

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE: Repairs Service Performance, including Damp & Mould	
REPORT OF: Director of Property Management	
FOR SUBMISSION TO: Housing Scrutiny Committee	DATE: 15 September 2025
<p>SUMMARY OF REPORT</p> <p>We Make Camden is our joint vision for the borough, developed in partnership with our community. Its ambition is that Camden should have safe, warm and family friendly housing to support its communities.</p> <p>This report sets out how the repairs service is working to make sure the Council can meet regulatory standards and new legislation in Awaab's Law, this building on the Council's existing strategic work in relation to the Housing Investment Strategy and the Resident Safety programme.</p> <p>Camden owns and manages 23,000 tenanted homes and 10,000 leasehold homes, making it one of London's largest social landlords. The repairs service delivers over 100,000 repairs and 50,000 statutory compliance actions each year, with the majority of day-to-day works completed by its in-house repairs team, which provides opportunities for local employment and greater control over scheduling and quality control.</p> <p>The Council has had to move to a strictly defined repairs service, focussed on its landlord obligations as it faces sustained pressure from inflation, the need to divert resources to the building safety programme, and new legislation introduced without new burdens funding including the Social Housing (Regulation) Act 2023, Building Safety Act 2022, and Awaab's Law (from October 2025). Camden's older and more complex housing stock, with a high proportion of pre-1914 homes, listed properties, and 188 high-rise buildings makes these challenges particularly acute.</p> <p>To meet these significant challenges, the Council has delivered a programme of service improvements, including new area-based teams, a centralised Damp and Mould Team, dedicated repairs resources to close over 12,000 fire safety actions, and additional supply chain capacity and targeted resources to reduce the number of live voids and strategically manage disrepair claims. Digital tools such as ROCC and MadeTech have been introduced to strengthen oversight and improve the resident experience, with a Customer Relationship Management system to follow. Preparations for Awaab's Law include staff training, introduction of hazard sensors, and a new case management system.</p> <p>Performance against Tenant Satisfaction Measures is broadly in line with London averages, though improvements are being targeted on emergency repairs, communication, and overall satisfaction. Targeted work is also carried out with the Lessons Learned Lead to make sure complaint outcomes are considered by repairs managers and work undertaken to improve the service.</p>	

Overall, Camden has worked hard to make a step change in effectiveness, compliance, resident experience, and financial resilience, while building the foundations needed to meet strengthened regulatory requirements and deliver safe, well-maintained homes for residents.

Local Government Act 1972 – Access to Information

No documents that require listing were used in the preparation of this report.

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RECOMMENDATIONS

That the Housing Scrutiny Committee notes the report.

Signed



Gavin Haynes, Director of Property Management

Date 15th September 2025

1. SUMMARY OF REPORT

- 1.1 This report sets out how the repairs service is working to make sure the Council can meet regulatory standards and new legislation in Awaab's Law, this building on the Council's existing strategic work in relation to the Housing Investment Strategy and the Resident Safety programme.
- 1.2 Camden owns and manages 23,000 tenanted homes and 10,000 leasehold homes, making it one of London's largest social landlords. The repairs service delivers over 100,000 repairs and 50,000 statutory compliance actions each year, with the majority of day-to-day works completed by its in-house repairs team, which provides opportunities for local employment and greater control over scheduling and quality control.
- 1.3 The Council has had to move to a strictly defined repairs service, focussed on its landlord obligations as it faces sustained pressure from inflation, the need to divert resources to the building safety programme, and new legislation introduced without new burdens funding including the Social Housing (Regulation) Act 2023, Building Safety Act 2022, and Awaab's Law (from October 2025). Camden's older and more complex housing stock, with a high proportion of pre-1914 homes, listed properties, and 188 high-rise buildings makes these challenges particularly acute.
- 1.4 To meet these significant challenges, the Council has delivered a programme of service improvements, including new area-based teams, a focus on live financial reporting and productivity, a centralised Damp and Mould Team, dedicated resources to close over 12,000 fire safety actions, additional supply chain capacity and targeted resources to reduce the number of live voids and new arrangements to strategically manage disrepair claims. Digital tools such as ROCC and MadeTech have been introduced to strengthen oversight and improve the resident experience, with a Customer Relationship Management system to follow. Preparations for Awaab's Law include staff training, introduction of hazard sensors, and a new case management system.
- 1.5 Performance against Tenant Satisfaction Measures is broadly in line with London averages, though improvements are being targeted on emergency repairs, communication, and overall satisfaction. Targeted work is also carried out with the Lessons Learned Lead to make sure complaint outcomes are considered by repairs managers and work undertaken to improve the service.
- 1.6 Overall, Camden has worked hard to make a step change in effectiveness, compliance, resident experience, and financial resilience, while building the foundations needed to meet strengthened regulatory requirements and deliver safe, well-maintained homes for residents.

2. STRATEGIC CONTEXT

- 2.1 Repairs delivery is shaped by a number of external factors beyond the service's direct control. This report sets out the main drivers, the resulting impacts, and the measures the Council is implementing to address them. With an annual cost of £52.5m, the repairs service represents the largest area of HRA expenditure. These pressures provide the context for the improvement work undertaken over the past two years as summarised in 1.4 of this report, which has strengthened performance, compliance, and financial resilience.

Housing Revenue Account Pressures

- 2.2 The financial stability of the HRA is probably the most important of these; Camden faces substantial financial strain, driven by historic funding cuts and insufficient national support, exacerbated by rising costs for maintenance, repair, and safety compliance. Camden is not alone in this; as reported by London Councils, boroughs face a cumulative £700 million deficit within HRAs due to rapid cost increases, rent freezes, and safety requirements that outpace rental income. While recent announcements on retention of Right-to-Buy receipts, the additional £500m Affordable Homes Programme and rent convergence may ease pressures in the medium term, it will not close the funding gap. Without a sustainable HRA settlement, there is a clear risk to investment in existing stock and compliance with new requirements, directly impacting the quality and safety of residents' homes.
- 2.3 Camden's Housing Revenue Account has lost out on a potential £200m due to rent reductions and caps enforced by the government since 2016 with rental income being £33m lower in 2025/26 compared with what it would have received if the policy had been kept consistent at CPI + 1%. We estimate that the HRA receives on average £10k of rent per property annually but requires £15k to provide management and maintenance including capital investment.
- 2.4 At the same time, there have been major pressures on revenue budgets in recent years. This is not an issue exclusive to Camden – across the country, many councils are experiencing extreme challenges on their HRA budgets. These include:
- The average Camden property generates £10,000 in income but requires £15,000 in repairs, creating a structural deficit of £5,000 per home. This gap is financially unsustainable, placing pressure on the HRA, limiting investment in stock, and increasing the risk to service quality and compliance unless additional funding or policy reform is secured.
 - Cost inflation: Grenfell, Brexit, Covid and the war in Ukraine all contributed to inflation reaching a 40 year high in November 2022 with the Consumer Price Index (CPI) at 10.7%, which has put unprecedented pressure on the costs of energy, repairs, maintenance, and housing services. While CPI has fallen rapidly since, sitting at 3.8% in July 2025 (September 2024 used for rent setting was 1.7%), costs remain permanently higher and as noted above, rental income has not kept pace. Inflation in contracts is often delayed and stored up, materialising when they are re-procured so the full impact is taking several years to play out.
 - Interest Rates: while the Bank of England base rate has fallen since the high of 5.25% between September 2023 and August 2024, it is still higher than at any time since the financial crash of 2008 and a return to the historically low interest rates of the period 2008 to 2023 now seems unlikely. High interest rates were one of the major sources of overspend against the HRA's 2024/25 budget.
 - Fire & Building Safety: the Council has had to find additional funding for fire and building safety works – a forecast £296m capital expenditure in the 10 years from 2017 to 2027. The Council has received £91m in government grant for the fire safety works on the Chalcots, Cromer and Birkenhead Street Estates but the remaining £205m capital expenditure and annual revenue budgets of £4.5m for building safety act

requirements has had to be funded entirely from the HRA's own resources – rent and service charges paid by tenants and leaseholders. To date, no external government funding support for HRA revenue costs has been made available.

- New pressures on repairs budgets have emerged as Councils struggle with the consequences of the years of underfunding and underinvestment on the part of government. These include works to remove and prevent damp and mould and solicitors fees related to legal disrepair cases.

Legislative Impacts

- 2.5 From a regulatory perspective, the social housing sector has changed enormously in the past few years, driven by the Grenfell tragedy in 2017 and the tragic death of Awaab Ishak in 2020. These events have seen the introduction of the Social Housing (Regulation) Act 2023, the Building Safety Act 2022 and the Hazards in Social Housing (Prescribed Requirements) (England) Regulations 2025 also known as Awaab's Law. For Camden, the combination of these regulatory requirements places significant additional financial pressure on already stretched budgets.
- 2.6 There have also been several more specific new regulatory requirements, including the Smoke and Carbon Monoxide Regulations, the proposed regulation of electrical testing in homes, mandatory front door and fire door checks under the Fire Safety Act, the new Damp and Mould requirements under Awaab's Law, and strengthened building safety duties arising from the Building Safety Act.
- 2.7 The proposed new Decent Homes Standard, while at consultation stage and only to be achieved by 2035 or 2037, places enhanced emphasis on the need to complete minor repairs and to avoid essentially all damp and mould. Finally, the government is also consulting on a Minimum Energy Efficiency Standard (MEES) to all homes; this will have implications also for repairs services as achieving higher energy efficiency is often associated with new equipment e.g. mechanical ventilation. Both these changes are long anticipated, and while still at consultation stage, the Council welcomes the clarity that these documents bring.
- 2.8 While necessary to safeguard the safety of residents in their homes, the legal requirements carry significant costs but also require significant operational changes to be made to effectively respond. The pace of change has been such that the service has had to respond reactively and adapt to short implementation timetables. To take a longer view, the Council has formed a Housing and Repairs Transformation Programme, and this is discussed in more detail in Section 4. This programme, and the asset management strategy, will also now need to adapt and incorporate Awaab's Law, the new Decent Homes Standard and MEES, this then providing the basis for long-term regulatory conditions and the Council's response to them.

Quality of homes and the role of the Housing Investment Strategy

- 2.9 The general age and condition of the Council's homes has an important influence on the repairs service; it is essential that capital investment continues at the necessary level to avoid an increase in reactive repairs, particularly to key elements like windows, roofs and heating systems.

- 2.10 Camden has a particularly challenging stock profile, even by London standards. The average age of the Council's homes is now 75 years, and a third were built before 1945. The Council has 188 High Rise Buildings, which contain over 8,000 homes; works to these are now strictly regulated by the Building Safety Regulator via a Gateway Building Control process. 19% of homes are in street properties (homes not originally built as social housing, usually Victorian or earlier). These, along with 212 purpose-built blocks from pre 1945 (most of which are termed Mansion Blocks), often have ornate brickwork, original features requiring preservation and tend to present enhanced fire safety considerations. Finally, a particular legacy of Camden's achievements in social housing in the 1970s when iconic estates like Rowley Way were built, is that 10% of Camden's homes are in listed buildings.
- 2.11 In January 2025, the Council approved a new Housing Investment Strategy setting out its approach to investing and growing its housing stock in the period 2025-2030 with the broad aim of ensuring that the borough has enough 'decent, safe, warm and family-friendly housing to support our communities'. Supporting the Housing Investment Strategy, the Council also developed a Housing Asset Management Strategy 2025-2030; it sets out the Council's approach to managing and investing in its current stock.
- 2.12 The Asset Management Strategy (AMS) sets out the Council's investment priorities over the next 5-years and sets a plan to invest £670m in its homes. This represents an additional £350m of investment over and above £320m already committed at the time of the report. The funds will be used to ensure Camden can continue to make essential investments in its stock with the following outcomes expected by 2030:
- Complete all fire risk actions and make provision for further works which we anticipate will arise from the completion of Building Safety Case Files to high rise buildings.
 - Ensure all tenanted homes fully meet the provisions of the Decent Homes standard.
 - Make suitable investments in M&E systems, especially communal heating
 - Attend to capital repair works which put homes at risk of disrepair.
- 2.13 This is a significant increase in planned capital investment to the previous 5 years. The Covid pandemic, rapid fluctuations in pricing following the invasion of Ukraine and the wide range of remedial work being commissioned, had a significant impact on supplier capacity. The capital programme and the delivery since then represents recovery from an unusually low base. The average capital investment in the previous four years has been £36m/year; the AMS targets investment of c.£75m/year. It is expected that this work will contribute to alleviating pressure on the repairs service though it should be noted that it will take some time to see this happen as capital investment takes a long time to deliver.
- 2.14 Coupled with this, the strategy adopts a proactive approach to stock management. The Council's limited financial resources means that it is necessary to fund a degree of the new investment through disposal of poorer quality existing homes; the strategy uses detailed modelling to ensure that it limits the impacts on stock numbers, while also selecting those homes which require the highest level of investment and deliver poor quality housing outcomes for residents.
- 2.15 Analysis of investment levels over the past few years showed that a small number of homes required exceptional levels of investment; apart from the cost impacts, these homes also require significant amounts of staff time. Over time the successful delivery of the AMS should

also decrease the number of such homes and ensure that investment of limited funds and staff resources is more evenly spread across homes.

- 2.16 As with capital investment, this will take time to deliver, and we expect the impacts will gradually be seen over the coming 5-year period. There is separate reporting in place on the delivery of the AMS; most recently an update was presented to the Housing Scrutiny Committee in July 2025.

3 KEY SERVICE MEASURES and PERFORMANCE

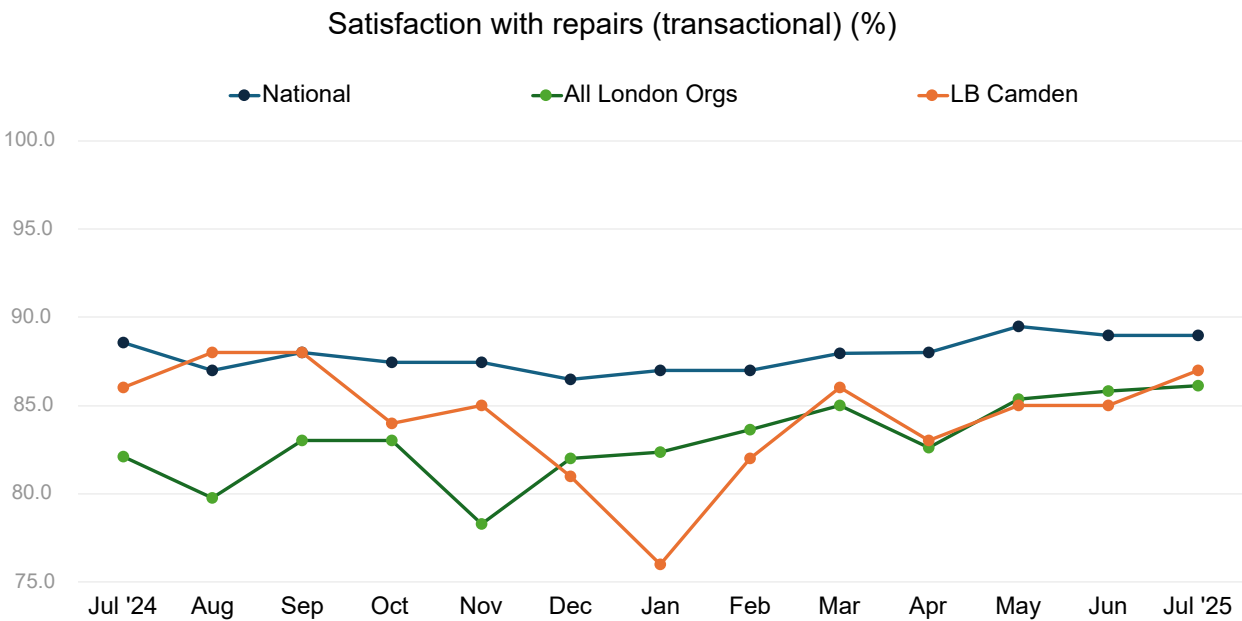
- 3.1 This section reports on key measures and performance of the repair service. The Council has a wide range of key performance indicators (KPIs) and reporting requirements. Many of these are available in other public reports but will be summarised here to ensure a full understanding of the service is offered. The report also provides figures and commentary on some important operational metrics which are important to understanding service efficiency and effectiveness.
- 3.2 The Council completes 59,000 building repairs and 50,000 mechanical and electrical repairs each year, with around 40,000 compliance / servicing actions too. Satisfaction with completed repairs generally remains steady at over 85%, this measured by independent phone surveys. However, we do see dissatisfaction with the longer waiting times. This is because the repairs team has had to adapt and take on fire safety work, establish a dedicated team for proactive damp and mould management, and allocate resources to promptly tackling disrepair claims. This means that there are fewer resources available for day-to-day repairs and diary wait times are longer. A selection of KPIs and measures are set out in Appendix 2.

Tenant Satisfaction Measures

- 3.3 As part of annual reporting to the Regulator of Social Housing the council, along with all other large social providers, reports on 22 metrics. Three of these are related directly to repair handling (TP02, TP03 and RP02), while two are closely relevant; TP01 on overall satisfaction and RP01 on Decent Homes. The table below summarises the Council's performance for the 24/25 financial year and compares that to the previous year and a London benchmark.

	2024/25	2023/24	Difference	London Median
TP01: % satisfied with the overall service from Camden	71.0%	67.7%	+3.3%	61%
TP02: % satisfied with the overall repairs service from Camden over the last 12 months	64.5%	65.8%	-1.3%	45%
TP03: % satisfied with the time taken to complete their most recent repair after they reported it	58.4%	58.0%	+0.4%	63%
RP01: % homes that do not meet the Decent Homes Standard	6.0%	9.1%	-3.1%	6.9%
RP02.1: % of non-emergency repairs completed within target timescale	84.5%	77.7%	+6.8%	78.8%
RP02.2: % of emergency repairs completed within target timescale	85.9%	84.6%	+1.3%	96.3%

- 3.4 The table shows that the Council improved its performance with respect to the previous year in 5 of the 6 metrics. Only TP02 is slightly lower than before. The Council also compares relatively well against other London Boroughs; performance is better than the London median for 4 of the 6 metrics. The handling of emergency repairs is a particular focus at present; the service transitioned to a new repair handling system in the 24/25 financial year, and it is expected that the full benefit of this will start to be seen in this current year and next – in particular the new mechanical and electrical (M&E) contracts will require interfaces to be in place so that emergency works orders are closed down on the system in real time.
- 3.5 Aside from the TSMs, when transactional surveys are considered, i.e. those carried out following completed repairs, the Council’s satisfaction levels are close to London and sector wide norms, this set out on the graph below using data compiled by HouseMark.



Work in progress (WIP)

- 3.6 Internally, a key operational measure is the WIP, and this is also looked at by the Regulator of Social Housing as a general indicator of the ‘health’ of a service. It refers to the number of repairs that are raised and still open at a given time. The Council tracks performance in terms of both overall WIP and ‘aged’ WIP, which refers to repairs which are not completed within our target time. We expect that at any given time, considering the stock size, we would have in the region of 4-5 weeks of repairs in progress (usually 5,500 – 6,500), and clearly would aim to have none of these outside of our target times. Any older ‘aged WIP’ is being focussed upon by the new scheduling team. As at the end of July 2025 the number of orders in the WIP to be delivered was 5,732.
- 3.7 From Autumn 2025, the way we report WIP will change to make things clearer and easier to understand. The report will show the number of repairs without an appointment, the number of urgent jobs the Council couldn’t complete due to access issues (for example damp, mould or

safety issues), the oldest order date with a comparison to with last period reported to show progress, and the total number of repairs raised each month. This will help demonstrate how quickly and fairly we are dealing with repairs, meet new requirements such as Awaab's Law, and make sure homes are kept safe and decent. The aim is to give tenants clear information and confidence that repairs are being properly managed.

Reducing sub-contractor usage in day-to-day repairs

- 3.8 Since December 2024, the day-to-day repairs service has completed approximately 46,000 repair orders. Of these, approximately 43,000 repairs (93%) were delivered directly by the Council's in house team. The remaining 3,000 repairs (7%) were undertaken by external contractors.
- 3.9 This demonstrates the continued commitment to in-house delivery, improving productivity and making best use of the Council's overheads, with external contractors used only where necessary to supplement capacity or provide specialist expertise

Disrepair cases

- 3.10 At the start of the financial year, there were just over 500 live disrepair claims. This had reduced to 337 cases by the end of July 2025. The Council has a dedicated team of technical resources proactively managing repairs that are subject to claims, while addressing unresolved issues to help new cases arising. Alongside this, we are strengthening our approach by recruiting a dedicated paralegal to support case management and improve efficiency and push back on claims that are not viable. We will also be implementing changes in line with Awaab's Law, including proactive follow-up checks at 1, 3, 6 and 12 months after repairs have been completed. In addition, works will be joined up with the Damp & Mould team, ensuring regular conversations and data sharing on cases that could escalate, so that potential disrepair claims are identified early and resolved before they reach the legal stage.

Complaints and work with the Lessons Learned Lead

- 3.11 Complaints data is an important tool for the repair service to understand and improve its performance. As outlined in the additional paper around the Council's response to the Housing Ombudsman's S49 Special Investigation Report, significant work has taken place to improve processes and policies around complaint handling and learning from mistakes. This includes introducing a new position, the Lessons Learned Lead. This role has been instrumental in driving a culture of improvement within the council's repair team, with a relentless focus on advocating for its residents. For example, analysing the performance of contractors, information handling and reasons for work not being carried out, to drive down missed appointments, (a frequent complaint from residents) With the latest version of ROCC focus, the council can track this to the contractor, operative, trade and other metrics previously unavailable but essential for service improvements and compliance to upcoming regulatory requirements.
- 3.12 To ensure robust oversight, this report is circulated to all Property and Housing Heads and Directors, and a dedicated Q&A session on its contents is now a standing item at the Executive Director's monthly Regulatory Board meeting. This provides senior leadership with clear visibility of performance, as well as an opportunity for challenge and assurance. In addition, further assurance is offered as this report will be reviewed in summary by the resident oversight panel.

Fire Risk Assessment (FRA) Actions

- 3.13 In November 2023, the Council entered into a Voluntary Undertaking with the Regulator of Social Housing regarding the completion of outstanding FRA actions. At that point, there were 4,551 FRA actions requiring completion by the repairs team, of which 3,627 were overdue.
- 3.14 As of 18 August 2025, the number of outstanding FRA actions for the repairs service has reduced to 87, the majority of which relate to long-standing non-access cases or complex repairs. The Council is actively pursuing escalation measures where appropriate to resolve these.
- 3.15 It is further noted that of 346 new FRA actions for the repairs service identified between January and March 2025, 21 are pending and not yet overdue, 16 are overdue, 6 went overdue before being completed, and the remaining 305 were all completed within the required times. This means that almost 90% of these actions have been completed on time, and as some are still pending this may increase further. Of the 498 actions raised to the repair service between April and June 2025, none are yet overdue and 352, or 70%, are already completed. The Council continues to target achieving 100% completed on time.
- 3.16 The substantial reduction in overdue FRA actions assigned to the repairs service represents a significant achievement, with delivery now essentially returned to business-as-usual levels. This progress not only strengthens compliance with fire safety obligations but also allows resources to be redirected to other critical workstreams.

Damp & Mould

- 3.17 Following the Coroner's report into the tragic death of Awaab Ishak, which was published November 2022, the Council embarked on a comprehensive communications programme. It contacted every tenant by letter and send text messages to those we held details for. The Council also analysed household data and proactively called residents we thought could be at greater risk, this analysis carried out with public health colleagues
- 3.18 This activity generated over 6,000 inspections and we spent £4.8m on remedial works in 2022/22, £3.7m in 2023/24 and £1.9m in 2024/25. It took a while for systems and processes to stabilise, and we quickly learned that a dedicated team was required to systematically manage cases, this was introduced in 2023/24 with its own manager, planners and team of mould marshals
- 3.19 Our caseload remains steady and around 360 orders are closed each month, with seasonal factors having an impact, and our attention is now focused on targeted works where possible to prevent issues occurring. Examples include – full roof renewals outside of the main Better Homes programme, installation of thermal boards to stop cold bridging, installation of damp proof render systems and waterproofing works on balconies, and we are also introducing damp sensors to give early notice of potential damp issues in properties. All voids will have sensors fitted from September as well as any property that has had 2 occurrences of damp reported in the past 12-month period. The sensors have a three-year life span; the decision to replace or not will be based on information received in that period. By the autumn we anticipate that c.500 homes will have sensors installed, monitored and reported on.
- 3.20 Under our asset management and regulatory work, our programme to inspect 100% of our homes continues and we currently have just over 40% of homes with recent data. On the

5,366 homes surveyed so far this year, 17 (0.3%) had a 'Category 1' hazard related to damp and mould – all referred to our damp and mould team.

- 3.21 The Council is now well underway with preparations for the implementation of Awaab's Law in October 2025, whereby Category 1 damp and mould hazards will have to be investigated within 14 calendar days, works starting in a further 7 calendar days and emergency repairs completed in 24 hours. Specific preparations include the installation of 'Internet of Things' (IoT) sensors and completion of a Housing Health and Safety Rating System (HHSRS) assessment on all voids from August to try and prevent issues on occupation. Work to complete internal surveys to all homes will also ensure the council has a detailed view of the internal condition of each home. This will enable the development of proactive measures under the capital programme to mitigate risks.
- 3.20 The following section describes wider improvements in the repairs service, and we also expect these to contribute to the preparations for Awaab's Law; for example, through improved resident communications, IT systems and reducing disrepair risks.

Awaab's Law

- 3.21 Awaab's Law, which comes into effect on 27 October 2025, places new statutory duties on social landlords to address hazards within fixed timeframes. It requires emergency hazards to be investigated and acted upon within 24 hours and introduces strict deadlines for addressing damp and mould where these pose a significant risk of harm. From autumn 2025, the scope of the Housing Health and Safety Rating System (HHSRS) will also be extended to cover temporary accommodation.
- 3.22 Further changes will follow in 2026, when the timeframes and requirements currently applied to damp and mould will be expanded to a wider range of hazards. These include excess cold and heat, falls, structural collapse, fire, electrical risks, explosions, and hygiene hazards. Landlords will be expected to proactively assess compliance with these duties, ensuring potential hazards are identified, investigated, and acted upon within the required timescales, with clear communication to residents at every stage.
- 3.23 To prepare for these changes, the Council has established a cross-service Awaab's Law Working Group bringing together staff from Repairs, Capital Works, Legal, Fire Safety, Building Safety and M&E. Around 100 staff have already received specialist training, with further sessions scheduled for all Neighbourhood Housing Officers and frontline staff in Neighbourhood and Estate Services. Building safeguarding training is also being rolled out so that staff can quickly identify and report defects while on site, supporting earlier intervention and stronger compliance.
- 3.24 System improvements are central to the Council's preparations. Working with MadeTech, the Working Group is co-designing a new hazard case management system to support the rollout of Awaab's Law (see Appendix 1). In parallel, technology is being deployed more proactively: sensors will be installed in all void properties and in any home experiencing two damp and mould cases within a 12-month period. This will enable earlier detection, quicker intervention, and a stronger evidence base for case management.
- 3.25 Finally, the Council recognises that effective resident communication will be critical. Work is underway to ensure residents are informed about their rights under Awaab's Law and receive timely, clear updates when issues are reported. These measures will build trust, demonstrate

compliance, and give residents confidence that their concerns are being taken seriously and resolved promptly.

4.0 PRIORITIES FOR SERVICE IMPROVEMENT

Resident communications

- 4.1 We can see from our complaints data that communication in relation to ongoing repairs has not consistently met expectations, with feedback indicating gaps in providing timely and accurate updates. Strengthening communication is, therefore, a key area of focus in improving the overall resident experience and meeting regulatory requirements.
- 4.2 To support this, the Council has engaged an external provider to develop a repairs tracker, enabling residents to access real-time information on the progress of their repairs. In parallel, the service is developing an enhanced reporting process in line with the forthcoming requirements of Awaab's Law, which will provide residents with clear written confirmation of how reports of damp and mould are being assessed, the actions planned, and the timescales for resolution.
- 4.3 Together, these measures will deliver a step change in the transparency, consistency, and accountability of the service, ensuring residents are better informed and that the Council meets strengthened regulatory expectations around communication and tenant assurance.
- 4.4 Over the past two years, the service has introduced a range of operational improvements to strengthen performance and resilience. Productivity and absence management have been tightened, and area-based teams have been established to improve accountability and responsiveness at a local level. At the same time, reliance on sub-contractors and agency staff has been reduced, while the commercial management of suppliers has been strengthened to secure greater value for money. A dedicated Damp and Mould Team has also been established, along with full oversight of disrepair also sits in this area, with significant investment to provide stronger oversight, accelerate case resolution, and deliver sustained improvements.

Safety and compliance

- 4.5 New front entrance door inspections have been rolled out under the Fire Safety Act 2021, and from October, subsequent repairs will be automated, ensuring systematic monitoring and timely resolution. This will also allow residents to self-book appointments within required timeframes, providing greater flexibility and reducing delays.
- 4.6 The Council is preparing for the forthcoming requirement for mandatory electrical testing by establishing a proactive rolling programme across all housing stock. This approach will ensure that properties are systematically tested in advance of the statutory deadline, reducing the risk of non-compliance once the regulations are enforced. Progress will be tracked through quarterly dashboards, providing clear visibility of completion rates, outstanding inspections, and follow-on remedial works. This data will be shared with senior management to provide assurance that the programme is on track. In addition, the Council is reviewing contractor capacity, resident communications, and scheduling processes to ensure appointments are delivered efficiently and with minimal disruption to tenants ("Multi-Visit" ROCC implementation)
- 4.7 Safeguarding training for the Council's Direct Labour Organisation (DLO) workforce is ongoing, ensuring that operatives are equipped to identify and report concerns relating to vulnerable residents and potential building safety issues during visits. This strengthens early intervention and aligns with the Council's wider responsibilities for tenant wellbeing and

compliance with Awaab's Law. Alongside this, monitoring of contractors has been enhanced through stricter performance management, compliance checks, and the use of ROCC data to track quality, missed appointments, and resident feedback in real time. Together, these measures help to ensure that both in-house and contracted teams deliver work to consistent standards of safety, accountability, and safeguarding awareness

Digital transformation

- 4.8 The service has invested in new digital tools to strengthen oversight and improve the customer experience. In 2024, the Council introduced ROCC, a repair handling system with live dashboards for monitoring and managing all works orders in real time, including operative tracking and alerts for late or missed appointments. Alongside this, the MadeTech online repairs portal was launched in December 2024. Designed with the look and feel of GOV.UK, it is significantly more user-friendly than the previous Camden Account and allows residents to book and manage appointments online without requiring a login.
- 4.9 Both Major Works and M&E services will also adopt ROCC as their primary source of data within the next 12–18 months. This transition will create a single, authoritative system of record across day-to-day repairs, Major Works, and M&E, strengthening data quality, consistency, and reporting capability. By consolidating information into one platform, the Council will be able to track performance more accurately, improve compliance monitoring, and provide clearer assurance to both residents and regulators. In addition, the service will be able to offer “multi-works” appointments, where the system can coordinate upcoming compliance requirements and repairs into a single visit, reducing disruption and improving convenience for residents
- 4.10 Moving forward, the impact of these new systems will be closely monitored to ensure they are improving efficiency and providing greater transparency for officers, residents, and members. MadeTech is also being expanded to support compliance with the new hazard case management requirements under Awaab's Law. Over the next year, the Council will further strengthen its digital capability through the introduction of a Customer Relationship Management (CRM) system, enabling all casework for a household to be managed in one place.
- 4.11 Around 33% of all repairs in Camden are reported as emergencies, higher than some landlords. In some cases, residents understandably classify repairs as emergencies when they are not, which puts pressure on the service and impacts overall performance. We are addressing this by improving call handling, clearer resident guidance, and better triage through improvements in the way orders are raised, so genuine emergencies are prioritised. Alongside the expansion of the DLO, tighter contractor management, and the roll-out of ROCC, we expect to reach the London average for emergency repair completion by the end of 2025/26, with progress reported quarterly.

Summary of improvements

- 4.12 Taken together, these measures represent a step change in the effectiveness, compliance, resident experience, and financial resilience of the service. They provide a strong foundation for meeting the further requirements of Awaab's Law, the Decent Homes Standard, and the Regulator of Social Housing's strengthened consumer standards, while ensuring residents benefit from clearer communication, greater convenience, and improved service outcomes.

5.0 DEVELOPING POLICY AND ‘THE WAY WE WORK’ IN HOUSING AND REPAIRS

- 5.1 The Council wants to improve the level of transparency and consistency across our housing and repairs services, and as part of this is producing policies to better describe how the services work and what residents can expect from these services. The Housing Policy, Performance and Assurance team is currently working with staff across housing and repairs services, and most importantly, with the residents who use those services, to develop several policies, including a Repairs Policy, an Alternative Accommodation policy, and a Vulnerability policy.
- 5.2 These policies will require new procedures and ways of working to be developed, and training and system changes to implement them. Once implemented, their effectiveness will be monitored and adapted alongside resident feedback on an ongoing basis to encourage continuous improvement.
- 5.3 We are also investing in a relational practice model, to equip staff across housing and repairs to better deal with the changing needs of our residents. This will help us to embed our service standards that are published on our website as well as our vision around The Way We Work in Housing and our PACT with residents (Proactive, Accessible, Caring, Together).

6.0 NEIGHBOURHOOD ACTION DAYS

- 6.1 In an effort to ensure housing and repairs services, as well as other Council services, are in the community and accessible to residents, the Council has put together a programme of 10 Neighbourhood Action Days throughout the year, of which 7 have been completed, to support residents and council officers to come together to address local issues, improve neighbourhoods, and foster community engagement.
- 6.2 These events involve activities like clean-ups, painting, planting, and landscaping, and provide opportunities for residents to discuss concerns about anti-social behaviour, repairs, energy efficiency, and more. Residents are encouraged to seek advice on damp and mould and minor repairs and can receive help to book larger repairs.

7.0 ONGOING DEVELOPMENT OF THE IN HOUSE TEAM

- 7.1 The Council's in house repairs team currently employs c. 170 staff and this will increase by 25 with individual heating coming in house. There are significant benefits to having an inhouse service to both cost predictability, direct oversight of the quality of work, and resident satisfaction. For Camden residents more broadly, the in-house repairs team offers good employment and development opportunities. We have an active apprenticeship programme and looking to increase this for the individual heating work and develop opportunities in non-trade areas too.

8.0 COMMENTS OF THE BOROUGH SOLICITOR

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

9.0 COMMENTS OF THE DIRECTOR OF FINANCE

- 9.1 The Director of Finance has been consulted and has no comments to add.

10.0 ENVIRONMENTAL IMPLICATIONS

- 10.1 Most improvements to energy efficiency are delivered through our capital works and retrofit projects, however the repairs team adhere to the technical standards for replacement

components such as heating systems to make sure the energy efficient options are installed. Furthermore, the insourcing of domestic individual heating systems will provide the Council with the flexibility to manage the transition to renewable systems where this is cost effective.

11. APPENDICES

11.1 Appendix 1 – MadeTech hazard case management solution

11.2 Appendix 2 – Key performance indicators and measures

ENDS

Appendix 1 – MadeTech hazard case management solution

Cases (50)

<input type="checkbox"/>	Priority ↑↓	Case # ↑↓	Case Details ↑↓	Status ↑↓	Assignment	Investigation ↑↓	Resolution ↑↓	Age ↑↓	
<input type="checkbox"/>	EMG	HAZ-2024-001	Black mould in bedroom ceiling Sarah Wilson • 123 Oak Street, Apartment 4B 2 vulnerabilities	Investigating	CU Current User	Overdue Jan 16	Overdue Jan 22	over 1 year	...
<input type="checkbox"/>	SIG	HAZ-2024-002	Damp issues in living room Michael Brown • 456 Pine Avenue, House 12 1 vulnerability	Awaiting Evidence	ED Emma Davis	Overdue Jan 17	Overdue Feb 7	over 1 year	...
<input type="checkbox"/>	EMG	HAZ-2024-003	Electrical safety concerns in kitchen Jennifer Smith • 789 Elm Street, Flat 2A 1 vulnerability	New	Assign	Overdue Jan 17	Overdue Jan 23	over 1 year	...
<input type="checkbox"/>	EMG	HAZ-2024-004	Sample hazard case 4 Tenant 4 • 100 Sample Street, Unit 1	New	Assign	Overdue Jul 10	6d Jul 17	less than a minute	...
<input type="checkbox"/>	SIG	HAZ-2024-011	Sample hazard case 11 Tenant 11 • 107 Sample Street, Unit 8	Awaiting Evidence	CU Current User	Overdue Jul 10	13d Jul 24	7 days	...
<input type="checkbox"/>	STD	HAZ-2024-018	Sample hazard case 18 Tenant 18 • 114 Sample Street, Unit 15	Resolved	SM4 Staff Member 4	Overdue Jul 10	6d Jul 17	14 days	...
<input type="checkbox"/>	EMG	HAZ-2024-025	Sample hazard case 25 Tenant 25 • 121 Sample Street, Unit 22	Investigating	Assign	Overdue Jul 10	13d Jul 24	21 days	...
<input type="checkbox"/>	SIG	HAZ-2024-032	Sample hazard case 32 Tenant 32 • 128 Sample Street, Unit 29	In Progress	CU Current User	Overdue Jul 10	6d Jul 17	28 days	...
<input type="checkbox"/>	STD	HAZ-2024-039	Sample hazard case 39 Tenant 39 • 135 Sample Street, Unit 36	New	SMD Staff Member 0	Overdue Jul 10	13d Jul 24	about 1 month	...
<input type="checkbox"/>	EMG	HAZ-2024-	Sample hazard case 46	Awaiting	Assign	Overdue	6d	about 1	...

Remote inspection: Damp and mould

You'll record 4 short videos to help us assess the problem.

Important

Each video will automatically stop after 30 seconds. You can retake any video if needed.

What you'll need to record

- 1 Overview of the affected area
Show the affected area from 3 feet away
[Tips for this step](#)
- 2 Close-up of the problem
Record a close-up of the worst affected area
[Tips for this step](#)
- 3 Ventilation in the room
Show any ventilation in the room (windows, vents, fans)
[Tips for this step](#)
- 4 Ceiling above the damp area
Record the ceiling above the damp area
[Tips for this step](#)

Start video inspection

Step 1 of 4

Overview of the affected area

What to record:
Show the affected area from 3 feet away

[Tips for this step](#)

Start recording

Appendix 2 – Key performance indicators and measures – day to day repairs

	Key Performance Indicator (KPI)	Quarterly or monthly	Target or Track	Tolerance	RAG	Apr-25	May-25	Jun-25	Jul-25
C	Response time for repairs phone lines	Monthly	95%	90%		98.2%	97.5%	98.2%	99.0%
	Total number of customer repairs contacts	Monthly	Track	N/A	N/A	18,017	19,092	18,823	19,570
	% of repairs orders raised online	Monthly	Track	N/A	N/A	83.8%	89%	86%	89%
	Volume of stage 1 complaints Property	Monthly	Track	N/A	N/A	276	250	259	275
	% of stage 1 complaints responded within target response times (10 day working days)	Monthly	100%	90%		80%	72%	83%	92%
	Number of day-to-day repairs awaiting completion (WIP)	Monthly	Track	Track	N/A	5,081	5,598	5,569	5,732
	Number of overdue repairs awaiting completion (WIP) *	Monthly	Track	Track	N/A	2,094	3,604	2,665	2,781
	RP02 Proportion of emergency responsive repairs completed within the landlord's target timescale [LCRA only] (%)	Monthly	100%	95%		82%	81%	86%	85%
	RP02 Proportion of non-emergency responsive repairs completed within the landlord's target timescale [LCRA only] (%)	Monthly	95%	90%		88%	94%	95%	95%
	Number of damp and mould orders (emergency) completed	Monthly	Track	N/A	N/A	9	5	20	29
	Number of damp and mould orders (non-emergency) completed	Monthly	Track	N/A	N/A	413	373	306	361
	Disrepair cases – new	Monthly	Track	N/A	N/A	39	41	12	49
	Disrepair cases – live	Monthly	Track	N/A	N/A	347	346	342	337
	Customer satisfaction with repairs (RFT)	Monthly	90%	80%		83%	85%	85%	87%
	Customer satisfaction with Mechanical & Electrical (M&E) repairs	Monthly	90%	80%		79%	85%	82%	80%
	No. missed appointments	Monthly	Track	Track	N/A	227	213	222	212
	Customer satisfaction with voids	Monthly	90%	80%		82%	75%	79%	95%

* includes approximately 1,200 historic orders that need to be “system completed” by ROCC