

The Economy, Housing and the Arts Policy and Accountability Committee Agenda

Tuesday 9 November 2021 at 6.30 pm

This is being held as an informal remote meeting

You can watch live on YouTube: https://youtu.be/jonF2_FRXYA

MEMBERSHIP

Administration	Opposition
Councillor Rory Vaughan (Chair) Councillor Daryl Brown Councillor Ann Rosenberg Councillor Helen Rowbottom	Councillor Adronie Alford

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Date Issued: 01 November 2021

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9 November 2021

<u>Item</u>		<u>Pages</u>
1.	APOLOGIES FOR ABSENCE	
2.	DECLARATIONS OF INTEREST <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
3.	MINUTES <p>To note the minutes of the previous meeting.</p>	4 - 13
4.	PUBLIC PARTICIPATION <p>This meeting is being held remotely on Zoom and will be live streamed to YouTube: https://youtu.be/jonF2_FRXYA</p> <p>If you would like to ask a question at the meeting about any of the items on the agenda please send your question to governance@lbhf.gov.uk by 12 noon on Friday, 5 November.</p>	

- 5. RESIDENT INVOLVEMENT UPDATE** 14 - 20
- This report provides an update on the range of environmental improvement projects that the council's Resident Involvement Team in the Economy Department has undertaken with the resident-led Investment Group and showcases projects that deliver direct benefits to our communities.
- It also provides an update on the wider involvement structure in housing and how H&F as a whole is coming together to develop a community engagement strategy to support the communities we serve.
- 6. UPDATE ON THE COUNCIL'S DELIVERY OF AFFORDABLE HOMES** 21 - 32
- This report provides an update on the Council's delivery of affordable homes and its commitment made in the Building Homes and Communities Strategy in July 2019 to build 1,800 homes over the next 10 years.
- It also outlines how the development programme embeds coproduction with local residents at the heart of development activities, as well as how the development team are playing their part in helping the Council achieve its ambitious net-zero carbon targets.
- 7. FIRE SAFETY HOUSING** 33 - 59
- As a landlord, H&F is the Responsible Person in law for managing fire safety of its 17,000 housing properties, of which just over 12,000 are tenanted households.
- This report provides an overview of the fire safety arrangements in place, on-going monitoring and reporting arrangements and planned capital fire safety works.
- 8. DATE OF FUTURE MEETINGS**
- Dates of future meetings:
- 25 January 2022
 - 22 March 2022

Agenda Item 3

**London Borough of Hammersmith & Fulham
The Economy, Housing and the Arts Policy
and Accountability Committee
Minutes**



Tuesday 20 July 2021

PRESENT

Committee members: Councillors Rory Vaughan (Chair), Daryl Brown, Ann Rosenberg, Helen Rowbottom and Adronie Alford

Other Councillors: Councillors Andrew Jones and Guy Vincent

Karen Galey – (Assistant Director for the Economy), Nicki Burgess – (Business and Enterprise Manager, the Economy), Sam Ridley – (Economic Development Officer High Streets and Markets), Ed Shaylor – (Private Sector Housing Manager), Debbie Ricketts – (Private Housing Enforcement Manager), Valerie Simpson- (Strategic Lead for Environmental Health), Matthew Hooper (Chief Officer Safer Neighbourhoods & Regulatory Services) and Charles Francis (Committee Services)

Representatives from different several local business networks

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Lisa Homan.

2. ROLL - CALL AND DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 6 April 2021 were noted. As this was an informal meeting, minutes will be formally agreed at the next meeting.

4. PUBLIC QUESTIONS

No public questions were received.

5. UPDATE ON THE CURRENT AND FUTURE PROVISION OF SUPPORT FOR LOCAL BUSINESSES DURING AND BEYOND THE COVID-19 PANDEMIC

Karen Galey – (Assistant Director for the Economy) introduced the report, which provided an update on the range of activity that the council's Business and Enterprise Team had undertaken to assist local businesses through further Covid-19 restrictions since the last update to the Committee in November 2020. It also outlined the scope of planned business support initiatives until the end of March 2022.

The Chair thanked Karen Galey for the overview and invited Councillor Andrew Jones (Cabinet Member for the Economy) to address committee.

Councillor Andrew Jones began by thanking Karen, her team and Councillor Guy Vincent for all their hard work during what had been one of the most challenging periods for many people in their careers and working lives. Councillor Andrew Jones explained that the Council had been very effective in distributing money and acquiring further funding from the government. The current phase of work now focused on building back better out of the recovery through the Industrial Strategy which had evolved to reflect the post-pandemic landscape.

Commenting further, Councillor Andrew Jones highlighted that there had been a very uneven impact (from the pandemic) on different businesses and industries. As well as a huge impact on the Arts, Cultural Industries and Hospitality Sector which the Council were acutely aware of. He explained that one of the Council's aims was to rebuild and re-energise the Arts and Cultural offer which was to key to Hammersmith and Fulham's place making. Further goals included developing the Industrial Strategy, the White City Innovation District and reimagining town centres. While it was acknowledged the pandemic was not over, the action to date demonstrated that the Council had effectively risen to the challenge, and had a coherent plan for supporting different businesses so they could emerge from the pandemic in a strong position. It was noted that part of this centred on the money the Council had received so it could support businesses in the digital shift highlighted in the report.

Closing his initial remarks, Councillor Andrew Jones highlighted there were opportunities for the borough. Given it had one of the highest proportions of residents who had shifted towards hybrid (home) working, and this local focus, which was good news for high streets and local businesses as it emerged from the pandemic.

The Chair invited Guy Vincent, (Local Business Champion) to address the committee. Beginning on downbeat note, Councillor Guy Vincent explained that the Council had received several push backs in relation to grants, as these were not always issued in a coherent way. The implications of this meant that funding could not always be allocated to all the businesses the Council wished to provide it to. And in some exceptional cases, there were still some businesses which had not benefitted from any grant money. Councillor Guy Vincent highlighted that the Business Grants Team, under Jamie Mullins, had been working extremely hard to release all the grant funding despite these challenges.

Councillor Guy Vincent explained that the pandemic was far from over from an economic perspective. It was noted that a considerable number of smaller businesses had been burdened with debt, either through rents, VAT, corporation tax and the deferment of over debts or loans. Therefore, one of the key activities was providing advice and guidance to businesses either directly or through business advice agencies.

On a positive note, Councillor Guy Vincent provided a summary of some of the improvements which were in the pipeline, such as the Hammersmith BID for the King Street renewal, Ikea, as well as the new Town Hall and their cumulative regenerative effects. It was noted North End Road would benefit from the Fulham BID, and a number of smaller high streets across the borough which were well represented at the Business Networks. Wandsworth Bridge Road was cited as an example of innovation and development which had won seed money from the Mayor of London and the potential changes were highlighted.

Councillor Guy Vincent explained that the Business Network was in the process of being relaunched with a more strategic approach and he confirmed that businesses were being proactive in advising the Council what their specific needs were.

The Chair invited Paul Kelly, Chief Helper from I Can Help Your Business, to share his experiences with Committee. He explained that having worked with many Boroughs over a number of years; the London Borough of Hammersmith and Fulham was one of the more supportive boroughs of small businesses within Greater London and had been proactive in assisting smaller businesses and start-ups. It was noted that the past 18 months had been difficult for smaller businesses, especially those which had missed out on funding streams which were primarily non-rate paying businesses who had not be able to access the Self-Employment Income Support Scheme (SEIS) . In which case, Paul Kelly confirmed the Council had been able to assist some of these businesses with the Additional Restrictions Grant (ARG) instead.

Paul Kelly confirmed one of the services he provided to the Council was that he operated the business and support helpline which provided general business support within the borough. He explained that at the outset of the pandemic every borough had an issue with reaching out to its community, and not enough businesses knew what support was available to them. However, since then, a significant amount of work had been conducted by the Council's Economic Development Team to improve outreach. He confirmed that looking through the list of all the various projects the Council was supporting, or had planned, the Authority was one of the leading Councils in London for putting forward a wide range of support options for businesses.

The Chair welcomed the positive feedback, as well as confirmation of how the Economic Development Team had reacted throughout the period. The Chair invited Patricia Bench, Hammersmith BID, to address committee.

Patricia Bench explained that repeated lock downs had affected Hammersmith town centre and particularly the office sectors. She confirmed that Hammersmith Bid intended to contact serviced offices in the next few days to see whether the lifting of

restrictions on 19 July 2021 had improved the situation or not. In her view, there had been an uplift in the number of office workers, but one of BID's greatest challenges was improving office and retail footfall in Hammersmith. To achieve this, the BID had embarked on a public realm vision (in partnership with Rogers Stirk Harbour) which sought to develop and energise the high street.

The Committee noted that the summer cultural programme was progressing and the screen outside 245 King Street had been used to great effect, showing matches throughout the Wimbledon tournament. A film night was scheduled for 21 July 2021 which was already over-subscribed, along with future coverage of the Olympics and Para-Olympics. This demonstrated there was an appetite for residents to attend outside events which were managed and where they felt safe.

The Shop Local, Shop Safe campaign was ongoing and a Pub Watch had been conducted before restrictions eased on 19 July 2021. Patricia Bench confirmed BID was providing monthly Dr Bike sessions and further work was being conducted on the 15-Minute High Street initiative. Tempering this, Patricia Bench referenced how the recent flooding had impacted on businesses, including Kings Mall, and several hospitality venues which had lost food stocks. Concluding her remarks, Patricia Bench confirmed that the BID had been working successfully with the Business Development Team and Councillor Guy Vincent to support the various Business Networks.

Councillor Adronie Alford asked officers to provide further details on the proposed e-commerce platform, including how it would work, its security and administration. In response, Nicki Burgess (Business and Enterprise Manager), explained the virtual high street would be procured from an established e-supplier which would enable residents to source goods from local shops. It was noted the supplier would be responsible for ensuring transactions were safe and secure (to prevent scamming) and the Business Development Team would be conducting a comprehensive marketing campaign with businesses and residents. The intention was for each business to have its own personal shop page and for there to be as many businesses as possible to ensure it was successful.

Councillor Guy Vincent confirmed the Business Networks supported the virtual high street concept but had already underlined it was essential there was a strong marketing plan to underpin its success. Councillor Adronie Alford expressed concern at how recently established businesses, such as start-ups, could demonstrate their authenticity when they might struggle to provide the requisite information (history) to join the e-commerce platform. In response, Nicki Burgess confirmed a comprehensive vetting process would be undertaken by all participants in the platform and it was anticipated that most of these would also be bricks and mortar businesses.

Councillor Helen Rowbottom asked if there was scope to expand the Business Advice Clinics offer and whether the Council had a good impression of what office space utilisation looked like across the borough. In response, Karen Galey confirmed that one of the objectives of the Industrial Strategy was to source as much affordable work-space as possible (such as the Scale Space at White City). However, due to the high proportion of home working across the borough, it was difficult to gauge

current office- space requirements but this was being closely monitored. Making a supplementary point, Councillor Helen Rowbottom remarked it would be interesting to see if anticipating building developments (office space) went ahead given the current climate and what the wider ramifications (rent generation and business bounce-back) for the borough might be. Karen Galey confirmed Hammersmith and Fulham was well placed to benefit from the migration of central London businesses westwards.

Councillor Andrew Jones provided an overview of land development within the borough and confirmed there was demand for more affordable office space than could currently be met. Looking at the soft data and pipeline of planning applications, he noted that developers were looking at the nature of office buildings and propensity for hybrid working but the overall landscape had changed since 2019. Paul Kelly highlighted the use of Meanwhile Space and how containerisation remained an attractive option to smaller businesses. In turn, it was noted that box city environments could be used as a springboard to migrate some businesses towards fixed term, more permanent office spaces and that the demand for temporary office space would remain high in the short to medium term.

In relation to Business Advice Clinics, Nicki Burgess confirmed they had been extremely popular and forthcoming Additional Restrictions Grant (ARG) funds would enable the Council to expand the offer.

Councillor Ann Rosenberg noted the overall rise in online shopping but highlighted there was still a need to shop locally occasionally (such as DIY retailers) and asked how these shops would be marketed to residents without internet access. In response, Nicki Burgess confirmed that as part of the e-commerce platform developmental work, a significant amount of outreach and engagement work would be conducted by the Business Development Team with every single retailer on the high street. Karen Galey confirmed teams from across the Council (such as the Licensing Service) would be used to ensure the Council engaged with harder to reach businesses in a cohesive and effective way. Councillor Ann Rosenberg suggested it would be useful if a directory of local businesses was developed as part of the e-commerce project.

The Chair thanked officers for a concise and informative report and all the contributors for their work which had been highlighted during the discussions. The Chair confirmed the broadband improvement initiative had supported hybrid working and commended the work on the cultural recovery. The Chair asked officers to provide further details on the project to support over 50's who had been made redundant over the pandemic period. In response, Karen Galey confirmed the Council had run several sessions (which had been over-subscribed) and a further session was planned in September. The Chair requested an update on how this was progressing later in the municipal year.

Action: That a future update be provided on Support for Over 50's employment

The Chair asked officers to comment further on the high street and town centre development (mentioned in paragraph 3.3 in the report) and its importance in the post-COVID recovery of the borough. In response, Karen Galey confirmed this work

had not yet started, but the intention was to examine all the high streets and town centres in the borough through a combination of GLA and Mastercard transactional data to better understand what the current high street looked like. Officers would also speak to all the businesses and stakeholders and conduct a mapping exercise to build up a picture of what was currently happening. The Chair acknowledged it was a significant piece of work that the Committee would look forward to an update when this had progressed further.

Action: That a future update be provided on High Street Development.

Councillor Guy Vincent confirmed there were twenty-six high streets in the borough and while there was an over-arching Industrial Strategy, the local aspects of the strategy had to be driven by local businesses. Councillor Andrew Jones remarked that

it was important small business were given the necessary support to enable them to respond to the new world, business was emerging into, and to enable them to continue to thrive.

Closing the discussion, the Chair thanked everyone who had contributed to the work that had been done. The Committee were impressed with what had been achieved so far, especially the exciting work which was being done to enable small businesses to get on to digital platforms.

RESOLVED

That the Committee noted and commented on the report.

6. IMPROVING PRIVATE SECTOR HOUSING THROUGH DISCRETIONARY PROPERTY LICENSING

Ed Shaylor – (Private Sector Housing Manager) introduced the item which set out the steps taken to improve Private Sector Housing through discretionary property licensing.

Ed Shaylor provided a short presentation and the following points were noted:

- The private rented sector in H&F is the sixth highest in London and eighth highest in the country and accounts for 30% of all households (2011 census).
- In 2017, the council introduced two discretionary property licensing schemes which expire in June 2022.
- These schemes require landlords of privately rented houses/flats to be licensed, as follows:
- Additional Licensing: Houses and Flats in Multiple Occupation (HMOs) for HMOs which are NOT Mandatory HMOs. To improve standards of property management and living conditions; and
- Selective Licensing: All rented dwellings in 128 specified streets to reduce antisocial behaviour (ASB) where the levels of ASB, rubbish and noise problems from private renters was above average

Key points:

- Public consultation to gather opinions about re-designating both schemes from June 2022 for a further 5 years.
- Can only include 20% of the borough's private rented addresses in the licensing scheme, without secretary of state approval.
- HMO licensing Borough wide will ensure all areas of the Borough are properly supported by the private sector housing team.

Reasons for Proposal of new licensing Scheme:

1. Survey of private renting tenants in the borough from December to February 2021: Showed significant minorities of tenants who were dissatisfied with their landlords and / or stated deficiencies in safety or amenity standards in their rented property.
2. Preliminary finding from the current consultation: Privately renting tenants have a high level of support for licensing schemes (around 80%).
3. Interventions: Issues relating to antisocial behaviour, noise nuisance, poor waste management and public health nuisance, are easier to address if specific streets are designated. Dedicated resource can be focussed on targeted enforcement interventions in those areas.
4. Housing standards: Inspections have uncovered significant problems which can be improved through licensing conditions, e.g. Lack of fire doors or fire detection systems; undersized kitchen for the number of occupiers; Overcrowding; bedroom too small.
Leasehold ownership: Flats formerly owned by the Council altered internally are sometimes unsuitable for multiple occupancy in terms of space, amenities and pressure on services and utilities

Proposals for June 2022 to June 2027 scheme

- a) Continue discretionary licensing schemes but substantially reduce the number of streets in the Selective Licensing scheme from 128 to 23.
- b) Focus on busy roads, flats above shops, and roads with a significant private rented sector: 4 streets in W6; 4 streets in W14; 9 streets in W12; 5 streets in SW6; and 1 street in NW10.
- c) New scheme will have the same number of addresses as the old scheme, just fewer roads as the roads are larger.
- d) Proposal to prohibit multiple occupation use of leasehold flats where the council is the freeholder - pressure on block infrastructure and nuisance to neighbours

Councillor Helen Rowbottom thanked Ed Shaylor for the presentation and commented that the discretionary property licensing scheme was a welcome initiative. She asked if more details could be provided on how the scheme impacted on tenants, especially those tenants whose current living conditions breached the bare minimum threshold set by the scheme. In response, Ed Shaylor acknowledged

the scheme was a balancing act to try and keep accommodation as affordable as possible without eroding standards to such a degree, that people were renting sub-standard accommodation. He confirmed the scheme did allow circumstances where all the rooms in a house or flat could be used as bedrooms, however the minimum standard of a 10m squared room was introduced.

Ed Shaylor confirmed if ancillary accommodation was available for use, such as a communal living room or kitchen, this standard was adjusted to 6.5m squared which was the government minimum standard. Ed Shaylor acknowledged that if landlords had undertaken internal modifications to their properties in good faith, it would then be very difficult to ask them to undo this work.

Asking a follow-up question, Councillor Helen Rowbottom asked about the vision of the scheme in terms of who could live where and under what conditions. In response, Ed Shaylor commented it was an aspiration for rents to decrease and to maintain standards. Ed Shaylor explained that Licensing had other advantages besides increasing the quality of the conditions of the accommodation. These included making it easier to identify rogue landlords, so by publicising the Council's amenity standards and conditions, landlords knew what these were when they applied for a license and so by a process of elimination, the Council could deduce which properties did not have a valid licence.

Councillor Helen Rowbottom enquired if there was a mechanism for tenants to contact the Council, if for example, they did not have a valid gas safety certificate. Ed Shaylor explained any resident could email phs@lbhf.gov.uk or use the Council's Private Sector Housing pages to access further contact details. Ed Shaylor confirmed that in those circumstances where remedial action was required, the Council would provide landlords with a notice period to make good the repairs / issues which required attention.

Councillor Adronie Alford asked for further clarification about how the selective licensing scheme worked. In response, Ed Shaylor explained that the Council had two separate schemes. Selective licensing which was proposed to be on 23 main roads in the borough which was for any flat or house which was rented to a tenant. And houses or flats in multiple occupation (3 unrelated people sharing a property) which the Council proposed to licence across the whole borough. Ed Shaylor confirmed that estimates from 2017 had suggested there were about 4100 of each type of property in the borough (selective and HMO). Currently, the Private Rented Sector Team has licensed 3,000 of each type so are working on finding the remaining 2200 or so properties.

According to the ten-year old census, the rented sector within Hammersmith and Fulham numbered about 27,000 properties and this estimate would be revised by the new census data when it arrived. Ed Shaylor reported that over the next 5 years from June 2022, the Private Rented Sector Team aimed to process 5,000 properties in the new Selective Licensing scheme and 4,000 in the Additional HMO licensing scheme.

Councillor Adronie Alford asked whether it was Council policy to not allow any form of sub-letting in council leasehold flats. Ed Shaylor confirmed that this only applied to

sub-letters to sharers of 3 or more and this sought to reduce the pressure on the infrastructure of some of the more aged properties within the borough. Details were provided on the different types of properties and the iterations this had on the licence. Ed Shaylor confirmed the exact details of those tenants which might qualify for a waiver was still under discussion, and the full details would be discussed at Cabinet in December 2021.

Councillor Adronie Alford asked for further clarification about what constituted an under sized kitchen. In response, Ed Shaylor confirmed that this was 4m squared (for up to 4 people) with a further square metre added for each additional person after that. Asking a further question, Councillor Adronie Alford explained the paperwork to licence an individual property was complicated and, citing anecdotal evidence, mentioned that the assistance provided by the Council could have been better. Ed Shaylor confirmed that improvements had been made and now licensing officers took telephone and email addresses from people in difficulty and would follow up these accordingly.

Councillor Adronie Alford asked for further details to be provided about the enforcement activities which had been undertaken against rogue landlords. In response, Ed Shaylor explained that each individual case was different, but it was in the public interest to concentrate resources on those landlords with multiple properties with significant degrees of non-compliance, so a clear deterrent was sent.

The Chair endorsed the selective licensing scheme and asked for further clarification on the reduction of the number of streets where this would be applied and what this would mean in practice. Ed Shaylor confirmed the reduction was significant from 128 streets to 23. The Council would be focusing on areas which had been problematic in the past so resources could be concentrated and used most effectively.

The Chair asked how frequently the Council undertook surveys of tenants (in relation to waste collection and complaints arising from non-collection) and how the Department addressed these types of thematic issues. Ed Shaylor confirmed that consultation feedback was not particularly strong, and it was often complaints data or member casework that was used to inform issues with landlords. He explained private dwellings were one of the most highly regulated areas, in terms of public health and housing regulations, so there were a significant number of powers the Council could use. Where the Licensing scheme was helpful, was that it enabled the Private Rented Sector Housing Team to join up resources with law enforcement, planning enforcement and street cleansing to target and tackle problem areas as specific projects. It also allowed the Private Rented Sector Team to, through a process of elimination, uncover those landlords which had not applied for licences.

Summing up the discussions, the Chair thanked Ed Shaylor and his team for all the work which had been done and confirmed the Committee looked forward to reviewing the final proposals when they were finalised in December 2021.

Action: That the Committee review and comment on the Cabinet report

RESOLVED

That the Committee reviewed and commented on the report.

7. DATE OF FUTURE MEETINGS

The date of the next meeting was agreed as Tuesday 9 November 2021.

Meeting started: 6.30 pm
Meeting ended: 8.18 pm

Chair

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Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: The Economy, Housing, and the Arts Policy and Accountability Committee

Date: 9 November 2021

Subject: Resident Involvement Update

Report of: Daniel Miller, Head of Community Engagement /Resident Involvement & Service Improvement Manager

Responsible Director: Jonathan Pickstone, Strategic Director for the Economy

Summary

This report serves to update the Committee on the range of environmental improvement projects that the council's Resident Involvement Team in the Economy Department has undertaken with the resident-led Investment Group and showcases projects that deliver direct benefits to our communities.

This report also provides an update on the wider involvement structure in housing and how H&F as a whole is coming together to develop a community engagement strategy to support the communities we serve.

Recommendations

That the Committee both note and comment on the report.

Wards Affected: All

H&F Priorities

Please state how the subject of the report relates to our priorities – delete those priorities which are not appropriate.

H&F Priorities	How this report aligns to the H&F Priorities
Building shared prosperity	All our improvement projects are based on the concept of co-production and joint development, providing numerous opportunities for residents to get involved and build new skills. We work with contractors who provide apprenticeships and volunteering opportunities. All our projects see beneficial local environmental regeneration on parts of our estates, adding to our shared prosperity.

Doing things with residents, not to them	The environmental improvement projects are resident-led, where co-production ensuring a strong voice in conception and development from start to finish. This includes everything from the initial bid or proposal, through to site visits, making decisions with contractors and the installation of elements.
Being ruthlessly financially efficient	The allocation of funding for projects is awarded through a rigorous approach of resident scrutiny to ensure the most cost-effective and sustainable projects are being delivered. We aim for our projects to have self-sustaining and long-term elements to ensure a maximum return potential.
Taking pride in H&F	The pandemic has highlighted the need for high quality public spaces and these have become of increased value to our communities. These environmental initiatives are centred around the community spaces on our estates, and the continued safety, health and well-being of our residents to live in more sustainable and greener spaces.

1. Introduction

- 1.1. The Resident Involvement Team works collaboratively with residents to deliver environmental improvements on council housing estates across the borough. Improvements range from playgrounds, community growing gardens, multi-use games areas, secure bike storage, waste and recycling enclosures, planting and biodiversity projects, and surface urban drainage (SuDS) projects.
- 1.2. All improvements relate to communal housing land on our estates, at sheltered housing schemes and purpose-built blocks.
- 1.3. In the last two years, over £500,000 has been invested in environmental improvement projects. We're particularly proud that we've been able to continue to work with and invest in our communities during the challenges that the pandemic has presented.
- 1.4. Bids are resident-led with a focus on improving:
 - Biodiversity
 - Sustainability
 - Community safety and community development
 - What component of a bid can be funded?
 - Estate/block historic investment
 - Project life expectancy.

- 1.5. We place a strong focus on projects being sustainable and cost-effective and we strive to deliver the maximum capital benefits in the final project.
- 1.6. We work with and consult with the community as the project evolves and ensure that the improvements meet the aspirations of residents. During the pandemic this has involved letters to all households, consultations (online and postal), online meetings and site visits.
- 1.7. There are two main funding streams for our environmental improvement projects – the Neighbourhood Improvement Projects (NIP) and the Place Environmental Rejuvenation Programme (PERP). Further information on both funds is set out below.

2. Overview & Outcomes

2.1. Neighbourhood Improvement Projects (NIP)

- Neighbourhood improvement projects are for works to community spaces on council housing land to improve the environment of the estate, block, or sheltered housing scheme for all residents.
- Residents can bid for a wide range of improvement works where the expenditure results in buying, building or improving fixed assets up to the value of £25,000 per bid.
- The fund cannot be used for maintenance, replacement or repairs, for improvement to individual properties, or for wages or running costs.
- All council housing residents can apply either through their Tenants and Residents Association (TRA) or by a smaller group of residents acting on behalf of their block, street, or sheltered housing scheme.
- Where there is no active representation, the relevant housing officer can submit a bid. In all cases, evidence of consultation and support for the proposal needs to be provided.
- Funding applications can be made throughout the year.

2.2. Completed NIP projects include:

- Aspen Gardens – new seating in communal garden
- Clem Attlee – secure bike storage
- Bayonne estate – new playgrounds
- Field Road (Muscal House) - secure bike storage and planters
- Flora Gardens – planting, seating and railings
- Lugard House - secure bike storage
- Lytton Estate - new playground
- St Peters Terrace – planters and seating.

2.3. NIP projects that are underway include:

- Ashchurch Court – community growing garden, seating, railings and planters
- Clem Attlee – bulk storage unit improvements, including the installation of a green wall
- Linacre Court- new waste and recycling facilities along with a new bulk storage enclosure
- Marryat Court- new waste facilities and improvements to communal garden by installing seating/children's play equipment
- Michael Stewart House- greening the grey and improving the communal garden area with planters, new picnic tables and benches to match existing ones
- Millshott Close - resurfacing the turtle tops in the communal garden with hard-wearing mulch
- Queen Caroline estate - installation of 2 secure bike hangars
- St Andrews Court - planters in the communal room and communal garden and a green screen across the perimeter of the garden to increase privacy for residents.

2.4. **Place Environmental Rejuvenation Programme (PERP)**

- The place environmental rejuvenation programme supports tenants' and residents' associations and other resident groups to transform public spaces on estates, so they are greener, safer and benefit the local community.
- Residents can apply to improve the external communal areas of the estate, block, or sheltered housing unit.
- Each proposed bid can be for a maximum of £75,000. Projects are delivered through our approved contractor.
- Funding applications are open once a year at the start of the financial year.

2.5. Completed PERP projects include:

- Clem Attlee - biodiversity/wildflower planting
- Orchard & Cheeseman's - community growing garden
- West Kensington & Gibbs Green- improvements to ball court and multi-use games area and the installation of an outdoor gym
- Woodmans Mews- community growing garden, outdoor gym and playground.

2.6. PERP projects that are underway include:

- Aspen Gardens - improvements to basketball court and repainting of mural with designs from the children of the estate
- Becklow Gardens - improvements to playground
- Barton House- greening the Grey by installing planters and refreshing existing signs

- Field Road- greening the grey by removing concrete slabs and laying biodegradable seed mats pathways
 - Lytton Estate - resurfacing of Multi Games Area (MUGA) as part of a joint project with the Garages team to resolve leaks and ensure the surface is weatherproof
 - Riverside Gardens- improvements to basketball court and repainting of mural with designs from the children of the estate.
- 2.7. The presentation given by residents and officers at the committee meeting will outline more of the benefits and outcomes of the projects.

3. Rising to the challenge of the climate and ecological emergency

- 3.1. The resident-led Investment Group is working more closely with the Climate Change Unit to raise awareness of climate change and the steps every one of us can take to do our bit to addressing this.
- 3.2. An Urban Ecology Trail, featuring some of the completed NIP and PERP projects was launched as part of the Climate Carnival events that took place during half-term week in October 2021. The trail is a self-guided tour (on foot or by bike) of key housing projects around the borough. The route was planned to avoid main roads wherever possible and to pass through some of the borough's 19 green flag parks.

4. Housing Resident Involvement Update

- 4.1 The Economy Department works with council housing residents to improve the housing services they receive and to support the communities they are a part of. Our approach is set out in the Resident Involvement Strategy 2019 – 2022:

https://www.lbhf.gov.uk/sites/default/files/section_attachments/resident-involvement-strategy-2019-22.pdf

- 4.2 The strategy was co-produced with residents and has the collective vision of *Make Your Voice Count, No Decision About You, Without You*.
- 4.3 The key priorities of the strategy are:
- Focusing on outcomes
 - Working together
 - Delivering more consistently
 - Improving communication
 - Ensuring continuity
 - For us to keep listening.
- 4.4 We work with residents through an agreed resident involvement structure that includes over thirty listed tenants and residents associations (TRAs), representation forums, service improvement groups, and adhoc engagement activities.

- 4.5 At our central body for resident involvement, called the Housing Representatives Forum, a wide range of housing matters have been discussed and decisions made over the last twelve months on areas such as:
- Changes to the long-term repairs model
 - Implementation of the Defend Council Homes Policy
 - The significant capital works programme designed to make homes and communities safer and better places to live
 - The vital work being undertaken with communities to address the climate and ecological emergency
 - Housing Strategy, Tenancy Strategy, and Homelessness and Rough Sleeping Strategy consultations
 - Fire safety and building compliance works taking place
 - The Housing Transformation Programme and establishing a resident-led task and finish group to work with us on this called the Housing Transformation Review Group
 - The progress towards actions as set out in the Resident Involvement Strategy 2019 - 2022
 - Agreement on a revised Resident Expenses Policy that strengthens support for digital inclusion
 - Work with residents as part of the TRA Halls and Rooms Re-opening Task & Finish Group to agree a process for consideration of the safe re-opening of halls for priority activities
 - Housing Revenue Account (HRA) Business Plan for 2021/22.
- 4.6 The Disabled People's Housing Strategy was formally launched at an online Zoom event on 17 September that attracted over 100 attendees. Residents, H&F officers, and representatives from third sector organisations gave informative and engaging presentations to launch the Strategy. The next step is to launch the Disabled Residents Housing Group.
- 4.7 The launch event encouraged a renewed interest from residents in the group, with 12 expressions of interest being received. We'll be holding an introductory group meeting on 4 November 2021 to begin the work of this important group. The group's main focus will be on working with offers in co-production to deliver on the actions that are set out in the Disabled People's Housing Strategy.

5. H&F Community Engagement Strategy

- 5.1 The council has started work on developing a Community Engagement Strategy to ensure that the engagement and inclusion activities we undertake are of a high quality, are joined up and consistent.
- 5.2 A key part of this strategy will be to ensure that we are identifying any gaps in community engagement and addressing these by working with the communities we service, the voluntary sector and local businesses.

- 5.3 We will be co-producing this strategy with residents and working hard to develop approaches to increase participation from not yet convinced individuals and group, and ensuring that H&F is an enabling ally for communities.
- 5.4 A key element of this evolving strategy will be the mapping of community engagement across the borough. This will be done by working with communities, listening to their views and priorities and acting on these. We're in the process of recruiting to a number of Community Organiser roles who will work in the borough to provide advice and guidance for residents, community and voluntary organisations and key partners by supporting the delivery of engagement activities.
- 5.5 The roles will also promote the council's services and policies by signposting to information and activities that will positively impact communities. The initial focus of these roles will be on the continued covid recovery and health and wellbeing of our communities.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: The Economy, Housing, and the Arts Policy and Accountability Committee

Date: 9 November 2021

Subject: Update on the Council's delivery of Affordable Homes

Report of: Matt Rumble – Strategic Head for Regeneration and Development

Responsible Director: Jon Pickstone – Strategic Director for the Economy

Summary

This report updates the Economy, Housing and the Arts Policy and Accountability Committee on the Council's delivery of affordable homes and its commitment made in the Building Homes and Communities Strategy in July 2019 to build 1,800 homes over the next 10 years.

The report will also outline how the development programme embeds coproduction with local residents at the heart of development activities, as well as how the development team are playing their part in helping the Council achieve its ambitious net-zero carbon targets.

Recommendations

That the Committee both note and comment on the report.

Wards Affected: All

H&F Priorities

Please state how the subject of the report relates to our priorities – delete those priorities which are not appropriate.

H&F Priorities	How this report aligns to the H&F Priorities
Building shared prosperity	The development programme will lead to the delivery of much needed affordable housing in the borough. Each project will use the Council's Social Value strategy to ensure that local businesses and residents benefit from the contracts that are procured.
Doing things with residents, not to them	All schemes will be subject to extensive engagement and have resident involvement built into the process for developing designs as schemes progress from initial feasibility to the development of more detailed designs. In

	addition, the Development Team are the first to comply with the Defend Council Homes Policy which was adopted in January 2021.
Being ruthlessly financially efficient	Each project in the development programme is subject to strict viability appraisal that demonstrate it is financially viable and capable of delivering long term returns for the Council. In addition, the Council is utilising external government funding to support its development ambitions.
Taking pride in H&F	The development programme will deliver quality additions to the borough in terms housing, schools and civic spaces. We will encourage inclusion of carbon neutral design proposals and green initiatives wherever possible.

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Background Papers Used in Preparing This Report

None

1. Background and Context

- 1.1. Housing Revenue Account (HRA) income comes from rents and service charges, collected from tenants. This money is spent exclusively on building and maintaining the Council’s housing stock. The Council is able to borrow money within the HRA to refurbish the housing stock, as well as build new homes, thus boosting its income.
- 1.2. Historically, central government imposed borrowing limits on Councils with an HRA. This was known as the HRA debt cap. This restriction significantly constrained the council’s ability to borrow to invest in its housing stock, or build much needed genuinely affordable homes, to meet the housing need in the borough.
- 1.3. Constrained by the HRA debt cap, the Council worked creatively to set up the Affordable Housing Delivery Framework, and partnered with housing associations on several projects, to deliver new affordable homes in the borough. Council owned sites were allocated to framework partners with the council retaining nomination rights to the homes in perpetuity. Applicants on the council’s housing registers, were nominated and allocated the new homes.

- 1.4. Examples of partnership projects are Lavender Court in the north of the borough, and Mo Mowlam House (Clem Attlee) and Vanwall House (Emlyn Gardens) that collectively delivered 89 new homes, of which 56 (63%) are genuinely affordable.
- 1.5. While the Council met some of its objectives, around partnership working with housing associations and securing provision of genuinely affordable homes through nomination rights to the homes, the financial benefit and returns are all taken up by the Housing Associations who build, own and manage the homes.
- 1.6. In late 2018, central government announced the scrapping of the HRA debt cap, which meant councils had greater freedoms to borrow to invest in existing and new housing stock. This context provided a strategic driver for the Council to review its strategic capital and asset management strategies, and the way in which they can support the Council's revenue budget, and the administration's future priorities.

Building Homes and Communities Strategy

- 1.7. In July 2019, Cabinet approved the Building Homes and Communities Strategy which set out the principles of a self-funded development programme of investment in homes and community assets in the borough. Through this strategy, the Council committed to using its assets to meet its strategic objectives of delivering genuinely affordable homes, and generating long-term income streams to support the Council's financial challenges.
- 1.8. Officers undertook high-level capacity studies and identified a long list of opportunities that could deliver up to 1,800 homes. The strategic business case in the strategy sets the following objectives:
 - Build new, genuinely affordable housing which will help maintain the borough's vibrant social mix;
 - Support the Council's priority of 'Building Shared Prosperity';
 - Renew key community assets, including schools and leisure centres;
 - Generate income to reinvest in frontline services
- 1.9. Following the recent global events, the Council's financial stability is even more important in the post-Covid-19 recovery stage. The development programme plays a central role in helping the Council balance its budgets and secure additional capacity for future capital programmes.

2. Development Governance & programme

- 2.1. As part of the Building New Homes and Communities strategy, Cabinet approved the creation of a Development Board and a gateway approval process for all development projects (see Appendix 1).

- 2.2. The Development Board, chaired by the Strategic Director for Economy and attended by the Director of Finance and Strategic Head of Development and Regeneration, is responsible for managing schemes through the gateway process.
- 2.3. This approach set a governance structure with a with a clear and robust set of financial and development hurdles to demonstrate each scheme is viable and deliverable at each stage. The Development Board also ensures the correct governance processes are followed for each stage of a project, including approval of a budget to take schemes from feasibility to planning, procurement of contractors and budgets for construction.
- 2.4. A development team has also been recruited to manage the direct delivery of housing schemes and to meet the range of skills required for successful development projects including resident and stakeholder engagement, design management, procurement and scheme viability management :
- 2.5. The Development Team are currently overseeing the direct delivery of projects on 16 council-owned sites throughout the borough. The schemes and the estimated level of affordable housing for each project is described in Appendix 2.
- 2.6. The current programme aims to deliver more than 1,100 new homes over the next 8 to 10 years, of which at least 704 will be affordable. Of the 704 new affordable homes 347 will be genuinely affordable (LAR or Social rent), and 357 will be intermediate rent or shared ownership). Appendix 3 summarises the definition of these tenures.
- 2.7. In addition, some schemes also re-provide civic space, schools, playgrounds and other community assets. For example, the Education City project will deliver 132 affordable homes, a new nursery, an adult education facility, a new primary school and a Youth Zone. The White City Central Project proposes to re-provide an early year learning centre and new state of the art community facilities, as well as more than 270 new homes.
- 2.8. The Development Team also manage a further 6 partnership development projects with Housing Associations, (see Appendix 4). This partnership programme will deliver over 640 new affordable homes.
- 2.9. A map of the development sites in the borough can be viewed in Appendix 5.

3. Funding the programme

- 3.1. The success of the development programme requires borrowing through the HRA or General fund (if the sites are not on housing land) to fund development costs. Alongside this, the Council will bid for and use other funding streams, such as GLA Grant, RtB Receipts and section 106 money, received in lieu of affordable housing in private developments.

- 3.2. Importantly, the Council has secured external grants from the Greater London Authority (GLA) to support the delivery of the affordable housing in the programme. In September, the GLA announced that this Council had secured £32m of grant, to fund 9 schemes to deliver 400 new affordable homes. This is in addition to the £11m secured from the GLA's earlier funding programme. Together, the £44m of grant will see at least 650 new affordable homes built in the borough.
- 3.3. The cost of development is repaid initially by the sales receipts from the market homes, while the longer-term debt is repaid from the rental income of the new homes.
- 3.4. Current financial assessments of the 16 direct delivery schemes indicate that, on average, individual projects will have repaid the cost of development from year 17. This means that from the 18th year, the Council will start receiving financial returns on its investment in this development programme. Therefore, not only does the development programme deliver new homes and community infrastructure, it underpins the long term viability of the HRA.
- 3.5. To demonstrate each project is viable and deliverable, they must deliver a minimum of 50% affordable homes while producing a minimum positive net present Value (NPV) financial contribution of £1 at year 50.
- 3.6. The programme's current Gross Development Value (GDV) is estimated at £685m, this is against a total programme cost of £500m, of which c. 50m will be for re-provided community amenities.
- 3.7. This 'growing of the pie' approach and the positive long term financial contribution of the development programme supports the Council ability to invest in planned maintenance and compliance programmes, its Climate and Ecology Strategy objectives around decarbonising council homes, reducing the need to make future savings or increase income.

4. Resident Involvement and Defend Council Homes Policy

- 4.1. Successful development and regeneration schemes put resident at the heart of the process. One of the key commitments in the Building Homes and Communities strategy is carrying out extensive resident engagement at each stage of the development process.
- 4.2. Embedded within each development project, are the principles of co-production and the Defend Council Homes Policy. The Defend Council Homes Policy (DCHP) was approved at Cabinet in January 2021 and has established a clear set of principles describing how residents of council estates, will be engaged in design and involved in decision-making, around development activity that impacts on their council homes.

- 4.3. The Development Team have worked in partnership with the Defend Council Homes Unit and, latterly, the sub-group of the Housing Reps Forum (HRF) to create the DCHP Implementation Guide for the Development Team (a step by step guide about how to apply the policy to development activities), and a reporting dashboard for the HRF Subgroup .
- 4.4. The approach to engagement and co-production has so far underpinned the success in the White City Central and Hartopp and Lannoy projects, with both schemes being led by resident steering groups and becoming excellent examples of co-production.

5. Sustainability & Climate Challenge

- 5.1. The baseline statutory standards (i.e. Building Regulations) and Local Plan policy requirements for sustainability results in approximately 35% reduction in on-site operational carbon for new developments. Even with the implementation of 'Future Homes' standard 2025, which looks to eliminate the use of fossil fuels altogether, the CO2 reductions do not fundamentally change sufficiently, to facilitate moving towards achieving net-zero homes.
- 5.2. Therefore, as a base position, the Council is embedding additional design principles that will deliver homes that will reduce greenhouse gas emissions and exceed the current policy targets for new homes by 10%. This means the Council will seek to achieve, at minimum, a 45% reduction in on-site operational carbon.
- 5.3. Under the Climate and Ecology Strategy, the Council has set ambitious targets of achieving net zero carbon homes by 2030, as well as helping tackle fuel poverty.
- 5.4. Building further on this, and as part of a step-change to delivering net zero carbon homes, the Development Team are currently progressing three pilot projects (Hartopp and Lannoy, The Grange and Land near Jepson House). The design of these project will use industry recognised Passivhaus principles, to achieve 'operational' net zero carbon (i.e. carbon neutral from an operational use of the building). Importantly, the institutional knowledge, gained from these schemes, will be used to inform and influence the way we deliver and build future schemes, in the development programme.
- 5.5. However, focusing on achieving the net-zero operational carbon standards will require a careful balance. Adopting these Passivhaus sustainability standards, will mean an increase in the development costs of projects and, therefore, a reduction in the projected long term revenue to the HRA - or the total quantum of affordable housing delivered programme.

Appendix 1 – Development Gateway Process

Gateway	Description
0. Identifying a Site	This is when a site has been identified. Initial internal checks are carried out and conversation with other council teams.
1. Assessing Feasibility	If development on the site is feasible, a consultants team are commissioned to help develop a final proposal. Engagement begins by sending the first Defend Council Homes Policy notice to local residents and then recruiting a Resident Steering Group to help develop the proposals.
2. The Planning Process	Ongoing consultation and engagement with local residents culminating in submission of planning application based on the final project proposal developed with Resident Steering Group. Statutory Planning public consultation begins.
3. Appointing a Contractor	At this stage we procure an appoint a contractor to build the proposed development we development following intensive engagement and with support from local residents. We also issue the second Defend Council Homes Policy Notice.
4. Construction	The successful bidder is appointed contractor and takes handover of the site. They begin building the development. Residents will have dedicated points of contact throughout the programme. The building programme could be phased or in one go.
5. Completion	This is when the council takes handover of the built development and completes its checks, prior to allocating homes to perspective tenants. A 360-review is undertaken with Resident Steering Group to recognise achievements and recommend improvements.

Appendix 2 – Direct Delivery Programme

Site / Scheme	Affordable Housing				Market Housing		Total Homes	Development Stage / Status	Start On Site (estimate)	Completion (estimate)
	Genuinely Affordable	Intermediate	Total Affordable	%	Homes	%				
Springvale	10	0	10	100%	0	0%	10	Construction	Dec 2019	Jan 2022
Education City	33	99	132	100%	0	0%	132	Construction	Jul 2021	Nov 2025
Flora Gardens School	32	22	54	50%	55	50%	109	Feasibility	Dec 2022	Dec 2024
Avonmore School	27	18	45	49%	46	51%	91	Feasibility	Dec 2022	Dec 2024
Farm Lane Site	8	7	15	50%	15	50%	30	Feasibility	Oct 2023	Apr 2025
Mund Street Site	25	25	50	50%	50	50%	100	Feasibility	Sep 2024	Mar 2027
Lillie Road Site	12	11	23	51%	22	49%	45	Feasibility	Jan 2024	Jul 2026
White City Central	71	69	140	51%	142	49%	282	Feasibility	Aug 2023	Aug 2027
Hartopp & Lannoy Site	67	45	112	94%	7	6%	119	Feasibility	Jan 2023	Jul 2025
Old Laundry Yard	19	12	31	51%	30	49%	61	Feasibility	Mar 2023	Mar 2025
Commonwealth Avenue	20	20	40	100%	0	0%	40	Feasibility	Dec 2023	Oct 2025
Barclay Close	2	4	6	100%	0	0%	6	Feasibility	Mar 2025	Mar 2027
Becklow Gardens	4	8	12	92%	1	8%	13	Feasibility	Mar 2025	Mar 2027
The Grange	4	4	8	50%	8	50%	16	Feasibility	Jan 2025	Jan 2027
Hemlock Garages	2	1	3	50%	3	50%	6	Feasibility	Jan 2025	Jan 2027
Land near Jepson House	11	12	23	51%	22	49%	45	Site Identification	Apr 2024	Mar 2026
Total	347	357	704	64%	401	36%	1105			

Appendix 3 – Glossary

Term	Definition
Affordable Housing	Generally, these are homes for people whose needs are not met by the market.
Affordable Rent	Typically, these homes are let at rent levels are higher than social rent homes but lower than open market rent.
Genuinely Affordable	By this we mean the lowest and cheapest rents in the market. Typically, these are social rent or London Affordable Rent homes.
Intermediate Housing	These are homes that are for rent and sale below market levels. This type of affordable housing is aimed at people who do not qualify for social housing but cannot afford to rent or buy on the open market. It includes products such as Shared Ownership, shared equity and discounted market sales – as well as rent products such as London Living Rent and Intermediate Rent.

Appendix 4 - Partnership Projects

Site / Scheme	Affordable Housing				Private Housing		Total Homes	Development Stage / Status	Start On Site	Completion (estimate)
	Genuinely Affordable	Intermediate	Total Affordable	%	Homes	%				
Civic Campus	69	36	105	51%	99	49%	204	Construction	Jan-20	Phased from May 2022
Lavender Court	24	21	45	100%	0	0%	45	Completed	Apr-18	Apr 2021
Emlyn Gardens	14	0	14	100%	0	0%	14	Construction	Mar-18	Dec 2021
Mo Mowlam House	18	12	30	100%	0	0%	30	Construction	Jun-19	Jan 2022
Edith Summerskill House	105	27	132	100%	0	0%	133	Planning	TBC	TBC
Watermeadow Court	54	54	108	50%	108	50%	216	Planning	TBC	TBC
Total	435	150	434	68%	207	32%	642			

Appendix 5 – Borough Map with Development Projects

DEVELOPMENT PROJECTS IN HAMMERSMITH & FULHAM



HAMMERSMITH & FULHAM PROJECTS

Project
1 Avonmore School
2 Barclay Close
3 Becklow Gardens
4 Commonwealth Avenue
5 Education City
6 Farm Lane Site
7 Flora Gardens School
8 Hartopp & Lannoy Site
9 Hemlock Garages
10 Land Near Jepson House
11 Lillie Road Site
12 Mund Street Site
13 Old Laundry Yard
14 The Grange
15 Springvale
16 White City Central

PARTNERSHIP PROJECTS

Project
1 Civic Campus
2 Edith Summerskill House
3 Emlyn Gardens
4 Lavender Court
5 Mo Mowlam House
6 Watermeadow Court

WARD BOUNDARIES

1. College Park & Old Oak
2. Wormholt & White City
3. Shepherds Bush Green
4. Askew
5. Ravenscourt Park
6. Hammersmith Broadway
7. Addison
8. Avonmore & Brook Green
9. Fulham Reach
10. North End
11. Palace Riverside
12. Munster
13. Fulham Broadway
14. Town
15. Parsons Green & Walham
16. Sands End

DEVELOPMENT PROJECTS

-  H&F development projects
-  Partnerships development projects
-  Underground stations
-  Parks and Green spaces
-  Landmarks

Report to: The Economy, Housing and the Arts Policy and Accountability Committee

Date: 09/11/2021

Subject: Fire safety housing

Report author: Richard Buckley, Assistant director, residents and building safety

Responsible Director: Johnathan Pickstone, Strategic Director, Economy

SUMMARY

As a landlord, H&F is the Responsible Person in law for managing fire safety of its 17,000 housing properties, of which just over 12,000 are tenanted households. This report provides an overview of the fire safety arrangements in place, on-going monitoring and reporting arrangements and planned capital fire safety works.

RECOMMENDATIONS

1. 'For the Committee to note and comment on the report'.

Wards Affected: ALL

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	<i>Safe council housing for all residents</i>
Creating a compassionate council	The Administration has championed operating above minimum legal standards. H&F has proactively introduced personnel emergency evacuation plans for residents in tower blocks who are unable to self-evacuate. Leaseholders safeguarded from costs of fire safety works.
Doing things with local residents, not to them	FRAG is a resident led, fire and building safety residents working group that leads on working with residents to aware of the fire safety arrangements in place for their homes.
Being ruthlessly financially efficient	The Administration prioritises safety of all residents and has exempted fire

	safety capital work recharges to leaseholders. Capital works are procured in accordance with value for money processes and maximising social value.
Taking pride in H&F	Leading in fire safety compliance with highly competent teams to enhance our existing properties & making residents feel safe and heard.
Rising to the challenge of the climate and ecological emergency	Building in resilience to our properties such as boroughwide LED reducing CO2 emissions through high quality product and maximising technology.

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Background Papers Used in Preparing This Report

Not applicable

DETAILED ANALYSIS

1. The Grenfell tragedy 14 June 2017 has impacted greatly and widely throughout the country and continues to do so. The subsequent Dame Judith Hackitt review and the on-going Public Inquiry continue to shape changes to the law and associated guidance and British Standards. The Building Safety Bill is set to fundamentally change the way we operate with the introduction of the Accountable Person, the Building Safety Regulator, Building Safety Certificates and Building Safety Managers.
2. London is home to 60% of the nation's tower blocks of seven storeys (18 metres) and above, and currently over 1,000 blocks have moved from Stay Put to Simultaneous Evacuation requiring a Waking Watch. The impact on leaseholders who have to cover these costs, are unable to sell their properties or re-mortgage is reported in the press to be destroying many lives.
3. As revealed in Phase 2 of the Public Inquiry, trust and confidence in all areas of fire safety from the product, testing, designing, installing, checking and managing has shown to be fractured and the process, as stated by Dame Judith Hackitt, is not fit for purpose.
4. Against this background the H&F Administration has committed to operate above minimum legal standards, adopting best practice, and not to pass on

charges to leaseholders. H&F has committed significant investment, in excess of £80 million to enable compliance works and has just committed (6 September 2021) to further investment of over £600 million in upgrading its housing stock as part of a 12 year capital strategy.

H&F properties & responsibilities

5. H&F, as the Responsible Person under the Regulatory Reform (Fire Safety) Order has set duties in law, which includes fire risk assessment, fire safety arrangements, firefighting and detection, emergency routes and exits, maintenance, training for employees etc.
6. In H&F, we are landlord to just over 17,000 properties, of which 12,000+ are tenanted households and the remainder are leaseholders. Leaseholders are responsible for the inside of their homes, whilst H&F remains responsible for the communal parts including external façade, lobbies, stairwells, plant rooms, etc.
7. We have sixty eight blocks that are six storeys and above, it is likely that circa 40 of these will be subject to the new bill and require the Appointed Person to register with the new regulator to acquire a building safety certificate confirming:
 - appointed a Building Safety Manager (BSM)
 - assessed building risks
 - taken steps to prevent a major incident
 - produced a safety case report
 - put in place a mandatory occurrence reporting system
 - keep prescribed information (Golden Thread) on the building
 - given prescribed information to residents
 - produced a residents' engagement strategy
 - respond to requests for additional information
 - a system for the investigation of relevant complaints by the BSM
8. Failure to comply with the Fire Safety Order and the Building Safety Bill can result in imprisonment of officers and significant fines to the organisation.

fire safety arrangements

9. We have in place a fire safety management system document setting out the policy, roles and responsibilities and arrangements for managing our premises.
10. All properties of six storeys and above have a safety case file detailing the features unique to that building. Schematics of the building for the fire brigade (LFB) are held in Premise Information Boxes (PIBs) normally located in the entrance lobby. Our sheltered properties have PIBs too.
11. A team of fire safety officers oversee the fire safety risk assessment process including quality checks. There are in place circa 1,488 fire risk assessments (FRAs) that cover all the communal parts of our buildings. The FRAs for six storeys and above are published on our website and updated routinely. Other FRAs are available upon request.
12. The actions from the FRAs are manifold. Many are batched as part of capital works programme, such as fire door upgrades, whilst others require minor works such as firestopping by our in-house fire safety works team (DLO).

13. Our Safety First team oversee the proactive identification of persons requiring assistance in an emergency to self-evacuate a tower. Officers work with residents to put a plan in place. Information is provided to the LFB.
14. A dedicated officer from the fire compliance team is attached to the 23 sheltered blocks, working with staff and providing training. Person Centred Fire Risk Assessments are completed for residents requiring assistance in an emergency.
15. Housing officers, geographically located, routinely inspect to a set programme the internal means of escape to work with residents or removing hazards to escape or potential fuel sources. All inspections are recorded.
16. Training is provided using in-house expertise for housing officers, sheltered officers, concierge and wardens. Bespoke specialist training is also sourced as required, for example, from the British Research Establishment on facades and Association of Specialist Fire Protection on firestopping. Records of training are maintained.
17. In preparation for the Building Safety Bill becoming law, we have appointed two Building Safety Managers. The Bill sets out the legal requirement for these posts and their duties. We are working with other London Boroughs through the London Councils to develop the role as guidance takes shape under the new regulator.
18. There are bi-monthly meetings in place with the LFB to discuss strategic and operational matters. The new Borough Commander has recently taken up the post. The LFB are initiating a number of operational exercises at our tallest blocks at Edward Woods and Charecroft estates to identify any issues proactively.
19. FRAG, fire safety and building safety action residents group, was set up in 2017 and is chaired and made up of a group of residents, many who live in tower blocks, to act as the voice of residents and who shape policy and decisions with officers. FRAG reports to a wider Housing Representatives Forum made of resident representatives from estates across the council. FRAG is currently working with officers on the format and content of the bespoke Resident's Strategy required under the Building Safety Bill for each relevant building.
20. The status of building compliance is reported to the Cabinet Member for Housing on a fortnightly basis, with a copy sent to corporate risk, and to the Strategic Leadership Team (including CEO) every six months.

fire incidents

21. The LFB is the busiest brigade in the country. In 2020, in H&F there were 313 fires: [London Fire Brigade Incident Records - London Datastore](#).
22. With over 17,000 properties there are routine fire incidents in our own approx. 20 per annum. All reported incidents are investigated by the team to establish learning in terms of cause and preventative measures from compartmentation to detection.

fire safety maintenance

23. All tenanted properties have internal smoke and heat detection. As part of the rolling Electrical Condition Installation Reporting (EICR) 5 year cycle, to check the hard wiring (electrical circuitry), all detectors are checked to ensure they are in date and upgraded as required. In addition, owing to changes in regulations, the engineer will upgrade the consumer unit (fusebox) and install additional

detection (see table 1) as required, which reduces further the likelihood of electrical fires and ensure early detection.

Table 1 – electrical upgrades since August 2020 to August 2021

Items	Q1 (August start)	Q2	Q3	Q4	Total
Consumer Units	77	223	244	257	801
Heat detectors	183 properties	634 properties	687	567	2,071
Smoke Detectors	681 for 278 properties	1273 for 716 properties	1307 for 797 Properties	1095	4,356

24. The Fire Safety Plus initiative, introduced by the Administration, provides a proactive free service to all residents (leaseholders too) to request an inspection by an officer of the internal fire safety arrangements. This includes a Portable Appliance Test (PAT) of white goods (e.g. fridges), with free replacement where necessary, a check of fire detection and the kitchen door as well as general advice.

Table 2 – fire safety plus inspections

Number of visits	922
Alarm Works	304
FED Installations	26
Kitchen/Internal Door Installations	95
PAT Completed	594

25. The Mechanical & Electrical team oversee maintenance and checks of communal firefighting systems as set out below, for period August 2020 to July 2021:

FFE (firefighting equipment)

- Services undertaken: 389 (100% of target)
- Number of Assets upgraded: 196 (from inspection)

Fire Panel / system testing programme

- Services undertaken: 20 (100% of target)
- Repair jobs raised: 69

AOV testing programme (smoke control systems)

- Services undertaken: 6 (100%) - 2 blocks in West Ken that are not on any schedule are to be upgraded following engineer report
- Repair jobs raised: 3

Emergency Lighting programme

- Services undertaken: 794 (100% of target)
- Repair jobs raised: 442 (from inspection/test)

Lightning Protection testing programme

- Services undertaken: 95 (100% of target)
- Repair jobs raised: 93 (from inspection)

26. An in-house fire safety works team sits within the DLO and undertakes compartmentation, firestopping, signage, fire detection and door installation and maintenance works. The works originate from the FRAs and fire safety plus

inspections. There is circa 7,000+ works programmed over the next two years. The team is working to a recognised system, and a percentage of works are independently verified to maintain assurance. All records are maintained for uploading to the asset management system.

27. The frequency of inspections of front entrance fire doors and communal fire doors is still to be determined through regulations. Across our estate we have circa 17,000 fire doors. The in-house team will be part of the team to maintain and inspect with records held on the asset management system. The team will shortly seek to attain recognised accreditation through a third party body.

fire safety capital works programme

28. A major compliance based programme signed off by Cabinet in 2018 continues to progress. See ward maps of works in appendix 2.
29. Works include the installation of 4,000+ enhanced fire doors in blocks of six storeys and above, sheltered and higher risk properties. Over 3,500 have been installed to date.
30. A borough wide LED programme to communal parts of our estates includes upgrade of emergency lighting that will employ cloud based technology to check and test it in accordance with regulations.
31. Sprinklers and evacuation alarm systems (in the event of an emergency – LFB activated) are being installed in five tower blocks (approx. 600 households), with others planned. Show flats are in place for residents to view and a H&F video made by officers demonstrating the installation process as well as a FAQ sheet to dispel any myths and address concerns and to ensure full engagement.
32. Converting dry wet risers in five towers over 50m in height is planned over the next 18 months including Roseford, Woodford, Linacre, Barton, Herbert Morrison and Jepson House.

building specific issues

33. Complex works are programmed at Edward Woods towers (Stebbing, Norlands and Poynter) which will see the replacement of the rainscreen cladding and removal of photovoltaic panels. Internal works, including the installation of sprinklers and evacuation alarm are underway. The buildings are staffed by concierge and fire wardens patrol every hour to ensure any risks (e.g. flammable materials such as mattresses etc) are resolved and reported immediately. Residents are routinely updated.
34. Historic design issues at Drake and Shackleton towers create a potential risk in exiting the internal rooms of a flat in an emergency. Works to address include the installation of sprinklers and a LD1 fire detection system throughout each flat; these are on-going.
35. Cheesemans – historic configuration of a number of properties creates an inner room scenario where residents must pass through a room, rather than a protected route, to exit in the event of a fire. Properties are currently fitted with suppression systems and fire detection in all rooms, but further works, alterations, are required to the interior layout; a pilot is underway.
36. The fire at Shepherds Court in Charecroft estate, 2016, resulted in the damage of seven flats. The blocks are not owned by the council, with two that sit above a shopping centre and the others next to a petrol garage; creating access issues for external work at height. Works have been delayed owing to the

complexity. Interim arrangements remain in place with fire wardens patrolling 24/7. A feasibility study is now complete, and we are commissioning the scoping and delivery of works. We continue to engage with residents and landlords.

37. Twenty seven towers have some form of combustible infill panel on the external façade, not cladding (see appendix 1). All properties have been risk assessed and are part of the capital programme for upgrade works over the next 18 month – 24 months.
38. It is worth noting that current national skilled labour shortages, material costs and supply chain issues are delaying projects nationally.

Conclusion

39. There is a robust fire safety management system in place, and it continues to develop and enhance as we gather detailed information on our buildings and internal assets, work through capital programmes and FRA actions.
40. The new Building Safety Bill is a gamechanger for compliance and though it brings with it many challenges and resource demands, both financial and expertise, it importantly prescribes requirements leaving no room for ambiguity. It gives residents who live in the buildings, in law, a mechanism to identify who is accountable, complete transparency on the technical details and maintenance regimes and a route to escalate.
41. H&F has committed to operate above minimum legal standards, to significant long-term investment in its buildings, to working with residents who know their homes and estates best, and to not re-charge leaseholders for fire safety improvement works.
42. Mazars are currently undertaking an independent audit of housing fire safety arrangements.

LIST OF APPENDICES

Appendix 1 - Spandrel panel update

Appendix 2 – programmed capital works including fire safety by ward

Appendix 1

Appendix 1 - Spandrel Panel Update.

Package 1

Block	Location	Risk	Status
Churchward House	West Kensington Estate	High	Spec confirmed, planning approval obtained, awaiting contract sign off.
Desborough House	West Kensington Estate	High	Spec confirmed, planning approval obtained, awaiting contract sign off.
Fairburn House	West Kensington Estate	High	Spec confirmed, planning approval obtained, awaiting contract sign off.
Lickey House	West Kensington Estate	High	Spec confirmed, planning approval obtained, awaiting contract sign off.

Package 2

Block	Location	Risk	Status
Barton House	Townmead Road	High	Spec confirmed. planning application submitted.
Drake Court	William Church Estate	High	Spec confirmed. planning application submitted.
Shackleton Court	William Church Estate	High	Spec confirmed. planning application submitted.
Barclay Close	Barclay Close	High	Spec confirmed. planning application submitted.

Package 3

Block	Location	Risk	Status
Michael Stewart House	Clement Attlee Estate	High	Spec confirmed. planning application submitted.

Package 4

Block	Location	Risk	Status
Verulam House	Hammersmith Grove W6 ONW	Low	Spec confirmed. planning application to be submitted.

Package 5

Block	Location	Risk	Status
Jepson House	Bulow Estate	Medium	Spec confirmed. planning application to be submitted.
Muscal House	Field Road/ Margavine	Medium	Spec confirmed. planning application to be submitted.
Standish House	1-28 St Peter's Grove	Low	Spec confirmed. planning application to be submitted.
Herbert Morrison House	Clement Attlee Estate	Medium	Spec confirmed. planning application to be submitted.

Complex Works

Block	Location	Risk	Status
Norland House	Edward Woods Estate	High	Feasibility/ Design stage
Poynter House	Edward Woods Estate	High	Feasibility/ Design stage
Stebbing House	Edward Woods Estate	High	Feasibility/ Design stage
Bush Court	Charecroft Estate	High	Feasibility/ Design stage
Roseford Court	Charecroft Estate	High	Feasibility/ Design stage
Shepherds Court	Charecroft Estate	High	Feasibility/ Design stage

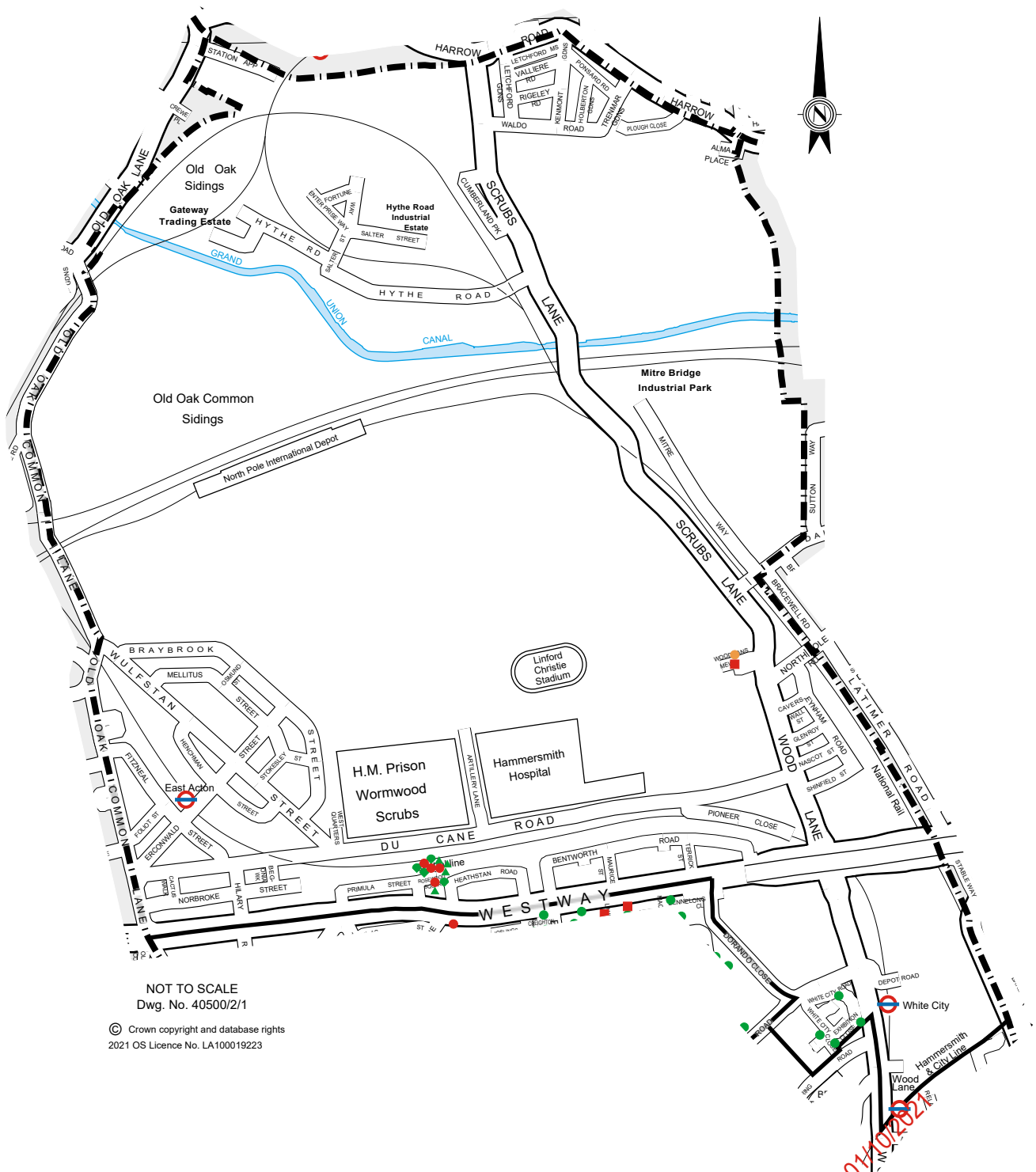
Woodford Court	Charecroft Estate	High	Feasibility/ Design stage
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Block	Location	Risk	Status
Walham Green Court 112-126	Walham Green Court	Medium	Complete
Cox House	Field Road/Margravine	Low	Complete
Horton House	Field Road/Margravine	Low	Complete

Block	Location	Risk	Status
Ash Lodge	non estate	Unknown	unactioned
Cedar Lodge	non estate	Unknown	unactioned
Cobbs Hall	non estate	Unknown	unactioned

Appendix 2 – programmed capital works including fire safety by ward (draft)

COLLEGE PARK & OLD OAK WARD Housing Works - September 2021



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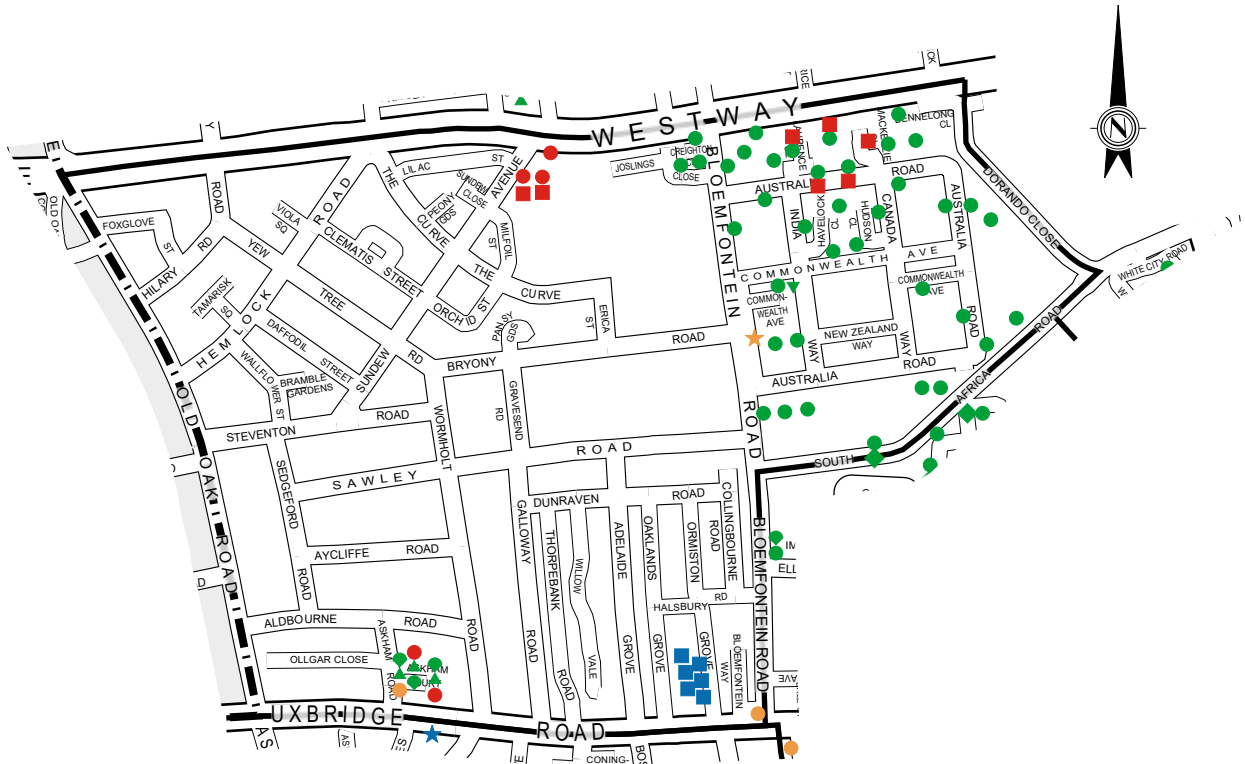
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|---|---------------------|
| ★ | Project |
| ■ | Major Refurbishment |
| ■ | Door Entry |
| ● | LED Lighting |
| ● | Fire safety |
| ▲ | Warden Call |
| ◆ | Lift |
| ▼ | Communal Heating |

- | | |
|--------|----------|
| | Status |
| Red | Approval |
| Green | Complete |
| Orange | On Site |
| Blue | Planned |

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WORMHOLT & WHITE CITY WARD

Housing Works - September 2021



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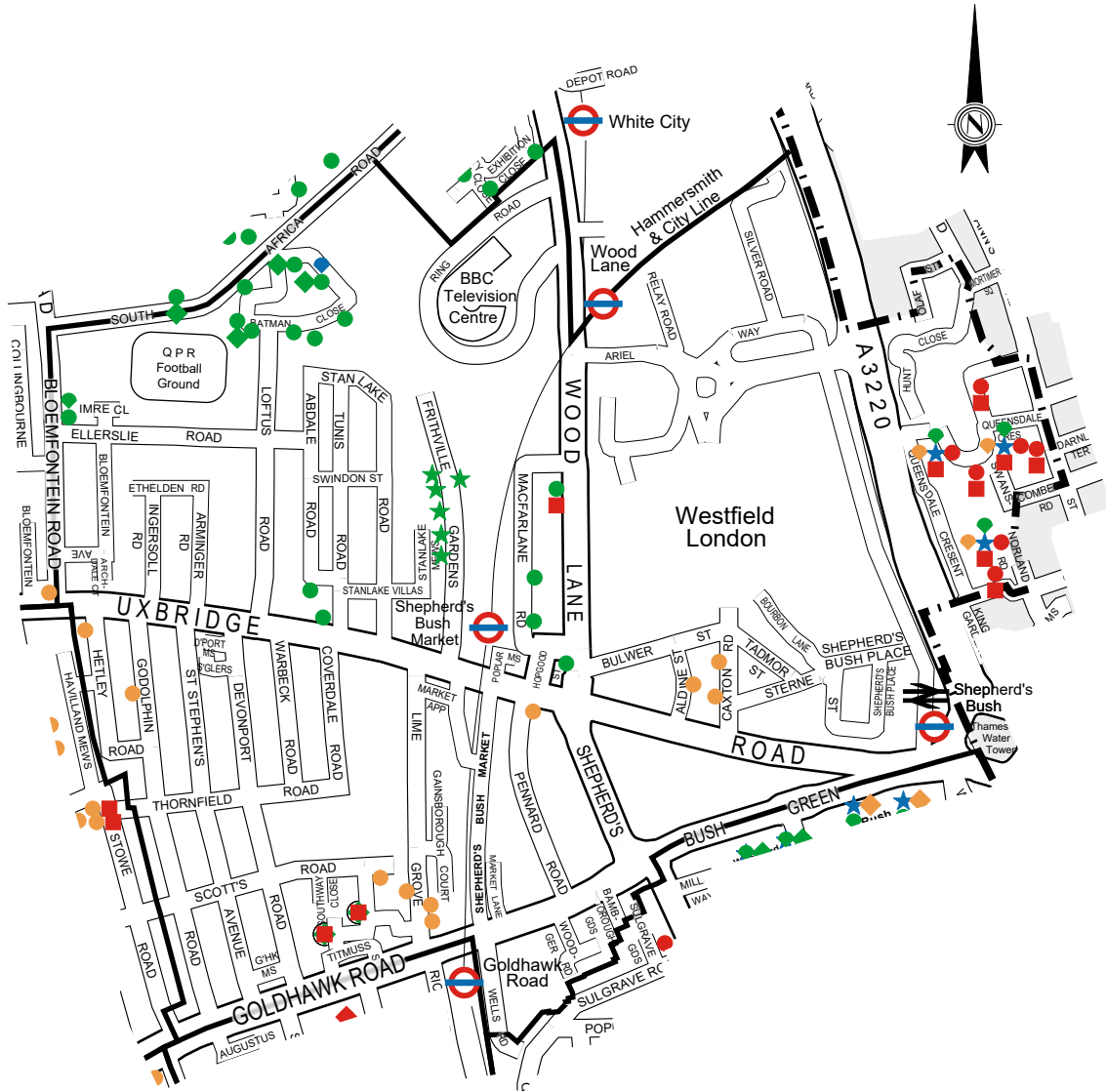
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■	Door Entry	Green	Complete
●	LED Lighting	Orange	On Site
◆	Fire safety	Blue	Planned
▲	Warden Call		
◆	Lift		
▼	Communal Heating		

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SHEPHERDS BUSH GREEN WARD

Housing Works - September 2021



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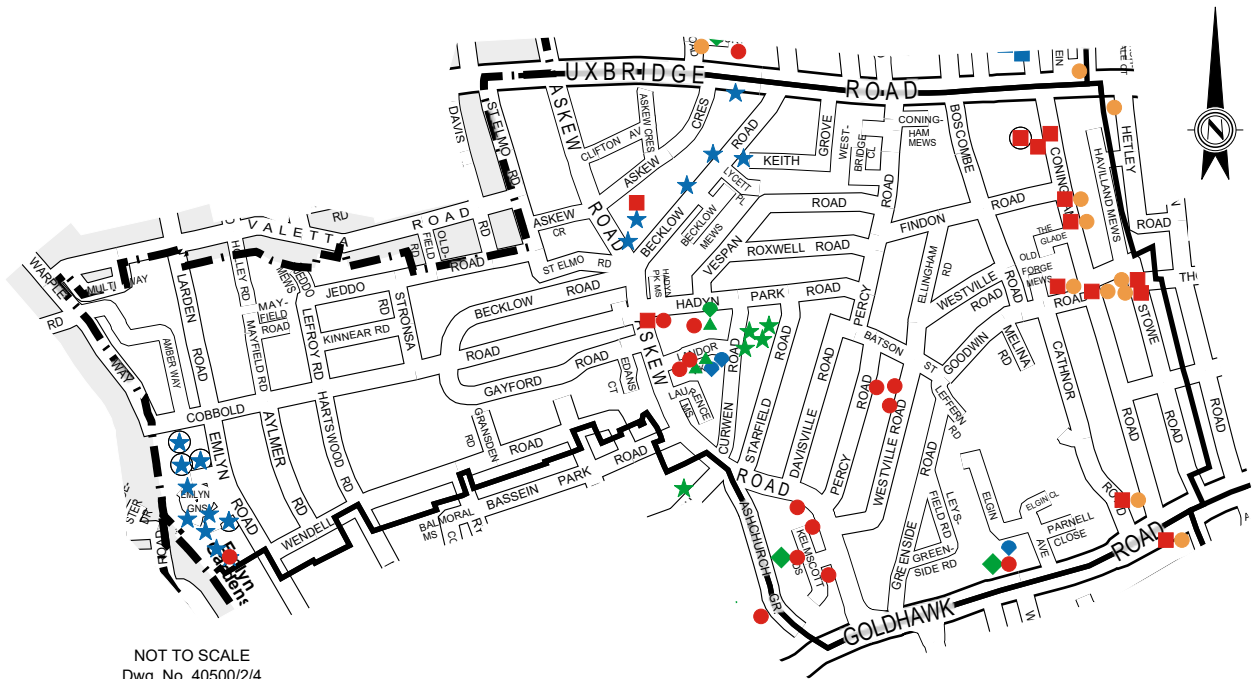
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|---------|---------------------|
| ★ | Major Refurbishment |
| ■ | Door Entry |
| ● | LED Lighting |
| ◆ | Fire safety |
| ▲ | Warden Call |
| ◆ | Lift |
| ▼ | Communal Heating |

- | Status | |
|--------|----------|
| Red | Approval |
| Green | Complete |
| Orange | On Site |
| Blue | Planned |

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ASKEW WARD

Housing Works - September 2021



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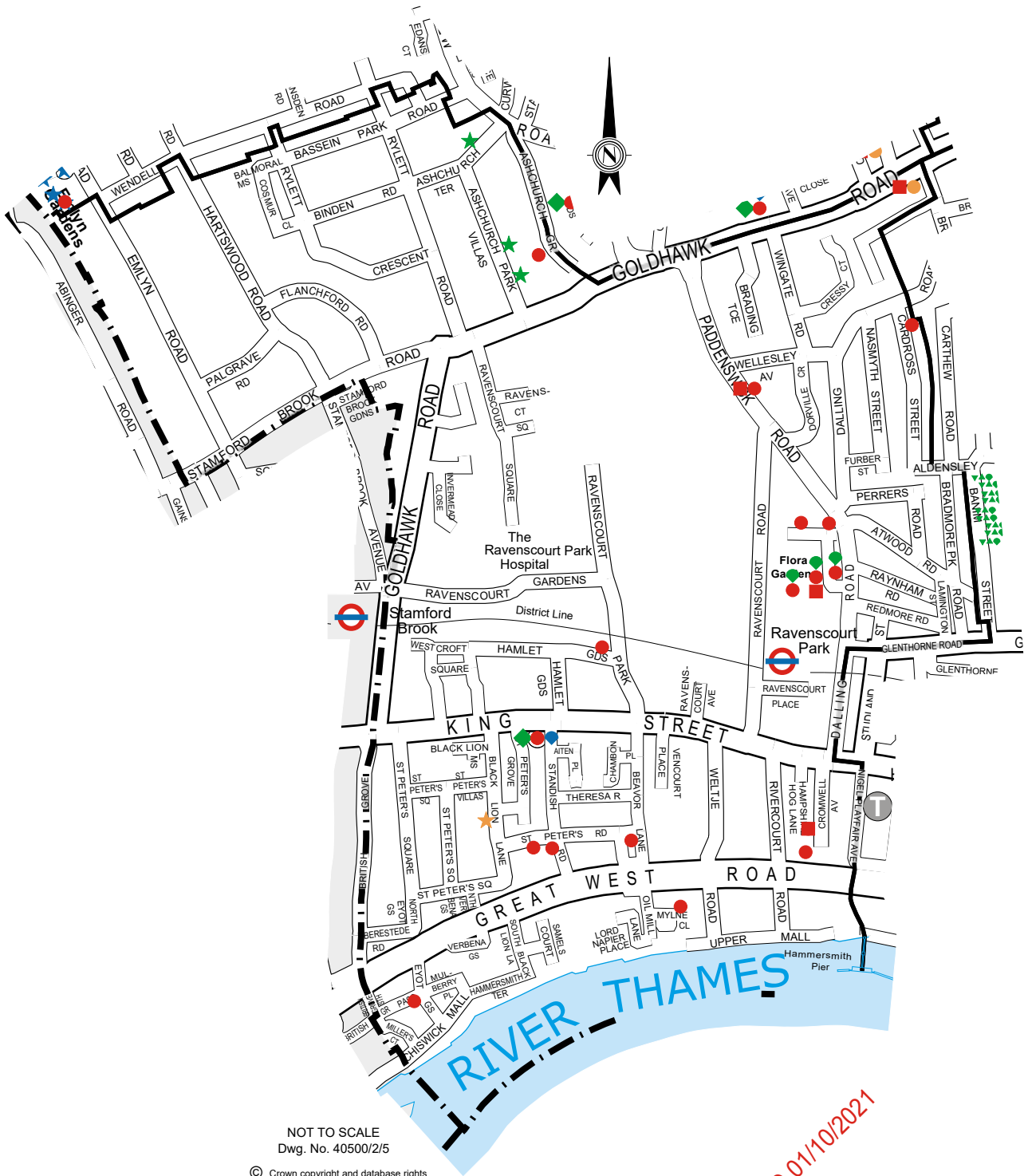
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|---------|---------------------|
| ★ | Major Refurbishment |
| ■ | Door Entry |
| ● | LED Lighting |
| ◆ | Fire safety |
| ▲ | Warden Call |
| ◆ | Lift |
| ▼ | Communal Heating |

- | Status | |
|--------|----------|
| Red | Approval |
| Green | Complete |
| Orange | On Site |
| Blue | Planned |

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RAVENSCOURT PARK WARD

Housing Works - September 2021



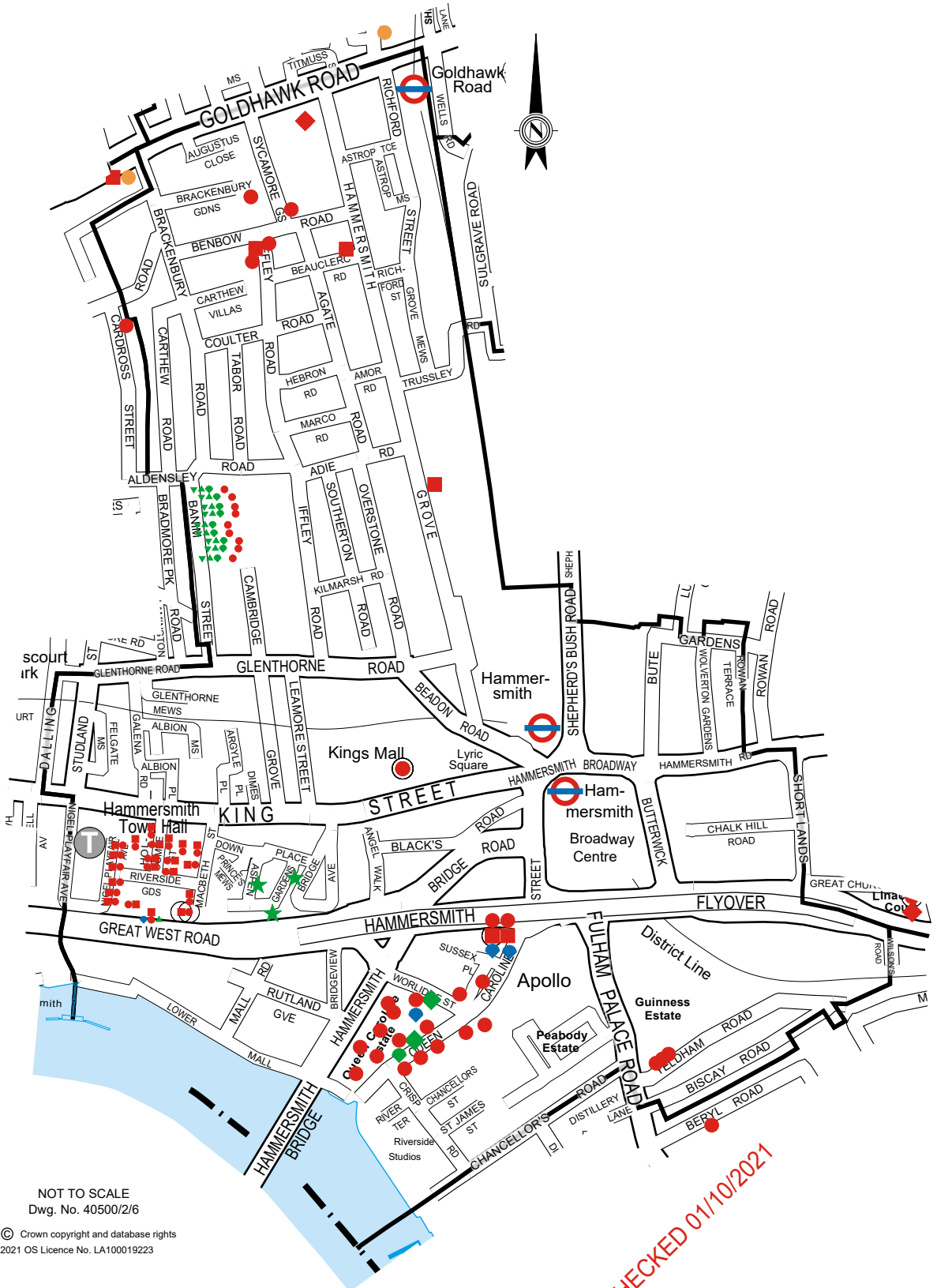
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Project		Status	
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●	LED Lighting	Orange	On Site
◆	Fire safety	Blue	Planned
▲	Warden Call		
◆	Lift		
▼	Communal Heating		

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HAMMERSMITH BROADWAY WARD

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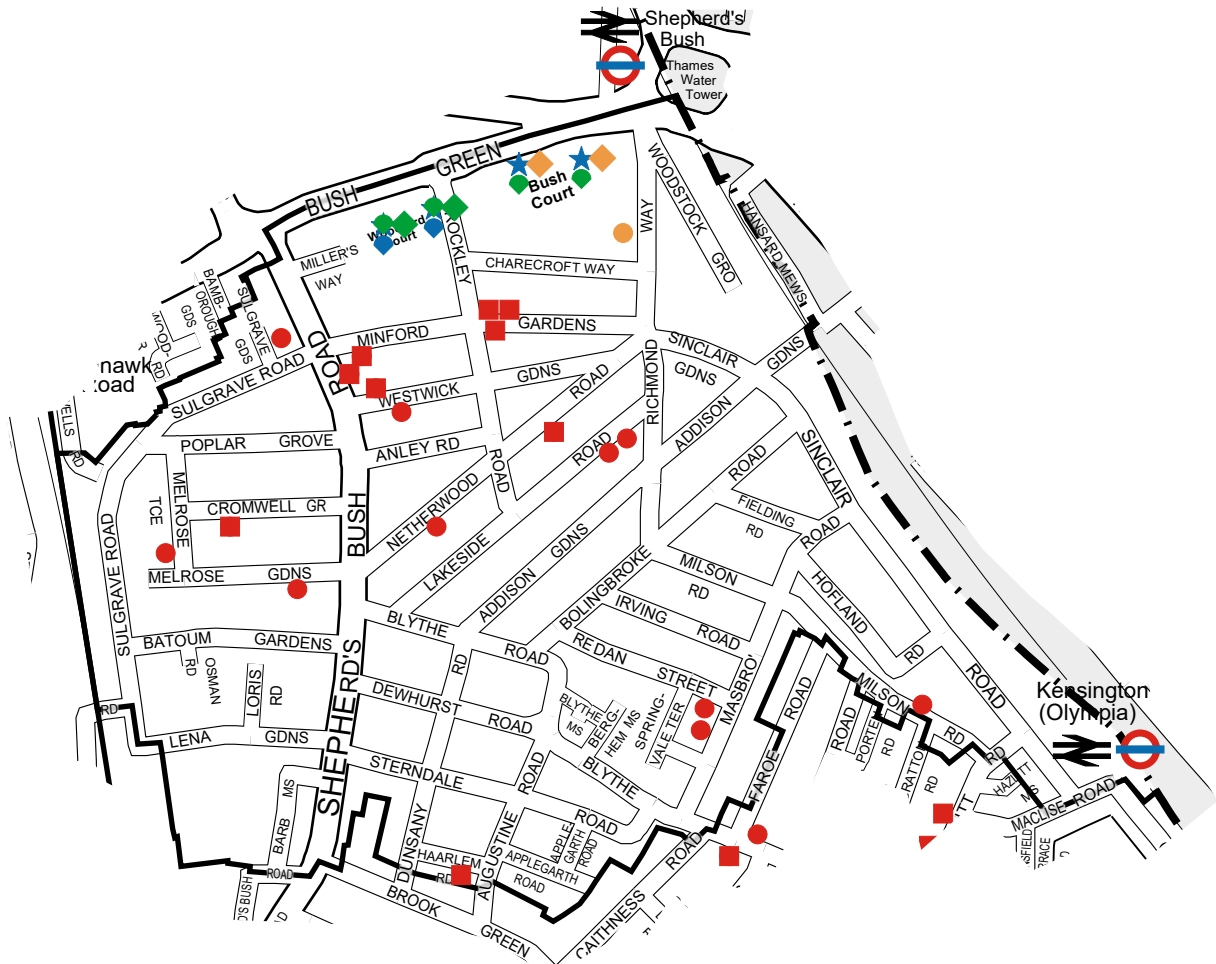
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●	LED Lighting		Orange		On Site
◆	Fire safety		Blue		Planned
▲	Warden Call				
◆	Lift				
▼	Communal Heating				

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ADDISON WARD

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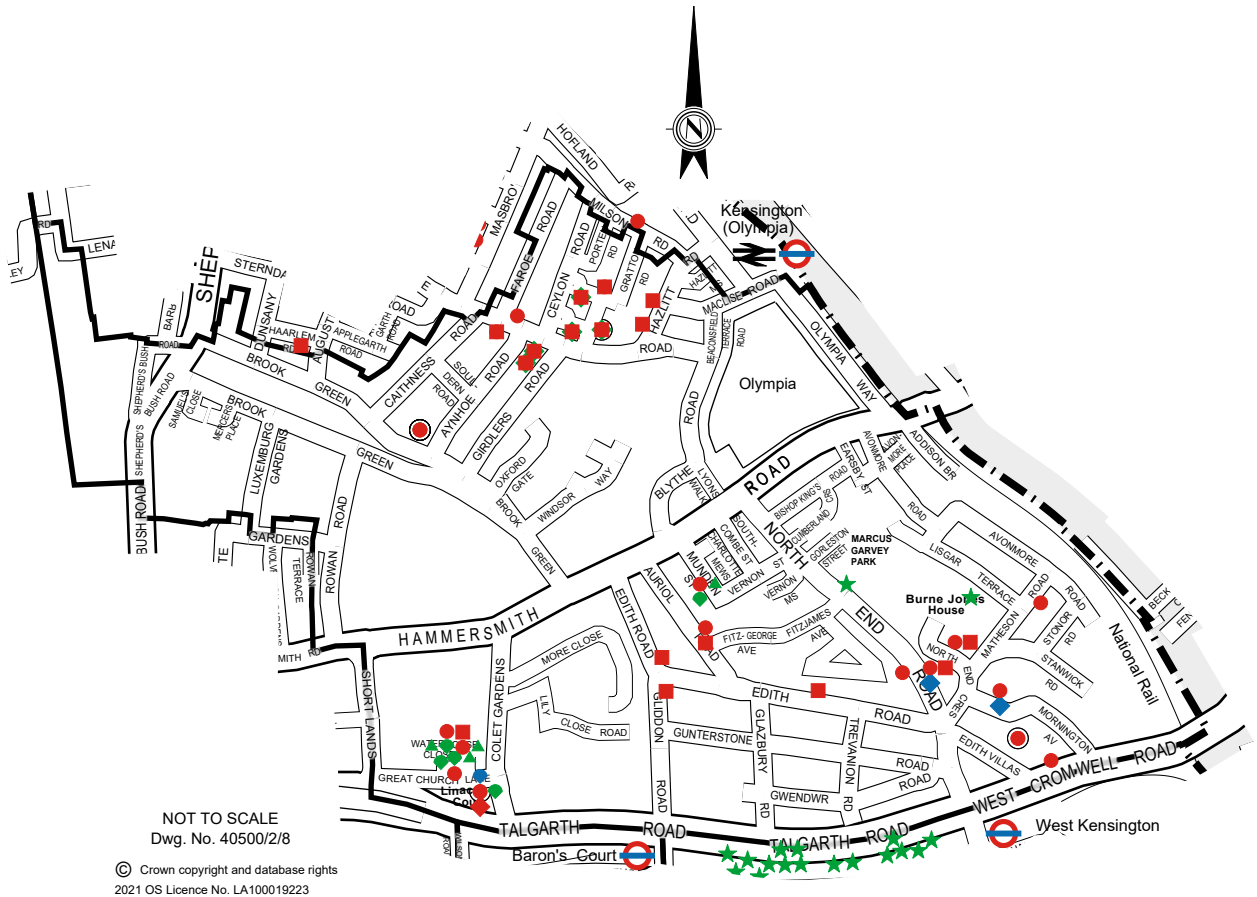
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Project		Status	
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■	Door Entry	Green	Complete
●	LED Lighting	Orange	On Site
◆	Fire safety	Blue	Planned
▲	Warden Call		
◆	Lift		
▼	Communal Heating		

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AVONMORE AND BROOK GREEN WARD

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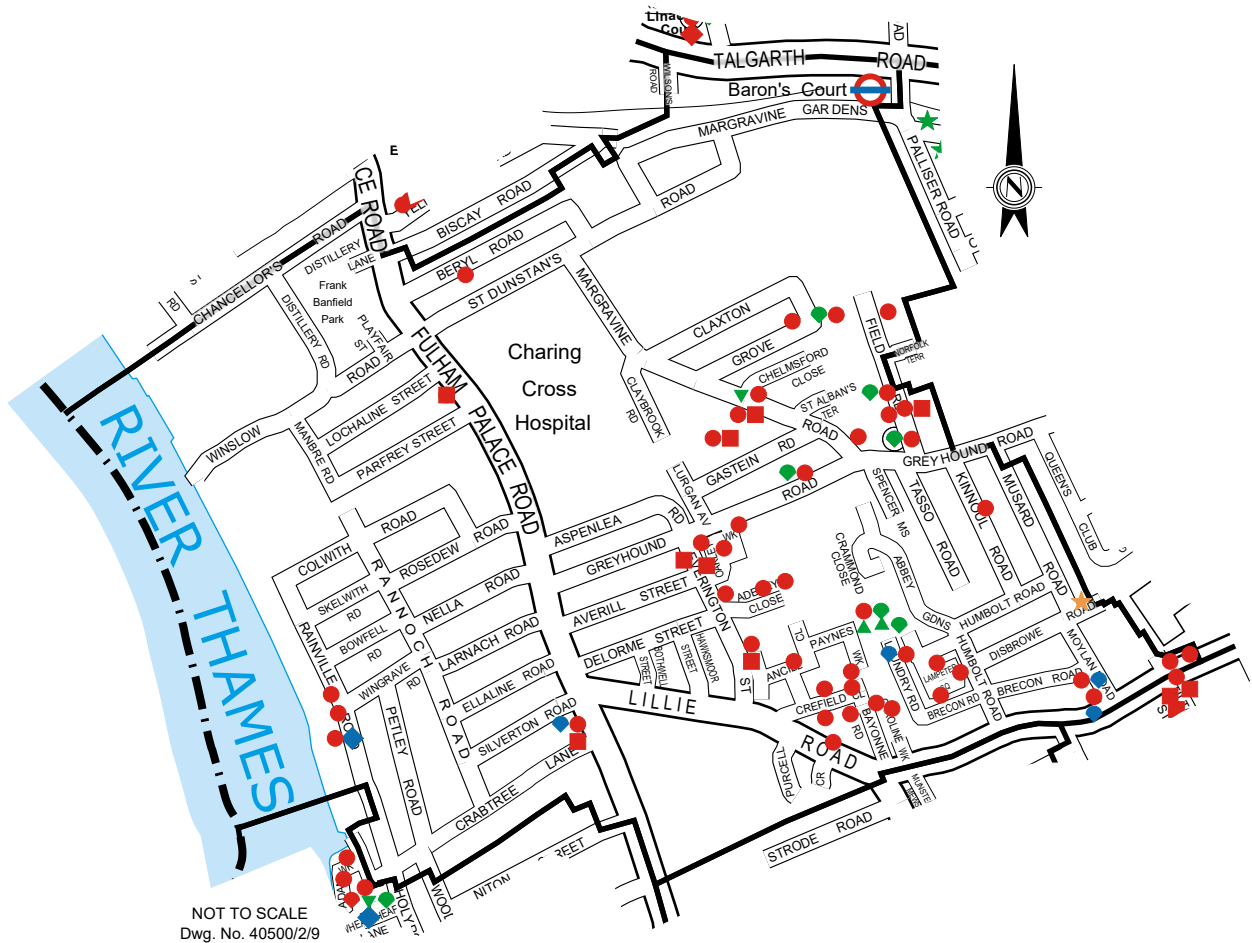


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■	Door Entry	Orange	On Site	Blue	Planned
●	LED Lighting				
◆	Fire safety				
▲	Warden Call				
◆	Lift				
▼	Communal Heating				

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FULHAM REACH WARD

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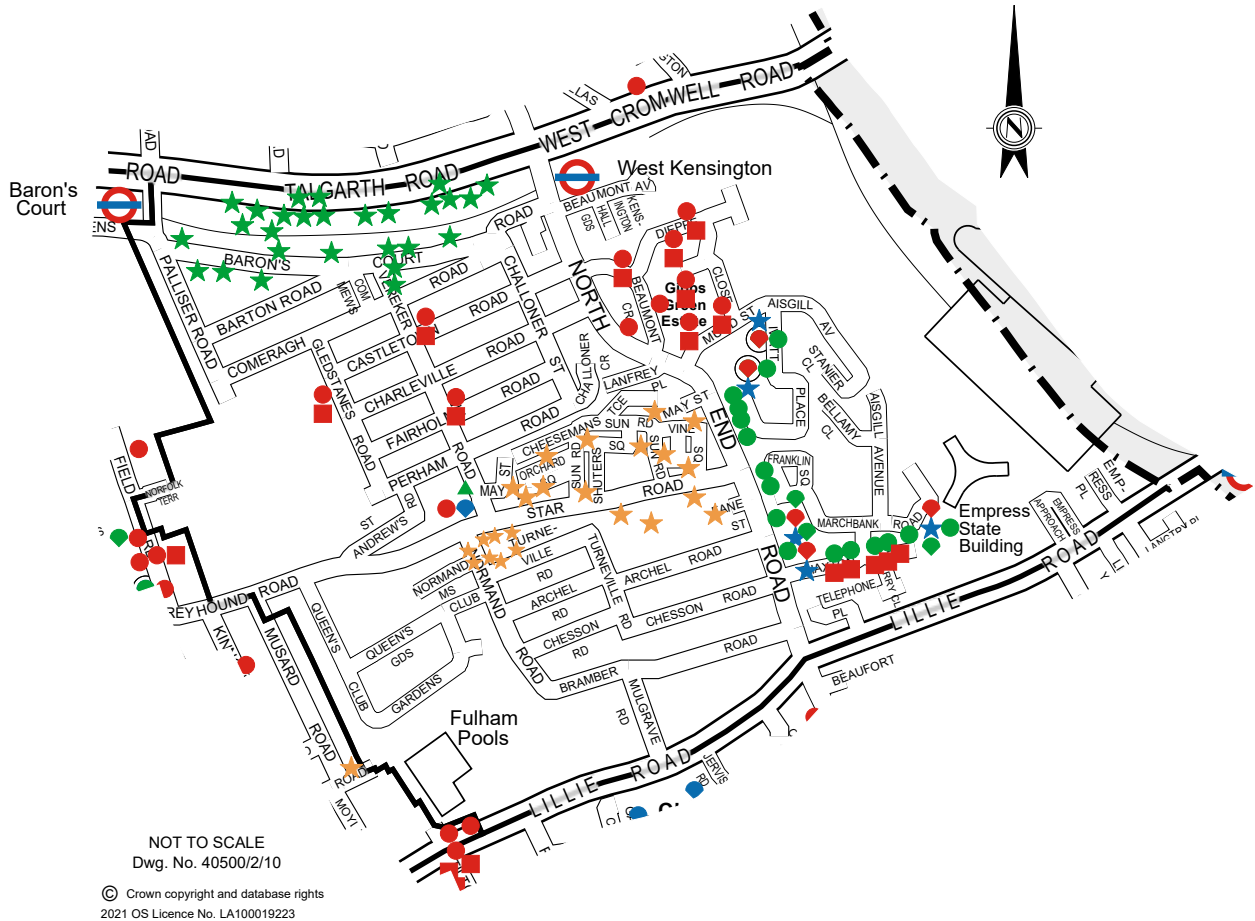
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|---------|---------------------|
| ★ | Major Refurbishment |
| ■ | Door Entry |
| ● | LED Lighting |
| ◆ | Fire safety |
| ▲ | Warden Call |
| ◆ | Lift |
| ▼ | Communal Heating |

- | Status | |
|--------|----------|
| Red | Approval |
| Green | Complete |
| Orange | On Site |
| Blue | Planned |

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NORTH END WARD

Housing Works - September 2021

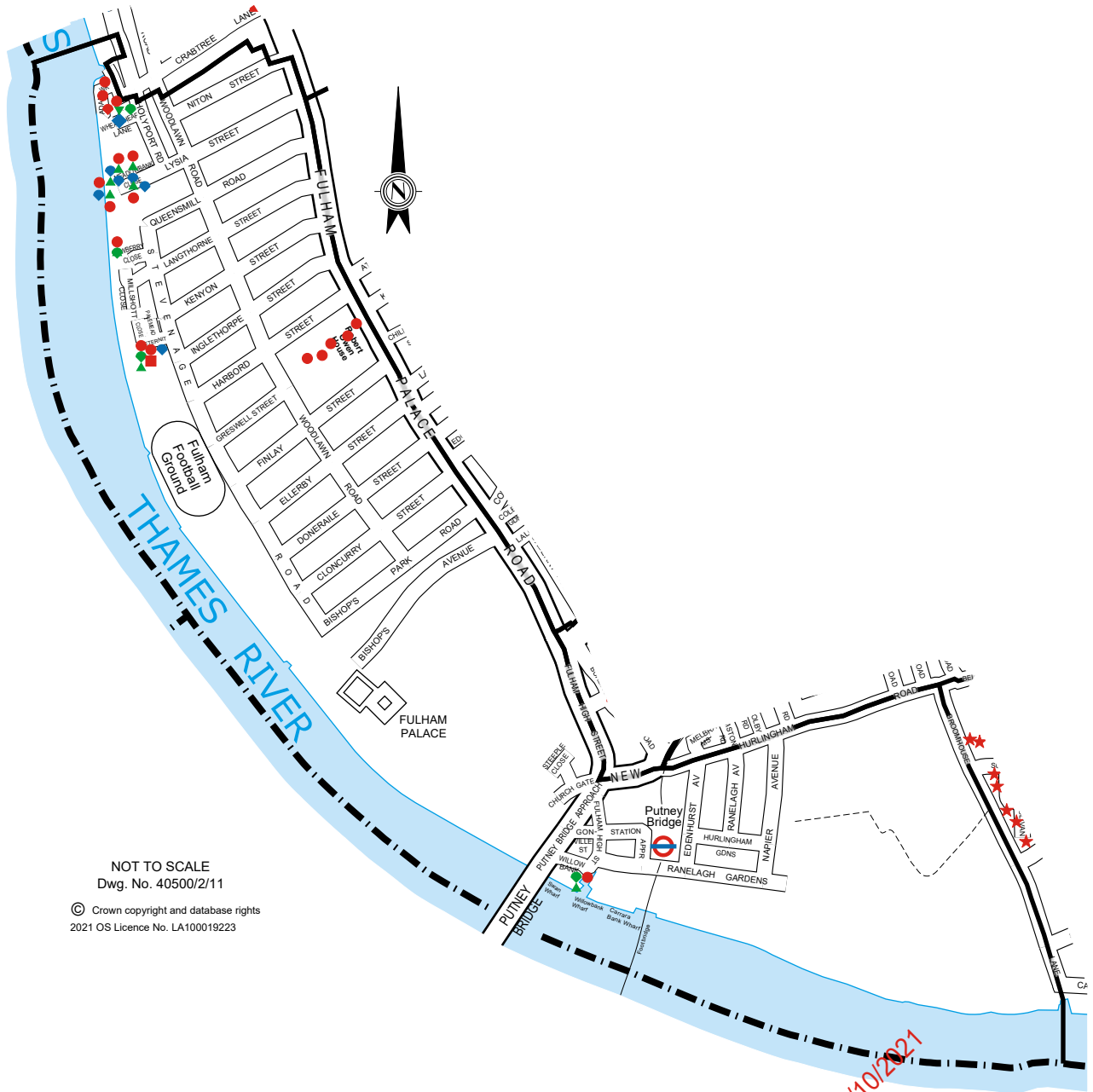


<u>KEY</u>	
Project	Status
★ Major Refurbishment	Red Approval
■ Door Entry	Green Complete
● LED Lighting	Orange On Site
◆ Fire safety	Blue Planned
▲ Warden Call	
◆ Lift	
▼ Communal Heating	

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PALACE RIVERSIDE WARD

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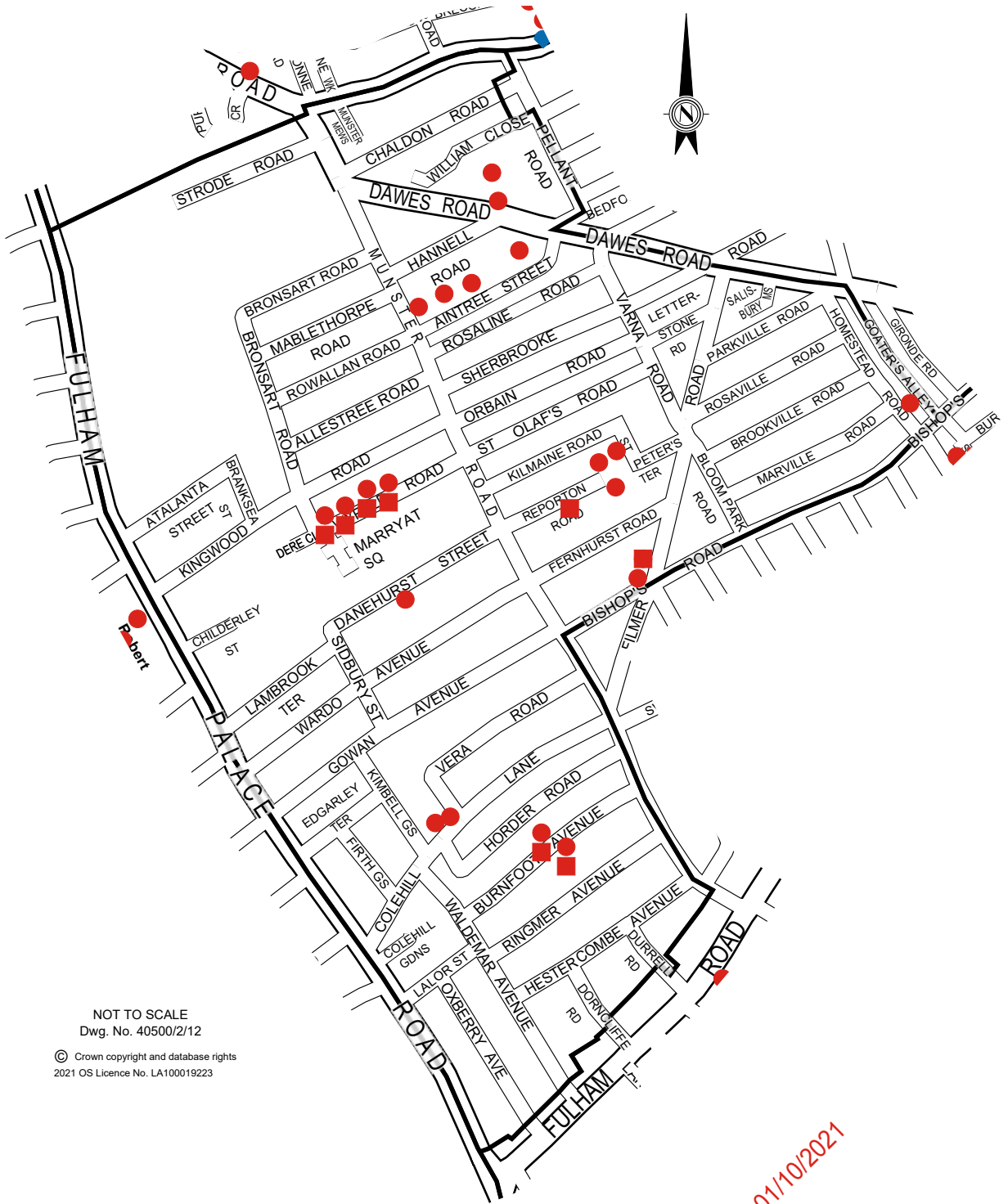
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●	LED Lighting	Orange	On Site
◆	Fire safety	Blue	Planned
▲	Warden Call		
◆	Lift		
▼	Communal Heating		

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MUNSTER WARD

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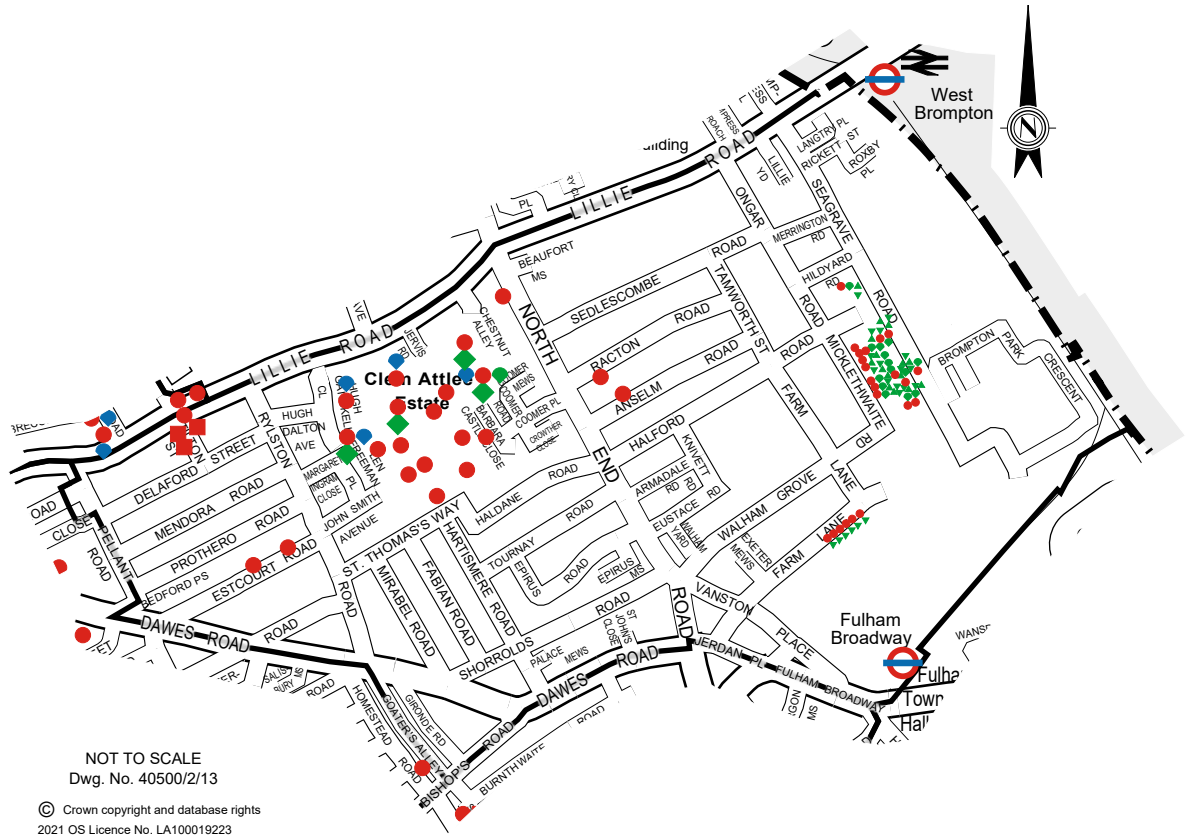
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◆	Fire safety	Blue	Planned
▲	Warden Call		
◆	Lift		
▼	Communal Heating		

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FULHAM BROADWAY WARD

Housing Works - September 2021



KEY

Project		Status	
★	Major Refurbishment	Red	Approval
■	Door Entry	Green	Complete
●	LED Lighting	Orange	On Site
◆	Fire safety	Blue	Planned
▲	Warden Call		
◆	Lift		
▼	Communal Heating		

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TOWN WARD

Housing Works - September 2021



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<u>KEY</u>	
<u>Project</u>	<u>Status</u>
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■ Door Entry	Green Complete
● LED Lighting	Orange On Site
◆ Fire safety	Blue Planned
▲ Warden Call	
◆ Lift	
▼ Communal Heating	

PARSONS GREEN & WALHAM WARD

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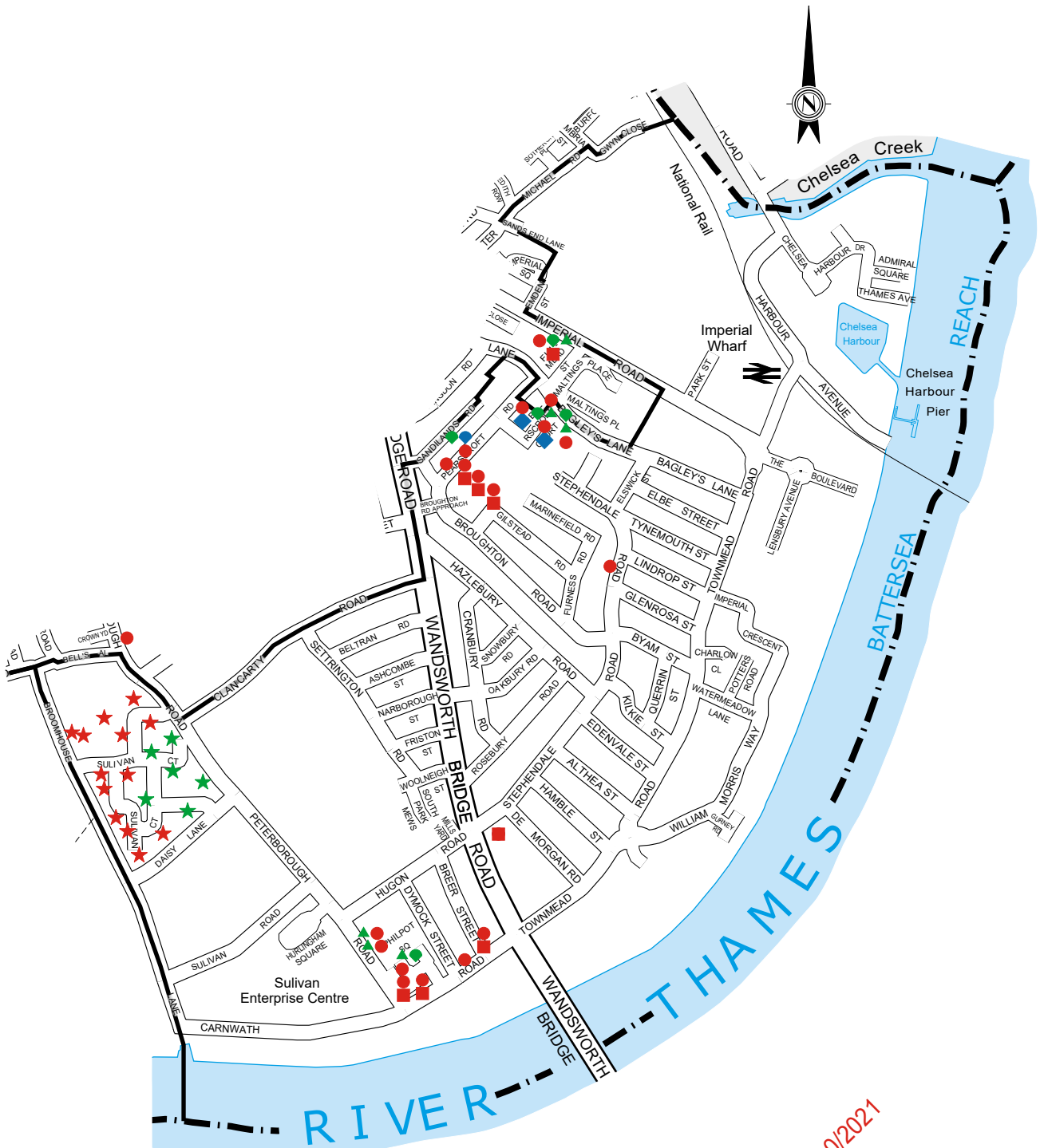
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◆	Fire safety	Blue	Planned
▲	Warden Call		
◆	Lift		
▼	Communal Heating		

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SANDS END WARD

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KEY

Project		Status	
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◆	Fire safety	Blue	Planned
▲	Warden Call		
◆	Lift		
▼	Communal Heating		

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