City of London Corporation Committee Report

Committee: Housing Management and Almshouses Sub Committee	**Dated:** 19 November 2026
Subject: Housing Matters Update – Information and Discussion	**Public Report** For Information
This proposal • **delivers Corporate Plan 2024-29 outcomes**	Diverse engaged communities Leading Sustainable environment Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Judith Finlay, Executive Director of Community & Children's Services	For Information
Report author: Peta Caine, Director of Housing	

Summary

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

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

Recommendations

Members are asked to:

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

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

Main Report

1. Update on Inspection Activity

Housing Services continues to engage proactively with the Regulator of Social Housing (RSH) following the February 2026 C3 judgement. Since the last report to Members, at the time of writing this report our last monitoring meeting with the RSH was held 14 October 2026, the next meeting is due to be held the morning of 19 November. At the meeting in October attended by Bev Andrews, Head of Repairs and Maintenance the main topics of conversation were the development of the improvement strategy, progress against key safety and compliance actions (with particular attention on electrical safety and asbestos management), repairs contract recovery, resident engagement, data quality and governance arrangements.

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

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

2. Head of Service Recruitment

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

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

This update provides Members with the progress being made with the Year 2 position on the Golden Lane Estate Winter Measures and Heating Cost Support Payments. You will recall that the payments were introduced as a discretionary, practical response to delays in the window refurbishment works and the impact this may have had on residents' heating costs during the winter period. The scheme was intended to provide support alongside practical winter measures, including interim window repairs where there was a health and safety risk, draft-proofing solutions and winter-warmth packs for vulnerable residents.

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

circumstances, but to provide a broad, consistent contribution in recognition of increased heating costs linked to the delay in works.

Year 2 Cash Perks delivery: The roll out for Year 2 payments has commenced. We are using the Cash Perks payment route again and are in the process of confirming the final resident list, payment values, mobile contact details before issue. Eligible residents will receive clear advance communication explaining that the Year 2 payment will be issued by text message, how it can be collected, the expiry date, and who to contact if they do not receive the message or need support to access the payment. As they did last year members of the income team will be on hand to offer extra support to residents as required.

4. Gas and Electrical Servicing and Maintenance Contract

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

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

5. Allocated Member Organisation Update

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

The allocation was confirmed as detailed below:

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

The key actions agreed at the meeting were as follows:

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

6. Housemark Repairs Data Assurance Review

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

The identified opportunities to improve are as follows:

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

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

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

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

1. ***Strengthening Regulatory Compliance***

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

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

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

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

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

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

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

5. Strengthening Governance and Accountability

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

Key Deliverables by Month 6

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

7. Housing Risk Update

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

Conclusion

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

Appendices

- Appendix 1 – Housing Risk Report

Peta Caine
Director of Housing

E: peta.caine@cityoflondon.gov.uk