City of London Corporation Committee Report

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

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

Namely:

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

Recommendation

Members are asked to note the report.

Main Report

1. Update on Inspection Activity

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

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

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

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

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

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

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

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

2. Head of Service Recruitment and Housing Sickness Update

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

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

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

Top 3 reasons for absence:

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

3. Housing Staff Organogram

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

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

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

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

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

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

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

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

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

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

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

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

5. Decant Policy Update

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

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

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

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

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

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

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

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

6. New Build Parking, Sheds and Garages

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

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

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

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

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

7. Housing Risk Update

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

8. Civica CX – Programme Update

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

Background
The City of London Corporation implemented the Civica CX Housing Management System in June 2022 as the core platform for the administration of housing services replacing the Orchard System. The original implementation established Civica CX as the principal housing management system and created the foundation for subsequent phases of development and service improvement.
Whilst the initial implementation successfully delivered the core housing management functionality, further development was required to expand capability, improve user experience, introduce service-specific modules and integrate with operational processes across the wider Housing Service.

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

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

Phase 2: Service expansion and case management
Phase 2 concentrated on extending Civica CX functionality across service delivery, case management and operational functions.
Notable developments delivered include:

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

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

- More robust audit trails.
- Greater regulatory assurance.

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

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

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

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

Challenges encountered

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

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

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

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

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

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

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

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

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

Phase 3: Civica CX asset management

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

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

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

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

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

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

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

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

9. Estate Climate Plans

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

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

Purpose
The Estate Climate Plans will:

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

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

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

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

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

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

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

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

Programme and Timeline

Summer 2026

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

Autumn 2026

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

Autumn/Winter 2026

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

Spring 2027

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

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

Monitoring and Review

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

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

Appendices

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

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