

Audit, Governance and Standards Committee

Tuesday 3 February 2026

6.30 pm

Ground Floor Meeting Room G01A - 160 Tooley Street, London SE1
2QH

Supplemental Agenda no.2

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Date: 28 January 2026

Meeting Name:	Audit, Governance and Standards Committee
Date:	3 February 2025
Report title:	Repairs and Maintenance update
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/A
From:	Ryan Collymore, Director of Repairs and Maintenance

RECOMMENDATIONS

1. That the committee notes positive trends in relation to performance against the Improvement Plan agreed with the Regulator for Social Housing (RSH), and good progress towards our commitment to become a Good Landlord, including plans to strengthen the Repairs Service.
2. That the committee notes ongoing delivery of the current capital investment programme, and its focus on health, safety and compliance.
3. That the committee notes the timeline for the development of a new 5-year investment plan, based on the findings of the stock condition survey and engagement with our residents and stakeholders.

BACKGROUND INFORMATION

4. Following the August 2024 inspection by the RSH, and subsequent C3 grading, Southwark's Housing Department, including the Repairs and Maintenance Directorate, has been working to improve services through delivery of the improvement plan agreed with the Regulator. Some progress highlights are set out below.
5. In 2025/26, we are investing c.£85 million into making sure council homes are well maintained, safe and meet modern, green and decent standards. Across the next two financial years, we will spend close to £80m per annum, as well as securing external funding for works to external wall systems, in line with building safety and fire safety legislation. This is a major investment in our residents' homes, and it plays a vital role in delivering our Good Landlord Plan.
6. We are delivering this work across all teams in Repairs and Maintenance: Planned Maintenance (Major Works), Responsive Repairs, Engineering and Compliance and Building Safety.

KEY ISSUES FOR CONSIDERATION

Response to the RSH – the Housing Improvement Plan

7. Regarding Responsive Repairs, we continue to focus on mobilising and delivering our improvement programme, which includes strengthening learning and development, improving customer experience and access to services, tackling damp and mould, embedding a new management structure, investing in the DLO through a new workforce strategy, improving data insight to drive continuous improvement, and strengthening financial management.
8. Specifically on Damp and Mould, significant improvements in case management and interdepartmental working have been made. Escalation arrangements for complex or long-running cases have been strengthened, and weekly meetings between Repairs and the Housing Complaints Team have been introduced to review cases, agree next steps, and drive clear timescales for inspections, surveys, and remedial works, with responsibilities clearly assigned.
9. Relationships with Public Health have been enhanced to redesign tenant vulnerability assessments and triaging processes, including improved information sets and screening tools to better identify at risk households.
10. Current performance is improving, with open cases assessed as Category 1 hazards down from 39 in March 2025 to 4 in December. Total damp and mould cases have been reduced from 1226 to 485 in the same period.
11. Fire risk assessment compliance remains high, with 100% of properties having an up-to-date assessment in July 2025. This has dipped to 99.5% in December, due to technical and resource challenges, but it is expected full compliance will be regained before the end of the financial year.
12. We continue to reduce the number of overdue actions through a coordinated, cross-departmental approach that prioritises high-risk issues. A weekly review meeting is now in place, and a compliance consultant is overseeing delivery. A comprehensive review was undertaken, across all task owners, which has seen the number of overdue high-risk tasks fall from 176 in July to 11 in December. Medium and low-risk tasks have also been reduced.
13. The number of properties with a valid electrical testing certificate continues to increase. In March 2025, 24.74% of properties had a validated electrical certificate; as at December 2025, the percentage has risen to 57.03%, excluding those properties where access was not gained. Progress on the installation of smoke alarms continues as part of the council's ongoing Electrical Installation Condition Report (EICR) programme. Installations are being completed in line with the EICR trajectory as they are checked and replaced as needed during the electrical inspection. The percentage of validated smoke alarms has risen by 34% between March and December 2025.
14. To achieve full compliance by the end of March 2026 (access permitting), two new contractors have been appointed and are now working alongside our two existing term contractors and Southwark Repairs, in a major acceleration of

the programme.

15. The percentage of domestic properties with a compliant gas certificate has improved, now at 99.12%, up from 99.02% in March 2025, with the vast majority of outstanding cases progressing through the relevant legal routes.
16. Compliance Teams have implemented process improvements to prioritise access, improve contractor performance, and strengthen follow-up processes for missed appointments.

Capital Programme – this year and next

17. We will spend around £40m across 25/26 and 26/27 on estate-based planned maintenance schemes, to address health and safety concerns and improve the quality of our homes. This will include projects at Chilton Grove, Consort Estate, Honiton Gardens, Wyndham/Comber, Crane House and Surrey Square. Around £12m will be spent in 2025/26.
18. We are recently on site at Consort Estate, a £14m scheme where significant collaborative engagement has been undertaken with tenants and leaseholders, including with regard to the scope and cost of works. Lessons learned from other recent projects have been taken through into this scheme and will be applied elsewhere too.
19. We are also investing £10m at Taplow House on the Aylesbury Estate to bring more than 200 empty properties back into use.
20. Around £15m has been set aside for fire safety and building safety work. This includes a programme of structural surveys and remedial works; works to deal with urgent items emerging from intrusive surveys; as well as the regulatory inspection and any subsequent renewals of non-compliant fire doors across the borough.
21. In addition, £20m of work will be undertaken to address now non-compliant external wall systems, funded through the central government cladding scheme.
22. For the wider programme, procurement of two specialist fire safety contractors is underway, to be in place for the autumn of 2026. A detailed future programme of work will be set out over the coming weeks.
23. It should be noted that the council has made significant progress in strengthening building safety resident engagement across the borough. Working in collaboration with residents of high-rise buildings (HRBs), we have co-created an overarching, borough-wide Building Safety Resident Engagement Strategy that sets out our shared vision, priorities, and approach. This includes:
 - a. Annual Fire Safety communications: posters and cover letters sent to all HRB residents, meeting Regulation 9 and 10 requirements;
 - b. Fire evacuation animations: clear, accessible videos explaining evacuation strategies for our stock;

- c. Building-specific Engagement Strategies: currently in consultation with residents to tailor approaches to individual buildings;
 - d. Multiple Communication Channels: established phone, email and web options to enable effective two-way communication with residents.
24. As above, we remain committed to bringing all properties into a compliant position as soon as possible as regards an electrical safety certificate and fully functioning and compliant smoke alarms. This work, across c.25,000 homes, will cost more than £30m, with the majority to be spent in this financial year.
 25. Delivery is largely complete for properties in our high-rise blocks and in street conversions, with the focus now on the remaining properties.
 26. We will be spending c.£15m across the next three years to improve heating and hot water provision at Dighton Court, Gloucester Grove, Setchell and Wyndham Estates. Future schemes are in design to deliver investment into some of our least efficient heat networks, including extending the provision of low carbon heat from the South East London Combined Heat and Power plant (SELCHP), installing heat meters, improving controls and replacing end of life pipework. This will mean a more reliable service for residents and significant carbon savings.
 27. Our Repairs Service will deliver £25m of capital investment (£12m in 2025/26) in the form of communal and roofing repairs, bringing empty properties back into use and ensuring the homes of vulnerable residents are adapted for their needs.
 28. We will spend more than £7m (c.£3m in 2025/26) to ensure lift, water and asbestos safety is maintained. We are working across services to improve data quality and reporting. This work is being supported through the implementation of the True Compliance IT platform, which will be in place across all workstreams by the middle of 2026.
 29. Alongside replacing more than 1,000 inefficient non-condensing boilers in 2025/26, we are accessing external energy efficiency funding. We have received a £1.3m grant through the Warm Homes: Social Housing Fund (WH: SHF) and have appointed consultants to undertake design work. We will use this work to understand our best procurement route and plan for delivery across the next two financial years.
 30. This project will provide important opportunities to develop our approach to resident engagement in this space. It will be crucial to gain resident buy-in through clear communication as to the benefits of this type of work to the individual resident and to the wider community.

The Stock Condition Survey and future planning

31. The lack of an up-to-date stock condition and engineering asset survey and consequent concerns over the Council's ability to make good decisions about investment into its homes, was a key failing identified by the RSH in their Judgement of Southwark's Housing Services published on 27 November 2024.

32. Therefore, the council has initiated a stock condition and engineering asset survey, within a budget of c.£9.1m over a four-year contract period. The project includes the following key deliverables:
- a. Set up and populate a strategic asset management system to collect and process the survey data and allow the council continuous access for quality control, data validation and strategic asset management development work, analysis and reporting (complete);
 - b. Undertake a pilot survey at Wyndham and Comber estates to establish a benchmark against which to assess quality standards (complete);
 - c. Survey c.37,000 tenanted homes on a rolling programme over a four-year period and include an assessment of health and safety and energy efficiency;
 - d. Survey the external fabric of all buildings including assessing decoration requirements on a rolling programme over the first two years of the contract;
 - e. Survey the external environments and public realms including outbuildings, garages, bin stores, pram sheds, boundaries, gates, paths, soft landscape, hard-standings, steps, roads and pavements on a rolling programme over the first two-year period of the contract;
 - f. Survey Mechanical and Electrical Engineering assets including passenger lifts, automatic gates, communal or district heating systems, solar panel systems, fire-fighting sprinkler systems, estate lighting and emergency lighting and landlord's electrical services including electrical sub-mains and dwelling laterals on a rolling programme over the first two-year period of the contract;
 - g. Survey for independent living considerations including level access to the primary entrances, ramped access to the primary entrances, domestic chair or stair-lifts, adapted kitchen or bathrooms and wheelchair accessible homes;
 - h. Collect condition photographs of all dwelling components such as kitchens, bathrooms, lifts and hoists, doors, front doors, windows, heating and hot water installations and circuit-boards and all external environments, external elevations, roofs, internal communal areas, engineering installations and systems and plant rooms and equipment.
33. The full survey started the end of September 2025. A communication strategy has been agreed, which includes the use of a variety of communication channels, including social media and other online updates, as well as traditional letters and leaflets, to ensure residents clearly understand the reasons for the survey and the importance of allowing access.
34. A new 5-year investment plan will be developed, using the first six to nine months' data from the survey as its basis. This data will be complemented by

information from climate and public health workstreams in particular. Proposals will be discussed with residents, through a variety of channels, to ensure co-design of the new Plan. We expect to bring the Plan to Cabinet in autumn 2026.

Procurement

35. We have strengthened our procurement team but typically governance timeframes are lengthy at Southwark. Ensuring all internal teams are aligned in order to progress projects, and that we have the right delivery partners in place, particularly in the building and fire safety space, are key challenges.
36. Significant progress is being made in Engineering Services delivery. Thirteen tenders are scheduled to be called off via the LCP Framework and DPS this year, including communal ventilation repairs, hoists and stairlifts, asbestos removal and other requirements. LCP is a team within Haringey Council, so the partnership with LCP, coupled with their low levy (just 0.5% compared with 1-2% charged by competitors) keeps spend within the local authority ecosystem and provides additional procurement support to manage the high volume.
37. In 2025, we held market engagement events for the new Electrical Repairs and Maintenance term contracts and the new Heating and Water contracts in order to develop our procurement strategy. One further market engagement is planned for Heating and Water as the strategy evolves, in order to test out more detailed ideas. The sessions have focused on innovation and supply chain collaboration, shaping future contracts to be more resilient and forward-looking, taking account of the new legislation governing the sector.

Key issues and risks

Financial

38. We are working within an agreed budget, set as part of HRA Budget Recovery Board. The budget for the capital programme in 2025/26 is £100m and forecasts are currently in line with this envelope.
39. However, the budget reduces to £77m for 2026/27 and 27/28 and conversations are ongoing as to whether the programme can be stretched out over future years. This will also depend on the findings of the stock condition survey and the Asset Management Strategy which is due to be agreed later this year.

Resourcing

40. There are staff vacancies across the Directorate. Ensuring the teams are resourced to deliver such large programmes of work is an ongoing challenge, but one that is being addressed partly through a skills gap/training needs analysis, in partnership with the council's Learning and Development teams.

Community, equalities (including socio-economic) and health impacts

Community impact statement

41. The work of the Repairs and Maintenance Division has a significant positive impact on our communities across the borough, and supports the council's commitment to providing high quality, safe and secure affordable housing and great neighbourhoods.

Equalities (including socio-economic) impact statement

42. The works being delivered through both planned and responsive maintenance programmes have a medium to high impact on tenants, leaseholders and other stakeholders as they involve working within resident properties and surrounding areas.
43. Part of pre-construction activities and planning include gathering a wide range of information regarding residents' individual needs to better plan and implement the programme, tailored to the specific needs of households.

Health impact statement

44. Without undertaking the type of works described in this document to invest in the council's housing stock, residents will face increasing issues with both the internal and external aspects of their properties. Vulnerable residents will be particularly disadvantaged by any failures to components, installations or the supply of energy to power their homes. People with certain disabilities, the elderly and the very young are particularly vulnerable to such issues. Economically disadvantaged households often have fewer resources available to them to deal with the impacts of poor standards of housing. Health issues and socio-economic issues are deeply intertwined, and the council is committed to the provision of a high standard of housing for all its residents through targeted investment.

Climate change implications

45. The council continues to explore opportunities to reduce carbon emissions during the works design process. This may include:
- Procuring and using material sustainably
 - Selecting materials with low lifecycle impacts
 - Using local materials
 - Use of materials with high recycling
 - Meet minimum standards set out in Building Regulations.
46. Identifying and securing external funding streams such as those detailed above are crucial to contributing to the council's commitments around the climate emergency.
47. The council continues to seek to leverage internal funding too, such as the Green Buildings Fund, which is providing the match-funding for the WH:SHF project described in paragraph 26.

Reasons for lateness

48. The report was produced using the latest information available to ensure members had the most up to date feedback on this subject.

Reasons for urgency

49. Members have requested regular updates on the social housing improvement plan, and for good governance.

AUDIT TRAIL

Cabinet Member	Councillor Portia Mwangangye, Council Homes		
Lead Officer	Ryan Collymore, Director of Repairs and Maintenance		
Report Author	Paul Wood, Head of Strategic Asset Management		
Version	Final		
Dated	27 January 2026		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance		No	No
Strategic Director, Resources		No	No
Cabinet Member		No	No
Date final report sent to Constitutional Team			28 January 2026

COMMITTEE: AUDIT, GOVERNANCE AND STANDARDS COMMITTEE (OPEN AGENDA)

NOTE: Original held in Constitutional Team; all amendments/queries to Virginia Wynn-Jones, Constitutional Team on 020 7525 7055 or virginia.wynn-jones@southwark.gov.uk

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List Updated: October 2025