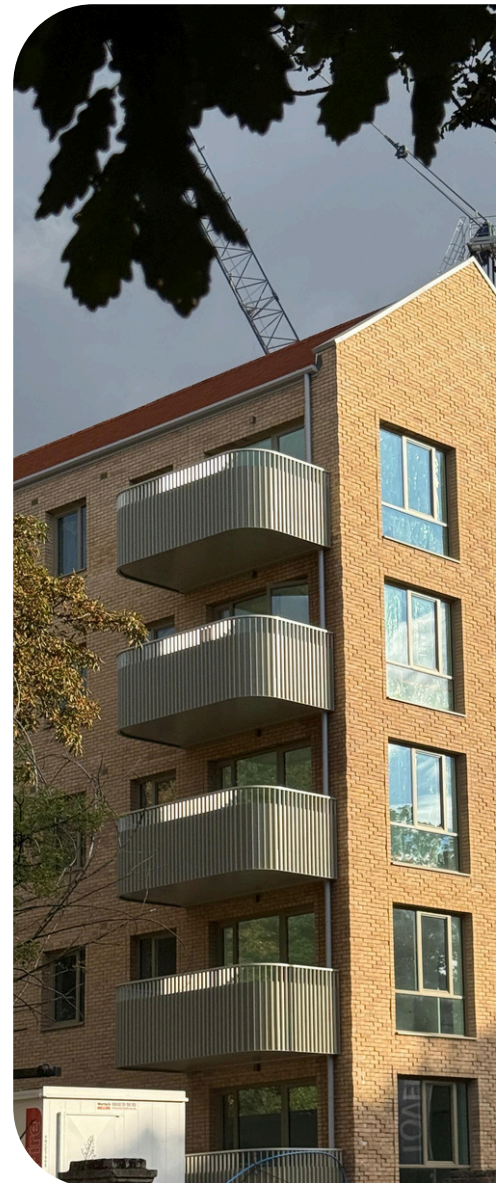


# City of London Corporation Housing Annual Report for Tenants 2024-2025



If you would like this information in another language, braille, audio tape, large print, easy read, BSL video, CD or plain text, please contact us at [home@cityoflondon.gov.uk](mailto:home@cityoflondon.gov.uk) or call 020 7029 3958 and ask for the Business Support Team.

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We own **2,900** homes in **58** residential blocks across the City and **six** London boroughs.

**1,922**  
tenants

**960**  
leaseholders

**6**  
guest flats

**12**  
homes managed  
by Habiteng

Around **850** of these homes are within the Square Mile and **532** of these are homes for social rent.

The largest proportion of our homes (**1,072** homes, **817** of which are homes for social rent) is in the London Borough of Southwark.



# Foreword

Welcome to the City of London Corporation Housing Annual Report for 2024-2025. This report presents our performance over the past financial year, reflects our commitment to high-quality housing services and highlights both our progress and the areas where we are working hard to improve.

As Chair of the Housing Management and Almshouses Sub Committee (HMASC), I understand the vital role housing plays in shaping the social and economic fabric of our communities. We're proud of the progress made this past year and remain focused on continuous improvement.

A key part of this has been strengthening Housing's Leadership Team with senior appointments including the Head of Repairs and Maintenance, Head of Major Works and Head of Operations, a new role for Housing. In partnership with residents, we also procured and mobilised a new Repairs and Maintenance contract in April 2025. We hope residents have already begun to notice improvements in this service.

This report not only celebrates our achievements but also looks ahead. This year, we're launching the 'Inside Every Home' project, which includes electrical and gas safety testing, a stock condition survey and a household survey. This initiative will help us better understand our residents, our homes, and investment and safety needs across our estates.

We know there have been challenges, and at times, our services haven't met the standards we aim for. But, by listening to residents, working collaboratively, and staying committed to improvement, City Corporation Housing is determined to deliver the best possible service and support in the year ahead.



**Steve Goodman**

**OBE**

Chair, HMASC



# Welcome

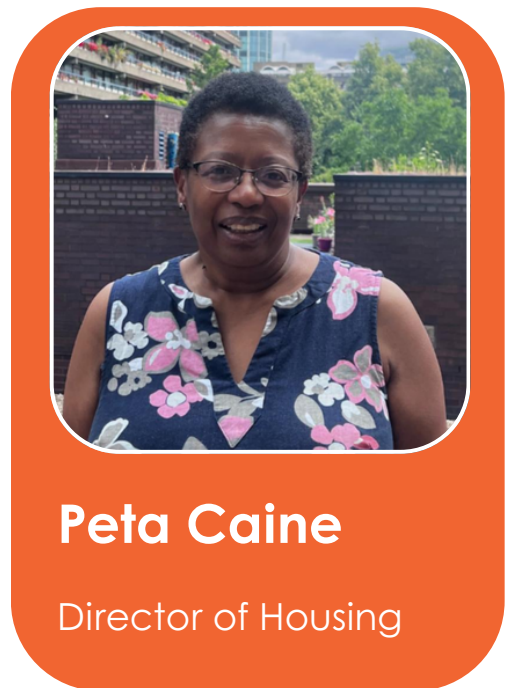
This report provides an overview of our activities, performance and progress from April 2024 to March 2025, as well as our plans for the year ahead. It reflects our ongoing commitment to improving the delivery of our housing services and ensuring that our estates remain vibrant, inclusive, and that our communities are well-supported.

Over the past year, we've celebrated some memorable events across our estates, from the Spring Event at Windsor House to the VE Day celebrations with sheltered accommodation residents at Harman Close, which brought residents together in reflection and pride. We've also seen the successful launch of our fourth Residents' Association at Avondale Square Estate, a vital step in strengthening local engagement and empowering tenants to shape the future of their community.

Looking ahead, we are focused on securing funding to support our ten-year Major Works programme, the development of more new homes on our estates, and the recruitment of additional staff to further enhance our services. These investments are essential to maintaining safe, sustainable housing and ensuring we meet the evolving needs of our residents.

Your feedback continues to be central to our improvement journey. This report shows how your engagement has helped shape our priorities, and we remain committed to working closely with you to deliver the services that matter most.

We hope this report provides a clear and useful summary of our work. As always, we welcome your thoughts, please get in touch with the Housing Communications Team: [home@cityoflondon.gov.uk](mailto:home@cityoflondon.gov.uk)



**Peta Caine**

Director of Housing

# Performance overview

The Regulator of Social Housing's (RSH) requirements for Tenant Satisfaction Measures (TSMs) are applicable for landlords with more than 1,000 homes. As we manage more than 1,000 homes, we must collect and send the RSH data for 22 TSMs every year. This includes 12 measures from a tenant perception survey and 10 from our internal performance information. Through these requirements, the RSH aims to assess how well social housing landlords in England are doing to provide good quality homes and services.

This Annual Report presents the results of our second TSM reporting year alongside other key performance data for each team in Housing. You will find the TSMs about our overall service and health and safety on this page, and service-specific TSMs on each page of this report, identified by the blue 'TSM' badge.



**67.7%** are satisfied with our overall service



**82.4%** homes met the Decent Homes Standard



**71.6%** are satisfied that their home is safe



**70.8%** are satisfied that their home is well maintained



**67.8%** are satisfied that we make a positive contribution to the neighbourhood



**74.8%** agree that we treat them fairly and with respect



**74.3%** are satisfied that we keep them informed about things that matter to them



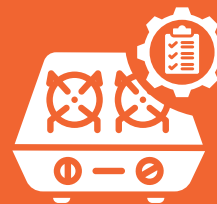
**76.8%** of homes for which all required lift safety checks have been carried out



**100%** of homes for which all required asbestos management surveys or re-inspections have been carried out



**100%** of homes for which all the required legionella risk assessments have been carried out











**100%** of homes for which all gas safety checks have been carried out












**100%** of buildings for which all required fire risk assessments have been carried out

# Performance progress tracker

To improve transparency and accountability regarding our performance, we have tracked progress made towards achieving our goals as set out in last year's Annual Report.

Team	Goal from 2024-2025	Progress
Housing Management	Prepare for our Regulator of Social Housing Inspection.	 We appointed an internal inspection coordinator and organised a mock inspection to identify gaps and create an improvement plan.
	Review and update the Allocations Policy.	 The Allocations Policy is currently under review.
	Embed new housing service standards.	 Service standards were advertised to all staff and residents through our monthly newsletter and progress is monitored through our performance dashboard.
	Produce and consult on the new Tenant Handbook.	 The new Tenant Handbook was produced and consulted on with residents, including through workshops and an online form. The Handbook will serve as a comprehensive guide to tenancy rights, responsibilities and available services, and will be issued to all tenants this year.
	Establish our new Resident Involvement Policy.	 The Resident Involvement Strategy was consulted on with residents and finalised, and was approved in September 2025.
Major Works	Develop and formalise our ten-year capital programme.	 Ten-year capital programme fully drafted and high-level budget requirements presented to Committee in June 2025.
	Secure additional funding to support long-term delivery of our major works.	 June's Committee report has prompted further positive senior-level discussion at various committees. We are currently awaiting confirmation of the agreed funding sources for the entire programme.
	Improve resident engagement and liaison throughout major works projects.	 The major works webpage is now regularly updated with relevant information on the capital programme. The resident satisfaction survey template is now formally agreed for future use. A Resident Liaison Officer role has been created as part of the proposed Major Works Team restructure.

Team	Goal from 2024-2025	Progress
New Developments and Special Projects	Resolve major challenges with Black Raven Court.	 The major challenges with Black Raven Court have been resolved and 66 new flats are set to be occupied this year.
	Identify opportunities to provide new housing.	 Opportunities to provide new housing on our existing estates are being progressed.
	Complete the Golden Lane Leisure Centre podium waterproofing contract.	 This is in progress, with the contract set to start this year.
Repairs and Maintenance	Implement proactive management of repair complaints and responses.	 The Property Services Team is more actively involved in complaint investigations and progress meetings. Reporting on trends and insight is being considered to help reduce the need for complaints.
	Improve handling of damp and mould cases to respond to new legislation.	 A new initial damp and mould priority (10 days) has been implemented. A risk rating system has been designed to be tested in this year. We are also developing a case management IT approach to damp and mould issues.
	Deliver better value for money on all repairs and servicing contracts, including procurement of a new Repairs and Maintenance (R&M) contractor.	 The new R&M contract with Chigwell started in April 2025 and performance and costs are being closely monitored. New lift and water safety contracts have been tendered, with a greater emphasis on quality and performance. We have also recruited new Contract Managers.
Complaints	Implement further improvements to track and monitor complaints.	 Complaints tracker has been improved to better identify complaint trends. Performance dashboard is regularly used for reporting, trend analysis and lessons learned.
	Submit Housing Complaints Reports to Housing Management & Almshouses Sub-Committee (HMASC) meetings twice a year.	 Six-monthly Complaint Reports are presented to HMASC outlining complaint performance. Members responsible for complaints also receive a weekly and monthly summary on complaints.
	Hold specialist training sessions and offer tailored support for new staff on the complaints handling process.	 In November 2024, Housing Quality Network held a complaints handling training session for Housing staff. The Housing Complaints Team regularly hold individual training sessions for new starters, and refresher sessions for teams.

# Your feedback

## You Said



TSM

66.7% are satisfied with our overall service

## We Did

In 2024-25, we focused on strengthening tenant engagement, enhancing customer service, and improving accessibility. Key achievements include:

- We partnered with Acuity to introduce external feedback mechanisms through transactional surveys, helping us better understand tenant experiences.
- Worked closely with residents to develop a comprehensive Tenant Handbook that reflects their needs and priorities, to be distributed to all tenants.
- Staff participated in interactive workshops to reinforce service standards and improve communication.
- Equipped estate offices with tools to support inclusive communication, including hearing loops, magnifiers, and coloured overlays.

In the year to come, to improve our overall service we're focusing on:

- Fully reviewing estate office services to ensure they continue to meet tenant needs effectively and improve responsiveness.
- Co-designing tailored estate brochures with residents to ensure local relevance and clarity.
- Using household data from our 'Inside Every Home' project to adapt services according to household composition and needs.



TSM

30% are satisfied with our approach to complaints handling

To improve complaint handling and to acknowledge complaints within the statutory five working day timescale, we increased staffing within the Housing Complaints and Customer Feedback Team. As a result 98% of complaints were acknowledged within five working days from quarter two of 2024-25 onwards.

Throughout 2024-2025, managers and officers attended a Housing Quality Network training session on complaints handling, and more officers are now involved with complaint investigation.

The Housing Complaints and Customer Feedback Team now regularly attend team meetings across Housing to raise awareness, share complaints handling best practices and lessons learned.

The Housing Complaints and Customer Feedback Team have set clear expectations and standards for staff who handle complaints, including that residents are supported in making and escalating complaints when needed.

## You Said



**66.6%** are satisfied that we keep communal areas clean and well maintained

## We Did

In response to resident feedback and staff observations, the Estate Services Team has introduced a new caretaking IT system called 'Sweepup' with the aim to bring more consistency to the caretaking and cleaning services they deliver. Sweepup allows the team to better plan, monitor, and report on cleaning tasks, ensuring that no area is overlooked and that standards are maintained across all sites.

The team has begun targeting areas on certain estates for deep cleaning programmes and improved schedules of works to bring these areas back up to a reasonable standard of cleanliness and improve their condition.

The team is also exploring alternative caretaking and cleaning methods to improve these services, including the introduction of industrial machinery for use on estates and specialist contractors to help with larger or more intensive cleaning tasks that go beyond the scope of our day-to-day operations.

We ran an extensive consultation with residents holding 12 workshops online and in-person across our estates discussing our Pets Policy. Based on the discussions at the workshops, we developed an information booklet which was shared with all residents. We then held an independent vote with 1,235 responses and received a majority (58.5%) in favour of continuing our no dogs policy.

We developed our Resident Involvement Strategy based on ideas from consultation with residents. Residents wanted easier and better ways to engage, and as a result we developed our Commonplace engagement platform, which launched in May 2025. The Resident Involvement Strategy was approved at Community and Children's Services Committee in September 2025.

Residents were involved from the very beginning of our procurement process for a new Repairs and Maintenance contract, from initial scoping through the tendering stage and into the mobilisation and delivery. Our new contractor, Chigwell, started on 1 April 2025.

We held two workshops with residents to hear feedback on a new Tenant Handbook to be distributed to all residents. Residents fed back on all elements of the Handbook, including structure and content. Resident feedback on ease of use fed into design changes which we hope will make the Handbook more reader-friendly. The new Handbook will be sent to tenants this year.



**55.4%** are satisfied that we listen to tenant views and act upon them

# Housing Management

The Housing Management Team has a wide remit of services across our estates, including:

- **Estate Services:** managing various cleaning, minor maintenance and gardening tasks to ensure that our estates are up to standard.
- **Resident Services:** providing customer services and managing tenancies for residents on our estates and sheltered accommodation.
- **Housing Needs:** processing housing applications, managing the housing register and letting homes.
- **Income:** collecting rent and service charges from residents and supporting residents who are struggling with housing payments.
- **Resident Involvement:** engaging with residents on housing services or policies, and managing our community centres in the City.
- **Home Ownership:** handling any leasehold queries, including service charge billing, Right to Buy applications and sales-related enquiries.



**63.9%** are satisfied with our approach to handling anti-social behaviour (ASB)



**66.6%** are satisfied that we keep communal areas clean and well maintained



**20.3** ASB cases and **0.5** ASB case involving a hate incident (per 1000 homes)



**55.4%** are satisfied that we listen to tenant views and act upon them



**78%** average grounds inspection score



**79%** average block inspection score



**32** properties let



**1,085** households on the Housing Register Waiting List



**289** new housing applications received



**£12.77m** collected in rent



**96.9%** of rent collected



**£3.16m** collected in service charges



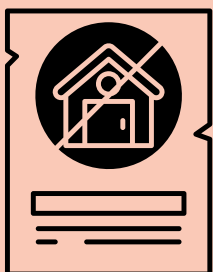
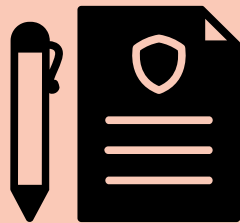
## What we've done in the past 12 months...

Developed Commonplace, our new consultation and engagement platform



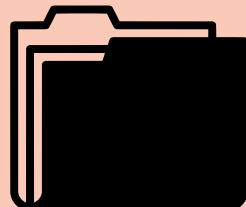
Completed fire, smoke, heat and carbon monoxide detector upgrades for the Almshouses

Completed the Resident Focus Project that created 13 new policies and updated 22 existing policies



Continued to prioritise eviction prevention, working closely with support services and host boroughs

Registered all new housing applications within six weeks



## What we're doing in the next 12 months...

As part of the 'Inside Every Home' project, we will launch our household survey to learn more about our residents



Improve our digital anti-social behaviour process case management

Establish our new Resident Voice Group, to ensure residents have a say in our governance



Complete security works (CCTV, electric gates and digital access) at the Almshouses

Manage the letting of 250+ homes across three new developments



# Major Works

The Major Works Team is responsible for managing major work projects that repair and improve our estates for the long-term. This includes fire safety and energy efficiency projects as well as communal heating and cold water system replacements.



Window replacements at Sydenham Hill Estate and Holloway Estate as part of the major works programme.

## What we've done in the past 12 months...



Hosted **resident-led engagement activities** for projects, including drop-ins and walkabouts



Installed **3,704** new double-glazed windows in homes across our estates



Completed the internal refurbishment of **Holloway Estate Community Hall**

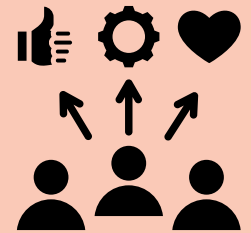
## What we're doing in the next 12 months...



Actively progress the ten-year capital programme with consultant appointments for priority projects



Undertake further surveys and feasibility studies to better understand project requirements



Continue to engage with key stakeholders and residents to help shape our projects

# Repairs and Maintenance

The Repairs and Maintenance (R&M) Team are responsible for managing the repairs and maintenance process and contractors for all our estates. They manage our Repairs Service Desk, answering resident calls and emails, liaise with our external contractors, and ensure that repairs are categorised appropriately.



**67.4%** are satisfied with our overall repairs service



**64.7%** are satisfied with the time taken to complete their most recent repair



**83.1%** of non-emergency responsive repairs completed within our target timescale



**74.2%** of emergency responsive repairs completed within our target timescale



**6,095** total repairs completed



**10,709** Repairs Service Desk calls handled

## What we've done in the past 12 months...



Procured and mobilised the new R&M contract with Chigwell, with minimal service disruption to residents



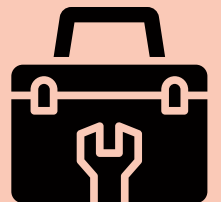
Implemented new and upgraded IT systems to improve the quality and accuracy of our R&M data



Completed a comprehensive review of our statutory compliance services (gas, electrical, water, lifts, fire, and asbestos)

## What we're doing in the next 12 months...

Introduce a new 'Handy Person' service with Chigwell to support vulnerable residents with basic R&M tasks



Complete a stock condition survey of all tenanted homes and estate communal areas

Procure and mobilise new service contracts for lift maintenance, water safety testing and asbestos testing and removal



# New Developments and Special Projects

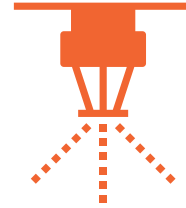
The New Developments and Special Projects Team is responsible for managing new development and special projects across our estate. This includes projects such as the construction of new homes, residential conversions, and sprinkler retrofitting.



Black Raven Court, our newest development of 66 new flats ready for occupation this year.



## What we've done in the past 12 months...



Completed extensive fire safety improvements, including sprinkler installations, to over **200 flats** at Avondale Square Estate



Supported the completion of Black Raven Court, a 14-storey development of **66 new high-quality homes** for social rent and three commercial premises

## What we're doing in the next 12 months...



Strengthen resident engagement and communication strategies to improve inclusion and collaboration on our projects



Continue to identify and expand the delivery of safe, affordable housing that meets the evolving needs of our communities



Drive innovation in design to develop homes that are sustainable, safe and improve long-term community wellbeing

# Complaints

The Performance and Quality Assurance Team manage the complaints process, including acknowledging and investigating complaints from residents, and providing a response within set timeframes. The team is also responsible for promoting the complaints process and taking appropriate action when a complaint is upheld.



**30%** are satisfied with our approach to complaints handling



**74.4** Stage 1 complaints received (per 1,000 homes)



**100%** of Stage 1 complaints responded to within the Housing Ombudsman Complaint Handling Code timescales

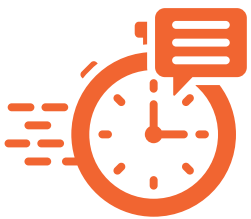


**22.4** Stage 2 complaints received (per 1,000 homes)



**97.7%** of Stage 2 complaints responded to within the Housing Ombudsman Complaint Handling Code timescales

## What we've done in the past 12 months...



98% of complaints were acknowledged within five working days from quarter 2 onwards



Significantly improved complaint and performance tracking and monitoring to identify areas of strength and lessons learned



Introduced more specific categorisation for complaints received to better monitor trends and patterns in complaint data

## What we're doing in the next 12 months...



Improve the tracking of Member and MP enquiries raised on behalf of residents

Introduce clearer expectations and standards for staff investigating complaints and writing responses



Review the Complaints Compensation Policy in line with customer feedback and findings from our data

# Tenancy Sustainment

The Tenancy Sustainment Team form part of the Homelessness Prevention and Rough Sleeping service and provide support to residents at risk of eviction and/or homelessness, so that they can continue managing their tenancies as independently as possible. They provide holistic support to people where there may be a risk to their tenancy, which can include financial, safeguarding or health related issues. The team work jointly with internal and external partner agencies as well as offering a collaborative, strength-based approach to the residents they support.

## What we've done in the past 12 months...

Provided pastoral and practical support to care leavers moving from supported accommodation into independent tenancies



Maximised tenants' income through welfare benefits and grants, providing much needed relief during a cost-of-living crisis

Sourced household goods such as TVs and computers for residents to reduce isolation and support IT literacy



Delivered specialist support to residents with a history of rough sleeping

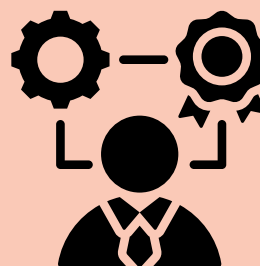
## What we're doing in the next 12 months...

Better promote our services across the Square Mile and other City Corporation Housing estates



Introduce a new recording and reporting system to track and improve our data on the work we do

Build on our database of practical support services and community activities/resources for residents



Support the team to develop specialisms and improve our service offer

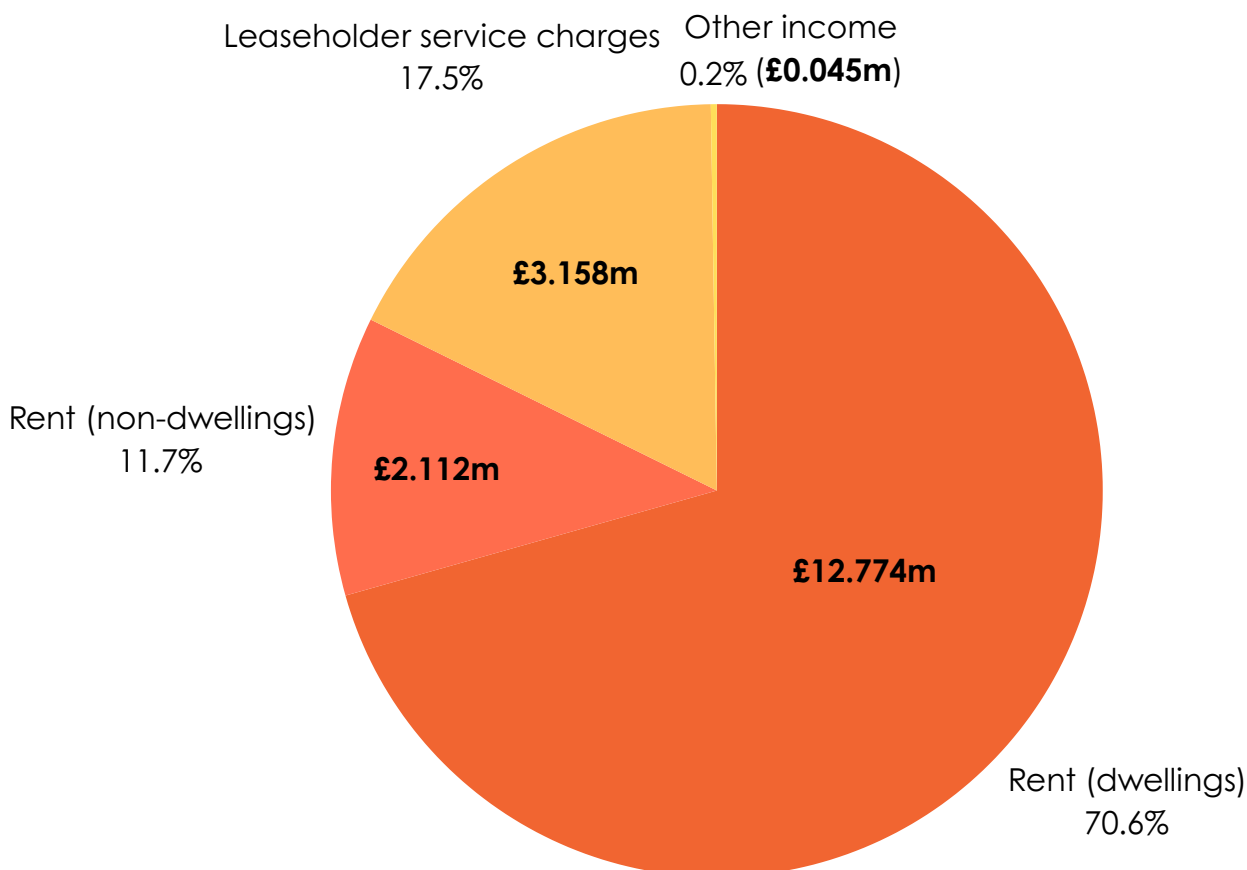
# How we spend rent and service charges

City Corporation Housing keeps a separate account of income and expenditure for managing our homes and providing our services, known as the Housing Revenue Account (HRA).

The main sources of income are rents from our homes and other assets, and service charges from tenants and leaseholders.

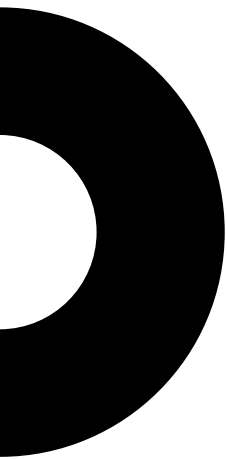
The main areas of expenditure are general management costs, and repairs, maintenance and improvement costs.

## Where our money comes from: HRA income

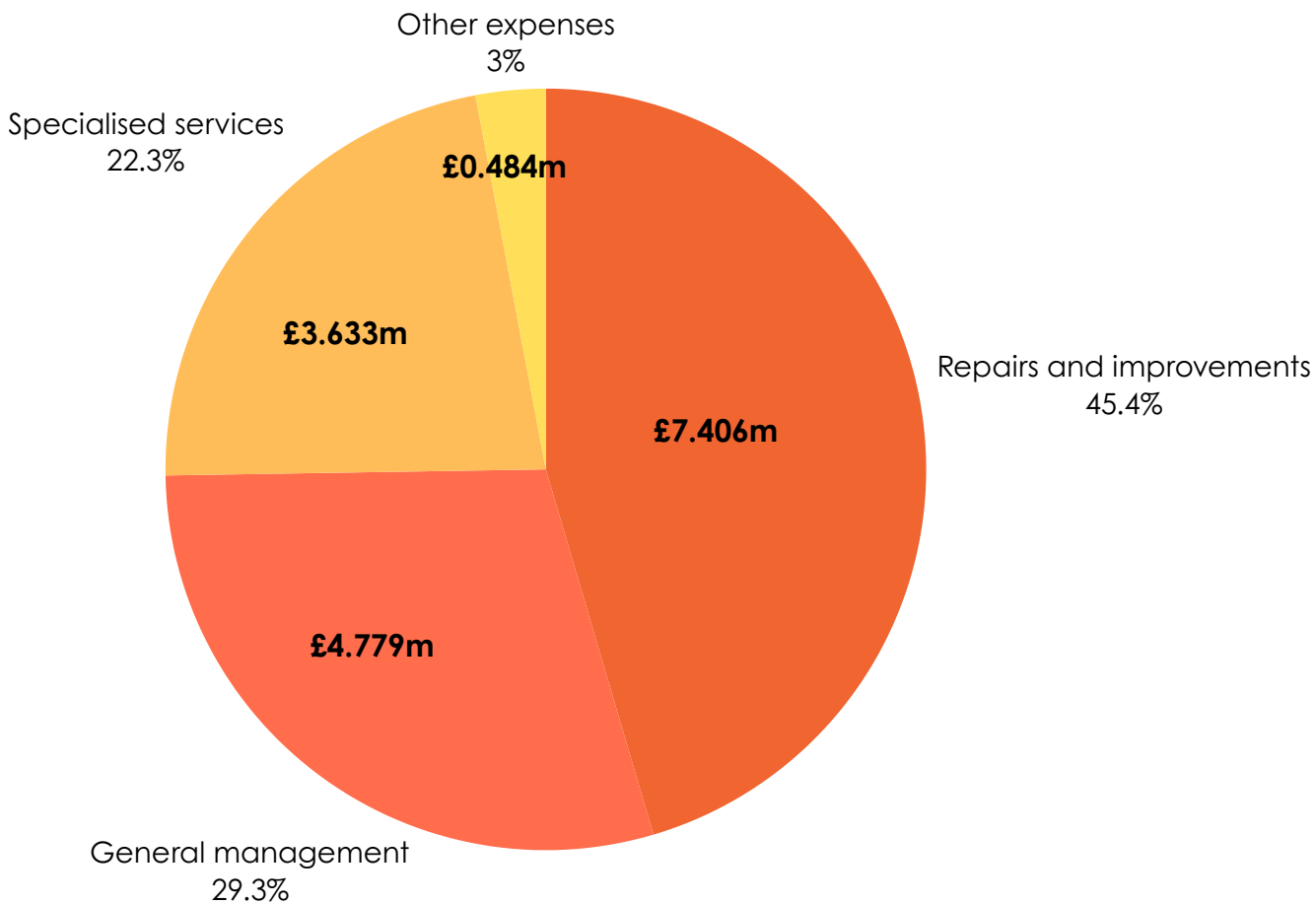


Non-dwellings include car parking spaces, storage sheds, commercial properties, and community facilities.

While leaseholders pay service charges, tenants contribute towards services through their rent payments.



## How we spend our money: HRA expenditure



Repairs and improvements includes breakdown and emergency repairs, contract servicing, cyclical and minor improvements, supplementary revenue, and technical services and City Surveyor costs.

Specialised services include central heating, estate lighting, caretaking and cleaning, community facilities costs, welfare services and garden maintenance.

# Useful contacts

## Estate Offices

**Almshouses:** 020 7274 1337

[almshouses@cityoflondon.gov.uk](mailto:almshouses@cityoflondon.gov.uk)

**Avondale Square:** 020 7237 3753

[AvondaleSquareEstate@cityoflondon.gov.uk](mailto:AvondaleSquareEstate@cityoflondon.gov.uk)

**Holloway:** 020 7607 3207

[HollowayestateTeam@cityoflondon.gov.uk](mailto:HollowayestateTeam@cityoflondon.gov.uk)

**Golden Lane:** 020 7253 2556

[GoldenLane@cityoflondon.gov.uk](mailto:GoldenLane@cityoflondon.gov.uk)

**Harman Close:** 020 7237 1696

[Harman.Close@cityoflondon.gov.uk](mailto:Harman.Close@cityoflondon.gov.uk)

**Isleden House:** 0207 226 2892

[Isleden.House@cityoflondon.gov.uk](mailto:Isleden.House@cityoflondon.gov.uk)

**Middlesex Street, Dron House, Spitalfields and Windsor**

**House:** 020 7247 4839 | [mse@cityoflondon.gov.uk](mailto:mse@cityoflondon.gov.uk)

**Southwark, Horace Jones and William Blake:**

020 7620 3702 | [Southwark@cityoflondon.gov.uk](mailto:Southwark@cityoflondon.gov.uk)

**Sydenham Hill:** 020 7620 3702

[Sydenham.Hill@cityoflondon.gov.uk](mailto:Sydenham.Hill@cityoflondon.gov.uk)

**York Way:** 020 7607 3119

[Yorkway.EstateTeam@cityoflondon.gov.uk](mailto:Yorkway.EstateTeam@cityoflondon.gov.uk)

## Benefits

020 7332 3937 | [benefits@cityoflondon.gov.uk](mailto:benefits@cityoflondon.gov.uk)

## Communications

[home@cityoflondon.gov.uk](mailto:home@cityoflondon.gov.uk)

## Complaints and Customer Feedback

0207 606 3030 (Switchboard) or

0207 029 3935 (Housing Complaints)

[housing.complaints@cityoflondon.gov.uk](mailto:housing.complaints@cityoflondon.gov.uk)

Housing Complaints and Customer Feedback Team

Barbican Estate Office

3 Lauderdale Place

London EC2Y 8EN

## Estate Services (cleaning, caretaking and gardening)

You can report issues relating to cleaning and grounds maintenance on your estate by email:

[estateservices@cityoflondon.gov.uk](mailto:estateservices@cityoflondon.gov.uk)

If you would like to speak to someone instead, please call your local estate office.

## New Developments and Special Projects

[DCCS-NewDevelopmentsTeam@cityoflondon.gov.uk](mailto:DCCS-NewDevelopmentsTeam@cityoflondon.gov.uk)

## Major Works

[dccs-majorworksTeam@cityoflondon.gov.uk](mailto:dccs-majorworksTeam@cityoflondon.gov.uk)

# Get involved!

Getting involved is how you, as a City of London Corporation tenant or leaseholder, can influence what services you receive from us. You are the best people to tell us what works well and where we can do better, and your involvement makes a real difference. Throughout the year we run a number of consultations, surveys and open meetings so you can express your views and opinions.

If you would like to take part in our consultations, visit [www.cityoflondon.gov.uk/residentinvolvement](http://www.cityoflondon.gov.uk/residentinvolvement) or contact the Resident Involvement Team using the details below.

## Home Ownership/Leaseholders

[home.ownership@cityoflondon.gov.uk](mailto:home.ownership@cityoflondon.gov.uk)

## Housing Needs

[hadvice@cityoflondon.gov.uk](mailto:hadvice@cityoflondon.gov.uk)

## Resident Involvement

[Resident.Involvement@cityoflondon.gov.uk](mailto:Resident.Involvement@cityoflondon.gov.uk)

## Repairs

0800 035 0003

[propertyservices@cityoflondon.gov.uk](mailto:propertyservices@cityoflondon.gov.uk)

## Out-of-Hours Emergencies Only

(between 5pm - 8am)

**Repairs:** 0800 035 0003

## Urgent estate matters (not repairs):

020 7256 6583

## Rent & Arrears

**Rent accounts/payments:** 020 7332 1263

[rentsteam@cityoflondon.gov.uk](mailto:rentsteam@cityoflondon.gov.uk)

**Rent arrears:** please call your local estate office or email us at

[incomerecoverofficer@cityoflondon.gov.uk](mailto:incomerecoverofficer@cityoflondon.gov.uk)

