

# LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Housing and Homelessness Policy and Accountability Committee

**Date:** 24 July 2025

**Subject:** Housing Repairs service update

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**Responsible Director:** Richard Shwe, Director of Housing

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## SUMMARY

The repairs service shared an improvement plan at the housing and homelessness policy and accountability committee in July 2023. It included a comprehensive focus on reducing backlog and improving resident experience. This plan has helped to substantially improve the services performance into business as usual. This report provides the committee with an update on the repairs service.

### Current performance

- 91% of repairs are within target.
- Strong performance from contractors (Mears, Wates, Direct Labour Organisation (DLO)).
- Damp and Mould Management in line with Awaab's Law (coming into effect in October 2025) and 94% of cases within target timeframes across the Council.
- Voids Management - 626 properties returned to stock, with 88% of voids within key-to-key target.
- Disrepair and case management - New protocol implemented in January 2025 reduced legal claims and improved mediation.
- Planned preventative maintenance (PPM) - 14% of homes received PPM and 30% reduction in drainage-related callouts.
- New Services and Improvements - Estate action days, drop-ins, new procurement, asset strategy, and customer satisfaction focus.
- New Procurement commenced for 2027 to continue to focus on long term stability to our repairs and retro fit targets.

**Wards Affected:** (All)

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Our Values	Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&F Values
Building shared prosperity	Delivering great housing services plays an important role in raising living standards in H&F.

Creating a compassionate and inclusive council	The Council is obliged to ensure homes are kept in a good standard of repair, so residents can live in safe, warm environments. Overdue repairs can negatively affect tenants' wellbeing so this service remains focussed on delivering responsive, personalised services that reflect each household's unique needs.
Doing things with residents, not to them	The repairs service continues to work to prioritise quality communication with residents throughout the works process.
Being ruthlessly financially efficient	The existing contracts focus on value for money and cost competition and enables the Council to secure value for money.
Taking pride in H&F	The service focuses on delivering a service for tenants with homes to be proud of.
Rising to the challenge of the climate and ecological emergency	<p>The repairs contracts focus on the use of recycled and environmentally sustainable materials.</p> <p>All works specified will incorporate the latest Building Regulation requirements. Products specified will be of low energy use and sourced from sustainable resources.</p>

## DETAILED ANALYSIS OF REPAIRS

1. In response to the historical challenges within the repairs service and in relation to complaint management, H&F started a comprehensive journey to improve our repairs service, The improvement plan was shared with this committee in July 2023.
2. The plan targeted our commitment to rectify previous shortcomings and improve the resident experience whilst onboarding new contractors and expanding our DLO team to support our homes.
3. The plan included tackling the repair backlog head-on with our proactive works in progress (WIP) reduction strategy in addition to onboarding additional contractors.
4. Over the past 12 months significant risks have been mitigated with strong repairs delivery performance sustained across the council.

## Repairs Performance

- Currently **91%** of all indwelling repairs are in target with the live work in progress (WIP) across the stock reducing and in turn reflecting repair demand reduction across our homes.
- The delivery of services by Mears, Wates and our DLO has evidenced sustained performances across our homes as detailed in Table A and B below with strong performance for competing repairs in target achieved in April 2025.

**Table A – Repairs performance**

Measure	April 2023	April 2024	April 2025	Live figure
WIP (works in progress)	5,053	4,121	2,540	2,495
WIP over 12 weeks old	4,143	253	1	3
Damp and mould cases	916	213	290	281

**Table B – End of year completions**

Metric	April 2023 %	April 2024 %	April 2025 %
Emergency repairs completed in target	87.6%	92.4%	95.5%
Routine repairs completed in target	55.3%	75.2%	85.5%

## Damp and Mould Management

- In October 2025 Awaab's law comes into effect and sets specific timescales for social landlords to address hazards in tenants' homes. It is a legal requirement for H&F to investigate hazards within 10 working days once we have been made aware of the issues, provide a written report of the findings to the home within 3 working days. If a hazard poses a significant risk to health and safety, repairs must begin within 5 working days of the investigation's written report being issued. Emergency repairs, such as those presenting an imminent danger, must be completed within 24 hours.
- H&F has been operating under the Awaab's Law guidance for the past 14 months and a dedicate team and DLO resource manages the risks for our homes. Currently **94%** of all Damp and mould cases are completed within target timeframes with the remaining homes in the legal process for access.

9. To further support our residents the repairs team have introduced a call back process whereby all homes are contacted six weeks and six months after each treatment following a surveyor's sign-off to ensure we have resolved the issue and continue to support our residents.
10. Awaab's Law has been incorporated into the monthly repairs reporting framework with specific KPI's agreed and monitored each month to ensure compliance with the requirements and provide further support for our homes.

### **Voids and void management**

11. A renewed focus on returning voids and empty homes has been reinforced over the last 12 months. The void service operates in a "Key to Key" national measurement which attributes set times for void performance, including the completion of works and reallocation of the home. The targets for voids are Minor voids (38 days turn around) and Major voids (<60 days).
12. Over the past 15 months the service has completed and returned **626** properties back into the stock and all voids are currently at **88%** in target. The service (As of the 27 June 2025) has 73 minor / major voids with 12 complex voids within the WIP.

### **Disrepair and Case management**

13. In January 2025 the repairs team agreed a new Disrepair protocol which was implemented to safeguard the Council and our residents from external third-party solicitors.
14. The disrepair cases caused extensive delays to work in properties and the lack of engagement of external disrepair solicitors putting our resident's wellbeing at risk, causing further deterioration to the housing stock, and resulting in legal fees.
15. The new disclosure policy has allowed the repairs team to use the Ombudsman approved mediation procedure and allowed the service to manage the works through the complaint process across the Council.
16. The new protocol has targeted legal fees and spending, reducing and settling historical claims and provided an enhanced communications policy for disrepair. The policy since its implementation has reduced the number of live claims to 70 across the service and continues to support our homes and the Housing Revenue Account (HRA).
17. No new legal claims have been processed or accepted in the last 6 months.

## **Planned preventative maintenance**

18. Over the past 12 months the repairs team has carried out proactive planned preventative maintenance (PPMs) across 2,249 (14%) of our homes in the borough.
19. As part of the works the team carry out CCTV surveys checking the quality of our drainage systems in the borough and carrying out proactive descaling to create a cyclical programme for our homes.
20. The PPM works to date have reduced our call outs for drainage related repairs by 30% and will continue across the borough.

## **New Service and improvements**

21. The service has currently commenced a new procurement for July 2027 to continue to focus and improve the repairs service for day-to-day repairs, void works, emergencies and communal areas.
22. The procurement will include the addition of specialist local contractors to support damp and mould prevention, maintenance of windows, drainage, voids work, doors and roofs.
23. The Strategy will focus on long term stability to our repairs supply chain and will additionally include retrofit and decarbonisation suppliers to meet our 2030 carbon targets.

## **Residents' improvements**

24. Residents feedback continues to improve and satisfaction with our repair's delivery running at 79%.
25. Operative politeness and our suppliers being respectful in our residents' homes continues to be strong with 92.5% satisfaction received from our tenants regarding the contractors carry out works in the home.

## **Conclusion**

26. The repairs service has made significant progress since the improvement plan was presented in July 2023, which is evidenced by the improvements made against KPIs. The focus of the service is now ensuring that this strong performance continues, while introducing new service offers to respond to Awaab's Law, increasing PPM to reduce repair demand and procure a new repairs contract for 2027.