

LONDON BOROUGH OF CAMDEN	WARDS: ALL
REPORT TITLE Update on housing repairs and capital works	
REPORT OF Director of Property Management	
FOR SUBMISSION TO Housing Scrutiny Committee	DATE 7 October 2024
<p>SUMMARY OF REPORT This report provides information on the repairs service and the delivery of capital works to Council homes.</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer: Susanne Afra, Head of Capital Works, Tony Castle, Head of Repairs & Operations, Scot Reid, Head of Property Customer Services & Engagement, 79 Holmes Road, NW5 3AX, Susanne.afra@camden.gov.uk , tony.castle@camden.gov.uk , scot.reid@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <p>That the Housing Scrutiny Committee notes the report.</p>	

Signed:



Date: October 2024

1. Purpose of Report

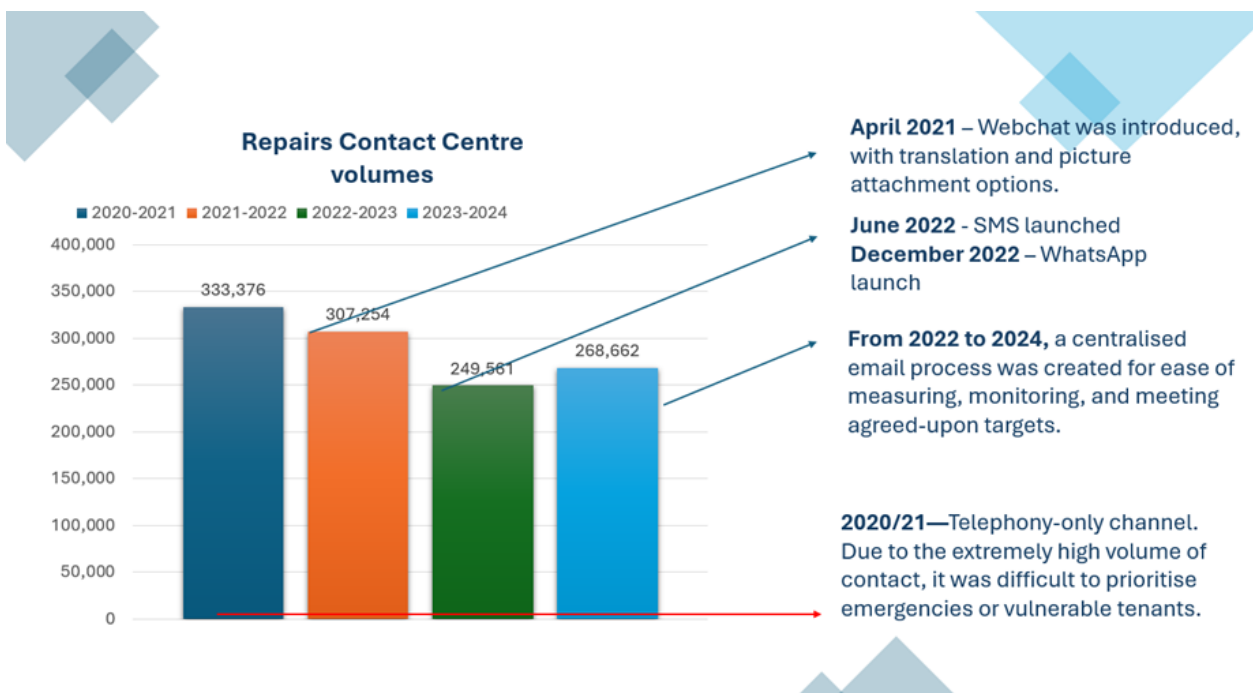
- 1.1. This report provides an overview of the housing repairs service and capital works undertaken to Council homes.

2. Introduction

- 2.1 The Council has 33,000 homes of which over 9,000 are leasehold. The repairs service manages c. 120,000 repairs a year, roughly half of which are 'building' repairs covering trades such as plumbing, carpentry and electrics, and half are 'mechanical and electrical' repairs covering heating, lifts, communal electrics, water services and other equipment on our estates. The service also receives many enquiries and had over 250,000 interactions with residents over the last 12 months via various channels such as WhatsApp, text message or by phone.
- 2.2 In addition to these reactive services, the Council has a large capital works programme with c. £350m of budgets for the next five years (including the Chalcots project). In recent years there has been a significant focus on fire safety work as well as the core Better Homes programme and renewal of communal heating systems. Later this financial year, the Council will set out its proposed asset management strategy which will consider the investment required in the housing stock, the resources available and options to bridge the gap between the two.
- 2.3 This report sets out a range of information on these services for the committee to consider.

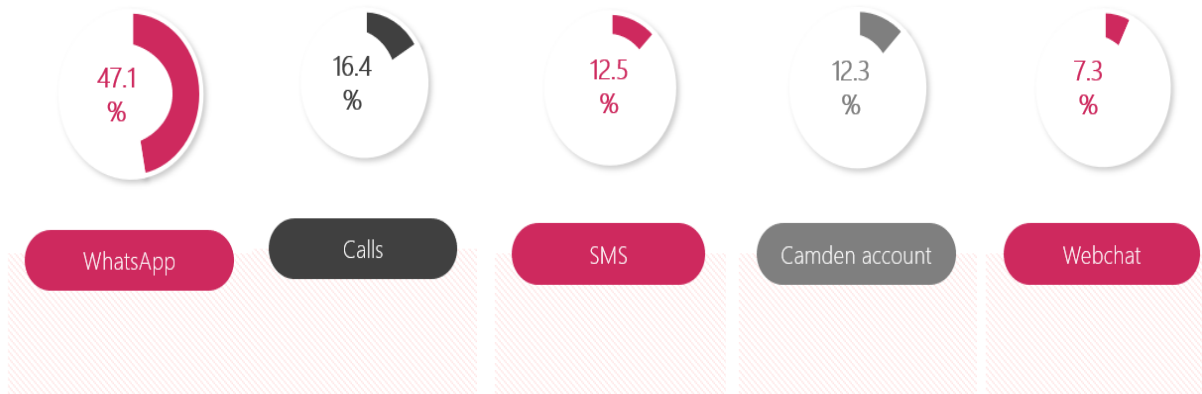
3. Contacting the repairs service and managing casework

- 3.1 In the last financial year the service managed 268,662 interactions with residents, an increase on the previous year but a reduction when compared to the peaks that occurred during and after the pandemic. It continues to offer a host of different ways for resident to engage with the service. Excluding calls, WhatsApp continues to be the main method residents choose to contact the service, followed by text messaging (SMS) and webchat.



HOUSING REPAIRS CUSTOMER SERVICE

% OF ORDERS RAISED BY DIFFERENT CHANNELS

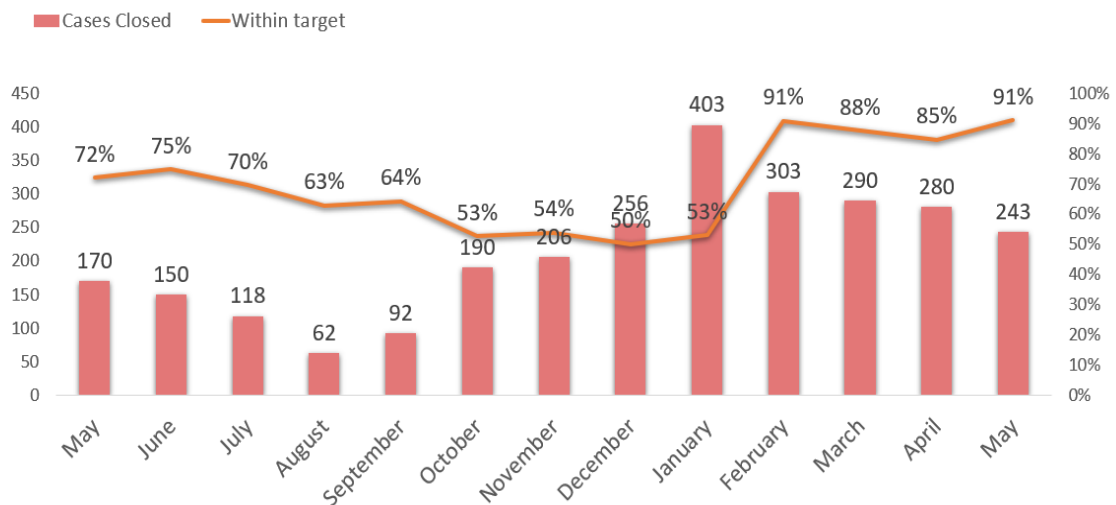


3.2 The number of calls received continues to fall, with 126,172 calls received in 2023/24 compared to 159,400 calls 2022/23. Call handling SLAs continue to be met and on average 96% of calls presented are answered. As shown above, at present, 84% of all repair requests are raised by methods other than the telephone. In August 2022, this figure was only 1%. The repairs service regularly canvasses customers about the channel shift provision it offers, and current satisfaction level is about 85%.

3.4 Case management “stage 1” complaints, which are managed by the service, along with Members and MP enquiries continue to see significant increases over the past 12 months. The main complaint themes relate to the waiting time for works to be carried out, the quality of works, and requests for repairs that are the tenant’s responsibility. Of these themes, the waiting times for repairs are dictated by resources available and this is explored in the next section of the report.

CASE MANAGEMENT

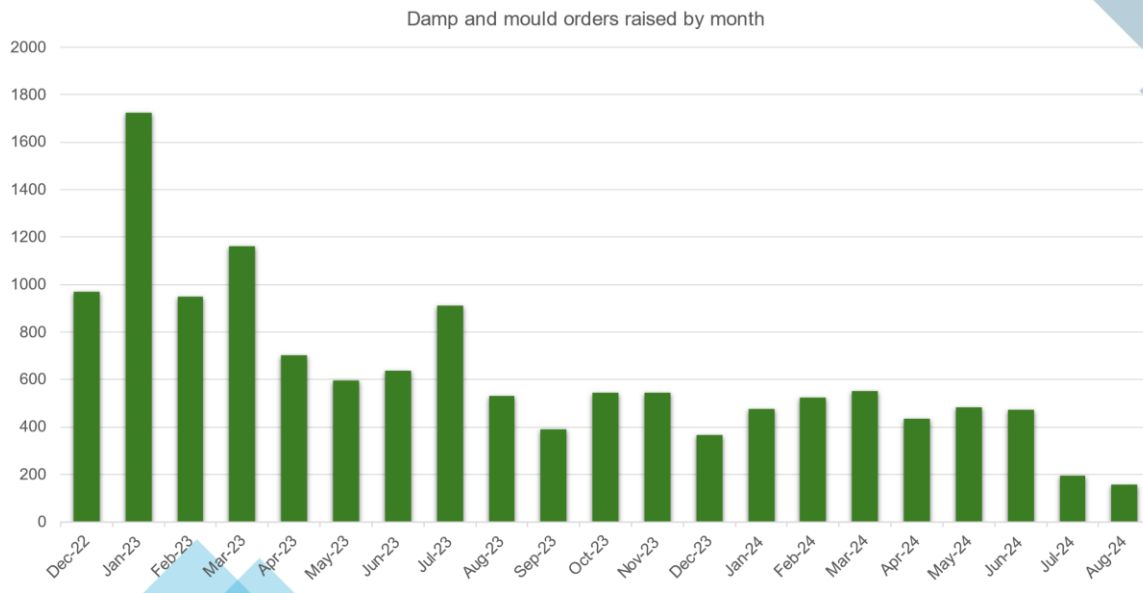
PERFORMANCE WITHIN THE TEAM (AT THE POINT ALLOCATED)



- 3.5 Information on case management and call handling is available on the Council's website and the repairs service will be looking to add to this data over time to support its work on transparency.
- 3.6 To better understand complaint themes, the Council has introduced two important new ways of working to instigate a culture change across the organisation; the launch of the new resident-led Housing Customer Experience Oversight Panel (HCEOP) and a new role of Lessons Learned Lead (LLL) based in the repairs team.
- 3.7 The HCEOP has six members who are tenants and leaseholders. The panel invites managers and contractors to explain what steps they are taking to prevent recurring complaints and make constructive suggestions about how to improve things so that residents do not need to complain in the future. Their meeting notes are published on the Council's website.
- 3.8 The LLL has a clear set of objectives. They identify from complaints and customer satisfaction feedback where there are areas of improvement needed and work with colleagues across the repairs service to focus on how it can learn from this and instigate new ways of working.

4. Delivering the repairs service

- 4.1 The repairs division has often had to adapt and bring in new ways of working. Looking back, the Right First Time project which ran from 2013 through to 2018, built on systems thinking principles, was very successful. It reduced the number of jobs per visit and the end to end time for repairs. It did however require the Council to expand its resources beyond the available budgets as repairs were scheduled at a time which suited the resident rather than according to priority timescales.
- 4.2 The need to change this approach was underlined by the impact of the pandemic which saw repairs volumes increase by 43% from 2018/19 (pre-covid) to the end of 2021/22, with up to a 100% increase in the months following the lifting of lockdown restrictions. This required the Council to introduce priority timescales and closely manage the scheduling of repairs.
- 4.3 Another significant event was the tragic death of Awab Ishak in December 2020. Following the findings of the inquest in November 2022, the repairs service put in place a proactive communications programme, contacting over 6,000 residents by sending letters, text messages and making phone calls; consequently, the service carried out c. 4,000 inspections and around 1,750 of these had mould washes, with 12 inspections resulting in temporary moves. The service now has a specialist damp and mould team, and part of this operation includes regularly checking in with our most vulnerable by phone and letter. The graph below shows how damp and mould orders peaked in 2022/23 and are now at much lower levels:



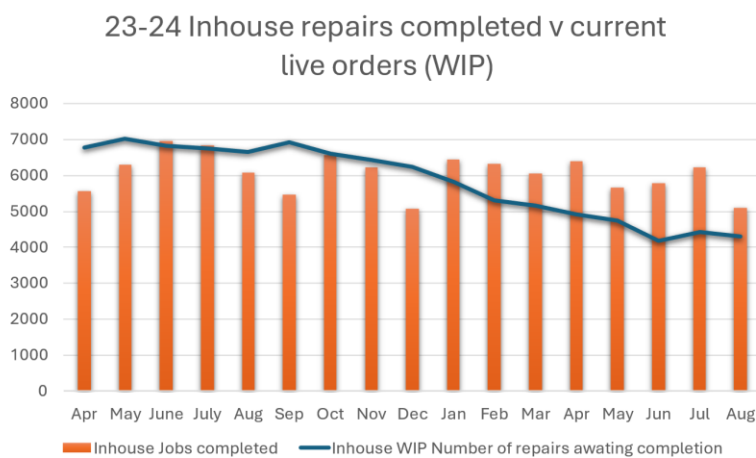
- 4.4 The repairs service has also taken on priority work such as fire risk assessment actions and new regulatory activity such as door checks. This has required the service to recruit dedicated resources such as Fire Risk Assessment (FRA) carpenters and there is now a small project team delivering targeted actions that fall outside the capital programme.
- 4.5 While repairs are now prioritised according to type, the service retains its focus on achieving a first-time fix, and operatives are also required to ask if there are other repairs outstanding when they attend. The service always look to focus on the needs of residents and makes sure it is connected to other Council services such as neighbourhood housing officers or adult social care. Finally the service has a strong focus on the essentials of service delivery – keeping appointments and making best use of resources through improving productivity.

Managing productivity and increasing budget accountability

- 4.6 Multiple factors are placing significant pressure on the repairs budget. A general uptick in repairs post-pandemic, cost increases following the invasion of Ukraine, the age of the housing stock and its infrastructure. The Council is therefore looking to get best use out of its resources and maximise the productivity of the in house team. This means using sub-contractors to a lesser extent and lengthening the timescales for certain works rather than expanding resources each time demand increases.
- 4.7 The well-being and productivity of the in house team is therefore paramount. The repairs service currently has full capacity across the trades, and the team has 187 tradespeople, working within residents’ homes, and 14 apprentices across all trades. We also have a member of staff working part time from the disability job hub to support him developing his trade within a supportive environment. We are also working with schools to try and increase the number of younger people, women and people who live locally becoming trade staff.
- 4.8 To simplify operations and increase budget accountability, the teams have moved to a district based working model. This helps the repairs manager focus on diary wait times, productivity and keeping appointments in their area. They use daily reporting tools to support this. Current data on productivity is provided below:

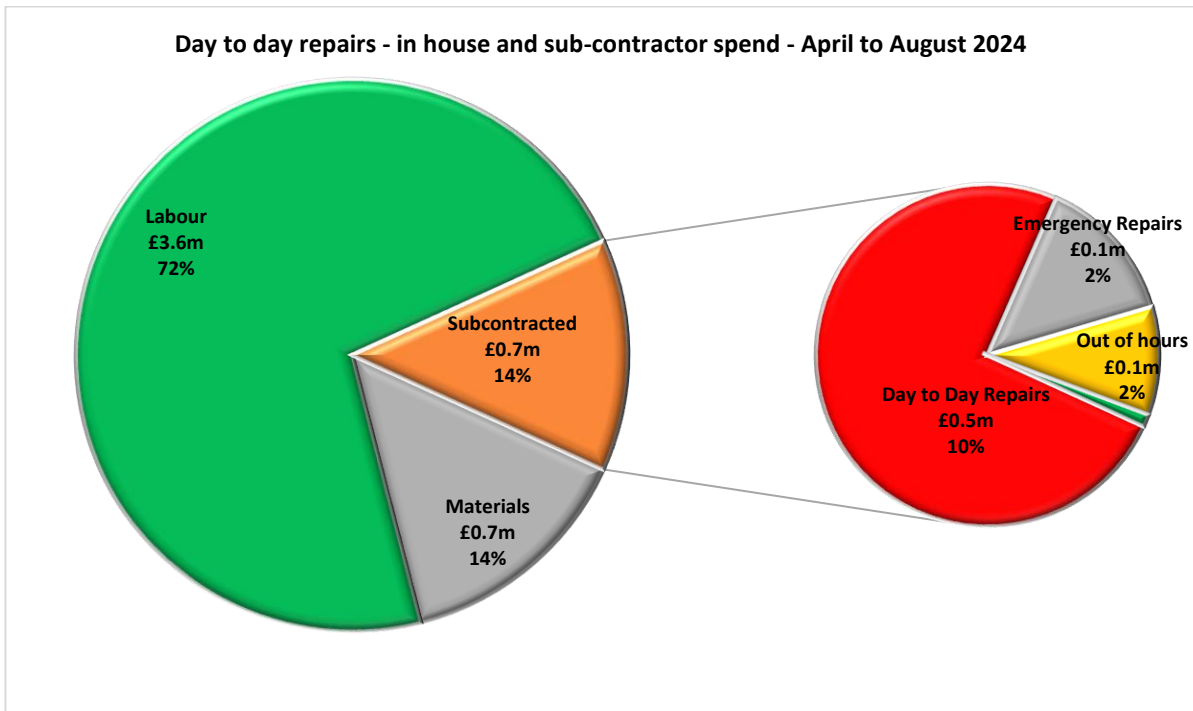
- Electrical repairs for example have a next day appointment wait time, with an average of 3-4 jobs per electrician achieved daily.
- Plumbing by nature is high volume for emergencies and an average of 4-5 jobs per plumber achieved daily, wait times for non-emergencies are approx. 3 weeks.
- There are still some key trades that have longer wait times than preferred, such as carpentry which is under pressure due to high volumes and the need to complete fire safety repairs as well as repairs that are called in by residents. On average the service is achieving an average of 3 jobs per carpenter per day due to the nature of the work.

4.9 The above focus has helped the Council steadily reduce the level of ‘work in progress’ or WIP while keeping better control of the overall budget. This reduction is demonstrated in the graph and table below:



Measure	23-24												24-25				
	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Inhouse WIP Number of repairs awaiting completion	6,769	7,021	6,823	6,741	6,644	6,926	6,593	6,435	6,226	5,822	5,296	5,165	4,914	4,750	4,192	4,430	4300
Inhouse Jobs completed	5562	6308	6962	6830	6072	5459	6564	6233	5068	6440	6325	6066	6400	5660	5782	6214	5101
Inhouse Emergencies	866	1229	1354	1453	1498	1354	1422	1346	1188	1501	1324	1255	1451	1234	1107	1298	1217
Out of hours Emergencies	504	436	406	487	447	408	458	509	524	494	409	468	435	496	469	441	499
Communal repairs completed	3554	3474	3137	2746	2735	3089	5558	6151	5177	6186	4106	3891	3644	3010	2739	2869	2242

4.10 To make best use of the Council’s in house resources and minimise the use of sub-contractors, the service took the decision to extend the target time for non-emergency repairs from 20 days to 35 days. This was accompanied by tighter financial restrictions with all jobs over £10k requiring head of service sign off, and monthly management budget and contractor usage meetings in place. The cost breakdown for April to August 2024 (financial year to date) is shown below and illustrates how most of the spend is related to direct labour costs.



4.11 With all these measures in place, the service is helping to contain the pressure on the Housing Revenue Account. It is however currently forecasting a 4% spend above the overall repairs budget. This reflects unavoidable pressures in compliance areas such as electrical testing and the ongoing pressure from disrepair claims and the fees paid to solicitors.

Priorities for the year ahead

4.12 In addition to the wider transformation programme the repairs service has the following operational priorities for the next 12 – 18 months:

- lowering the risk of disrepair cases through reducing 'Work in Progress' levels – meaning that fewer older jobs are outstanding – along with targeted communications highlighting how the service can better support residents with outstanding repairs.
- recruiting for new day-to-day trades staff and working with schools to find new starters and apprentices
- implementing new IT systems to help us with productivity and work scheduling, building on the progress made this year
- re-procuring M&E contracts (with a report being taken to October Cabinet), with the learning from the current contracts built into tender documents.
- completing the procurement of specialist supply chain partners to get best value for money on disrepair work
- maintaining capacity for void repairs – having brought on board additional supply chain support in September 2024

5. Capital works programme

5.1 The Capital Works team deliver a wide range of works and examples are provided in Appendix A to this report. All of the projects delivered by the team involve detailed scoping which is undertaken by independent consultants who are specialists in the relevant work areas. The projects also have Clerk of Works involved to check the quality of the work being delivered and in most cases contractors are not paid unless the works

are validated to confirm that they have been delivered in line with the agreed scope and that they meet the relevant technical standards.

- 5.2 In Appendix B we have provided an overview of the schemes currently being procured as part of the Better Homes programme. This includes external works, communal heating replacement, lift installations and fire safety works. Some of the work is complex in nature and examples of this are also provided.
- 5.3 On tall buildings it is important the Council complies with the Building Safety Act 2022 (BSA). The BSA recommends additional external checks by independent consultants in relation to works that require building control and it also recommends that any works that require building control approval in a 'High Risk Block' should go through a new Gateway process which reviews the proposals and ensures they will deliver the best possible outcome for residents to keep them safe in their homes. Gateway processes will add considerable time to the commissioning of works for our tall buildings, particularly in these early stages as the agencies involved increase their capacity to support the process.

Quality assurance processes

- 5.4 Proactive management of work in progress is essential and some of the ways in which the quality assurance process is being actioned includes:
- A Clerk of Works is appointed by the Council to each project to check and ensure that work is done to a high standard. Depending on the nature of the project this might be an iterative review of the works or checks on each specific element of the work as it is completed. In some cases, specialists are employed, such as electrical engineers and fire door installation experts to ensure that works are delivered to the required standard.
 - Consultant contract administrators and surveyors make sure works are fully scoped – on external works this includes a 'validation survey' when scaffolding is erected – and payments are correctly made in accordance with programme milestones
 - The Council's technical standards have been refreshed over the last year, and these are issued to contractors and outline what is expected by Camden. There are 66 technical standards in total covering all areas of work carried out by the team.
 - The team undergoes training and continuous professional development, focusing on topics such as damp and mould, asbestos, fire safety and the Building Safety Act 2022
 - From a resident perspective, most projects have a dedicated Resident Liaison Officer (RLO) that work with residents to support them during the works. If a resident is concerned about any element of the works, the RLO will listen to the concern, offer an explanation, and take any necessary action. If the RLO can't address a concern appropriately (or if there isn't an RLO), then the project manager will step in to assess and address the issue.
 - Larger or more complex schemes can include regular working group meetings with resident representatives to review progress and address any enquiries. These can also offer regular resident walkabouts with the contractor to discuss the project. Where it's safe and practical, residents can often join the project manager in reviewing the works on site.

Developing the forward programme

5.5 The Capital Works forward programme can be informed by one or more of the following:

- Stock condition surveys
- Fire Risk Assessment actions
- Repairs history and referrals from repairs team
- External grants available for retrofit and meeting net zero objectives

5.6 The forward programme is in constant review and later in the year a report will be submitted on the Asset Management Strategy, looking at the next five years of investment required and the proposed programme of works.

CCTV programme update

5.7 Work continues on the renewal of the housing CCTV network. Of the 55 estates that were identified for upgrade, 23 (42%) estates have already been completed. In total, there were 612 old cameras at project commencement and 408 of the 612 old cameras have already been upgraded. This equates to 77% of cameras being replaced.

5.8 The current projection is for 700 new cameras to be installed in total, an additional 88 cameras on top of initial camera count, these have been added where better coverage is required. For example, on the Regents Park estates 38 additional cameras alone were needed.

5.9 Additional cameras may also be required on the complex estates still being delivered, for example Alexndra and Ainsworth, Rowley Way, Maiden Lane and the Abbey estates. These larger estates often require upgrades to electrical infrastructure and this takes additional time to co-ordinate.

5.10 In terms of monitoring, a monthly report is generated and shared with the relevant Cabinet Members and posted on the Council's website each month.

6. Finance Comments of the Executive Director Corporate Services

6.1 The Executive Director Corporate Services has been consulted and has no comments to add.

7. Legal Comments of the Borough Solicitor

7.1 The Borough Solicitor has been consulted and has no comments to add.

8. Environmental Implications

8.1 Much of the investment under the Better Homes and M&E programmes improve energy efficiency and at year end the Council calculates the impact it has had and reports this through the Local Authority Housing Statistics return to Government. As set out in the appendices to this report the Council also has a range of pilot projects to retrofit its homes. The retrofit schemes completed under the Social Housing Decarbonisation Fund (SHDF) Wave 1, will achieve savings of 98 tonnes of CO2 per annum. SHDF Wave 2 schemes, which are currently in the design phase and expected to complete in Q3 2025, expect to achieve reductions of 121 tonnes of CO2 per annum.

9. Appendices

9.1 Appendix A – Capital works recently completed schemes

9.2 Appendix B – Capital works forward programme

Appendix A – Capital works recently completed schemes

Better Homes

- **Tybalds** - has been a large, Better Homes scheme to all 8 blocks on the Tybalds estate they have received new roofs, window overhauls with window replacements at Boswell House. There has been an extensive concrete repair programme to all 8 blocks as well as walkway renewal and decorations to all blocks.



- **Royal College Street** – this scheme involved new roofs and window replacements. There has also been an extensive concrete repair programme to the roof level as well as internal works inclusive of FRA actions to doors, fire alarms, and decorations.



- **268 Kentish Town Road** – this scheme involved new roof, window replacements. There has been walkway balustrade replacement work as well as internal works inclusive of FRA actions to doors and fire alarm systems and decorations.



- **Edgeworth, Stevenson and Greenway** –replacement flat roof systems to all three blocks. New waterproofing systems to the external balconies, extensive brick and concrete repairs across the three blocks external masonry decoration. Installation of 71 fire door sets to flats and fire-retardant paint systems to the communal areas with emergency lighting upgrades.



- **117-164 Kiln place** – new flat roof system to the block with a 20-year warranty, new fire door sets to all properties in the block, new external fire retardant decorations, upgraded emergency and communal lighting, new windows with redesigned Juliet balconies to provide safer opening for families.



- **61 Kingsgate** - new flat roof system with 20-year warranty, decorations to the top floor flats that were previously water damaged, decorations to the communal walkways and handrails.
- **New Priory Court** - new main roofing system with 20-year warranty, new fire door sets on the critical fire path and upgrades to the emergency lighting system.
- **Chenies, Calgarth and Rainham** - involved new roof to some of these and repairs to others. There has been internal works inclusive of FRA actions to doors, emergency lighting and fire alarm systems and decorations.
- **Monica Shaw Court** - involved new roof. There has been internal works inclusive of FRA actions emergency lighting and fire alarm systems and decorations.
- **Ferdinand and Regents Park Estates façade Repairs** – external repairs undertaken for both of these estates to address aging concrete on the window cills.

Mechanical & Electrical projects

- **Lift Packets 6 & 7** – 26 new passenger lifts installed at various locations.
- **Communal heating plant room upgrades at the following locations:**
 - Tonbridge House 24-74
 - Southampton Road 22-38
 - Great Ormond Street
 - New Harmood
 - Camden Road 217 - 255
 - Brooks Court

- **St Silas estate heating renewal –**

The St Silas Estate consists of over 559 mixed-tenure homes spread across 12 low-rise blocks. As part of our recent upgrades, the central district heating system serving most of the estate has been modernised, while 83 homes have been transitioned to individual heating systems featuring their own combi boilers.

For the remaining properties on the estate, new Heat Interface Units (HIUs) have been installed to deliver on-demand hot water for bathrooms and kitchens, as well as space heating through radiators. This modernisation allows for individual heat metering, enabling residents to pay for heating based on actual consumption through automated metering and billing. Additionally, the system provides enhanced control, allowing residents to customise their heating schedules to better suit their personal needs.

These improvements reflect our commitment to providing a more efficient and user-focused heating solution, enhancing comfort and allowing greater flexibility in energy management for residents.



- **Weedington Estate heating renewal –**

The works in progress at the Weedington Estate cover 532 homes, involving a comprehensive replacement of the ageing heating and hot water distribution network, including all associated pipework, heat emitters, and controls within individual dwellings, as well as the equipment within the estate's sub-plant rooms. Built in the mid-1970s, the estate's infrastructure is now over 40 years old and in need of significant upgrades. Each property will be equipped with a new Heat Interface Unit (HIU), enabling on-demand hot water for bathrooms and kitchens, and providing space heating through radiators. This upgrade introduces individual heat meters for the first time, allowing residents to pay based on actual usage with automatic metering and billing. The system will also offer personalised control over their heating schedules, enabling residents to adjust heating to suit their needs.



Retrofit projects

- **Brooks Court** - fabric retrofit which involved external insulation, new windows and doors and ventilation.



- **5-7 Belsize Grove** full retrofit which involved new windows, external / internal insulation, mechanical ventilation, solar panels and new more energy efficient radiators.



- **Future Neighbourhoods** – GLA funded internal wall insulation project which is delivering free insulation to the residents of Somers Town who are eligible.
- **Cost of Living project** - providing retrofit measures for residents living in energy inefficient homes.
- **Home Energy Advice Officer service** - which is providing support to residents to reduce their energy consumption and their bills.
- **Henderson Court Solar Photovoltaics (solar PV)** - trialling a solar panel “micro-grid” to allow generated solar energy to be shared by residents, and the landlord electrical supplies.

Fire Safety

- **Communal alarms in street properties** – the majority of the street property conversions have a simultaneous evacuation strategy where residents are asked to evacuate the building, usually when a fire alarm is sounded. Communal Grade A alarm systems, interlinked with heat detectors and sounders inside all flats have been installed across 730 street properties in the borough. The system provides an early warning system to all the residents within the building in the event of a fire so residents can evacuate the building safely.
- **Emergency Lighting in street properties** - in street properties with a simultaneous evacuation strategy, in an emergency, such as a fire it is vital that residents can safely evacuate the building. We have installed emergency escape lighting to 700 street properties to support safe evacuation.
- **Fire doors** – Are one of the most important measures to safeguard means of escape in the event of a fire. The doors protect the escape routes and prevent the spread of fire and smoke within a building, allowing occupants to evacuate safely and providing time for firefighters to respond. We have upgraded fire doors to over 1000 properties in the borough and a further 5000 properties are in the programme to be delivered over the next 18 months.
- **Smoke and Carbon Monoxide (CO)** alarms within individual properties. Smoke and CO alarms provide an early warning system to the residents that there is a problem and save lives. We have installed mains powered interlinked smoke and CO alarm system to over 10,000 properties in the borough.
- **Fire safety works to address Fire Risk Assessment actions** –these actions vary in scale and complexity, thousands of actions have been completed to date.
- **Cromer Estate cladding replacement** – government funded cladding replacement to the three high rise blocks on the Cromer Estate. This was on one of the first projects completed using the Building Safety Fund.



Appendix B – Capital works overview of forward programme

There are currently approx. 12 Better Homes Projects on site which cover works at approx. 40 blocks or properties across the borough. There are another approx. 8 projects that are in the design or tender process. These are provided in the table below. A budget of £37m is allocated to the Better Homes schemes this financial year, the team are making good progress and on track to deliver the following schemes.

Project	Status
Beaumont Walk	Design / scoping
Ferdinand Estate - façade repairs phase 2	Design / scoping
1-58 Primrose hill	In progress
79-87 King Henrys road	In progress
Kilburn Vale Estate	In progress
St Silas Estate	In progress
1-22 Fairhurst	In progress
Campden House	In progress
Leitch House	In progress
Derby Lodge	In progress
Maygrove	In progress
97-105 Solent Road	In progress
Ellerton House (1-32)	In progress
Regents Park Estate	In progress
Clevedon, Parliament and Chester FRA	In progress
Kenbrook Phase 2	In progress
2-4 Calthorpe street	In progress
Gamages secondary glazing	In progress
Powis House	In progress
Bourne Estate	In progress
1-31 Churchway (ODD)	Procurement
1-45 Wellesley House	Procurement
2-84 Coopers Lane (EVEN)	Procurement
1-24 Tolmer Square /2 Foundry Mews	Procurement
1-44 Linfield	Procurement
1-8 Hyltons	Procurement
90 Arlington Road (FLATS A-B)	Procurement
92 Arlington road (flats a-b)	Procurement
Templar House	Procurement
Maitland Park Estate	Tender evaluation

Outlined below are two of the more complex Better Homes schemes with a description of the works.

- **Derby Lodge** – structural works which requires a design to compliment the grade II listed building. This work is essential to maintain the longevity of the building and will become part of the completed other better homes works of a new roof, facade repairs, repairs to the front windows and new windows to the rear. We also have undertaken essential FRA action works of new emergency lighting, FD30s front doors and Fire alarms per tenanted dwelling.
- **Bourne Estate** – flat entrance doors are required as they are an essential FRA action. They are specialist as they have to be in keeping with the grade II listed status and have many different types of configurations within each individual block to work through and manage. This is being delivered alongside the third and final phase of the external works which includes roof and window replacement works.

Mechanical & Electrical

Communal heating upgrades are programmed, including internal distribution works, at the following sites. These schemes can attract grant funding and so far £10m has been secured for current schemes:

- Rowley Way
- Dunboyne Road
- Mayford
- Maiden Lane
- Spedan Close
- Lymington Road
- Denton Estate - connection of the district heating to St Silas plant room
- Coopers Lane

Our district heating upgrades, which include modernising the main commercial plant rooms and installing Heat Interface Units (HIUs) and heat meters within each residence, play a critical role in our sustainability strategy. By integrating advanced technology in the plant rooms and enhancing the in-dwelling heating and hot water systems, we are able to deliver energy more efficiently and reduce overall consumption.

The installation of HIUs ensures that hot water and heating are delivered on demand, minimising energy waste and allowing for precise control over individual usage. Heat meters enable residents to monitor and pay for their actual energy consumption, promoting more conscious energy use and reducing waste. This system not only increases the efficiency of energy distribution but also empowers residents to take an active role in managing their carbon footprint.

Maintaining our communal networks also means that the Council can move across to renewable energy sources as the technology develops and installations become cost effective for residents and the Council.

Plant room upgrades at the following sites:

- Holly Lodge plant room works
- West End Lane plant room
- Rothay Court plant room
- Highgate Newtown plant room remedial works

Upgrades to our commercial plant rooms are a key component in enhancing energy efficiency across the estates and significantly reducing our overall carbon footprint, noting that we will ultimately be moving to renewable energy sources when this becomes cost effective for residents and the Council. By modernising the plant rooms, we have introduced advanced, high-efficiency boilers and pumps, alongside optimised control systems that better manage energy consumption. These improvements ensure that heating and hot water are delivered more efficiently, with less waste and lower emissions.

The new systems are designed to operate at higher efficiencies, reducing the amount of energy required to heat the buildings. This not only lowers operational costs but also significantly cuts down on greenhouse gas emissions. Additionally, improved insulation and modern heat

exchange technologies within the plant rooms help minimise heat loss, ensuring that energy is used more effectively.

Electrical system upgrades are proposed at the following sites and are a significant step towards enhancing safety, improving energy efficiency, and ensuring greater reliability for our residents:

- Brunswick Centre electrical upgrades and emergency lighting
- Ampthill Square estate electrical upgrades and door entry system

Lift installations

Installations continue and 85% of the Council's lifts are within their expected life-cycle and adhere to our technical standards. The current programme has 25 new lifts to be installed as we work through the remaining lifts to be updated:

- Lift packets 8&9 – 25 new passenger lifts to be installed

The new lifts improve energy efficiency and increase reliability for residents. Modern lifts are equipped with advanced safety features, including improved braking systems, enhanced door sensors, and emergency communication capabilities.

Retrofit

- **Retrofit at Scale** – the Council is scoping a large retrofit project that would install solar panels and storage across 3,000 homes. Match funding will be sought from "SHDF Wave 3" which is a Government retrofit grant. Information on this project is due to be taken to Cabinet later this year.

Fire Safety

The fire safety programme is likely to cover works across the borough to the majority of our properties. We are expecting expenditure of £18.6m this financial year and we have additional future years budgets of over £36m for this work .

Works in progress

The below projects all require specialist input from fire safety engineers / consultants and vary greatly in scale and complexity. The majority of these will need to go through the new gateway process.

- Fire risk assessment actions borough wide which vary in scale and complexity.
- Communal alarms in street properties – addressing remaining non access cases.
- Fire doors borough wide – flat entrance and communal doors.
- Birkenhead external wall insulation – design work in progress with a view to commence on site early 2025. This project has received external grant funding to cover all of the works.
- Brunswick communal fire doors – pilot doors installed.
- Georgiana street electrical and fire safety works.

Works being tendered

- Ampthill High Rise - internal compartmentation

- Ampthill High Rise – changes to emergency lighting
- Bacton Tower electrical upgrades, structural works and gas removal
- Beaumont Walk roof compartmentation being tendered as part of a Better Homes project.
- Snowman, Casterbridge and Mary Green communal doors and screens.

Works being designed

- Brunswick compartmentation and ventilation, emergency lighting and electrical upgrades.
- Bucklebury ventilation works.
- Cavendish Mansions – compartmentation
- Dry riser works on the Regents Park Estate
- Dartmouth Park Hill – compartmentation.
- Haddo House - doors and screens / compartmentation.
- Grafton Way alarm reconfiguration and fire stopping.
- Whitton, Rydal Water, Derwent - gas pipe compartmentation and associated works.
- Winter Garden House doors
- Wingham compartmentation

REPORT ENDS