

Subject:	Annual Planned Maintenance Budget and Asset Management Fund Allocations 2021-22 for the Council's Operational Buildings		
Date of Meeting:	18 March 2021		
Report of:	Executive Director for Economy, Environment & Culture		
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Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To seek approval for the annual revenue budget allocation and programme of maintenance, improvements and Health & Safety works for the Council's operational property portfolio. The report details the allocations for two budgets: The Planned Maintenance Budget and the Asset Management Fund.
- 1.2 The Planned Maintenance Budget that covers essential repair works to civic offices, historic, operational, commercial and environment buildings consists of a revenue budget of £3,131,190 and a Social Care Planned Works Budget of £500,000, totalling £3,631,190.
- 1.3 The annual Asset Management Fund is a capital budget for property improvements and health & safety works totalling £1,000,000.

2. RECOMMENDATIONS:

- 2.1 That the annual programme of planned maintenance works for the Planned Maintenance Budget as detailed in Appendices 2 and 3, at a total estimated cost of £3,631,190 be approved;
- 2.2 That the Asset Management Fund allocation for 2021-22 totalling £1,000,000, as detailed in paragraph 3.4.2 of this report be approved;
- 2.3 That delegated authority be granted to the Executive Director Economy, Environment & Culture to procure the Planned Maintenance Budget and Asset Management Fund improvement works and award contracts within these budgets, as required, in accordance with the council's Contract Standing Orders.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Asset Management

- 3.1.1 The council's Corporate Property Strategy & Asset Management Plan sets out the property context for Brighton and Hove, the council's strategic property objectives, and is available on the council's website. The Corporate Property Strategy & Asset Management Plan will be refreshed in 2021 and presented to Policy & Resources Committee for approval.
- 3.1.2 The council's property is managed strategically and operated through a mixed economy Corporate Landlord Model that centralises the council's property functions to professional teams in Property & Design within the Economy, Environment and Culture Directorate. The aim is to make best use of our assets to support the corporate objectives and improve the utilisation, efficiency and effectiveness of our land and buildings. This is supported by the council's property asset data and systems that aim to centralise property related information.
- 3.1.3 Rolling condition surveys are undertaken to ensure a robust assessment of the council's 5-year requirement for planned maintenance to help prioritise future programmes of work.

3.2 Planned Maintenance Budget

- 3.2.1 This budget of £3,631,190 relates to those operational buildings where the council has a repairing liability but excludes council housing, highways and educational establishments that have their own budgetary provisions. It includes the Environment buildings budget of £209,700.
- 3.2.2 The Corporate Building Maintenance Strategy that supports the Corporate Property Strategy & Asset Management Plan sets out a robust strategic framework to deliver the key property objective to optimise the contribution that property makes to the council's priorities and strategic and service objectives. The aim is to ensure that finite maintenance resources are prioritised and targeted at our key operational assets to meet service delivery needs.
- 3.2.3 Like most local authorities, the council faces a backlog in its required planned maintenance, extreme budget challenges and our small and limited maintenance budgets are inadequate for the need. Financial controls applied over a number of years have meant substantial cuts in what can be achieved with the annual maintenance programme, that in turn increases our prioritised volumes of required maintenance with associated risk. We aim to ensure best use of resources, value for money and that funding is properly prioritised.
- 3.2.4 The annual planned maintenance budget allocation is prioritised in consultation with service client officers to address the highest critical and most essential maintenance works and supports service re-design and delivery. It also aims to ensure that statutory compliance works and higher risk Health and Safety issues are addressed. Essential maintenance includes works of a structural nature and those that keep our buildings watertight. Around a third of the planned

maintenance budget covers the costs of statutory compliance testing, routine servicing and maintenance contracts as detailed in 3.5.4.

3.2.5 In accordance with the council's 50-year lease agreement with the trustees of the Brighton Dome Complex on the Royal Pavilion Estate that commenced in 1999, £223,569 has been top sliced from the budget to a sinking fund to contribute towards maintenance works at the Dome. There is an obligation within the lease agreement that the council provides a contribution to this sinking fund each year (that increases by Retail Prices Index) to go towards helping to maintain the fabric of the building, items of plant, statutory compliance testing, routine servicing, etc.

3.2.6 The Royal Pavilion & Museums buildings transferred to the Royal Pavilion & Museums Trust on a 25-year contract on 1st October 2020. The lease arrangements mean that the Trust is fully responsible for all forms of external and internal maintenance, health and safety and statutory compliance for the leased buildings. To financially contribute towards to the upkeep of the council buildings, the council retains an annual sum within this budget for a planned programme to be prioritised and agreed between the Trust and Property & Design. For 2021-22 the sum allocated is £428,240 for planned maintenance and £58,400 for term, statutory and reactive contracts; a total of £486,640 from this budget and a further contribution of £182,360 from capital reserves to support the total maintenance commitment to the Trust.

3.3 Summary of the proposed Annual 2021/22 Planned Maintenance Budget Programme of Works

3.3.1 The financial allocation to each main service client area is listed within Appendices 2 and 3. Examples of planned maintenance works in the corporate and environment programme include structural remedial works, seafront redecoration, roofing works, lift repairs, window replacement, repairs and redecoration to cemetery buildings and libraries, concrete repairs and protection works at a leisure centre. Flexibility is available during the year to reprioritise the programme to meet any changing service priorities and respond safely to any local Covid-19 outbreaks or similar emergency requirements within specific buildings.

3.3.2 There are sums to fund the ongoing structural propping and engineer checks to Madeira Terraces whilst the major project of refurbishment develops. Each service client area also has a sum allocated for Health and Safety risk management works that is to address any unforeseen required remedial works throughout the course of the year.

3.3.3 Examples of areas of work to the adult and children's Social Care portfolio include a variety that address risk reduction to support some of the most vulnerable; such as addressing damp issues, window repairs and redecorations.

3.4 The Asset Management Fund

3.4.1 The Asset Management Fund 2021-22 is a capital fund of £1,000,000 to support property improvements, property related Health & Safety requirements and access improvements under the Equality Act 2010. It forms part of the Capital Strategy 2021-22 along with the Strategic Investment Fund of £250,000 and the Information, Technology & Digital Fund of £1,000,000.

3.4.2 The proposed overall Asset Management Fund allocation is as follows and details of the bids can be found in Appendix 4 which includes a breakdown of the reprioritised Workstyles programme, important health & safety improvements to two major operational buildings, and property related health & safety and Equality Act requirements:

Description	Asset Management Fund
1. General Property Improvements	Funding £m
1a Workstyles Phase 4	0.700
1b Hove Town Hall Building Management System	0.010
1c Floral Clock Fencing	0.008
1d Energy Certificates	0.025
Sub total general property improvements	0.743
2. Equality Act Improvements	
2a Rolling programme of access improvements to corporate buildings	0.025
2b Replacement to ramp at Westdene library	0.060
3. Property Related Health & Safety Legislation	
3a Asbestos Management	0.020
3b Legionella Management	0.020
3c Fire Risk Assessment Works	0.132
Sub total Equality Act & property related Health & Safety	0.257
TOTAL OVERALL	1.000

3.5 Procurement of Works

3.5.1 Contract Standing Orders set out the council's process for the procurement of building works. We have streamlined the way we procure through a wide range of collaborative processes. Achieving the best use of every pound spent, and reducing risk within the financial restrictions, is largely dependent upon adopting the right form of procurement for each given situation. Larger value projects are delivered through the council's Strategic Construction Partnership and larger frameworks. Lower value planned maintenance projects are to be procured predominantly through new frameworks set up in collaboration with East Sussex

County Council colleagues. This was reported to Policy & Resources on 10th October 2019 where approval was granted to the Director of Economy, Environment & Culture to procure and subsequently award; subject to a good outcome. Where appropriate for works below £15,000 Property & Design's reactive repairs and minor works framework is utilised.

- 3.5.2 The seven new planned maintenance framework Lots create added and social value to the City with an increased benefit to our local economy and environment. There is an increased focus on sustainability and working groups of officers and contractors work collaboratively to drive efficiencies leading to reduced cost, reduce waste, maximise innovation through the supply chain, mitigate risk through joint management and strive for continuous improvement over the four years of the frameworks.
- 3.5.3 Key Performance Indicators monitor framework contractor performance in key areas – on time delivery, cost certainty, % of Project Specific Social Value Commitments delivered, % of employment and skills Social Value commitments delivered, local spend, environmental management and minimising all but essential waste from Landfill; such as asbestos.
- 3.5.4 The Planned Maintenance Budget includes an allocation to fund statutory testing, routine servicing and maintenance contracts, an integral part of good planned maintenance practice. This includes mechanical and electrical, lifts and water hygiene cyclical maintenance. These contracts were procured by BHCC in collaboration with colleagues at East Sussex County in 2020. They are fixed priced contracts for a period of 4 years with the option to extend for a further 2 years subject to satisfactory performance and value for money. A sum in excess of £1m is required to fund these M&E and building fabric contracts.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 For the Planned Maintenance Budgets failure to provide any maintenance to our building stock, conform to Health and Safety and other statutory legislation to meet liabilities will increase risks, inhibit service delivery, lead to a negative perception of the council, reduce the value of the assets and prevent fulfilling the council's priorities, aims and objectives as stated in the Corporate Property Strategy & Asset Management Plan and Corporate Strategy. Property teams work closely together to ensure that these programmes of work align with others and the limited funding prioritised to meet Client service objectives.
- 4.2 For the Asset Management Fund failure to improve the council's core office accommodation, address property related access obligations under the Equality Act 2010 and property related Health & Safety legislation would increase council risks and liabilities, inhibit service delivery, may lead to a negative perception of the council, reduce the value of our assets and prevent fulfilling the council's priorities, aims and objectives as stated in the Corporate Property Strategy and Asset Management Plan and the corporate priorities in the council's Corporate Strategy.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Consultations take place with all service Client officers of the relevant Directorates and with technical officers within Property.
- 5.2 The Workstyles programme will involve extensive internal and external consultations on customer and service delivery requirements, flexible working supported by appropriate technology and service re-design.
- 5.3 The procurement of planned maintenance frameworks and new term and reactive contracts as set out in 3.5.1, 3.5.2 to 3.5.4 was reported to the Procurement Advisory Board and subsequently to Policy & Resources on 10th October 2019.

6. CONCLUSION

- 6.1 To approve the financial allocation to a prioritised annual programme of maintenance works to the operational buildings set out in Appendices 2 and 3 excluding council housing, highways and educational properties which have their own budgetary provisions.
- 6.2 To approve the Asset Management Fund financial allocation for 2021-22 and the recommended bids as detailed at paragraph 3.4.2 and Appendix 4 for property improvements, access requirements under the Equality Act 2010 and property related Health & Safety requirements for 2021-2022.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The council's Planned Maintenance Budget for 2021-22 provides a total £3,631,190 for annual planned maintenance expenditure on the council's civic offices, historic, operational (excluding schools, housing and highways) social care buildings, environmental buildings and commercial buildings. Included within this annual budget and overall programme of works are items that will be capitalised and included in the 2021-22 Capital Investment programme. A permanent annual contribution toward the Dome Complex sinking fund of £223,569 has been top sliced from the Corporate Planned Maintenance Budget. The proposed budget allocation to the respective building portfolios reflects the risk prioritisation outlined in the report and is shown in Appendix 2 to this report.
- 7.2 The Planned Maintenance Budget will make a contribution toward the planned maintenance programme of the Royal Pavilion and Museum Trust as agreed in the report to P&R Committee on 5 December 2019. The total contribution for 2021-22 will be £669,000. This will be met by a contribution of £486,640 from the Planned Maintenance Budget and £182,360 forward funded from capital reserves.
- 7.3 The Planned Maintenance Budget will be met from a combination of revenue budget and capital borrowing. The borrowing costs have been factored into the Medium Term Financial Strategy

- 7.4 The council's capital funded works programme provides £500,000, for essential repair works to Social Care premises. The proposed budget allocation is shown in Appendix 3 to this report. This is funded from borrowing with the financing costs met corporately within the general fund revenue budget.
- 7.5 The programme of works set out in the appendices can be funded from within the agreed budget allocations for 2021-22. Emerging compliance risks will be addressed by reprioritising the allocation as required. Risk and priorities will be reassessed and considered in the development of the allocation for 2021-21.
- 7.6 The General Fund Revenue Budget, Capital & Treasury Management Strategy 2021-22 report presented to Budget Council on 25 February 2021 recommended the allocation of £1,000,000 capital resources to support the Asset Management Fund 2021-22. The Asset Management Fund allocation will be met from capital receipts funding. The Asset Management Fund allocations will be incorporated into the council's Capital Investment Programme 2021-22 to support the schemes identified within the table at paragraph 3.4 and Appendix 4. The Asset Management Fund will make a contribution toward the Workstyles Phase 4 projects subject to a detailed business cases being approved for the various programmes listed in Appendix 4. Any revenue budgets and running costs associated with the investments in this report will be met from existing budgets.

Finance Officer Consulted: Rob Allen

Date: 3rd February 2021

Legal Implications:

- 7.7 Works of repair set out in this report must comply with relevant lease conditions, health and safety and other applicable legislation. Framework agreements, with individual contracts being called off under the frameworks and partnering agreements are effective contractual tools for delivering construction contracts on time within budget. All forms of procurement outlined in this report must comply with the council's Contract Standing Orders and, where applicable, European Union and United Kingdom public procurement obligations.

The proposed works fulfil legislative requirements under Health & Safety law including in relation to fire safety and the control of Legionella. The access improvement works proposed will assist the council in meeting its obligations under The Equality Act 2010.

Lawyer Consulted: Elizabeth Culbert

Date: 29th January 2021

Equalities Implications:

- 7.8 Where applicable, items of maintenance work within the programme will consider the Equality Act 2010 to improve access and general facilities to address the diverse needs of staff and users of the civic offices, operational and commercial buildings.

The provision of on-going access works under the rolling programme will assist in the council in meeting requirements under the Equalities Act 2010.

Sustainability Implications:

- 7.9 The council will consider how best to undertake the planned programme in a responsible, sustainable way. Projects within the planned programme are mainly procured through the new building maintenance frameworks put in place last year and described in 3.5.2. The successful contractors had to demonstrate that they would minimise waste, meet targets for reductions in waste to landfill and optimise the recovery, reuse and recycling of waste. In addition to this they had to describe the steps they will take to minimise the use of resources (water, fuel, energy from fossil fuels) and improve sustainable sourcing. The framework contracts include Performance Indicators in respect of sustainability and Environmental Management these will be monitored on a quarterly basis. Energy efficiency measures are incorporated into maintenance and improvement works whenever appropriate to help the council meet its CN2030 target.

It is also intended to carry out specialised energy audits of the operational estate for the worst performing buildings in order to start to prioritise a programme of works and an investment strategy working towards a carbon zero position in 2030. Once commissioned the results of the energy audits and associated energy efficiency and potential renewable energy measures proposed in the investment strategy will feed into the planned maintenance programme of works to ensure all proposed programmes of work are joined up.

Any Other Significant Implications:

- 7.10 The maintenance of operational properties is part of the Corporate Property Strategy & Asset Management Plan to ensure efficient and effective use of assets contributing to the City and the council's strategic priorities.

SUPPORTING DOCUMENTATION

Appendices:

1. Other Implications
2. Proposed Corporate Planned Maintenance Budget Allocation 2021-22
3. Proposed Social Care Planned Works Budget Allocation 2021-22
4. Proposed Asset Management Fund Allocation 2021-22 - Detail of Allocations

Documents in Members' Rooms

None

Background Documents

1. The Corporate Property Strategy & Asset Management Plan
2. The Corporate Building Maintenance Strategy

Crime & Disorder Implications:

- 1.1 There are no direct implications in respect of the prevention of crime and disorder within this report although certain items of work try to minimise vandalism through design and the use of relevant materials.

Risk and Opportunity Management Implications:

- 1.2 The risks and opportunities are dependent on the successful procurement of contractors and robust contract and financial management to ensure that works are completed safely within budget and programme. Corporate risk is reduced through the Corporate Landlord model, ensuring consistency of approach for statutory and other legal requirements.

Public Health Implications:

- 1.3 The allocation includes funding the Water Management, Mechanical, Electrical and Lift statutory compliance and servicing contracts. Failure to have robust processes to manage these risks could lead to significant public health implications e.g. proliferation of Legionella Bacteria, etc. Both the Corporate and Social Care programmes include prioritised works to reduce risk to public health e.g. structural improvements, internal decorations to improve hygiene in Social Care premises, etc. and to ensure Covid government guidelines are met. Works to council properties to ensure the water management of the council's property portfolio is meeting the requirements of the Approved Code of Practice ensures public health requirements are met with regard to Legionella and asbestos management.

Corporate / Citywide Implications:

- 1.4 The maintenance, repair and improvement of operational properties is part of the Corporate Property Strategy & Asset Management Plan to ensure efficient and effective use of assets contributing to the City and the council's strategic priorities.

Appendix 2

Proposed Corporate Planned Maintenance Budget Allocation 2021-22

Property Type	Examples of works / properties covered	Service area Clients	Budget Allocation
Corporate - Building	Asbestos testing & surveys	All	£17,500
Corporate - Fabric maintenance contracts, Mechanical & Electrical testing, servicing & statutory compliance	Clearance of roofs, gutters, graffiti removal, boilers, legionella control, lifts, mechanical & electrical testing & maintenance	All – corporate contracts cover all property types historic, leisure, libraries, environment, Brighton Centre etc.	£1,014,381
Historic – contribution to the new Royal Pavilion & Museums Trust	Royal Pavilion external repairs & redecoration, William IV Gatehouse refurbishment	Royal Pavilion & Museums Trust	£428,240
Dome	General maintenance contribution	Dome	£223,569
Leisure	King Alfred structural repairs, heating repairs	Sports & Leisure Services	£195,000
Libraries	Various libraries	Libraries & Information Services	£140,000
Seafront	Seafront repairs & redecoration, Volks Railway & Madeira Terrace	Seafront Services	£343,800
Civic, Amenity & Environment	Town Halls, cemeteries, parks & park buildings	Property – Premises & Environment	£402,200 (including the £209,700 Environment budget)
Hollingdean Depot	Hollingdean Depot	Cityclean	£55,000
Commercial	Miscellaneous Landlord obligations including structural repairs	Property - Estates	£180,000
Venues	Brighton Centre	Tourism & Venues	£131,500
TOTAL			£3,131,190

Proposed Social Care Planned Works Budget Allocation 2021-22

Property Type	Examples of works covered	Prioritisation	Budget Allocation
Social Care Premises	Mechanical	Condition survey & energy efficiency measures	£28,000
	Internal Refurbishment to thirteen social care premises (subject to safe access)	Statutory & condition survey	£211,000
	External Refurbishment to Children's Centres, Ireland Lodge, etc.	Condition survey	£151,000
	Fire Precautions – works to be prioritised through fire risk assessments & survey	Statutory & survey	£70,000
	Electrical	Condition survey	£40,000
TOTAL:			£500,000

Proposed Asset Management Fund - Detail of Allocations

1) General Property Improvements

1a) Workstyles Phase 4: £700,000

Workstyles is a corporate modernisation programme, established to improve office space and enable flexible, safe and secure working across a range of operational sites. The programme has contributed to the council's Medium Term Financial Strategy and Capital Investment Programme by consolidating the council's operational portfolio, delivering revenue savings of over £2m, and generating capital receipts in excess of £25m. The Asset Management Fund has supported the delivery of the Workstyles programme, contributing to the development of business cases, feasibility studies and professional surveys, as well as funding capital improvements to operational buildings that further enable flexible working and improve accessibility.

Reprioritisation of Workstyles programme

The Workstyles programme has been developed to support the corporate strategic priorities of increasing the housing stock, generating community wealth and social value, and achieving a carbon neutral city by 2030. These priorities were reviewed alongside the programme's primary objective of enabling flexible and accessible working across the council's operational portfolio..

Current projects within the Workstyles Programme (not all of which are supported by the Asset Management Fund) include:

Moulsecoomb Neighbourhood Hub – Proposals for a new neighbourhood hub in Moulsecoomb would provide accommodation for a range of council and partnership services (including Library Services, Health, Youth Services, Community Space, Adult Learning, Sports & Leisure), and release surplus land for development into approximately 250 new council homes. In addition, new Social Work offices facilities will be provided to support the extension of the housing scheme. The project is also supported by One Public Estate grant funding.

Hollingdean Depot offices – aligned with the wider City Environment modernisation programme, a Workstyles project has been established to review and modernise office accommodation at Hollingdean Depot to devise and implement flexible working practices within the City Clean service.

City Downland Estate Plan – Workstyles are supporting the delivery of the City Downland Estate Plan project through facilitating a series of public engagement workshops to help develop a vision for the future of the council's Downland estate. These engagement sessions build on the Planning For Real approach used in developing proposals for the Moulsecoomb Neighbourhood Hub project..

Family Children & Learning Accommodation Strategy – As part of the wider Moulsecomb project, new offices are being developed in Portslade for social workers currently based in Moulsecomb Hub North & South. This presents opportunities to also support the council’s future Ways of Working – a key part of the Covid recovery programme.

Ways of Working – Accommodation Strategy

As part of the council’s recovery from the coronavirus pandemic, the Ways of Working group is developing proposals for how the council will operate in the future. This includes an organisation-wide accommodation strategy that seizes the opportunities presented by the pandemic. The aims of the accommodation strategy are to:

- Enable greater flexibility and choice for staff over where and how they work
- Redesign council-owned workspace to encourage greater collaboration between staff, partners and residents
- Explore opportunities to rationalise the operational portfolio, supporting the council’s medium term financial strategy and reducing the council’s carbon footprint
- Align with other corporate strategies emerging from the pandemic recovery work e.g. Customer Experience, Digital, and Organisational Development

The 2021/22 Asset Management Fund contribution to Workstyles will support continued delivery of these projects, as well as any new projects that emerge through regular review of the operational estate, provided that proposals align with the Administration’s strategic priorities, as outlined above.

1b) Hove Town Hall BMS (Building Management System): £10,000

This budget is to connect the BMS monitoring of air conditioning units in the north end of the ground floor of Hove Town Hall which were not part of the original refurbishment project and will enable a more energy efficient use of the system in that area.

1c) Floral Clock Protection: £8,000

The floral clock in Palmeira Square, Hove has recently suffered from vandalism. This allocation will install decorative, wrought iron railings in keeping with the surroundings and which will still allow maintenance to the electrics and mechanical parts of the clock

1c) Energy Performance Certificates: £25,000

Properties need to have a minimum EPC Rating of an ‘E’ in order to be able to lease them and by 2023 all properties that are leased are required to have a minimum E Rating. The Council has a number of ‘F’ and ‘G’ rated properties and works are required to these to bring them up to an ‘E’ Rating in order to be able to lease them thereby securing an income.

On average it costs £3k-£5k to bring a property up to the required rating so this £25k contribution would improve around eight properties

2) **Equality Act Improvements: £85,000**

2a The access improvement budget will continue to support projects that improve physical and sensory access for people with disabilities to the council's public building and spaces.

Actual and potential projects include:

- £60,000: Replacement Ramp at Westdene Library: The existing timber ramp has deteriorated beyond economical repair and requires replacement in steel in order to provide a longer term, suitable access for wheelchair users, as well as providing a fire egress route for the library and school.
- £25,000: Contribution towards step free public pedestrian access at Craven Vale and St Ann's Well sensory gardens

3) **Property Related Health & Safety Legislation**

3a) Asbestos Management: £20,000

Allocation contributing towards a centralised corporate fund to meet the actions as detailed in the corporate asbestos surveys. This fund is used to manage the risk and prevent exposure and the spread of Asbestos Containing Material and is prioritised in the Corporate Asbestos Register.

3b) Legionella Works (L8): £20,000

On-going works are required to council properties to ensure the water management of the council's property portfolio is meeting the requirements of the Approved Code of Practice – HES-L8 to prevent the occurrence of legionella in installed equipment and water systems. In 2021-22 the focus will be installing self-flushing shower heads in Parks pavilions.

3c) Fire Risk Assessment Works: £132,000

This bid will contribute towards a prioritised rolling programme of works to council properties following Fire Risk Assessments of council properties.

Various works have been identified and this bid will allow the highest priority works to be completed in accordance with the Regulatory Reform (Fire Safety) Order 2005.

For example fire stopping works have been identified as being required at Brighton Town Hall for which a £50,000 contribution will be made and £57,000 towards fire stopping and fire door upgrades at New England House