confirmed)	

5. Improve building safety

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
5.1 Strengthen health and safety	Review the Health and Safety structure	Q4 2024/25	Director of Housing	Compliance with health and safety regulations	Achievement of relevant KPIs	In progress, draft structure approved.	In progress
	Identify the new structure and responsibilities to remain statutorily compliant	Ongoing		Improved health and safety work practices on our estates and the expectations as set out in the Quadriga report.	Recruitment of team.	Positions to be filled. H&S Charter in final phases of draft.	In progress
	Co-ordinate implementation from Safe365 review	Ongoing	Housing Business Support Manager	Improved health and safety work practices on our estates	Safe365 review approved and implemented. Resident Engagement Strategy approved and implemented.	Safe 365 action plan in place, documentation gathered.	In progress
	Roll out a Resident	Q3 2025/26	Director of Housing				In progress

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
	Engagement Strategy for building safety			Compliance with health and safety regulations Improved communication with residents		Strategy drafted, pending rollout.	
5.2 Deliver the fire safety works programme for 2025-26	Rolling fire door replacement programme	Q3 2025/26	Head of Major Works	Improved fire safety of our buildings	75% TSM target – satisfaction that the home is safe	Lot 4 of the fire door replacement programme has been priced, next step will be approval and then mobilisation / lead in times – anticipated commencement Autumn 2025 Petticoat Tower (Middlesex Street Estate) - Access issues, partly resolved, tenants given options on insulation.	Gateway 5 report now in circulation for review prior to Chief Officer sign-off under delegated authority
	Sprinkler replacement programme	Q4 2025/26	Head of Major Works and Head of New Developments and Special Projects	Compliance with building regulations			In progress

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
						<p>Progress being made.</p> <p>Point Blocks (Avondale Square Estate) – contractual dispute. Installed, but not yet certified. Great Arthur House (Golden Lane Estate) incorporated into the wider Fire Safety and Investment package, which is now undergoing design development with a newly assembled team</p>	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
5.3 Compliance with Fire Risk Assessments	Compliant fire risk assessments available for all our social housing blocks.	Ongoing	Housing Business Support Manager	Improved fire safety of our buildings	100% compliance TSM measure – proportion of homes for which all required fire risk assessments have been carried out	Data has transitioned to new management system Riskbase, includes a built-in reporting suite for enhanced monitoring and data accuracy. More efficient tracking of FRA actions, enable better oversight of remedial actions, and improve data transparency across housing services. Training on Riskbase took place on 15 October 2025,	In progress
	Co-ordination and reporting of fire risk assessment actions.			Compliance with building regulations			Ongoing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	October 2025 Progress Milestones	Status
						<p>and full integration into reporting is expected by November 2025.</p> <p>New H&S advisor to carry out 100% check to review FRAs and actions have been logged.</p>	

3. Tenant Handbook Update

Members are asked to review and comment on the Decent Homes Update

The revision of the Tenant Handbook, noted by members in June 2025, has been delayed to allow for some extra updates to ensure the document reflects current policies and regulatory requirements, and aligns with pending proposed changes to the Tenancy Agreement scheduled for consultation with tenants early next year. The handbook is being revised to include updates to key policies such as the Empty Properties (Void) Policy and Damp and Mould Policy, alongside further improvements to accessibility to meet non-digital requirements and ensure inclusivity for all residents. While these updates are being finalised and approved, residents continue to receive essential information through existing channels such as the website, newsletters, and direct communications. The revised handbook will be circulated with the updated tenant agreement once these changes have been completed and signed off.

4. Regulator of Social Housing Inspection 2025

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

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

Inspection Process

On 15 September, the RSH provided a detailed scope outlining the areas to be assessed through a data and documentation review. All required documents were submitted on time on 30 September 2025. The RSH is now reviewing these submissions and may request clarification; we may also provide progress updates throughout the inspection process. A summary of the submitted documents is provided in Appendix 3.

Inspectors are expected to be on-site at the Barbican Estate Office during the week commencing 3 November. The on-site phase included interviews with members, tenants and staff. We understand that there will be no home or estate visits. We are likely to know the outcome late January / February 2026.

Progress to Date

Operational Improvements

- **Electrical Safety Compliance:** Completion rates for domestic electrical installation checks have risen to 80%, with a target of 100% by April 2026.
- **Fire Safety:** A fire safety task group and a monthly fire risk assessment tracking group continue to monitor progress.

- **Repairs and Maintenance:** Additional resources have been allocated to improve contract and compliance management.

Strategic Developments

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

Self-Evaluation and Performance

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

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

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

Governance and Coordination

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

Communications Plan

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

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

Next Steps

- Continued delivery of priority actions identified by gap analysis.
- Maintain momentum on compliance improvements, especially electrical safety and fire risk actions.
- Develop and implement a clear action plan following receipt of the inspection outcome.

- Update members on inspection outcomes and improvement plans.

5. Performance Dashboard – April – September 2025

Members are requested to note the content of the Performance Dashboard – April – September 2025

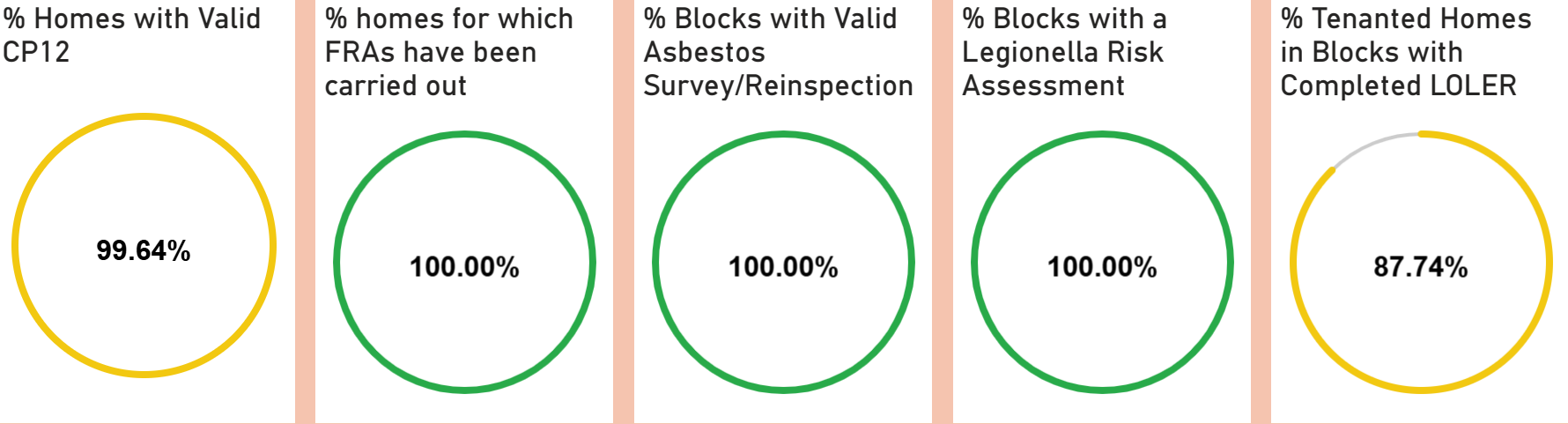
Members are asked to note the detail of the Performance Dashboard. Revised again following comments made at the last Committee meeting. We would welcome further comments. Members will receive a verbal update at the meeting on key compliance matters.

Housing Performance Summary: TSM Management Measures:

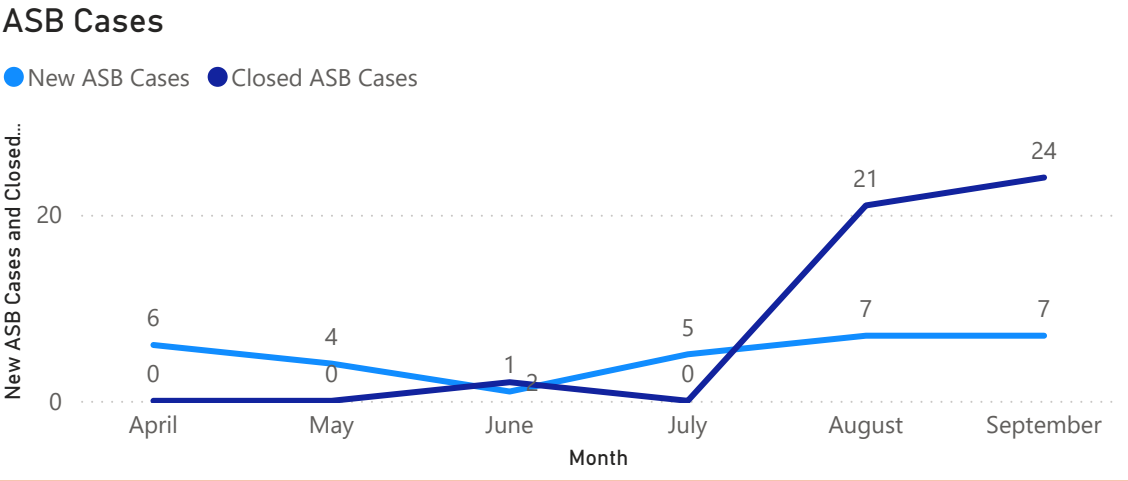
Month

Multiple sele...

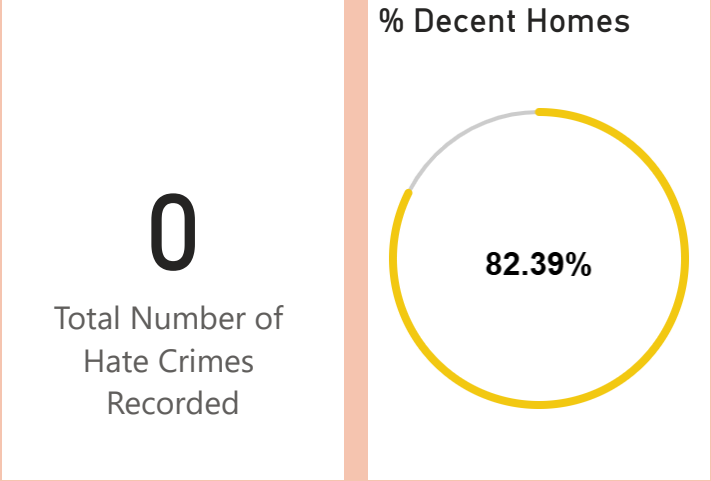
Compliance Measures (Target 100%) Totals at Quarter End:



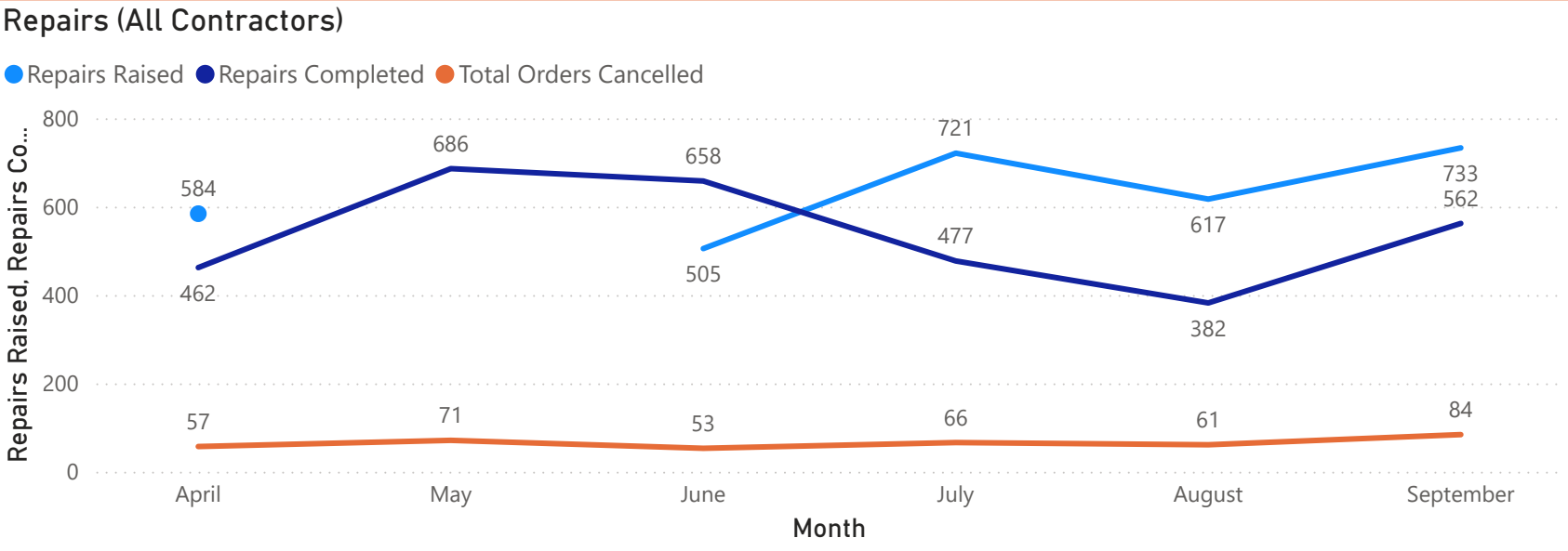
ASB:



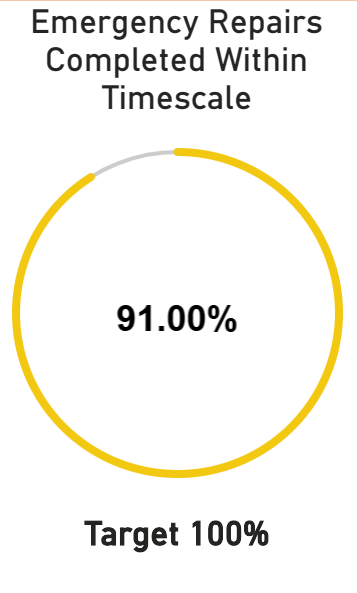
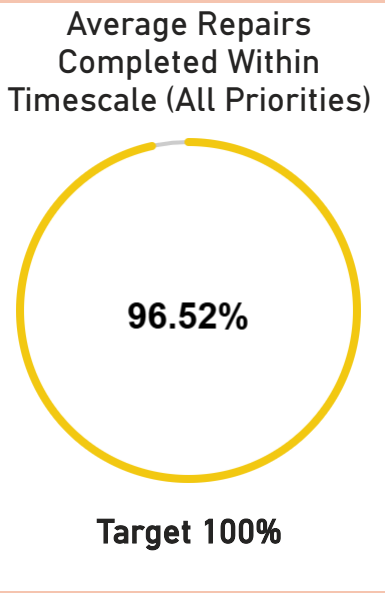
Decent Homes:



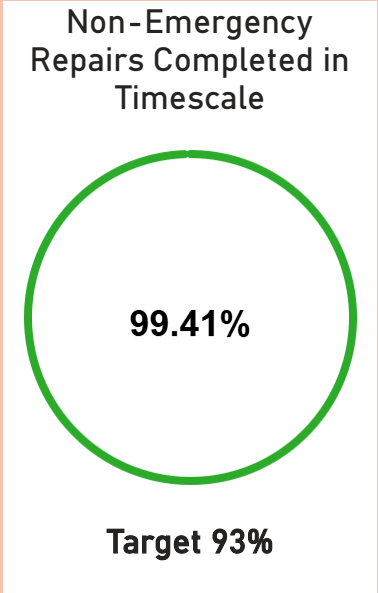
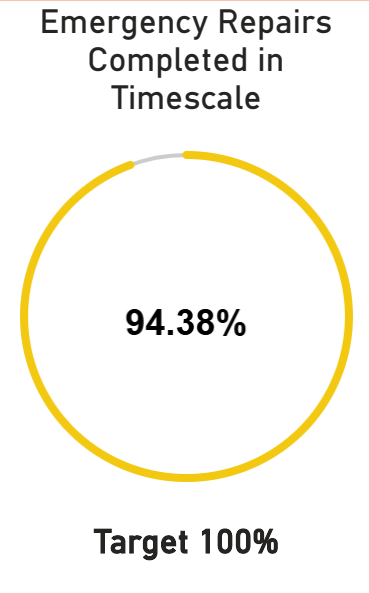
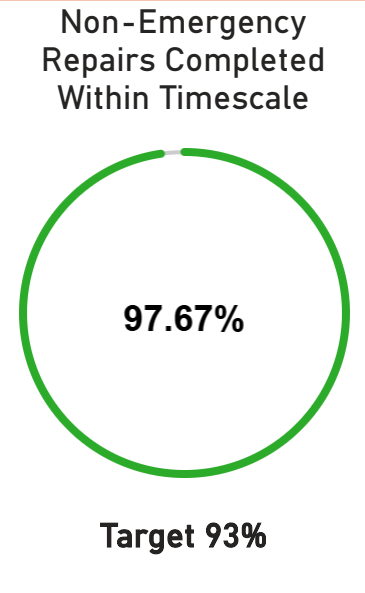
Repairs:



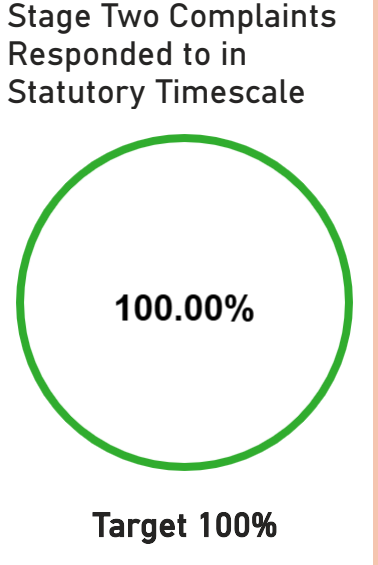
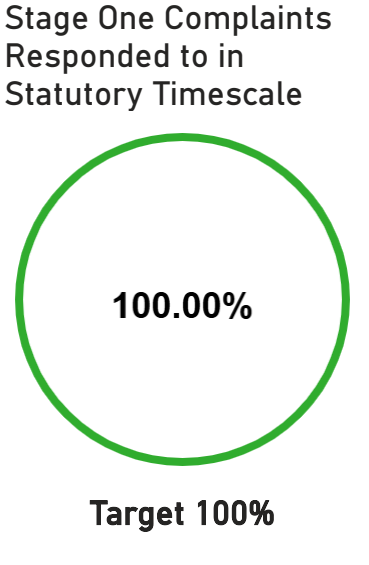
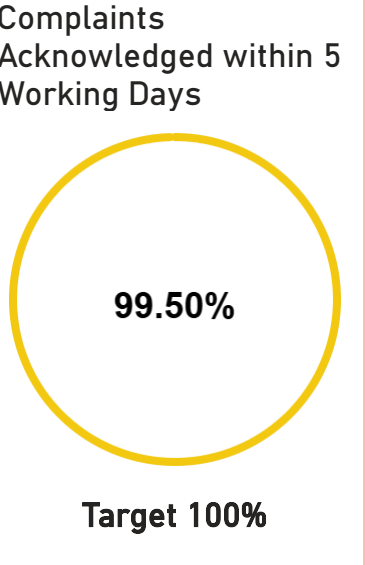
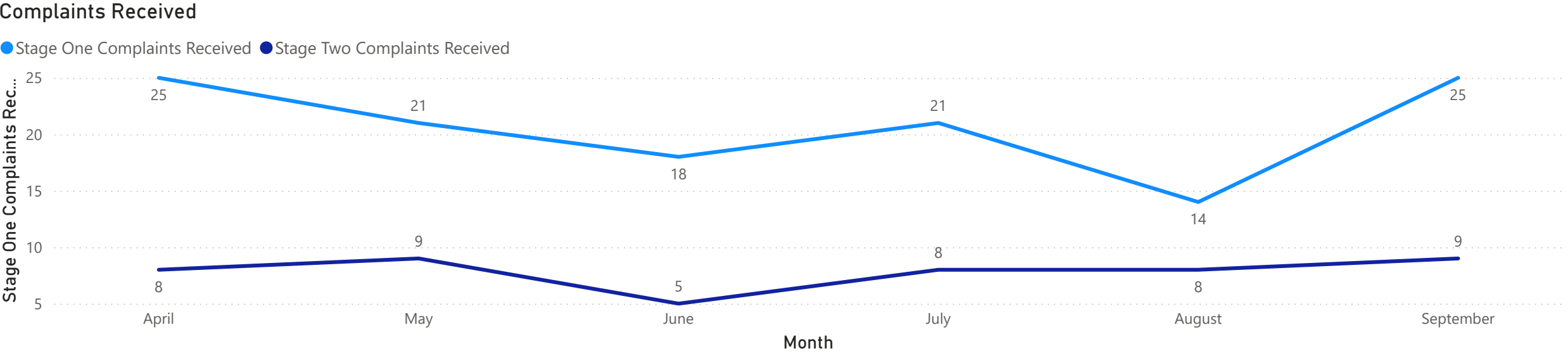
Repairs: Chigwell:



Repairs: TSG:



Complaints:



TSM Management Measures:

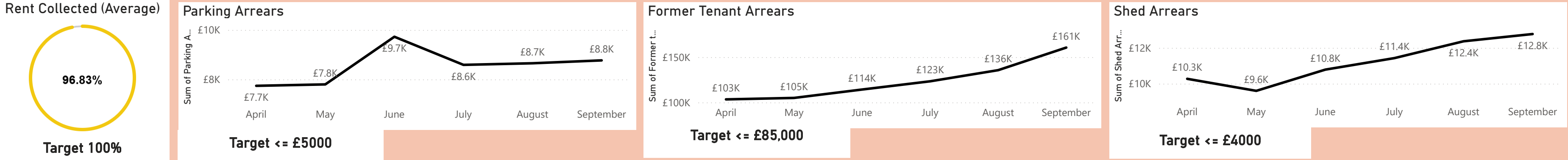
Measure:	Context:	Mitigations:	Progress at Q2 End:
Compliance Measures (Target 100%) – please note, these figures represent the position at Q2 end.			
% Homes with Valid CP12	Performance has remained consistent with 2024/25-year end figures.	Legal proceedings are initiated where access is denied to ensure CP12 testing is completed. Gas safety is tightly managed with testing scheduled on a 10-month cycle. This allows a two-month window for a structured three-stage access process, including legal escalation if necessary. Upcoming risks are actively monitored.	As of 1 October 2025, three properties were identified as not having a valid CP12 gas safety certificate. Legal proceedings are underway to seek possession of one property due to repeated noncompliance. For the remaining two properties, we are actively engaging with the tenants' representatives to agree access dates, with support from Housing Management colleagues.
% Tenanted Homes in Blocks with Completed LOLER	As of September 2025, reporting period, one lift at Lambfold House and two at Harman Close did not have a valid LOLER inspection.	Lambfold House has two lifts, so one remains in service and operational. There are long-term plans in place for the refurbishment, replacement, or upgrade of high-priority lifts to improve reliability and compliance.	The number of lifts with valid LOLER inspections dropped from 50 to 48 in August/September. The platform lift issue at Horace Jones House was resolved in September, but the Lambfold House still does not have a LOLER as it was out of service at the time that inspection was scheduled. As of 7 October, only one of the lifts at Harman Close which does not have a valid LOLER due to an administrative issue – a requirement from Guideline to provide documentation for verification.
Anti-Social Behaviour			
Closed ASB Cases	Civica CX was adopted for Anti-Social Behaviour (ASB) case management from 1 September	Area Managers conducted audits of all live Anti-Social Behaviour (ASB) cases, which confirmed general	ASB Case Management is now being closely monitored through regular audits and the use of Civica CX CRM.

	2025, streamlining processes and improving oversight.	compliance with procedures. A recurring issue identified was the failure of Resident Services Officers to formally close cases. During the transition to Civica CX, the audit prompted the closure of several legacy cases.	
Decent Homes - please note, this figure represents the position at Q2 end.			
% Decent Homes	During the 2024/25 year-end submission to the RSH, data discrepancies were identified in the Decent Homes figures shown on the Performance Dashboard at Year End. The Team has since updated and corrected the data.	Ongoing monitoring is in place to track properties at risk of falling into non-decency. The Stock Condition Survey has now commenced, and survey data is being successfully received and loaded into Keystone.	The Stock Condition Survey will give us a clear picture of our decency levels, and support with the planning and implementation of mitigations. The collection of accurate data marks a positive step forward in improving our asset data and planning capabilities. However, it is currently too early to draw conclusions or predict how condition percentages may evolve over time. Continued data collection and analysis will be required before any meaningful trends can be identified.
Repairs – please note, % figures represent an average covering Q1 – Q2.			
Repairs Completed within Timescale (All Priorities)	In August 2025, 99% of repairs were completed in timescale. In September, 97% were completed within timescale.	Figures are being closely monitored, and where repairs are not completed within the agreed timescale, they are reviewed on a case-by-case basis.	Weekly reviews are conducted in collaboration with our primary repairs contractor, Chigwell, to proactively identify any instances where repairs have exceeded the agreed timescales. The incidence of such delays remains consistently low, enabling a focused, case-by-case assessment and resolution of each outlier. This targeted approach ensures that any exceptions are promptly addressed, supporting our commitment to timely service delivery and continuous improvement

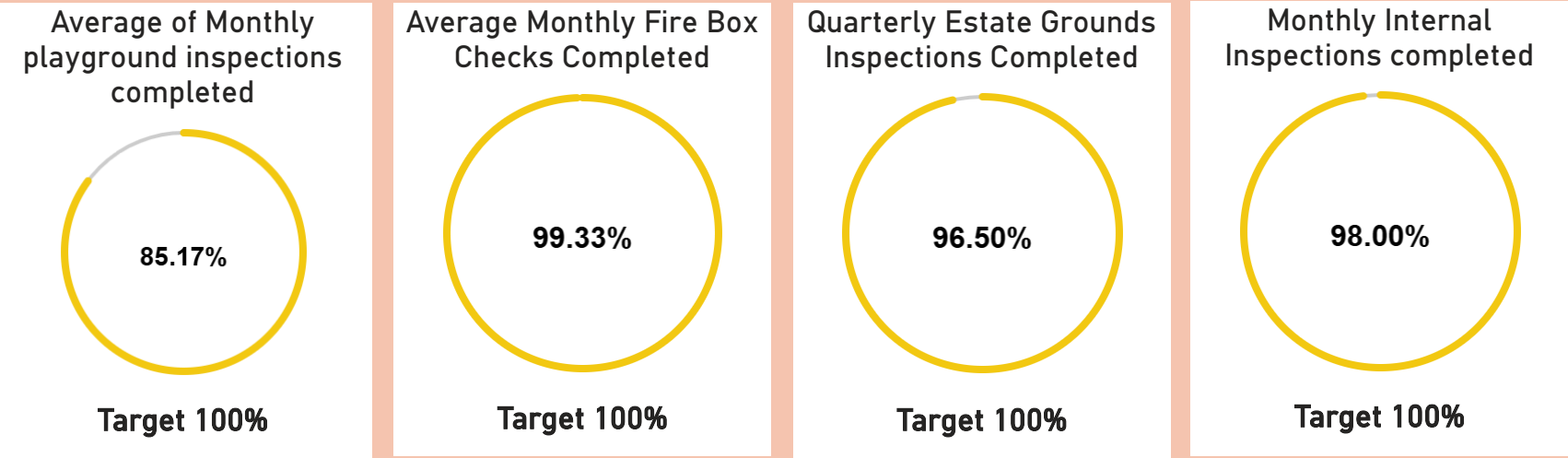
Emergency Repairs Completed Within Timescale	This covers both Chigwell and TSG figures. Failures are primarily due to data recording issues, such as jobs being raised retrospectively by contractors (e.g., out of hours), which automatically flags them as late. Analysis confirms these are not due to actual delays in attendance.	Weekly contract monitoring includes review of failed KPIs. The Repairs Service Desk is receiving training on raising retrospective orders with accurate start and completion dates. Civica CX allows backdating for completed jobs to ensure accurate reporting.	We remain in regular dialogue with Chigwell to improve the timeliness and accuracy of job updates. This includes addressing issues related to emergency repairs completed within the required timescale, particularly where jobs raised late on Fridays may fall into out-of-hours service windows. Each failure to meet timescale requirements is reviewed on a case-by-case basis, with evidence requested to understand the cause. These cases are addressed directly during contract monitoring meetings with Chigwell to ensure accountability and drive service improvements.
Complaints – please note, % figures represent an average covering Q1 – Q2.			
Complaint Numbers are High	The number of complaints received at Stage 1 and Stage 2 have increased, alongside sector averages. The Complaints Team have taken steps to promote the complaints service, including through the creation and distribution of our updated Housing Complaints Leaflet to all Estate Offices.	The Information, Performance and Quality Assurance Manager has benchmarked performance against other LA's and Housing Providers. We exceed national and London Averages, but this is not necessarily seen as a bad thing. This demonstrates a transparent and accessible service, and a commitment to a positive complaints culture.	Detailed analysis of complaint trends has taken place (please see Housing Complaints Update Report Appx 1) which is discussed in detail at the Complaints Learning Panel. Patterns and Regularly occurring themes are assessed, and lessons learned/improvement plans are implemented in collaboration with Heads of Service.
Complaints Acknowledged Within 5 Working Days	One complaint was acknowledged outside the required timeframe due to a delay in it being passed to the	The Information, Performance & Quality Assurance Manager delivered a training session for RSOs, reinforcing the process and	Since May 2025, 100% of complaints have been acknowledged within 5 working days. This is closely monitored. 1 complaint was

	Complaints Team.	their responsibilities in escalating complaints on behalf of residents.	not acknowledged within timescale in April 2025.
--	------------------	---	--

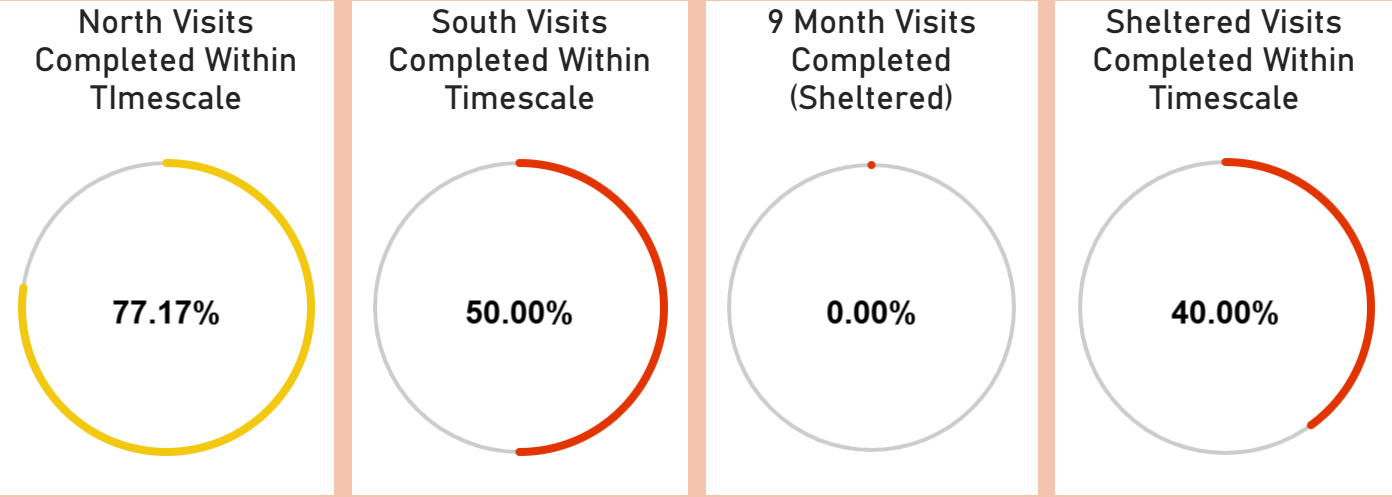
Income:



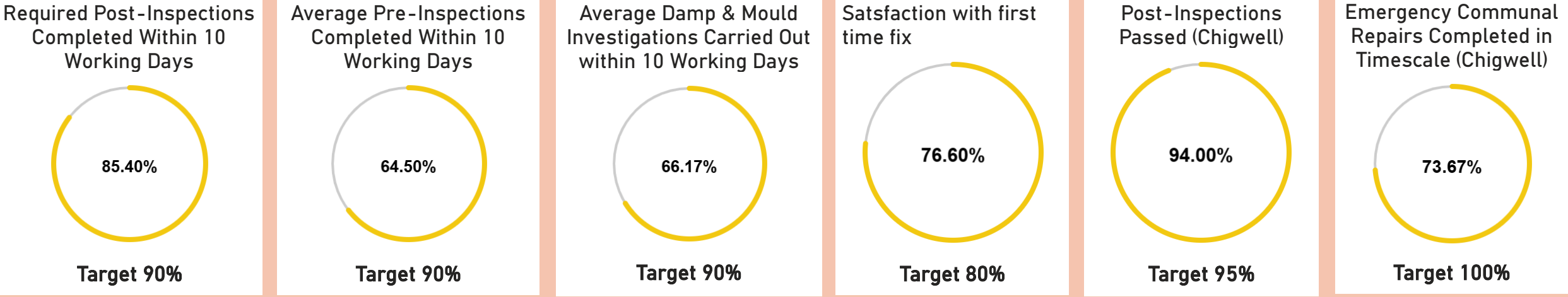
Estate Services:



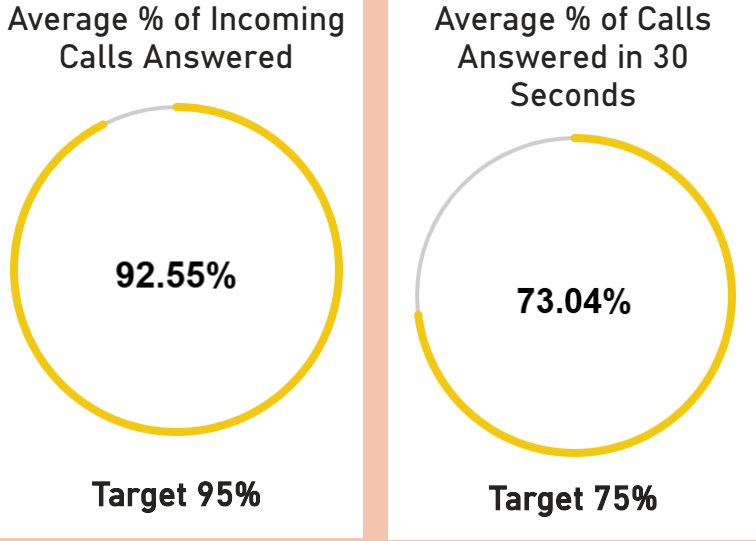
Tenancy Management:




Repairs:




Repairs Service Desk:

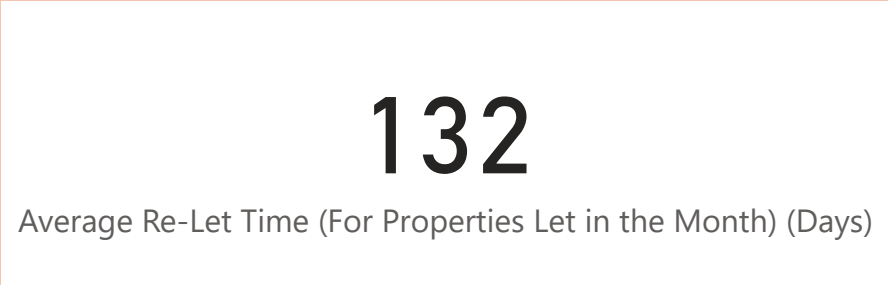


Housing Performance Summary: Out of Target Measures (Non-TSM):

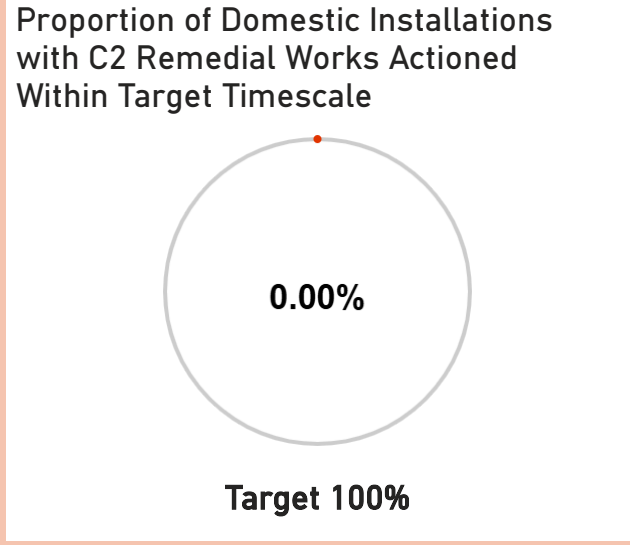
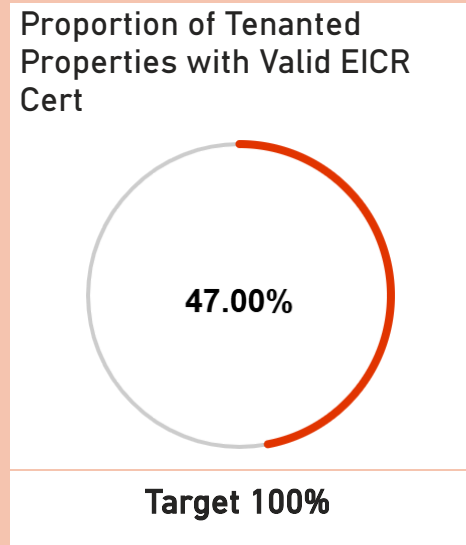
Month 

Multiple sele... 

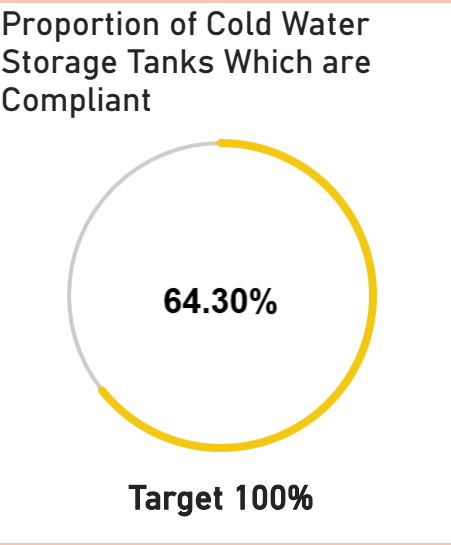
Voids:



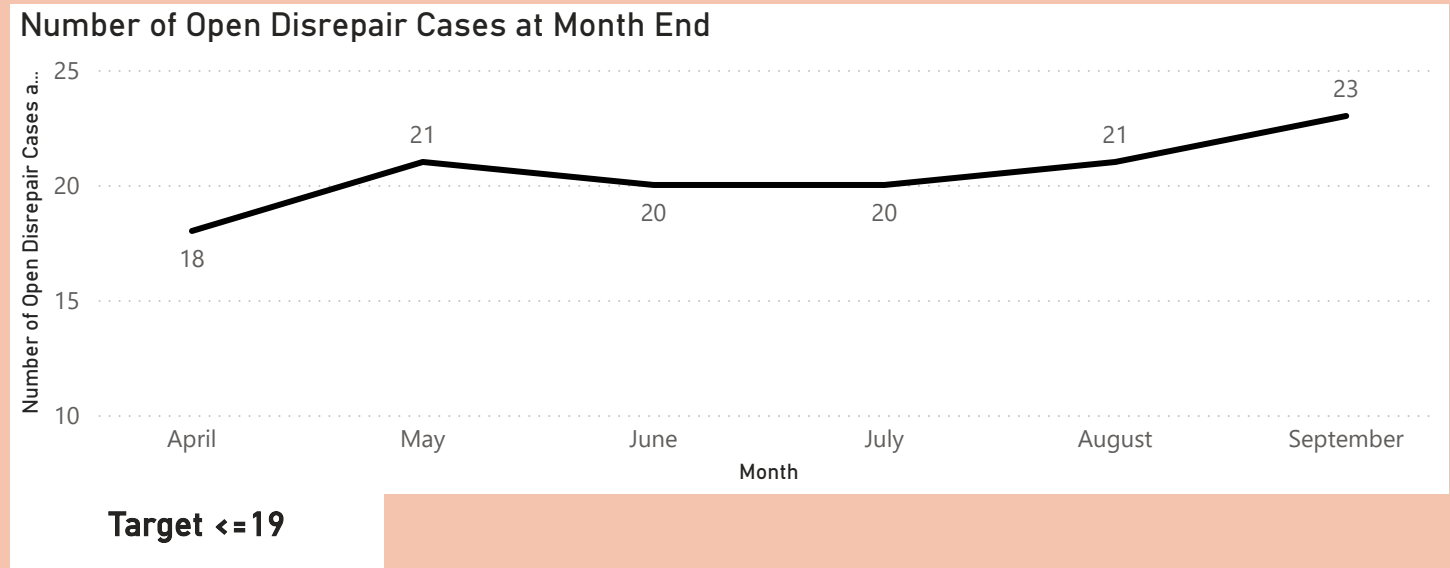
Electrical Safety:




Water Safety:




Disrepair:



Housing Performance Summary: Highlights (Non-TSM):

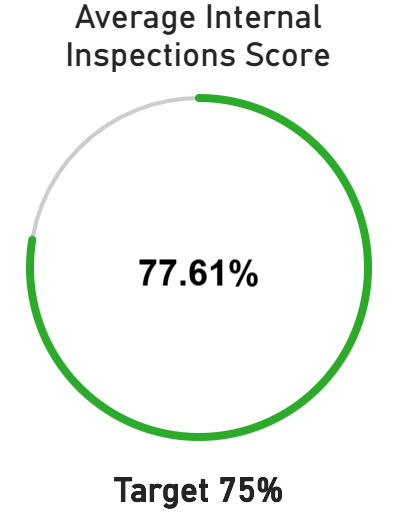
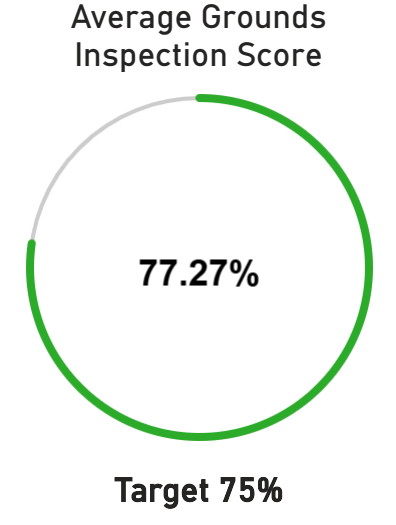
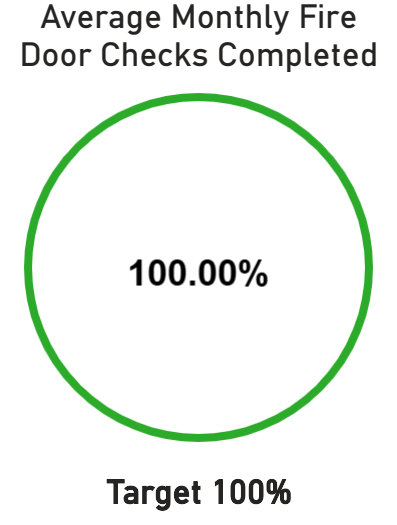
Month 

Multiple sele... 

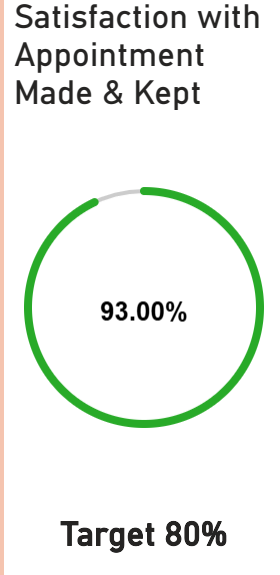
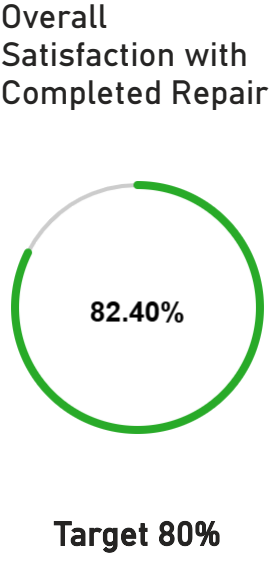
Allocations:



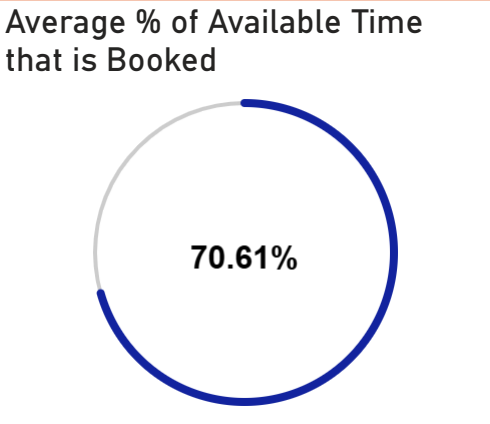
Estate Services:



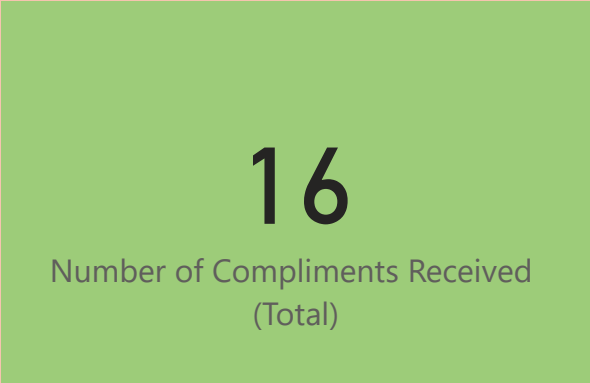
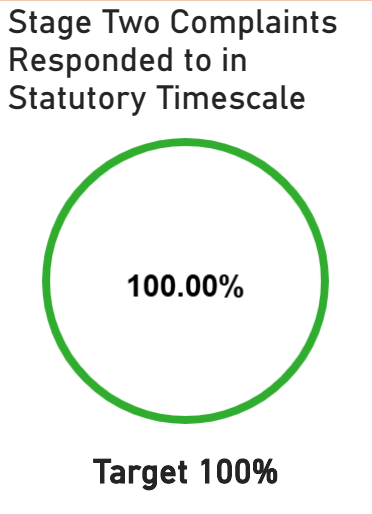
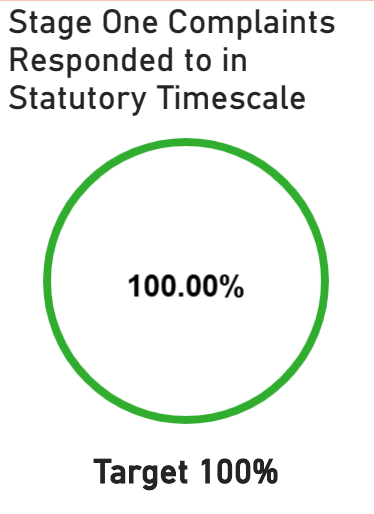
Repairs:



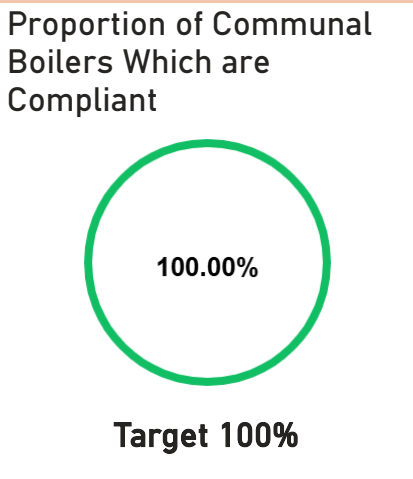
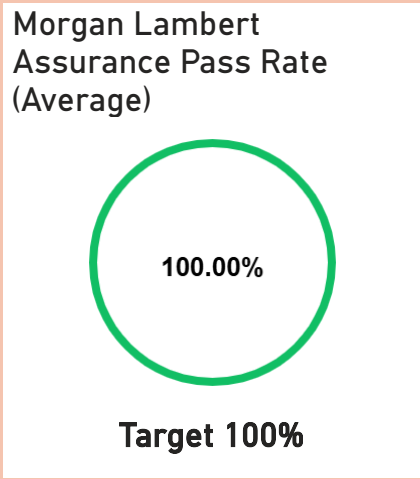
Golden Lane Community Centre:



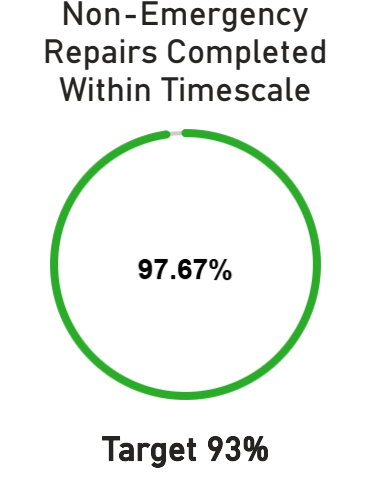
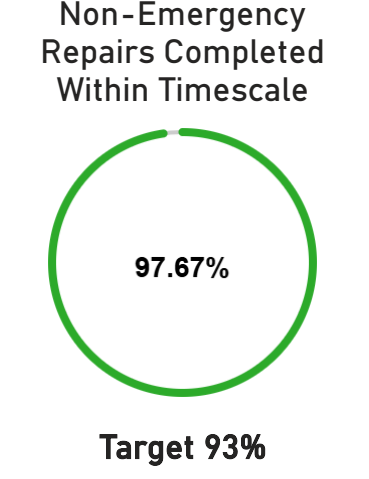
Complaints:



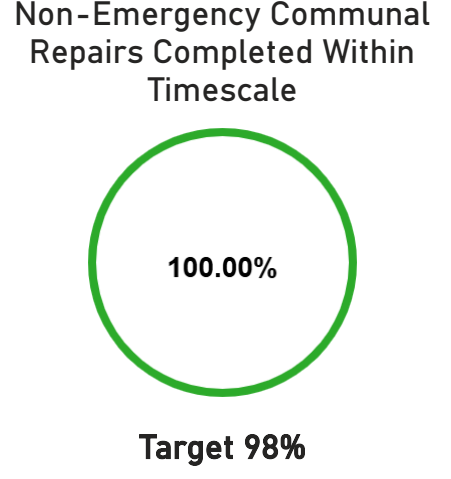
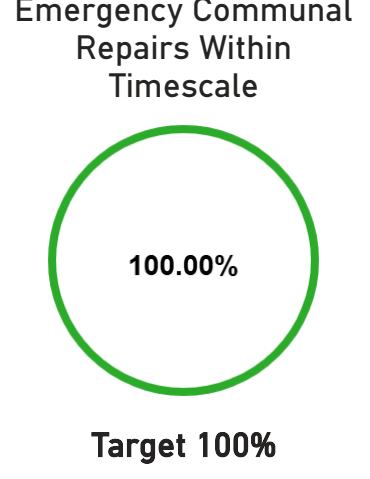
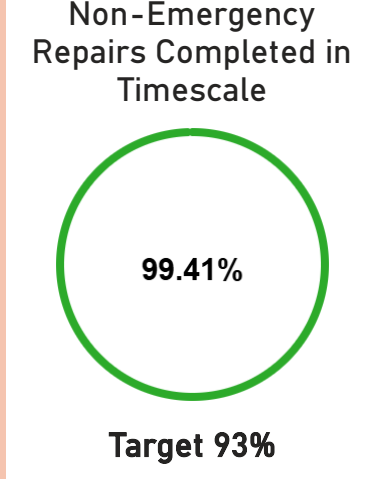
Gas Safety:



Chigwell:



TSG:



Out of Target Measures (Non-TSM):

Measure:	Context:	Mitigations:	Progress at Q2 End:
Income			
Rent Collected	In 2024/25, the average amount of rent collected was 96.86%. The target for rent collection is set at 100%. However, Housing Management acknowledges a 2% tolerance to account for operational variances. The 'rent collected' performance indicator applies solely to residential properties. It excludes income generated from ancillary assets such as parking spaces and sheds.	Progress is expected as historic possession cases are now being processed by High Court Bailiffs, with court dates for evictions being scheduled.	We continue to work in line with scheduled court dates for evictions. While a backlog remains, steady progress is being made. Eviction is always treated as a last resort and pursued only after all other avenues of engagement and resolution have been fully exhausted. Nonetheless, enforcement activity continues to advance. Sheds, parking, and garages arrears modules are now available for testing in the Civica CX Test environment. All associated arrears letters have already been loaded into the Live system, enabling automatic or ad hoc generation depending on the scenario. Current and former arrears policies are already active in Cx Live.
Former tenant arrears, parking arrears, and shed arrears exceed targets	The former tenant arrears module in Civica CX is not yet live. This limits our ability to automate arrears collection and may result in tenants receiving fewer notifications (currently only four times a year).	We have prioritised the implementation of the Civica CX module for rent arrears. Once live, automated letters will be triggered as soon as arrears are identified.	On 12 September, the Income Manager met with the team responsible for Civica CX to discuss the implementation of the relevant module. A confirmed timescale is still pending, as the team is currently prioritising modules required for inspection readiness. Efforts are underway to ensure that tenants transitioning from Temporary Accommodation arrive with the lowest possible arrears balance that can be

			reasonably accepted. An audit of garages and sheds is currently in progress. This will enhance the accuracy and context of the data we hold in relation to these assets.
Estate Services – please note, % figures represent an average covering Q1 – Q2			
Monthly Playground Inspections Completed	In September 2025, all compliance areas improved and exceeded targets except for Grounds Inspections 93%. The target for playground inspections is under review, as some sites have been transferred to the New Developments Team, which may affect future reporting figures.	Inspections exceed the minimum statutory requirement. Mandatory checks are conducted by external providers. The shortfall is attributed to staff leave during the holiday period. No statutory duties were missed. An annual inspection by the Playground Inspection Company was successfully passed. Quarterly inspections are carried out by Kompan and monthly by the internal team. The Estate Services Manager is monitoring performance in team meetings and 1:1s.	Completion rates have significantly improved, rising from 22% in July 2025 to 89% in August 2025 and 100% in September 2025 demonstrating a strong upward trend in performance. However, due to the relatively small number of inspections required, even a single missed inspection can disproportionately affect the overall percentage.
Monthly Fire Box Checks Completed	The dip in compliance during August 2025 is attributed to a missed internal inspection. Fire Box Checks have otherwise been completed at 100% compliance throughout the 2025/26 reporting period. For all estates except Golden Lane, Fire Box Checks are incorporated into the routine internal inspection regime. Previously at Golden Lane, not all blocks had fire boxes installed. Fire Boxes were installed to all blocks in Golden Lane in September 2025.	With 100% completion of internal inspections anticipated in September 2025, Fire Box Checks were expected to return to full compliance.	In September 2025, 100% compliance was achieved for Fire Box Checks. Monitoring will continue to ensure this standard is consistently maintained.

Quarterly Estate Grounds Inspections Completed	For Q1, 100% were completed. For Q2, 93% were completed.	The Information, Performance and Quality Assurance Manager attended the Estate Services Team Meeting on 26 September to reinforce the importance of accurate and timely data input and shared the performance dashboard to highlight areas where compliance is currently falling below target. This session supported the team in understanding how their input directly impacts performance monitoring outcomes.	The Estate Services Manager will continue to closely monitor these inspections to ensure full compliance, with an aim to return to 100% for Quarter 3.
Monthly Internal Inspections Completed	Q1 performance was at 100%, but July saw a slight drop, which could be accounted for by incomplete job closures on the system.	Reminders are issued to staff to ensure inspections are properly closed. The Estate Services Manager continues to monitor adherence in team meetings and 1:1s.	The Estate Services Manager continues to conduct monthly audits to ensure inspections are being properly completed and closed. Any inspections not finalised within a reasonable timeframe are subject to close review. To enhance accuracy and timeliness, Estate Services staff are being encouraged to complete the administrative component of inspections during the site visit. This approach reduces the risk of missed entries and delays in recording. In September 2025, one grounds inspection was missed due to a scheduling issue within the system, resulting in a completion rate of 93%. This will be addressed in the current month.
Tenancy Management – please note, % figures represent an average covering Q1 – Q2			
Introductory Tenancy Visits Carried Out Below Target	Due to the low number of introductory tenancy visits conducted each month, even a single missed or delayed visit	While streamlining via Civica CX is planned, it is not currently a priority. In the meantime, RSOs and Scheme Managers are expected to provide context when visits are	Sheltered Tenancy Visits: No visits were scheduled for September 2025, but the Area Manager is monitoring the outstanding 9 month visit overdue from August 2025 which the tenant requested to

	can significantly affect overall performance figures.	missed. Area Managers have reinforced the importance of these visits and continue to monitor progress through 1:1 meetings.	be rearranged. General Tenancy Visit Completion: All scheduled introductory tenancy visits for both North and South areas were completed, achieving 100% compliance for the month.
Visits Within Timescale Falling Below Target	In some cases, introductory tenancy visits may be delayed due to lack of resident engagement. Where tenancy issues arise, Resident Services Officers (RSOs) or Scheme Managers may extend the introductory tenancy period. If visits are not completed within the expected timeframe, RSOs or Scheme Managers are required to report to Area Managers with a justification. It is important to note that due to the small number of visits each month, even one missed or delayed visit can significantly impact overall performance figures.	The Head of Housing Management met with Area Managers to review performance on Introductory Tenancy visits. In August 2025, 100% of visits were completed within the required timescale, reflecting the success of improved monitoring. In July 2025, 50% of the two scheduled visits were completed on time. The one delayed visit was completed just one day outside the 7-day tolerance period.	In September 2025, 100% of scheduled visits were carried out within timescale. Visits were only scheduled on North and South Estates.
Repairs – please note, % figures represent an average covering Q1 – Q2			
Post-Inspections Completed within 10 Working Days	There was a significant increase in post-inspections during September 2025. Civica CX post-inspection functionality was activated in mid-August, contributing to the rise. Of the	System changes were implemented in August 2025 to automate post-inspection triggers: 10% of orders under £500 20% of orders £500 - £2999 100% of orders £3000+	Post inspections completed within timescale will be closely monitored by the Head of Repairs and Maintenance. 91% of post inspections were completed within timescale in August, but this dipped in September, likely due to the swift increase.

	total inspections reported, 56 were completed in September.		
Pre-Inspections Completed Within 10 Working Days	Historically, pre-inspections were being under reported. Property Services Officers have been asked to create an inspection record in Civica for themselves, complete the inspection, and mark it as completed on the system. This will enhance record keeping.	Property Services Officers will be trained on how to raise an inspection for themselves. We will implement this process starting in November 2025, and we expect monthly improvements in data and a steady increase in volume as this becomes part of normal working practice.	A reminder has been issued to PSOs to begin logging pre-inspections. Training will be required to embed this process effectively. The rollout of PSO-led inspections is planned to begin once the implementation of Awaab's Law and the regular post-inspection process are fully underway.
Damp & Mould Investigations Carried Out within 10 Working Days	The team completed an end-to-end process review for Damp & Mould, from the reporting process to completion. The updated process was implemented in August 2025 and embedded throughout September and October ahead of Awaab's Law (27 October 2025).	As part of the updated process, the team will be applying 'risk ratings' to damp and mould cases (high, medium and low). This is to ensure that our initial response is appropriate to the severity of the issue and complies with Awaab's Law timescales. These risk ratings will also allow us to correctly manage severe damp and mould cases identified through the stock condition survey. Civica CX 'Cases' is being used to manage damp & mould.	<p>Repairs Service Desk Training: Six training sessions were delivered throughout September 2025 to support the Repairs Service Desk team.</p> <p>Civica CX Testing: Testing of Civica CX case management is underway in preparation for its use following the implementation of Awaab's Law.</p> <p>Damp & Mould Risk Rating Rollout: Weekly meetings with Property Services Officers (PSOs) are being held to support the rollout of the Damp & Mould risk rating system. These sessions include guidance on required actions and expected timescales.</p> <p>New Software Implementation: New software is being introduced to enhance the inspection and reporting process for damp and mould cases, supporting improved oversight and responsiveness.</p>

Satisfaction with First Time Fix	Satisfaction is ascertained through transactional surveys with residents following the completion of repairs.	Initial satisfaction with first-time fixes was low, likely due to legacy issues from the previous Repairs & Maintenance contract. However, satisfaction exceeded targets in May, June, and August. Data is submitted to Acuity monthly, who then conduct the surveys. Once received, survey results will be backdated to ensure accurate reporting.	Satisfaction was at 85% in September 2025.
Post-Inspections Passed (Chigwell)	Post-inspection figures for Chigwell are now being reported from August 2025 onwards, following the activation of relevant functionality.	Since reporting began, it has prompted several discussions with Chigwell to clarify expectations and processes. One key point is that post-inspections should only be triggered once an order is marked as completed. All data is jointly validated by both parties to ensure accuracy and consistency in reporting.	Discussions are currently taking place on a case-by-case basis to determine whether post-inspections should be triggered. This approach allows for greater accuracy and ensures that inspections are only initiated when appropriate. The process is being continuously refined to improve reliability and ensure that the results are as accurate and meaningful as possible.
Emergency Communal Repairs Completed in Timescale (Chigwell)	Failures are primarily due to data recording issues, such as jobs being raised retrospectively by contractors (e.g., out-of-hours), which automatically flags them as late. Analysis confirms these are not due to actual delays in attendance.	Weekly contract monitoring includes review of failed KPIs. The Repairs Service Desk is receiving training on raising retrospective orders with accurate start and completion dates. Civica CX allows backdating for completed jobs to ensure accurate reporting.	In September 2025, there were four instances where Chigwell failed to attend emergency repairs within the required timescale. Each case is reviewed individually, with supporting evidence requested to understand the reasons for the delay. In contrast, TSG achieved 100% compliance for emergency repairs during the same period, with all appointments attended within the designated timeframe.
Repairs Service Desk – please note, % figures represent an average covering Q1 – Q2			
% of incoming calls answered and % answered within 30	In June and July 2025, over 76% of calls were answered within 30 seconds, and more than 95% of incoming calls were answered—both	As of September 2025, the new colleague on the Repairs Service Desk is nearing completion of their training. This is expected to further strengthen the team's capacity and improve service delivery once fully onboarded.	The correct management and oversight are in place, and we are actively monitoring call data to identify trends and areas for improvement. We anticipate a steady

seconds both below target	exceeding minimum targets. However, performance dipped slightly below target in August and September 2025.		improvement in performance over the coming months. An enquiry has been raised with the telephony provider to explore the possibility of separating call data between new repair requests and follow up enquiries. This distinction will help us better understand repeat contact patterns, which in turn will support the identification of potential service issues and improve contractor performance monitoring.
Voids			
Average Re-Let Time (Days)	The total number of void properties has remained consistent with the end of 2024/25, averaging 25 properties per month. The average re-let time continues to exceed both London and national medians by a significant margin	Two voids workshops have been held to date with relevant team managers to discuss and refine the process in the interest of reducing this number. This has become a regular meeting to track improvements over time.	A second Voids workshop was held in early October 2025. During this session, the team mapped the process, which is now being built in the Civica Test environment. The draft process will be presented to a small group of staff at the end of October to gather feedback and support further refinement. The next meeting is scheduled for 4 December 2025, where the team will agree on an updated, written key-to-key Voids process.
Electrical Safety			
Proportion of Tenanted Properties with Valid EICR Certificate	Historical staffing and leadership changes led to a lack of clear ownership over compliance. No dedicated team was in place, resulting in gaps in oversight and continuity. These are recognised as legacy issues.	Two contracts have now been mobilised with Goom and Sureserve to complete overdue domestic electrical tests. The full programme is expected to be completed by April 2026. This has been communicated to the Regulator, along with mitigations to manage risk during delivery.	Electrical testing compliance has improved since the last reporting period. A small number of properties were initially identified as potentially overdue by the end of the year, and these have now been added to the inspection programmes for Goom and Sureserve, increasing the total number of required checks.

			In addition, changes to electrical regulations coming into effect in November 2025 mean that properties previously on a 10-year testing cycle will now require testing every 5 years. As a result, 66 properties falling under the older cycle have been identified and added to the programme. In total, approximately 80 additional properties have been scheduled for testing to ensure compliance with the updated legislation. As of October 2025, the number of properties due imminently (by the end of the year) has dropped to just 9, reflecting strong progress in addressing the backlog.
Communal Installations with C2 Remedial Works Actioned Within Target Timescale	The Major Works Team is leading the delivery of all overdue communal remedial works.	Identified C2 communal remedial actions are being progressed by Major works Team in 25/26. Quality assurance is being provided by consultant David Miles and Partners. Large scale remediation works & lateral mains renewal will require new planned programmes to deliver work. Previously identified domestic C2 remedials are also being progressed via Major works Team.	This is being closely monitored.
Proportion of Domestic Installations with C2 Remedial Works Actioned	For any C2 remedial actions identified through upcoming/ongoing electrical testing, the contractor will be expected to carry out any remedial works on the day of testing. If the works can be done on site at the time, we will	Contractors are expected to carry out remedial works on the day of testing wherever possible to avoid generating additional unsatisfactory certificates.	Return to Compliance for Domestic remedial actions is targeted for April 2026.

Within Target Timescale	expect contractors to resolve the actions. In cases where the issues cannot be resolved on site, these will be handled by the Compliance Team and remedial works will be progressed with the contractor as quickly as possible.		
Water Safety - please note, these figures represent the position at Q2 end.			
Proportion of Cold-Water Storage Tanks Which Are Compliant	Tank inspections are carried out on an annual basis. We have requested feedback from the contractor to ascertain a reason for the drip in inspections within timeframe. They have explained that they are reliant on Estate Staff providing access.	<p>Advance Scheduling: Tank inspections will be scheduled earlier in the year to reduce the risk of delays caused by seasonal factors such as staff leave.</p> <p>Improved Communication: Estate Staff will be regularly informed in advance of scheduled inspections to ensure access is coordinated effectively.</p> <p>Formal Escalation: Once written confirmation is received from the contractor regarding access issues linked to Estate Office availability, the matter will be formally escalated with Housing Management colleagues to support resolution.</p>	<p>A new supplier has been identified for cold water storage tank inspections, and an award is imminent.</p> <p>However, we are currently unable to report accurately on the total number of tanks due to ongoing data issues.</p> <p>Reconciliation of tank numbers is being addressed through the stock condition survey, which runs until March 2026. While this survey will provide an additional source of information, our aim is to reconcile the data ahead of its completion.</p> <p>In the meantime, we are actively cleansing the data using multiple methods to improve accuracy and ensure the inspection programme is comprehensive and fully aligned with compliance requirements. Compliance has steadily improved from July – September 2025.</p>
Disrepair			

Disrepair Cases Open at Month End Exceeding Target	Delays can sometimes be due to outstanding solicitor invoices, which can take months to resolve.	The Property Services Team meets regularly with the Legal Team to monitor case progress. The team is exploring the use of Civica CX 'cases' to improve the management and tracking of disrepair claims.	The team has demonstrated the newly developed process for managing Damp & Mould cases. Once this process is fully embedded, it will also be applied to disrepair cases to ensure consistency and efficiency in case handling.
--	--	---	---

Appendix 1: Benchmarking Data available from Housemark (Q2 2025/26):**(Based on Monthly Averages)**

Measure	CoL 2025/26 (Q2)	National Median (Q2 End)	London Median (Q2 End)	CoL 2025/26 (Q1)
Rent Collected (Average)	97% (Av)	97.22%	95.74%	96.75%
Homes with a valid gas safety certificate (%)	99.64% (Q end)	99.97%	99.88%	99.59%
Domestic Properties with EICR Certificates up to 5 years old (%)	47% (Q end)	99.45%	98.02%	38%
Responsive Repairs Completed per 1000 Properties	246.36 (Av)	284.55	258.76	All priorities: 313.05
Responsive Repairs Completed within timescale (%)	98% (Av)	89.16%	90.7%	All priorities: 95.15%
Average re-let time in days (standard re-lets)	114 (Av)	43.4	63.86	149
New ASB Cases Reported per 1000 properties (tenants)	3.29 (Av)	3.50	2.86	2.08
Formal Stage 1 and Stage 2 Complaints Received Per 1000 Properties (tenants)	10.4 (Av)	5.12	9.09	6.32
Stage 1 and 2 complaints resolved within timescale (tenants)	100% (Av)	96.99%	78.95%	100%
Satisfaction with Repairs (Transactional)	85% (Av)	90.27	85.83%	N/A

Appendix 2: Benchmarking of 2024/25 – Tenant Satisfaction TSM and Management Data**Benchmarking Against London Housing Providers (all types) with stock less than 3000 homes: (data from 14 providers)****TSM Perception 2024/25**

Measure	Quartile 1	Median	Quartile 3	CoL Performance
Overall satisfaction - LCRA (TP01)	67.78%	64.25%	56.02%	67.7%
Satisfaction with repairs - LCRA (TP02)	69.03%	63.05%	59.5%	67.4%
Satisfaction with the time taken to complete the most recent repair - LCRA (TP03)	68.47%	60.25%	55.75%	64.7%
Satisfaction that the home is well maintained - LCRA (TP04)	68.85%	64.2%	57.2%	70.8%
Satisfaction that the home is safe - LCRA (TP05)	74.03%	70%	66.8%	71.6%
Satisfaction that the landlord listens to tenant views and acts upon them - LCRA (TP06)	56.55%	51.45%	47.85%	55.4%
Satisfaction that the landlord keeps tenants informed about things that matter to them - LCRA (TP07)	74.4%	67.25%	62.75%	74.3%
Agreement that the landlord treats tenants fairly and with respect - LCRA (TP08)	75.22%	67.25%	69.58%	74.8%

Satisfaction with the landlord's approach to handling complaints - LCRA (TP09)	36%	30.4%	22.8%	30%
Satisfaction that the landlord keeps communal areas clean and well-maintained - LCRA (TP10)	70.12%	64.55%	62.6%	66.6%
Satisfaction that the landlord makes a positive contribution to neighbourhoods - LCRA (TP11)	68.6%	62.05%	57.6%	67.8%
Satisfaction with the landlord's approach to handling anti-social behaviour - LCRA (TP12)	63.6%	58.1%	49%	63.9%

TSM Management 2024/25

Measure	Quartile 1	Median	Quartile 3	CoL Performance
Gas safety checks % (BS01)	100%	100%	99.9%	100%
Fire risk assessments % (BS02)	100%	100%	100%	100%
Asbestos safety checks % (BS03)	100%	100%	97.6%	100%
Water safety checks % (BS04)	100%	100%	100%	100%
Lift safety checks % (BS05)	100%	100%	97.2%	76.8% (Quartile 4)

Anti-social behaviour cases per 1,000 homes (NM01 1)	19	22.1	24.8	20.3
Anti-social behaviour cases - hate incidents per 1,000 homes (NM01 2)	0	0.5	1.2	0.5
Homes that do not meet the Decent Homes Standard % (RP01)	0.1%	2%	4%	17.6% (Quartile 4)
Repairs completed within timescale (non-emergency) % (RP02 1)	85.96%	82.05%	78.42%	83.1%
Repairs completed within timescale (emergency) % (RP02 2)	99%	91.32%	84%	74.2% (Quartile 4)
Complaints per 1,000 homes (stage one) - LCRA (CH01 1)	56	74.4	89.4	74.4
Complaints per 1,000 homes (stage two) - LCRA (CH01 2)	12.5	16.8	22.4	22.4
Complaints responded to within CHC timescales (stage one) - LCRA (CH02 1)	98%	84.3%	71%	100%
Complaints responded to within CHC timescales (stage two) - LCRA (CH02 2)	99%	89.1%	74%	97.7%
Non-emergency responsive repairs maximum target timescale	21	28	28	20 WD

Emergency responsive repairs maximum target timescale	24	24	24	24 Hours
--	----	----	----	----------

Benchmarking Against London Local Authorities: (data from 26 providers)**TSM Perception 2024/25**

Measure	Quartile 1	Median	Quartile 3	CoL Performance
Overall satisfaction - LCRA (TP01)	66.38%	62.05%	53.65%	67.7%
Satisfaction with repairs - LCRA (TP02)	68.68%	64.55%	58%	67.4%
Satisfaction with the time taken to complete the most recent repair - LCRA (TP03)	65.9%	61.25%	54.88%	64.7%
Satisfaction that the home is well maintained - LCRA (TP04)	66.82%	63.15%	54.52%	70.8%
Satisfaction that the home is safe - LCRA (TP05)	72.53%	69.15%	63.2%	71.6%
Satisfaction that the landlord listens to tenant views and acts upon them - LCRA (TP06)	58.52%	53.05%	44.48%	55.4%
Satisfaction that the landlord keeps tenants informed about things that matter to them - LCRA (TP07)	74.3%	72.55%	62.42%	74.3%
Agreement that the landlord treats tenants fairly and with respect - LCRA (TP08)	76.88%	72.2%	62.4%	74.8%

Satisfaction with the landlord's approach to handling complaints - LCRA (TP09)	29.52%	26%	22.4%	30%
Satisfaction that the landlord keeps communal areas clean and well-maintained - LCRA (TP10)	67.22%	62.8%	58.08%	66.6%
Satisfaction that the landlord makes a positive contribution to neighbourhoods - LCRA (TP11)	70.95%	67.5%	61.1%	67.8%
Satisfaction with the landlord's approach to handling anti-social behaviour - LCRA (TP12)	63.12%	59.6%	56.35%	63.9%

TSM Management 2024/25

Measure	Quartile 1	Median	Quartile 3	CoL Performance
Gas safety checks % (BS01)	99.93%	99.84%	99.63%	100%
Fire risk assessments % (BS02)	100%	100%	99.57%	100%
Asbestos safety checks % (BS03)	100%	100%	99.34%	100%
Water safety checks % (BS04)	100%	100%	98.99%	100%
Lift safety checks % (BS05)	100%	99.1%	96.5%	76.8% (Quartile 4)

Anti-social behaviour cases per 1,000 homes (NM01 1)	13.98	24.1	40.55	20.3
Anti-social behaviour cases - hate incidents per 1,000 homes (NM01 2)	0.3	0.6	0.9	0.5
Homes that do not meet the Decent Homes Standard % (RP01)	4.55%	7.15%	18.27%	17.6%
Repairs completed within timescale (non-emergency) % (RP02 1)	86.07%	83.3%	76.78%	83.1%
Repairs completed within timescale (emergency) % (RP02 2)	97.71%	93.6%	84.75%	74.2% (Quartile 4)
Complaints per 1,000 homes (stage one) - LCRA (CH01 1)	58.95	73.15	104.7	74.4
Complaints per 1,000 homes (stage two) - LCRA (CH01 2)	10.95	16.85	25.12	22.4
Complaints responded to within CHC timescales (stage one) - LCRA (CH02 1)	82.9%	68.8%	56.52%	100%
Complaints responded to within CHC timescales (stage two) - LCRA (CH02 2)	82.48%	67.3%	46.95%	97.7%
Non-emergency responsive repairs maximum target timescale	18	28	39	20 WD

Emergency responsive repairs maximum target timescale	19	24	24	24 Hours
--	----	----	----	----------

6. Housing Key Risk Matrix – October 2025

Members are asked to note the Key Risk Matrix and commentary

- The key risks were reviewed in October and November 2025.
- The major risk because of its impact on our ability to achieve decent living conditions for residents whilst achieving the Consumer Standards and Decent Homes is the Major Works programme, substantial work has been done to secure the funding for the estimated works and the remainder of the funding required for the optimism bias allowance will not be finalised until the end of this financial year. The rating reflects this position.
- The other key risks cover a range of health and safety, compliance and financial risks which are all being actively managed.

HMA SC - DCCS HS - Summary Report

Report Type: Risks Report

Report Author: Liane Coopey

Generated on: 11 November 2025



Rows are sorted by Risk Score – High to Low

Risk Level Description Departmental

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
DCCS HS 005	Major works programme	Possible	Major	16	Red	11-Nov-2025	8	31-Mar-2026	Constant	Reduce
DCCS HS 003	Lone Working	Possible	Major	12	Amber	11-Nov-2025	8	31-Mar-2026	Constant	Reduce
DCCS HS 009	Statutory Compliance Requirements	Possible	Major	12	Amber	31-Oct-2025	4	31-Mar-2026	Constant	Reduce
DCCS HS 004	Housing Finance Changes	Possible	Serious	12	Amber	11-Nov-2025	4	31-Mar-2026	Constant	Reduce
DCCS HS 002	Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units	Unlikely	Major	8	Amber	11-Nov-2025	4	31-Mar-2026	Constant	Reduce

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
DCCS HS 006	Failure to deliver new homes programme	Likely	Serious	8	<i>Amber</i>	11-Nov-2025	6	31-Mar-2026	Constant	Reduce
DCCS HS 001	Health and Safety procedures	Possible	Serious	6	<i>Amber</i>	31-Oct-2025	4	31-Mar-2026	Constant	Reduce
DCCS HS 008	Delivery of Repairs & Maintenance services to City of London Housing residents	Possible	Serious	6	<i>Amber</i>	31-Oct-2025	4	31-Mar-2026	Constant	Reduce

Conclusion

Members are asked to note:

- *Decent Homes – Current Status and Future Changes*
- *Housing Action Plan – 2025 - 2026*
- *Tenant Handbook Update*
- Regulator of Social Housing Inspection Update
- Performance Dashboard - April – September 2025
- Housing Key Risk Matrix – October 2025

Peta Caine

Director of Housing

E: peta.caine@cityoflondon.gov.uk