

APPENDIX A

H&F Housing

Compliance and Asset Management Strategy

2018 to 2022

Contents page

- 1. Executive Summary**
- 2. Council asset management priorities**
- 3. Hammersmith and Fulham Housing Stock and investment**
- 4. Hackitt Review**
- 5. Prioritisation of Housing Stock**
- 6. Key focus of works: years 1 to 4**
- 7. Asset Management and Compliance Systems and Capital Works**
- 8. Risks**

Foreword by Cabinet Member

+++++

1. Executive summary

This is a time of unprecedented challenge and opportunity across the housing sector. The demand for high quality, affordable housing has never been greater. As such decisions about how we invest in the condition and fabric of the buildings have never been more important.

This Compliance and Asset Management Strategy is being put forward during a period of national uncertainty regarding health and safety regulations, in particular fire safety. However, what is certain is the need to invest in fire safety measures in line with the Council's Fire Safety Plus commitments. The Strategy will ensure the Council is leading when it comes to good practice in this area.

In July 2017 the Council launched Fire Safety Plus, which committed to:

- Do more than the minimum requirement to keep residents safe.
- Set aside an additional £21 million of investment in fire safety measure to make homes across Hammersmith and Fulham safe.
- Undertake a thorough review the fire safety of all communal blocks.
- Organise a programme of work to install: new fire doors, enhanced firefighting facilities and automated detection.

In addition to the Council's Fire Safety Plus commitment this asset management strategy takes in to account the longer term need to invest in our housing stock.

The Council has made a clear commitment to ensure when work is required to address Fire Safety issues that leaseholders would not be charged for this essential work.

In year one of the plan as well as Fire Safety works 16 capital schemes will be taken forward.

2. Council asset management priorities

The Council has established five over-arching priorities this strategy will contribute towards:

1. Building shared prosperity:

It will be critical to ensure that contractors used in the delivery of this strategy demonstrate the very highest standards of competence in relation to fire safety. In addition, the resources we will invest in housing over the period of this strategy will be to improve the shared prosperity of all residents. Our procurement approach will also look where possible to commission local contractors and contractors which maximise employment opportunities and apprenticeships for H&F residents.

2. Doing things with residents, not to them:

Working with residents to develop investment plans will be integral to the Council's asset management approach. Involving residents and being transparent with information regarding the safety and condition of their homes as identified through the Hackitt Review. This is at the heart of H&F approach and will remain so throughout the delivery of this strategy.

3. Taking pride in Hammersmith and Fulham:

In delivering this asset management strategy we will ensure work undertaken is of a high quality which enhances the homes and estates which residents live in.

4. Creating a compassionate council:

This Strategy sets out a prioritisation of blocks which considers not just the condition of blocks but residents specific needs. In particular, it sets out the prioritisation of sheltered blocks and hostels which the Council is responsible for as a landlord.

As well as implementing the investment set out in the Strategy we will work closely with colleagues in housing management and other council services to ensure they are at the heart of our approach.

5. Being ruthlessly financially efficient:

The Strategy sets out significant investment need which is required over the next 6 years of the strategy. In implementing this strategy, we will ensure that contracts are procured which maximise the investment value in residents' homes.

3. Hammersmith and Fulham Housing Stock and investment

The Council is the responsible landlord for over 17,000 homes across Hammersmith and Fulham, 12,227 tenanted homes and over 4,812 leasehold properties.

In addition, there are assets which are the responsibility of Council to maintain these include:

- Garage sites (approximately 1,200 garages across 70 sites)
- Un-adopted roads, footpaths and play areas and equipment
- Un-adopted drains, cesspits and lighting
- Shops
- Commercial premises
- Halls
- District heating systems (44)
- Lifts (216 in total)

The Housing Revenue Account for the Council's housing stock has a turnover in excess of £80 million.

The 40-year investment need was calculated by the Savills (September 2015) Stock Condition survey as £ 1.4 billion over a 40-year period, or approximately an annual investment need of just under £3,000 per dwelling.

This investment need is comprised of Future Major Works, (replacement of existing building elements derived from the survey) is the main driver in the overall investment profile in the short term, and reflects the existing condition of the stock, along with the contingency/ exceptional extensive category that allows for undertaking additional structural and compliance works where required.

Further investment is required to survey accurately the condition of building elements so that we can accurately invest capital resources in the most effective way possible.

This 40-year investment requirement demonstrates the continuing need to invest in existing ongoing regimes regarding cyclical, void and responsive maintenance (Revenue).

In addition to this investment work is being undertaken to refine the capital investment to address the issues identified through the review of Fire Risk Assessments. These are being profiled over the first 4 years of the capital programme. Across the next 4 years of the Housing Revenue Account business plan (to 2021/22) £ 133.6 million is provided for capital investment.

4. Hackitt Review

The Hackitt Review, commissioned following Grenfell, has major implications for the way we plan and deliver our asset management strategy. These implications are reflected in the approach outlined in our strategy.

The key recommendations of the review will be at the heart of how we implement the strategy.

We are implementing these recommendations through our asset management strategy and approach. There are four key themes which this strategy responds to:

1. Clear roles and responsibilities to ensure a stronger focus on building safety.

Roles and responsibilities are clearly defined in how the Council will manage and ensure the safety of homes across H&F. Clear distinction is made between the strategic, operational and delivery of capital schemes further information is set out in appendix 1.

A clear emphasis is on ensuring that data and information is properly recorded and shared in managing the Council's housing asset.

2. Clear governance and record keeping of decisions.

As well as clear roles and responsibilities, the Council has established clear governance arrangements which will manage the decision-making processes relating to capital investment across H&F. A new capital board has been established and is chaired by the Council's Chief Housing Officer.

3. Robust record-keeping of all changes made to the detailed plans.

The Council has invested in developing its approach to asset management information. It has developed a system to hold all health and safety compliance information across its housing stock, in particular that Fire Risk Assessments are regularly updated and review not just communal areas but are informed by a whole block approach.

We are developing the Council's asset base information and is putting in place plans to ensure that all information relating to the works capital and repairs are captured to enable the proper planning and asset management.

4. Clearer rights and obligations for residents to maintain the fire safety of individual homes, working in partnership with the Council.

The Council has invested significant resource and time in ensuring that residents are involved in works that take place across Hammersmith and Fulham. There is a thriving TRA network and resident forums which participate in discussions about capital works and repairs.

The Council has made available information regarding the condition of blocks so that residents can understand the issues relating to their homes and be vigilant. Fire Risk Assessments for blocks which are 10 storeys and above are made available on the Council's website and for people living in properties below 10 storeys they can request their FRA.

We are actively consulting residents about the proposed work at some of our complex sites.

5. Prioritisation of housing Stock

The basis of developing and delivering the capital programme will be the information and data captured from Fire Risk Assessments, asbestos surveys, communal heating and lift programme, lightning conductor, and LED lighting programme. This information will be the basis of H&Fs compliance led capital programme.

The proposed methodology, enables the Council to clearly demonstrate its priorities based on 10 property types and addressing issues relating to legacy schemes.

The prioritisation of the 10 property types is determined by: priorities highlighted by FRAs, height, layout and construction of the blocks, discussions with London Fire Brigade and the vulnerability of residents.

Further information regarding the property types is:

	Type of Property	Reason
1	Complex Schemes 4 Estates 10 blocks	The Council has blocks with complex issues and multiple work requirements around compliance. These will form a distinct work stream. These are: <ul style="list-style-type: none"> ▪ Charecroft Estate ▪ Edward Woods Estate ▪ Hartopp and Lannoy Point ▪ Jepson House <p>Technical consultants were appointed to develop, scope and programme works for these blocks.</p>
2	Above 10 storeys 24 Blocks	The recently published Hackitt Report recommends housing stock is prioritised where it is 10 storeys and above. The Council is following this advice.
3	6-9 storeys 51 Blocks	6 stories and above are a separate category because LFB ladders highest reach is 5 stories. This means capital work needs to prioritise these blocks.
4	Sheltered Housing 47 Blocks	Sheltered Housing has vulnerable residents and capital work needs to be prioritised as such.
5	Hostels 5 hostels	Hostels has vulnerable residents and any work considered needs to factor this in.
6	Converted Street properties 1426 properties.	Converted Street Properties need to be considered as a separate work stream. Statistically this is the property type has a higher proportion of fires. H&F has a large number of properties and a long-term programme is being planned to mitigate risk. The scale and size of this category is significant.
7	Tenants Halls 26 Halls	There are 26 of tenant halls across the borough. These are used for a variety of different purposes and are regularly

		used for resident meetings. It is critical that these are safe and the Council needs to ensure compliance.
8	HRA Commercial Properties 170 properties	These are usually shops below flats and need to be seen as separate work stream. Work is underway to ensure that commercial tenants are keeping up to date compliance records and that enforcement action and works prioritised accordingly.
9	Legacy Schemes	Past schemes where it is found work was not done to standard by previous contractors. These schemes are currently being planned and implemented.
10	Multiple compliance Issues	Schemes that are a priority owing to a combination of compliance and structural issues: <ul style="list-style-type: none"> ▪ Cox and Horton ▪ Aspen Gardens

The capital programme will be planned using these categories to ensure the capital investment is maximised to meet the need identified.

The Council is working closely with the London Fire Brigade and has agreed to set out work within the capital programme that will deal with any capital issues raised by the LFB. In the event of the LFB issuing a notice of deficiency, the Council will urgently prioritise these properties for any capital and repairs work.

6. Key focus of works: years 1 to 4

The Council needs to focus on the following type of works for the identified property types to maintain and improve compliance. Indicative costs for key works will be confirmed annually as the delivery plan of strategy are approved by Cabinet.

Property Type	Key work required
Complex Schemes	<ul style="list-style-type: none"> ▪ Installation of new Front Entrance fire doors s and communal (FD60) ▪ Compartmentalisation & firestopping of service cupboards/risers in corridors and communal areas ▪ Smoke control ventilation ▪ Communal Smoke Alarms ▪ Window and panel replacement ▪ Corridor doors replacement ▪ Possible Demolition ▪ Feasibility of sprinklers ▪ Asbestos removal

	<ul style="list-style-type: none"> ▪ Other works will be identified as further investigation takes place.
Above 10 storeys	<ul style="list-style-type: none"> ▪ Installation of new front entrance and means of escape fire doors (FD60) ▪ compartmentalisation & firestopping of service cupboards/risers in corridors and communal areas ▪ Smoke control ventilation ▪ Dry riser to wet riser (above 50m) ▪ Firefighting lift feasibility ▪ Asbestos removal ▪ Lightning conductors ▪ LED lighting
6-9 storeys	<ul style="list-style-type: none"> ▪ Installation of new front entrance and means of escape fire doors (FD60) ▪ Compartmentalisation and firestopping of service cupboards/risers etc in corridors and communal areas ▪ Dry riser firefighting facilities (where absent) ▪ Smoke control ventilation ▪ Firefighting lift feasibility ▪ Lightning conductors ▪ Asbestos removal ▪ LED lighting
Sheltered Housing	<ul style="list-style-type: none"> ▪ Communal Alarms ▪ Compartmentalisation of loft spaces ▪ Installation of new front entrance and means of escape fire doors ▪ Asbestos removal ▪ District heating system
Hostels	<ul style="list-style-type: none"> ▪ Installation of new front entrance and means of escape fire doors ▪ compartmentalisation & firestopping of service cupboards/risers ▪ Asbestos removal ▪ District heating system
Converted Street properties	<ul style="list-style-type: none"> ▪ Installation of new fire doors (FD30s) ▪ compartmentalisation & firestopping of service cupboards/risers ▪ Communal smoke detection installation and upgrade ▪ Asbestos removal
Tenant Halls	<ul style="list-style-type: none"> ▪ Possible Fire door installation ▪ General compartmentalisation
HRA commercial properties	<ul style="list-style-type: none"> ▪ Works to be confirmed

The installation of Fire Doors and general compartmentalisation works will form the major elements of work in the Council's capital programme over the next five years.

These works will be in addition to the 16 pre-construction schemes which are currently being planned for year 1 of the programme.

Of significant concern is the quality of previous compliance works not meeting the required standard in particular: fire doors which is identified as a sector wide issue.

Further surveys of the extent of this problem are currently being undertaken as the matter has only recently been brought to the Council's attention and the capital programme will need to factor this element.

7. Asset Management and Compliance Systems and Capital Works

Significant focus has been on implementing the council's compliance data base. To inform the council's asset and compliance approach further work needs to be undertaken to implement this and the assessment management system Techforge. The Council requires:

- A record of the work undertaken as part of the capital programme. The effective process of recording completed works and installation dates will drive future planning and investment requirements.
- Robust checks and balances to ensure the quality of works undertaken achieves compliance. This will start with an assessment of competence of those appointed to complete the works. Focus on quality checks by experienced and competent clerk of works.
- A process by which the capital works feed into the Council's overall asset management data base and systems. This will require further investment in the software and resources made available to robustly manage data.
- Commission condition survey of the stock to inform the asset management system of future capital work requirements

8. Risk

There are significant risks across the property sector with regards to fire safety compliance, asbestos management and structural issues. A number of products, in particular fire doors, previously certified as compliant on further testing post Grenfell are now identified as failing.

This is a major challenge to address given the number of fire doors we will need to fit identified through the Fire Risk Assessments.

- It is vital that the Council quickly mobilises so that it procures sufficient numbers of fire doors of the necessary standard and accreditation.
- Communications with residents will be key throughout the programme to manage resident expectations.

As the Grenfell Inquiry continues and the government formally responds to the Hackitt review it is highly likely that there will be changes to regulatory landscape and delivery of works during the five-year programme period.

- Identified in the strategy is the need to regularly appraise of regulation changes and emerging themes from the public inquiry as it progresses.

These risks will be monitored by the Asset Management Board and reported on via planned annual compliance and asset delivery reports.

Many buildings are nearing the end of their originally envisaged service life and will require on-going investment to ensure they continue to provide good, quality homes for our residents over the next 40 years. The investment will be significant including the replacement of windows, heating and electrics and addressing structural issues that develop over time owing to deterioration. A condition survey is required to inform future programmes so that the Council can plan for the future.

Appendix 1

Roles and Responsibilities

Hammersmith and Fulham

The named duty holder for London Borough of Hammersmith and Fulham is the Council's Chief Executive. The Chief Executive will be advised with regards to Compliance and Asset Management by the Strategic Director of Growth and Place.

Strategic Director: Growth and Place

The Directorate with Strategic and Operational responsibility for the planning and deliver of the Council's asset management strategy is the Council's Growth and Place Directorate.

Growth and Place Structure

To reflect this there are three senior managers who are responsible and accountable for the different aspects of a compliance-based asset management approach and capital delivery. The responsibilities of each post holder are set out beneath:

Chief Housing Officer:

- Establish a compliant specification for capital delivery.
- Leaseholder consultation and billing for major works.
- As per regulatory requirement, ensure that FRA and health and safety compliance surveys are undertaken and information provided in line with the Council's established compliance system.
- Ensure information and repairs data is accurately record in the Council's established asset management system.
- Completion of health and safety repairs identified through surveys.
- Chair Council's Asset Management Board.

Assistant Director of Operations:

- Completion and regular updating of an Asset Management Strategy and accompanying asset investment plan.
- Specification and procurement and delivery of a stock condition survey to supplement existing asset management information.
- Implement and maintain core systems: Geometra and TechForge.
- Maintaining data and information regarding compliance and asset management.
- Ensure appropriate governance and information is provided for transparent capital investment decisions.
- Data capture and interface of repairs and capital delivery informs asset management approach.
- Ensure framework is in place so changes in national policy and practice are reflected.
- Communications and substantive resident involvement in the process.

Assistant Director of Direct Delivery:

- Delivery of capital investment schemes and associated fire safety works.
- Fire Safety Plus Capital Works Programme.
- Complex Schemes.
- Legacy schemes (past schemes where it is found work was not done to standard).