



Building Strong Foundations

South Cambridgeshire District Council

Housing Revenue Account (HRA)

Asset Management Strategy 2021 – 2026

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Foreword

As Lead Member for Housing, I am pleased to endorse the Council's Asset Management Strategy relating to all its council-owned properties and land assets that fall within the Housing Revenue Account.



Our housing stock represents our most valuable asset and the largest commitment in investment terms. Therefore it is critical that we have a long term plan that ensures that we operate a cost effective and efficient housing service and that homes are of a high quality and well maintained.

The Asset Management Strategy puts our tenants and leaseholders at the very heart of what we do. We recognise the importance of tenant and leaseholder input to ensure that the services we provide meet expectations and that we continually work towards improving the offer to our tenants and leaseholders.

Tenant and leaseholder engagement is therefore key to the Asset Management Strategy, as well as our ambitions to tackle the climate emergency through improvement of our homes to make them more energy efficient and our drive towards net zero carbon. The Council also has an ambitious new-build programme to increase the number of council homes we have year on year.

The priorities and actions within the Strategy are challenging and demonstrate the Council's commitment to ensure the homes we provide are places where residents want to live, that they feel safe and secure and where communities can thrive and grow.

1.) Introduction and Vision

South Cambridgeshire District Council's Housing Asset Management Strategy (the Strategy) has been developed to inform the strategic medium and long-term approach to maintaining, improving and developing the Council's housing assets which sit within the Housing Revenue Account (HRA). It does not include the assets of the Council's housing companies, Ermine Street Housing which currently owns / manages 657 properties or Shire Homes Lettings which manages 60 properties on behalf of private sector landlords. These companies sit outside of the HRA and report to specific Boards. The two traveller sites managed by the Housing Service within the Council are also out of scope for this Strategy as they are funded by the General Fund.

The Strategy sets out our priorities for the physical care and improvement of the council homes we provide, along with their surrounding environment. It explains how, through sound planning, the Council can ensure that our housing offer continues to meet the needs of the local people of the District. It also sets out how the housing asset base can be used to assist in the delivery of some of the Council's other strategic priorities.

The Strategy is based on the Council's strategic needs within the Housing Revenue Account (HRA). There has been a period of uncertainty for housing finances, with initial enthusiasm around self-financing followed quickly by needing to adjust to a government driven reduction in rents. With more certainty over future rent levels the Council can now put in place firm plans to make the most of the opportunities offered. This includes increasing the quality and sustainability of our existing homes, new Council housing from both acquisitions and new build, whilst at the same time securing a step change in the quality of service to tenants to improve levels of customer satisfaction.

Together, the Council's housing stock comprises its highest value assets and its repair and maintenance costs form its largest liability. The housing stock is valued at over £514.2 million (Social Housing Value) and at over £1,370 million (open market value with vacant possession) (valuation dated 31 March 2021), therefore successful planning for its sustainable future is vital.

What is Asset Management?

Asset Management is the range of activities carried out to ensure that a landlord's homes are affordable and attractive to tenants and are financially viable in the medium to long term. A strong approach to asset management is partly about investing in, maintaining and upgrading properties and partly about understanding the needs and aspirations of customers.

Why is a Housing Asset Management Strategy needed?

A pro-active Housing Asset Management Strategy ensures that decisions about the homes we provide are made through effective business planning protocols rather than in the face of an impending crisis. The Housing Asset Management Strategy is one of the key tools which will be used by the Council to secure the significant long term investment needs of properties to meet our quality and net carbon zero targets as well as responding to the evolving pattern of housing need and demand.

The Council's housing stock is generally well maintained and has benefited from a range of upgrade and investment works. We have successfully achieved the Government's Decent Homes targets. However, a small proportion of homes remain non decent due to tenants declining to have decent homes works undertaken. These works are being completed when homes become empty or where tenants change their mind.

Whilst we will continue to have a focus on the management, maintenance and refurbishment of existing properties over the coming years, we are also keen to look at wider asset management issues such as the acquisition / development of new properties or pursuance of other regeneration activities.

The Council's total housing stock has decreased steadily over the years, largely as a result of tenants exercising their Right to Buy (RTB). Since the introduction of the RTB in 1980, about 4,400 units of housing stock have been sold (that's 46% of our original housing stock) with the losses being predominantly of family sized houses. Over recent years, the rate of stock losses has reduced significantly, and the Council has built or purchased new stock. The reduced number of Council owned properties translates into a sustained demand for the remaining homes.

We currently own and manage 5,248 homes that are rented out as council housing. These are spread across all parts of the District with a significant proportion, almost 50%, being designated for occupation by older people.

Our Vision

We believe that our homes should be so much more than just bricks and mortar. Places to feel safe and secure, where communities thrive and grow.



The Strategy has been prepared to support this vision, together with other broader strategic objectives of the Council.

2.) The National and Local Drivers

A number of key national and local drivers have informed the development of, and have an impact upon, the Housing Asset Management Strategy.

The National Drivers

Housing Revenue Account Reform

On 1 April 2012, the Government abolished the Housing Revenue Account subsidy system and introduced self-financing for council housing. This represented one of the most radical reforms of public housing policy for many years.

Under the new system, councils collectively controlled over £300 billion of rental income, and could build up some £50 billion of new investment capacity. This gave increased capacity to invest in housing assets but also responsibility for long term investment planning.

The key aspects of HRA reform are that:

- Efficient operation of the HRA could lead to the build-up of new investment resources.
- Councils can regard their housing as a real asset capable of generating additional investment resources.
- Councils can shape their “housing business” to deliver against their local service and investment priorities.
- Meaningful HRA strategic financial planning is now essential, whilst hitherto it has been impossible.

The Council’s debt settlement figure in 2012 was £205.123 million. There was no potential for additional borrowing as the Council was up to the debt cap.

In 2018 the Government ended the debt cap for local authorities which offered the opportunity for increase prudent borrowing within the HRA.

In 2020 the actual debt remained at £205.123 million. However, the Council has been able to build and / or purchase 201 new properties up to March 2021 through the use of capital receipts and internal borrowing. The ability to build was reduced as an impact of the government’s 4 year compulsory rent reduction and as a consequence of the rent reduction future rents will remain below those used to calculate the debt settlement. By 2020 rental income was around £8 million per year less than the amount used by government to calculate debt settlement, as a consequence there has been a reduction on the Council’s ability to invest to improve or increase the number of HRA properties.

Social Housing Reform

Since the Localism Act 2011 Government has again made changes to the way in which social or affordable housing is provided by introducing new measures legislated in the:

- Housing and Planning Act 2016, and
- Welfare Reform and Work Act 2016

Key changes include:

- Offering fixed term tenancies to most new tenants and phasing out Lifetime Tenancies.
- Building and promoting low cost forms of owner occupation in favour of affordable rented properties.
- 1% Social Housing rent reduction for four years from April 2016 to 2019.
- Welfare reforms including the introduction of Universal Credit.

In 2017 Government published a White Paper (Fixing our Broken Housing Market) which is a statement of various aspirations on the part of Government.

Key proposals in the White Paper for social and affordable housing include:

- Supporting developers to build more quickly
- Encouraging diversification of tenure including build to rent
- Changing the way the Homes and Communities Agency works (now renamed Homes England)
- Help Local Authorities to build including on public land – cross tenure
- Encouraging the use of modern methods of construction
- National housing need assessment method to take account of the needs of different groups such as older and disabled people

In April 2021 Government published its ministerial statement on the delivery of First Homes and on the new model for Shared Ownership.

Key proposals in the ministerial statement for social and affordable housing include:

- As part of any planning obligation, 25% of any affordable housing contribution to be First Homes. These are discounted market homes for first time buyers. This will impact on the number of affordable rented homes built on new developments.
- Introduction of a new shared ownership model where the minimum share for initial purchases will be lowered to 10% from the current 25%, with the ability to purchase further 1% increments for 15 years. Also the inclusion of repairs and maintenance responsibilities for landlords for the first 10 years.

All of these reforms, in their own way, will have an impact on the way in which the Council maintains, improves and develops its housing assets.

The Charter for Social Housing Residents

The Government published a White Paper in November 2020. The Charter for Social Housing Residents is based around commitments from social landlords to residents. The Commitments to tenants are:

- 1) **To be safe in your home.** We will work with industry and landlords to ensure every home is safe and secure.
- 2) **To know how your landlord is performing**, including on repairs, complaints and safety, and how it spends its money, so you can hold it to account.
- 3) **To have your complaints dealt with promptly and fairly**, with access to a strong ombudsman who will give you swift and fair redress when needed.
- 4) **To be treated with respect**, backed by a strong consumer regulator and improved consumer standards for tenants.
- 5) **To have your voice heard by your landlord**, for example through regular meetings, scrutiny panels or being on its Board. The Government will provide help, if you want it, to give you the tools to ensure your landlord listens.
- 6) **To have a good quality home and neighbourhood to live in**, with your landlord keeping your home in good repair.
- 7) **To be supported to take your first step to ownership**, so it is a ladder to other opportunities, should your circumstances allow.

Homes England

The Homes and Communities Agency (HCA) was relaunched as Homes England with objectives and powers to deliver more new and affordable homes across all tenures.

Decent Homes

The government's target was for all social homes to meet the Decent Homes Standard by December 2010. The Council was able to meet this target except for situations where tenants declined to have works undertaken.

However, unless the council develops a programme of ongoing maintenance of replacement of key elements, more properties will fall into non-decency over time, This is because the standard considers the age and condition of property elements and not just their presence. The Council will need to make investment in our homes to prevent properties becoming non-decent. We will also need to respond to any forthcoming changes to the Decent Homes Standard that are brought in by the Government following a review.

There is also an opportunity for the Council to not just maintain the homes we provide at a decent level but to work to achieve a higher South Cambs Standard, investing capital and using proactive asset management approaches to ensure that pre-emptive improvements are delivered so homes do not fall below the agreed Standard. Where stock cannot be brought up to and / or maintained at the desired Standard the Council will need to explore alternative options.

Homes (Fitness for Human Habitation) Act 2018

This Act places an obligation on landlords to ensure that each property is fit for habitation at the start and throughout a tenancy. The implication for the Council is that we need to offer an effective repairs system, to act quickly when repairs are reported and to back all this up by an investment programme that is pro-active and ensures that homes do not fall into disrepair.

The Local Drivers

Supporting Corporate Aims

Our Housing Asset Management Strategy plays a key role in the delivery of the Council's corporate priorities as set out below:

- Helping businesses to grow
- Building homes that are truly affordable to live in
- Being green to our core
- Putting our customers at the centre of everything we do

The Council also has an Investment Strategy and whilst it is targeted primarily at general fund investments, there may be opportunities through the development partnerships, such as SCIP, for the Housing Revenue Account to purchase the affordable housing where residential schemes are delivered. On such schemes, we will be able to influence the design and finish standards of these properties more than s106 acquisitions and would therefore look to build exemplar schemes.

3.) Demographic Profile

In order to help us to future-proof our housing stock, it is important to understand the demographic profile of the District to help us ascertain what the key priorities and drivers are.

Below is a summary of the demographic profile for the area:

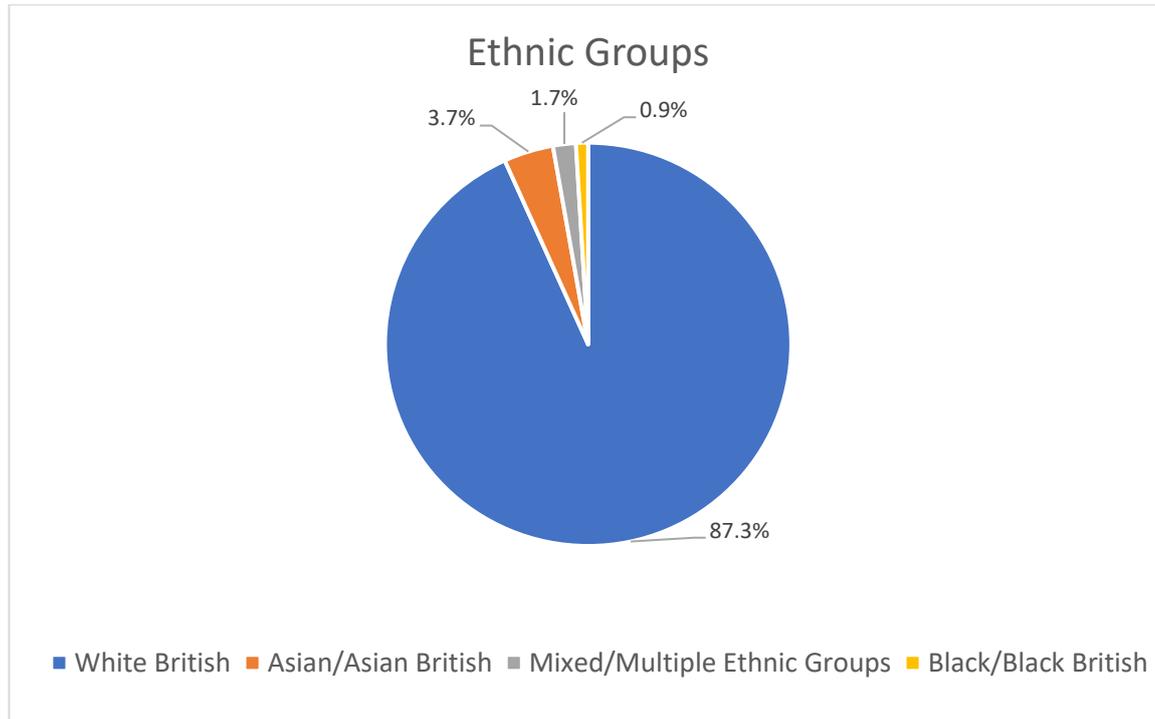
- The number of households in England is projected to increase by 235,486 households a year by 2040. In Cambridgeshire alone there will be an estimated increase of approximately 2,000 households per year by 2040. It is also anticipated there will be a sharp increase in the ageing population. By 2040 a quarter of all households will be headed by those aged 65 years or over.
- By 2040 people over 65 will outnumber those who are aged 19 and under by an estimated 28,600 in Cambridgeshire.
- Typically, as the local population increases, so does the number of people in housing need and on the waiting lists for social housing

Table 1 : South Cambridgeshire District Population Projections to 2040

Age Range	Males	Females	All Persons
All ages	82,751	81,929	164,680
0 – 14	13,859	13,327	27,186
15 – 29	12,393	11,425	23,819
30 – 49	18,677	19,180	38,857
50 – 64	16,551	16,040	32,590
65 – 84	16,955	17,355	34,311
85+	3,316	4,602	7,917

[Source: Office of National Statistics – 2018 based subnational population projections]

Figure 1: Ethnic Groups in South Cambridgeshire



[Source: Census 2011]

Figure 2: Age Profile by Ethnicity

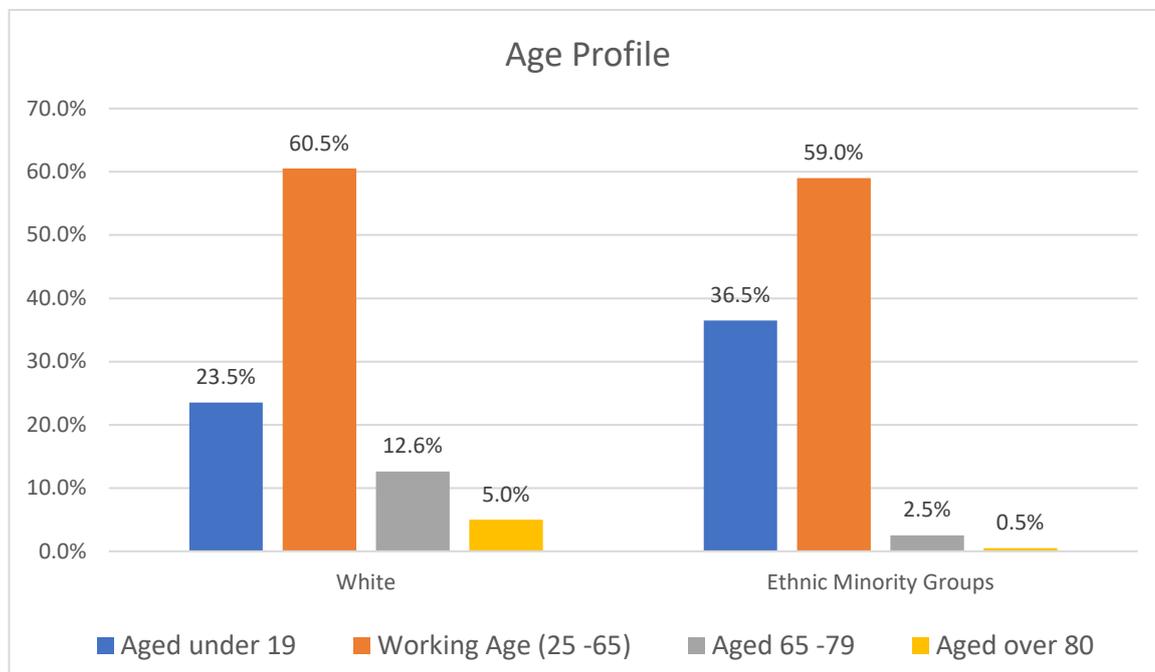
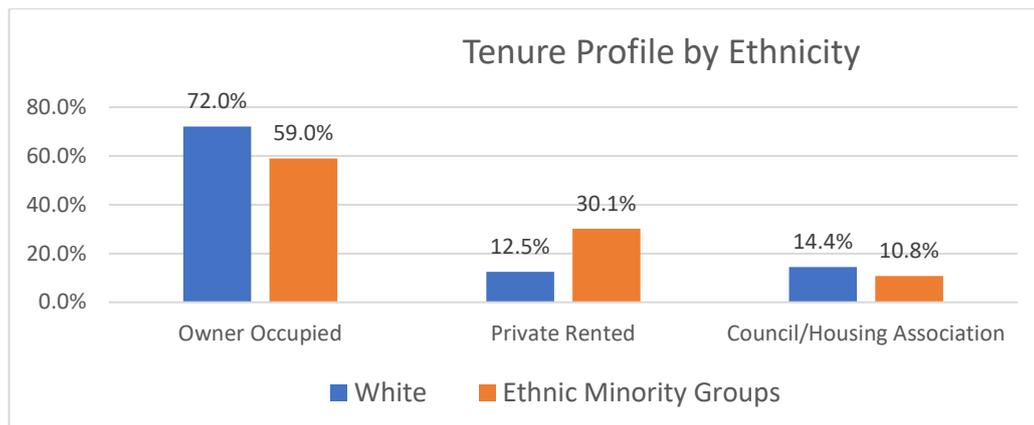


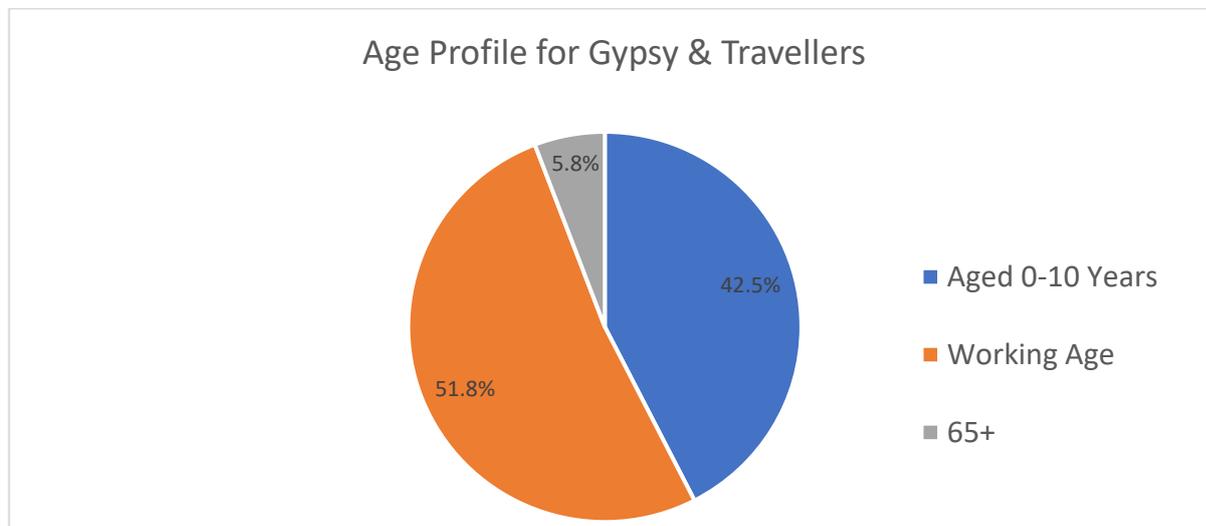
Figure 3: Tenure Profile by Ethnicity



- The most marked difference in tenure by ethnicity is those living in the private rented sector, with 12.5% of those identifying as White living in this sector and 30.1% of those from ethnic minority groups.

Figure 4: Gypsy & Travellers

- 485 people identified themselves as a Gypsy or Irish Traveller in the 2011 Census in South Cambridgeshire.



- Only 4 people identified themselves as being over the age of 80 in this group.

[Source: Census 2011, Tables DC4201EW and DC2101EW]

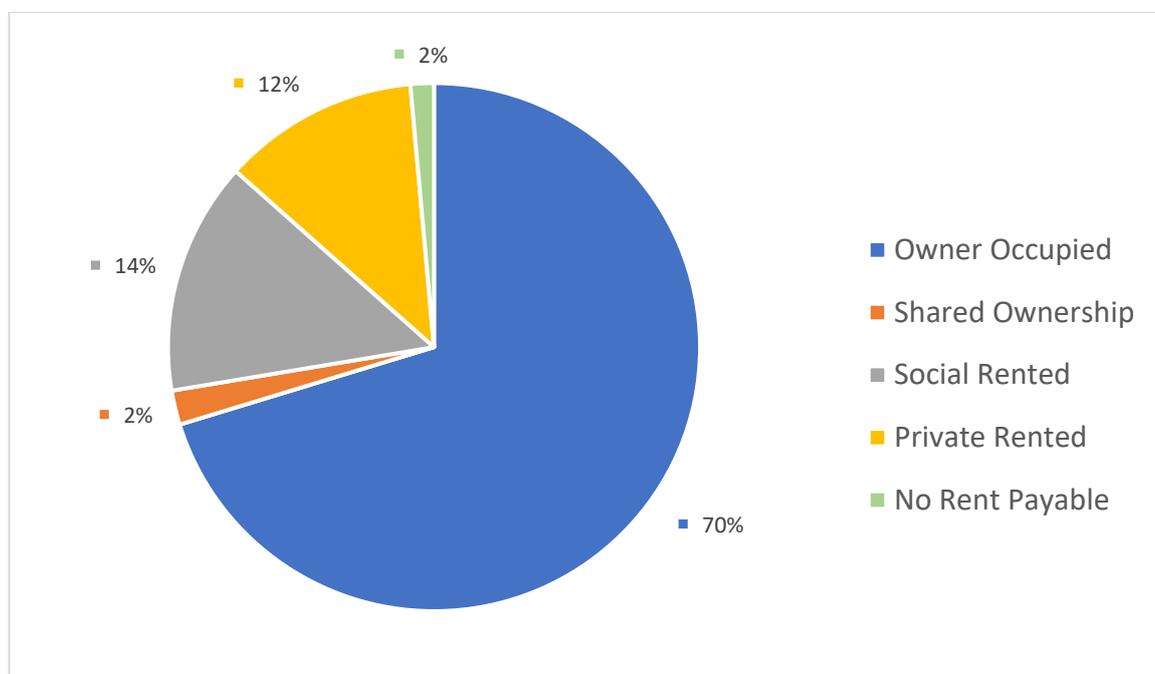
4.) Housing Stock

The Area

There are around 60,000 dwellings located in the District with 5,295 of these in the Council's ownership and management (including 1,090 sheltered homes). There are a further 475 leasehold properties to which we provide management services. This means we provide around 10% of the total homes within the District.

Despite a significant loss of properties through the Right to Buy since its introduction in 1980, we remain by far the largest provider of rented accommodation. Whilst Registered Providers (RPs) have some housing within the District they only own around 5% of the total.

Figure 5: South Cambridgeshire District Tenure Profile



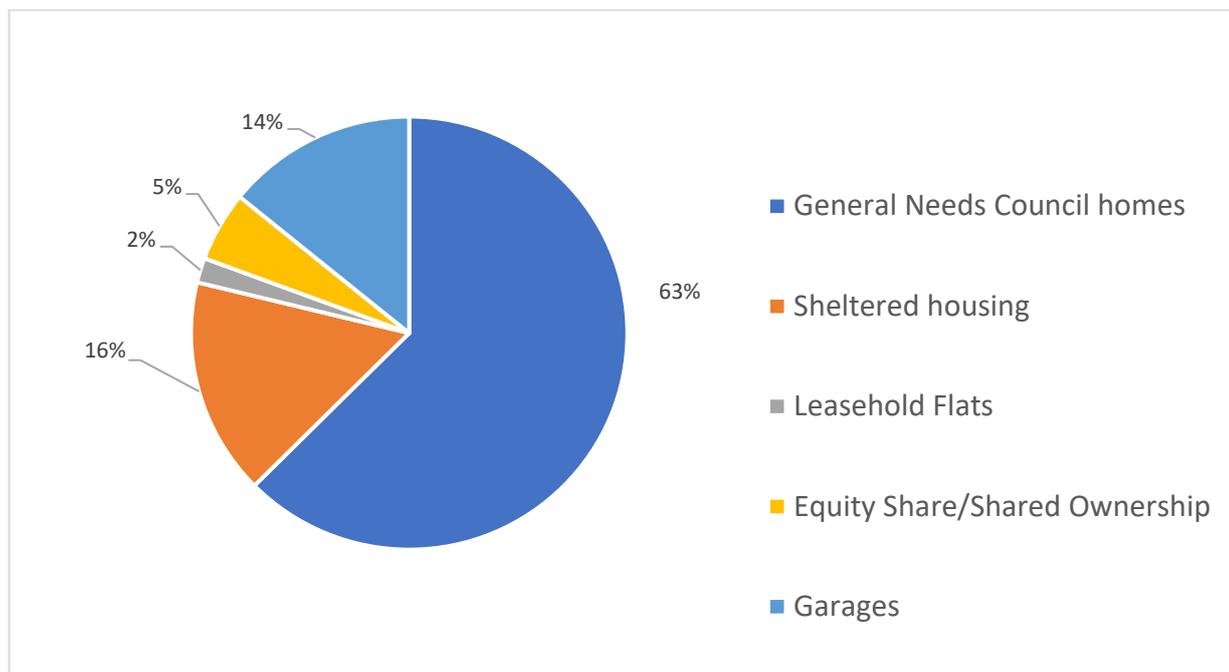
[Source: Census 2011]

The Council remains firm in its view that we have a valuable role as a major housing provider and we are keen to ensure that the Housing Asset Management Strategy provides the framework for us to maintain and improve our existing properties to the best possible standard, and to facilitate the acquisition / building of new council homes.

Stock Profile

In addition to our social rented homes we manage 124 leasehold flats, 285 equity share bungalows and 66 shared ownership properties, as well as 952 garages in blocks across the District.

Figure 6: Council Stock Profile



The Council’s own rented stock is predominantly between 40 and 100 years old, with only 3% having been built since 2002. It also has other significant characteristics with 48% of the total stock (2,561) being bungalows, the large majority of these being two bedroom properties. There are low levels of bedsits and one bedroom accommodation and limited numbers of larger 4+ bedroom accommodation. We have 286 properties that are of non-traditional construction.

Table 2: Stock Profile by Age (Rented)

Age Band	Total Properties	%
Pre 1919	14	0.26%
1919 – 1944	881	16.64%
1945 – 1964	1,586	29.95%
1965 – 1982	1,748	33.01%
1983 – 2002	901	17.01%
Post 2002	165	3.12%
-	5,295	-

The stock profile has a strong bias towards provision for older people with 21% being sheltered housing and a further 29% being bungalow accommodation. Whilst there is no age restriction on our bungalow accommodation, this is likely to be more attractive to older people and priority is given to those with mobility issues where adaptations have been provided in the bungalows.

Sheltered housing is available to those of pensionable age, or those with disabilities. Each sheltered scheme has a sheltered estate officer who is on duty from 9.00 am to 5.00 pm Monday to Friday. Each sheltered estate officer is responsible for around four sheltered

schemes and offers support and advice to make sure sheltered tenants have access to services and facilities to help maintain their independence. They are also responsible for the housing management and maintenance of the scheme. In addition, the Council owns 41 communal rooms, which are attached to sheltered schemes and are used for a variety of functions. Many have communal kitchens or laundry facilities for the use of the residents. This cost in providing these facilities is met from service charges paid for by sheltered housing tenants and a small element of fees charged for external use.

Table 3: Type and Size of Rented Accommodation (by number of bedrooms)

Stock Category	Bedsit	1 Bed	2 Bed	3 Bed	4+ Bed	Total
House (general needs)	0	40	551	1,801	70	2,462
Flats (general needs)	0	133	95	0	0	228
Bungalow (general needs)	13	393	1,077	31	1	1,515
Sheltered housing	7	489	592	2	0	1,090
Total	20	1,055	2,315	1,834	71	5,295

The lack of smaller / single person accommodation is increasingly presenting difficulty in re-housing single homeless people in priority need, a group where presentations have been consistently increasing. This trend is likely to continue as welfare reforms have resulted in an increased demand for smaller accommodation. Meanwhile, pressures remain on the stock of family housing especially for 2 bedroom accommodation. Through the Strategy, the Council will be seeking to establish what action is necessary to ensure its properties are of the right type and in the right locations to continue to meet current and future housing needs.

A detailed breakdown of the Council’s stock profile (a Housing Stock Analysis) is provided at Appendix A.

Type of Stock

The majority of SCDC housing stock is of traditional construction. With less than 5% (256 properties) that are of non-traditional construction. Some properties that are not of traditional structures can be problematic and expensive to maintain well, and heat efficiently. With some of these properties being near the end of their intended life, the Council will need to consider if further investment in these properties are a worthwhile / cost effective investment when compared to re-provision. The Asset Management Team are looking to develop a methodology to determining these decisions.

Table 4: Non Traditional Council Stock

Property Type	Number
Bungalow Aluminium	30
End Terrace Unity House	2
End Terrace Wimpey	15
Flat First Floor Unity	3
Flat Ground Floor Unity	8
Mid Terrace Unity House	6
Mid Terrace Wimpey	18
Semi Detached Addison	10
Semi Detached Airey	26
Semi Detached Swedish	13
Semi Detached Unity	30
Semi Detached Wimpey	123
Terraced Industrial House	2
Total	286

Insuring our Housing Stock

The Council currently has a self-insurance approach to its housing stock whereby the Council bears the risk for any structural property damage, such as fire or flooding, rather than having specific property insurance cover. This practice is to be reviewed.

Stock Condition

The Council's stock condition information indicates that the large majority of the housing stock is of good design and sound construction with life cycle costs showing normal levels of projected expenditure.

The Council has recently invested in a new IT system that allows better use of asset management data and once fully implemented will allow more efficient planning of future works, and better integration between revenue (day to day repairs) and capital (investment) for council housing.

There is however some concern about the reliability of some of the data that currently exists within the asset management system. This is because the data is based on a sample survey being carried out, and this information is extrapolated across all properties including the majority of properties where no inspection have been carried out. This may lead to errors and inefficiencies in the way that investment decisions are made. We therefore intend to

commission a further stock condition survey of all of our properties, so that we can review the robustness of our stock condition data, the element lifecycles and costs used. This data will provide key information as to the basis for future stock investment expenditure and associated timescales.

Within the first 12 months of the Strategy Action Plan, there will be an appraisal plan produced that considers options to ensure that the information used by the asset management system is sufficiently robust to allow detailed planning.

The average energy efficiency of the housing stock currently provides a SAP rating of 77.04 (using the 0 – 120 scale). However, there is a considerable disparity between the best performing homes with ratings above 75 (12.6% or 666 homes) and the worst performing homes which fail to achieve a SAP (Standard Assessment Procedure) of 45 (estimated at 12.3%, 650 homes).

This information is more clearly understood with reference to EPC (Energy Performance Certificate) bandings of the existing stock.

Table 5: EPC Bandings of Existing Stock

EPC Band	No. of Properties
A	961
B	1,017
C	2,285
D	958
E	64
F	9
G	1

The government target is for all homes to be rated at EPC band C or above by 2030. This data suggests that most properties are already at that level, and others can easily be brought up to the required level. However, more detailed work is required to understand the longer term suitability of, and demand for, properties that currently perform poorly and to understand if it is economical to bring these properties to the required standard.

Using the existing data, there is a requirement for investment of over £210 million over the next 30 years to keep the stock at its current conditions, with the breakdown of expenditure between key elements set out below. It is important to note that this is the cost of maintaining the stock at its current standard and it does not include expenditure on new or acquired buildings, or the cost of ensuring that existing and new council properties are net zero carbon contributors by 2050.

Table 6: Breakdown of 30 Year Capital Expenditure by Building Element based on existing data (excluding any upgrade to standards or net zero carbon contributors)

Element	Cost £1000
Bathrooms	20,605
Chimneys	1,032
Communal Areas	3
Doors	5,509
Electrical	12,044
External Works	15,543
Garage Blocks	646
Heating & Water	51,665
Kitchens	31,788
Miscellaneous	1,716
NHER	959
Outbuildings / Extensions	4,783
Roofs	23,756
Safety & Security	806
Walls	6,230
Windows	17,263
Unrepresented Costs	129
Total	210,478

The Approach to Reletting Properties

The approach to managing and maintaining our homes includes how we go about reletting properties. The aim is to provide properties to incoming tenants that meet a good standard, meet their needs and which offer excellent value for money. Moving forward we will be striving to use our improved approach to asset management to explore improvements to the management of empty properties to achieve continuous improvement through efficient management of relets at all levels.

General Needs: Demand

Whilst the Council's housing stock has decreased over the last 30 years, there is a sustained level of demand, mainly due to the significant affordability challenges that face the District. As at September 2021 there were 1,661 applicants on the housing register. This was made up of 701 (42%) transfer requests from current council and housing association tenants and 960 (58%)

new applications. The housing register is reviewed on a rolling monthly basis to ensure that the housing register is a robust reflection of need at any given time.

The majority of applicants (1,346, equating to 81%) are waiting for general needs accommodation, with the highest need for one and two bedroom properties. Those who are eligible for sheltered accommodation, equate to 19% of those on the housing register.

Most of the applicants joining the housing register are in some form of housing need and meet eligibility criteria. Each applicant goes through a robust process to identify the scope of their need and is banded accordingly. The number of applicants in each of the bands as at September 2021 is provided at Table 7. The Council has an obligation to manage all housing needs, so as well as general needs of applicants it must ensure the needs of more vulnerable and homeless families / individuals are considered. This includes adaptations to houses for disabled people or those with a physical impairment; together with supported accommodation for those that have mental health or learning difficulties. This is achieved by working in partnership with Cambridgeshire County Council Care Teams, the Multi-agency Public Protection Arrangements Group (MAPPA), the rough sleeping outreach service and floating support service P3 and with other support services including the voluntary sector.

Table 7: South Cambridgeshire District – Housing Applications [September 2021]

Band	Number of Applicants
A	130
B	449
C	542
D	477
D*	63
Total	1,661

The Council can only meet a proportion of this need, making in the region of around 200 lettings each year for general needs housing and around 80 lets per year for sheltered accommodation. When including housing association lettings, this figure increases to around 540 new lettings per year, all of which clearly demonstrates a demand for more social housing to meet need arising from the housing register.

The highest demand for properties on the register is for one and two bedroom properties, with over 49% requiring one bedroom and 29% requiring a two bedroom. There is a significant imbalance between the current housing stock and demand for properties, especially for general needs accommodation with only 10% making up one bedroom properties, and 21% of our overall stock being sheltered accommodation.

Table 8: Stock Numbers compared to Need

Property Type	Number of General Needs	Percentage	Number of Sheltered	Percentage
Bedsit	13	(0%)	7	(0%)
1 bed	566	(11%)	489	(9%)
2 bed	1,723	(33%)	592	(11%)
3 bed	1,832	(35%)	2	(0%)
4+ bed	7	(1)	0	(0%)
Total	4,205	(79%)	1,090	(21%)

Table 9: Waiting List Demand

Property	Aged under 60	Percentage	Aged 60+	Percentage
Bedsit	0	0	0	0
1 bed	551	(33%)	281	(17%)
2 bed	446	(27%)	29	(2%)
3 bed	247	(15%)	0	(0%)
4+ bed	107	(6%)	0	(0%)
Total	1,351	(81%)	310	(19%)

Whilst the majority of council properties in the District are in high demand, there is some sheltered accommodation that is more problematic to allocate due to the high proportion of council owned sheltered properties and such a high natural turnover. Anecdotally larger homes in some of the more rural villages with limited facilities are also harder to let. Bedsit accommodation is also much less attractive to tenants and whilst we have redeveloped the majority of bedsits, there are still 20 bedsits remaining.

We have started to address the imbalance of demand and supply for smaller homes through our new build programme including specifying on all new developments the need for more one and two bedroom affordable homes. Moving forwards, we will also explore the opportunity to re-designate / redevelop some older persons accommodation to provide more general needs homes.

The decrease in the number of council owned family houses in popular areas means it is difficult to match housing demand with available stock. The problem is exacerbated by the difficulties in freeing up under-occupied family housing due to the reluctance of older people to downsize. The Council's allocation policy aims to address this by giving priority to council tenants who wish to downsize

The Council has embarked on a new build programme to deliver 70 homes per year, with an aspiration to deliver up to 100 a year if feasible. So far, up to March 2021 we have built / purchased 181 new council homes (136 rented and 45 shared ownership), acquired 29 properties from the open market and have a further 133 schemes in the pipeline as of October 2021, with further opportunities currently being explored. These are a mixture of affordable rent and shared ownership homes.

Table 10: Acquisitions from the Open Market

-	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017	2017 / 2018	2018 / 2019
Property Type	Rented	Rented	Rented	Rented	Rented	Rented
One Bed House	0	1	1	0	0	0
Two Bed House	2	3	1	9	4	5
Three Bed House	0	1	0	0	0	2
Total	2	5	2	0	4	7

Table 11: New Build Completions

Year	2016 / 2017	2016 / 2017	2017 / 2018	2017 / 2018	2018 / 2019	2018 / 2019
Property Type	Rented	Shared Ownership	Rented	Shared Ownership	Rented	Shared Ownership
One Bed Flat	2	0	10	0	2	0
One Bed House	8	0	0	2	0	0
One Bed Bungalow	0	0	0	0	0	0
Two Bed Flat	0	0	8	0	0	0
Two Bed House	18	0	4	4	5	0
Two Bed Bungalow	0	0	0	0	1	2
Three Bed House	10	0	0	5	1	0
Four Bed House	1	0	0	0	0	0
Total	39	0	22	11	9	2

Year	2019 / 2020	2019 / 2020	2020 / 2021	2020 / 2021	Overall Total	Overall Total
Property Type	Rented	Shared Ownership	Rented	Shared Ownership	Rented	Shared Ownership
One Bed Flat	11	0	28	0	53	0
One Bed House	0	1	0	0	8	3
One Bed Bungalow	0	0	2	0	2	0
Two Bed Flat	2	0	0	0	10	0
Two Bed House	4	11	11	9	42	24
Two Bed Bungalow	0	0	1	0	2	2
Three Bed House	2	3	4	7	17	15
Four Bed House	0	0	1	1	2	1
Total	19	15	47	17	136	45

Table 12: New Build Pipeline Schemes (approved up to October 2021)

Scheme	No. of Units
Grace Crescent, Hardwick	7
Bennell Farm, Toft	25
Impington Lane, Impington	10
Babraham Road, Sawston	48
Emerson Road, Great Abington	3
High Street, Meldreth	7
Orchard Gardens, Melbourn	9
Boxworth End, Swavesey	12
Strawberry Farm, Great Abington	3
Meadowcroft Way, Orwell	4
Longstanton Road, Oakington	1
Bartlow Road, Castle Camps	4
Total	133

Table 13: Affordable Net Gain

Year	Right to Buy Sales	Acquisitions	New Build Rented	Net Gain / Net Loss	Demolitions	Total Net Gain / Net Loss
2013 – 2014	28	2	0	-26	0	-26
2014 – 2015	29	5	0	-24	0	-24
2015 – 2016	23	2	0	-21	0	-21
2016 – 2017	33	0	39	6	0	6
2017 – 2018	20	4	22	6	23	-17
2018 – 2019	15	7	9	1	0	1
2019 – 2020	19	0	19	0	2	-2
2020 – 2021	10	0	47	37	0	37
Total	177	20	136	-21	25	-46

Prior to the government changes to the Housing Revenue Account subsidy system in 2012 and the ending of the debt cap for local authorities in 2018, the government had a strictly enforced borrowing cap. This meant that the Council did not have the resources to tackle its worst properties where redevelopment was the most appropriate course of action. Therefore, between 2004 and 2017, it was Council policy to transfer homes to housing associations for redevelopment purposes where the homes were no longer fit for purpose. During that period around 300 homes were transferred to housing associations for redevelopment to provide new affordable homes. This included a redevelopment programme for some of the Council's Airey properties at Coton, Elsworth and Sawston and the Council's largest regeneration scheme at The Windmill Estate, Fulbourn. Any future redevelopment opportunities will remain within the Council's housing stock and delivered through the Council's Newbuild programme.

5.) Involving Customers and Delivering their Priorities

The Council recognises the benefits of tenants being involved in the management of their homes and welcomes the vital role they can play in helping improve the housing and repairs service. Tenants are at the heart of the Council's decision-making processes and various options exist to ensure effective tenant consultation and engagement and for the Council to be accountable to tenants and customers.

We are constantly seeking to improve and enhance the way in which tenants are involved in informing, developing and enhancing the accommodation and services we provide. We are also mindful that we provide management services to leaseholders with legal rights regarding consultation for larger maintenance contracts or works programmes.

Tenant Priorities

Through existing consultation methods, the Council aims to seek the views of tenants to better understand their priorities beyond the existing Decent Homes Standard. This work will be completed by September 2022 and be used to develop a South Cambs Standard (or Standards).

Tenant Satisfaction

As part of our ongoing commitment to seek the views of residents, we intend to commission Research to carry out a survey in Winter 2021 to establish perceptions of the services provided to both its general needs and supported tenants. This survey will follow a nationally accepted methodology which will allow comparisons with other organisations and over time.

Involvement Mechanisms

Over recent years the Council has significantly increased the opportunities for tenants to become involved in the management of their homes. We recognise that tenants may wish to be involved in a variety of ways and at different levels. Therefore, procedures have been developed to enable tenants to have the opportunity to be involved in a way that suits them. A new Resident Involvement Framework and Strategy was implemented from April 2019.

The Council also has Right to Buy properties in blocks of flats. We have developed our procedures to ensure Section 20 consultation takes place with these leaseholders when letting larger contracts or works which fall under the requirements for such consultation to take place but realise there is more to be done.

Future Vision

To ensure that tenants and customers continue to play a valuable role in the development and improvement of the repair, maintenance and investment services and programmes we provide, we aim to effectively scrutinise our performance through service specific panels. This includes providing qualitative information about our services from a customer view in order for the panel to have the ability to challenge both the scope of services and the way in which they are delivered.

The tenant's panel will also play a role in the contractor's complaints process. It is envisaged that the panel will have an active role in contractor complaint handling, ensuring that problems can be resolved locally and that the service improves.

Looking in more detail, and with reference to the principles set out in the Charter for Social Housing Residents (Government White Paper 2020) **To know how your landlord is performing**, we will seek to:

- Maximise opportunities for tenants to have a voice and input to the repairs, maintenance and asset management service.
- Give opportunities to tenants to question and discuss issues in relation to repairs, maintenance and asset management.
- Provide tenants with regular progress and performance reports.
- Actively promote repairs and maintenance issues.
- Develop the arrangements for monitoring and scrutinising the repairs standards, services and asset management plans.
- Ensure value for money for tenants is achieved.
- Increase tenant involvement in the development of specifications for programmes of work.
- Monitor and scrutinise all contracts and programme of works.
- Increase tenant involvement in contract selection and monitoring.

6.) Strategic Priorities for Asset Management

The Housing Asset Management Strategy has been built around one major aim and seven key strategic priorities that have been developed specifically in response to the range of distinct issues for the Council, our stock and future residents' needs.

Accompanying the priorities is an Action Plan, which clearly sets out what the Council wants to achieve, and by when. It is anticipated that the actions will be monitored, reviewed and revised during the life of this Strategy as works are completed and new actions are established. An Asset Management Investment Plan will also be developed once the outcome of the stock condition survey has been completed that sets out a 30 year profile of annual expenditure.

Overall Aim – To provide good quality, sustainable homes that are affordable to live in and where people choose to live.

Specific Priorities

- a) Ensure the homes we provide are safe and secure and meet or exceed all statutory safety standards.
- b) To have in place well designed repair and maintenance systems that ensure homes are well maintained and kept in a good state of repair.
- c) To have a long-term strategy and programme in place to improve the thermal efficiency of homes and reduce their carbon emissions with the aim of being carbon neutral by 2050.
- d) To ensure the homes are brought up to and maintained at locally determined standards, remaining attractive and meeting modern requirements and tenant expectations.
- e) To replace obsolete or uneconomic properties with new homes that are better designed to meet future needs and create a better balanced portfolio.
- f) To identify opportunities to acquire through purchase or direct build, additional homes to increase the number of council owned properties available of the type and quality needed in locations where people want to live.
- g) To ensure our homes meet the requirements of people with specific needs.
- h) To use procurement processes to best effect and adopt a strong approach to contract management to optimise quality and value in the delivery of all repairs, maintenance and improvement works.
- i) To use the housing asset base to help deliver wider corporate priorities and statutory duties of the Council.

Priority A: To ensure that our housing stock provide homes that are safe and secure and that we meet or exceed all statutory safety standards

The Council ensures that we not only comply with the statutory duties around health and safety but are more proactive in tackling issues. We will clearly demonstrate to customers and the Regulator for Social Housing that our approach to building safety and statutory compliance is based centrally in everything we do,

The government's increased focus on safety arises from the tragedy at Grenfell Tower and has been reinforced with measures in the White Paper. Consequently, the issue of building safety and compliance has been given increased prominence in this Asset Management Strategy. But that is not to say these activities are new and the Council has a good track record in ensuring compliance.

There are a wide range of statutory duties with which the Council as a landlord must comply. Failure to comply with these duties could result in action against the Council, such as criminal prosecution for offences including corporate manslaughter and / or civil claims for personal injury or damage.

The Council's will therefore ensure that all dwellings meet relevant health and safety requirements allowing tenants to live in a safe and secure environment. This will be achieved by identifying and managing risks including those from:

- 1) Housing Health and Safety Rating defects
- 2) Asbestos
- 3) Legionella / water hygiene
- 4) Gas installations
- 5) Electrical testing and renewal
- 6) Smoke alarms and carbon monoxide detectors
- 7) Fire Risk Assessments
- 8) Fire doors
- 9) Estate Risk Assessment inspections
- 10) Aids and Adaptations

1) Housing Health and Safety Rating System (HHSRS)

The HHSRS replaced the Fitness Standard element of the Decent Homes Standard. The HHSRS assesses the 29 main health and safety risks inherent in a property. If a property fails the HHSRS, it automatically fails the Decent Homes Standard.

We will classify HHSRS failures as priority works, addressing them at the earliest opportunity. All Council Officers involved in surveying properties will be trained to identify potential HHSRS failures with key surveying staff receiving full training in HHSRS assessments.

This will enable us to build up an accurate figure of how many homes may be considered non-decent because of HHSRS failure. To achieve the HHSRS aims the Council will:

- a) Train staff to identify failures during their normal day-to-day activities.
- b) Ensure that contractors offer similar training to their own staff
- c) Record any failures on the asset management IT system
- d) Carry out these works as a high priority by including in planned works; and
- e) Continually review the programme of HHSRS work undertaken to ensure the Council maintains compliance with the Decent Homes Standard.

2) Asbestos

The Council has an Asbestos Management Policy for all council homes, which sets out how we identify and manage asbestos. We conduct surveys and sampling and manage asbestos containing materials in accordance with the Asbestos Policy and Management Plan and the Control of Asbestos Regulations 2012.

Management surveys are undertaken to all properties, including sheltered schemes and shared entrances to flats. This information is held in an Asbestos Register together with an Asbestos Management Plan. All high-risk asbestos containing materials are programmed for removal as they are identified. Medium and Low risk asbestos containing materials are left in-situ and are only removed if the risk should change, for example should they become damaged for instance or they require removal to enable repair or alteration work to be carried out. Contractors are made aware where Asbestos materials are located before undertaking repairs or refurbishment work. If Refurbishment and Demolition Surveys are required, these are undertaken prior to work commencing.

3) Legionella / Water Hygiene

The Council has a water hygiene policy for properties with some communal facilities. Risk assessments have been completed and are reviewed on a periodic basis regarding the risk of Legionella to our sheltered housing sites and other sites with common stored water as required under the HSE Approved Code of Practice L8. We will carry out risk mitigation work by flushing hot and cold-water systems to empty properties just before they are occupied, and weekly for any empty properties in sheltered housing schemes.

Although single household accommodation is not covered by legislation. The Council will develop practical advice for tenants to minimise risk.

4) Gas safety

We have a policy that ensures the safety of tenants in homes that contain a gas supply and connected appliances. We take all reasonably practicable steps to gain access to tenanted properties to make sure we meet our legal duties under the current Gas Safety (Installation and Use) Regulations. Landlords have a duty to maintain all appliances they own, undertake a safety check and produce a safety record. It is a legal requirement to complete these checks and issue a landlord's certificate annually. **Note:** – safety checks do not include tenants' own appliances.

Whilst gas safety inspection and service of council owned appliances is undertaken by a contractor on the Council's behalf this does not absolve the Council from responsibility.

Each completed electronic generated Landlords Gas Safety Record is checked by the contractors before loading onto the Compliance Document Management System (CDMS) that records reported outcomes. The contractor operates their own risk based engineer audit process which is monitored by the Council.

In addition, the Council employs an independent auditor, where 5% of gas servicing is checked by a third-party contractor.

Whilst most tenants cooperate fully with the Council, there are a small number who refuse access to their homes. In these cases, we have an agreed procedure and take action against tenants who do not allow access to undertake gas safety inspection and / or service our appliances.

It should be noted that there is dispensation in the Gas Safety (Installation & Use) Regulations 1998 that a person shall not be guilty of an offence in any case in which it can be shown that all reasonable steps are taken to prevent the contravention. This procedure sets out records that must be kept for use as evidence to prove the Council took all reasonable steps to gain access.

5) Electrical Installations

Electrical safety inspections of the fixed wiring installations are undertaken every five years, or when the property becomes vacant. If the property is empty, we also test the electrical heating if present. The next periodic inspection date is detailed on each certificate issued. At the time the inspections are carried out all essential electrical responsive type remedial work is undertaken in-conjunction with the inspection.

6) Smoke and Carbon Monoxide Detectors

Although there is no statutory requirement in existing dwellings to provide either smoke or Carbon Monoxide Detectors it is considered good practice to do so. Therefore, the Council provides smoke detectors to all properties. In addition, Carbon Monoxide Detectors are

provided to all properties with gas heating. Around 84% of the Council's housing stock has hard wired smoke alarms (the rest are battery). The Council has allowed for the full replacement of both wired in CO and smoke detectors on a rolling programme of 10 years for smoke detectors and 10 years for Carbon Monoxide Detectors. Battery alarms are replaced more frequently, between 5 – 10 years.

7) Fire Risk Assessments

In accordance with the Regulatory Reform (Fire Safety) Order 2005 the Council has undertaken Fire Risk Assessments of communal areas to flats and sheltered schemes. The Fire Risk Assessments are reviewed annually and recorded on the Council's asset management database. Any remedial work required to mitigate the risks identified is undertaken and management processes put in place.

In addition, Council officers carry out regular checks of the common parts of flats and Sheltered Schemes. These activities are recorded on our asset management system via a job being allocated to each member of staff.

The Council has no high rise (six stories or higher) blocks and has never used the Aluminium Composite Material (ACM) implicated in the spread of fire at the Grenfell Tower tragedy. All current and past cladding used on the Council's dwellings meet all British and European standards.

8) Fire Doors

After the Grenfell tower disaster, the Council removed all fire doors deemed to be high risk and replaced them and we continue with a pro-active approach to replacing existing fire doors.

We are now replacing all fire doors (approximately 300) over the next 12 months. We are installing composite FD30S doors (such as doors that will withstand over 30 minutes of exposure to fire and smoke).

Fire doors will be included within an annual yearly maintenance programme to make sure they are serviced annually and remain fully compliant. The installation and maintenance will be carried out by contractors.

9) Inspections of Estate and Common Part Risk Assessment

Council officers are regularly out on our estates, as well as formally undertaking inspections of the estate areas, garage sites and common parts of our assets. Alongside formal assessments to the Health and Safety of tenants, residents and visitors to our estates, officers are expected and required to identify risks and ensure appropriate action is taken. Where high risks are identified, mitigating works are undertaken either through Planned or Responsive repairs.

This will include appraisal of the following options:

- a) Repair, replacement, or improvement of boundaries, including urgent repairs where they are found to be unstable
- b) Repair, replacement, or improvement of paving or tarmac paths, both to make safe and to improve environmental conditions
- c) Repairs, refurbishments, and improvements to communal areas, both external and internal (for example refuse areas and stairwells to blocks of flats)
- d) The development of long-term sustainable solutions to problematic garage blocks / sites, ranging from minor environmental improvements to repairs to potential demolition or redevelopment.

More formal Estate Inspections are carried out on a regular basis by housing officers and with the help of local tenants.

10) Inspection of Aids and Adaptations

The Council has an increasing amount of equipment that is provided for tenants. We have developed an annual servicing and inspection regime for this equipment including the following

- Personal Lifts
- Stair lifts,
- Hoists,
- Wash and dry toilets

Reporting

There is an increased focus on building safety and compliance within the Social Housing 'industry' and with this, there is a need to provide reassurance to elected members, tenants and customers. It is proposed to develop a new suite of indicators to measure compliance, within the first 6 months of the Asset Management Strategy Action Plan. These will be reported on a quarterly basis.

The Head of Housing is the named responsible person within the Council who is accountable for ensuring compliance with our health and safety obligations.

Priority B: To have in place well designed repair and maintenance systems that ensure homes are well maintained and kept in a good state of repair

The Council recognises that the efficient and effective repair and maintenance of the housing properties is an essential requirement of the Strategy and that there will always be a need for routine, planned and cyclical maintenance to be carried out. In 2021 / 2022 we anticipate spending £3.195 million during the year on responsive repairs and a further £1.499 million on cyclical / planned works giving a total of £4.694 million investment on our existing stock. This is on top of the indicative capital investment of £210,478 million estimated over the next 30 years (based on existing data) for the improvement of our stock (as set out in Table 6).

Table 14: HRA Revenue Budget for Routine, Planned and Cyclical Maintenance for 2021 / 2022

Responsive Repairs	Budget 2021 / 2022
Change of tenancies	£1,122,000
Maintenance of Disabled Adaptations	£33,660
Responsive Repairs	£2,040,000
Total	£3,195,660

Non Responsive Maintenance (Planned & Cyclical)	Budget 2021 / 2022
Cyclical Works	£367,200
Heating Service Contracts	£581,000
Asbestos Surveys / Removals	£91,800
Thermostat & other Electrical Surveys	£193,800
Drainage Surveys	£193,800
Garden Works	£40,800
Special Investigations	£30,600
Total	£1,499,000
Overall Total	£4,694,660

Whilst the Council's housing properties already meet the Decent Homes Standard it is clear that considerable challenges will remain in ensuring the existing properties are well maintained for the long term and that, as a minimum, they continue to meet the Decent Homes Standard. To meet these challenges, the Council aims to have in place well designed repairs and maintenance systems that encompass the ongoing requirements for day to day, cyclical, planned and improvement works for our tenant and leaseholder customers.

We will ensure that we have systems in place to develop and maintain:

- A responsive, effective and efficient day-to-day or responsive repairs service.
- A relet service that is efficient and effective to help speed the repairs process and minimise loss or rental income.
- A cyclical and planned maintenance programme for inspection and servicing of various installations and for internal and external redecoration, designed to achieve economies by replacing components just before they would otherwise require responsive repairs, anticipating changes in the determined Standards and reducing future requirements for cyclical or planned works.

In this way, we will be equipped to deliver an excellent repairs and maintenance service for tenants and leaseholders, enabling them to live in well maintained, modern and safe homes.

Thus, our repair and maintenance services are grouped into three main categories. These are responsive maintenance; empty property works and cyclical and planned maintenance.

Responsive Maintenance

These are repairs which are carried out when components fail, and that cannot wait to be undertaken under a planned programme. These works, which are revenue funded, comprise of day to day responsive repairs to items such as plumbing / sanitary equipment, door and window fittings, electrical equipment.

The Council has made significant investment in ICT and has a long relationship with our repairs contractors who carry out the majority of responsive repairs. The repairs service will be retendered with the next contract starting in July 2022.

We have taken steps to minimise work being undertaken through responsive repairs and no major works are financed by this budget. Instead, these are covered in the programme to maintain properties at the Decent Homes Standard. In addition to this, repairs to items such as fencing are batched into small programmes to achieve better value for money.

As part of the more proactive approach to asset management that we will be taking through our new Asset Management Strategy our aim is to reduce the proportion of expenditure spent on responsive repairs to no more than 30% of the total repairs and maintenance annual spend.

Relet Works

Relets works refers to the work that is needed to an empty property to prepare it for a new tenant. This generally occurs when a property is being re-let through termination of the previous tenancy. Relet works include statutory testing of gas and electrical systems, as well as the works required to ensure the property is in good order for incoming residents.

Work to relet properties is carried out in accordance with the standard set by the Council. It is proposed to develop a South Cambs Relet Standard following the implementation of this Strategy. The Relet Standard will provide a new tenant with a fit for purpose “decent home” to start their tenancy.

We recognise that empty properties are a very visible measure of the performance of the Housing Service and therefore it remains an important target to reduce relet times and report relets and relet performance on a regular basis.

Cyclical maintenance

Cyclical maintenance comprises the regular servicing of mechanical and electrical equipment (such as boilers) and would ordinarily include external decoration together with pre-painting repairs. Servicing occurs at regular pre-defined intervals.

Gas Servicing is carried out annually and the Council has a statutory duty to inspect every gas appliance within every one of its housing properties every year. The process is covered in the Health and Safety and Compliance section above.

Cyclical maintenance is essential to maintaining and increasing standards within the housing stock in addition to providing regular inspection of each property to identify any issues with individual dwellings.

Challenges

The Council's current arrangements with external contractors for the repair and maintenance of the housing properties will end in mid-2022. Newly reconfigured arrangements are currently in the process of being put out to competitive tender. The new contract is being designed to 'reinvent' our repairs service for the 2020s and will be intelligence led and customer driven.

Priority C: To have a long-term strategy and programme in place to improve the thermal efficiency of homes and reduce their carbon emissions with the aim of being carbon neutral by 2050

The Council has an ambition of being the leading green district within the country and this very much links with our vision to provide good quality, sustainable homes for our tenants. This is reflected in two of the four corporate priorities

- Building homes that are truly affordable to live in, and
- Being green to our core

Meeting the Carbon Neutral Challenge

The Council aims to be Carbon Neutral by 2050 which includes the housing stock. In 2019 the Council commissioned a study by an external consultant on how the council can best meet this aim.

The study looked at both energy consumption and carbon emissions, and with other options being either unavailable (included where the distribution infrastructure is lacking) or prohibitively expensive, electricity is the only realistic option to heat homes once fossil fuels are removed.

The reliance on electricity does however have its own challenges:

1. The electricity grid has insufficient current capacity to take over from gas for all domestic heating and therefore the switch from gas for domestic heating will need to be phased.
2. The report also stated that at that time, electricity was more expensive than gas and therefore switching fuels without reducing the amount of fuel required would result in much higher fuel bills for tenants and probably resulting in increased fuel poverty.

The findings of the report do not advocate switching from gas boilers to heat pumps without considering the overall implications and being selective in respect of property types. However, some dwellings that currently have good insulation levels may already be suitable.

It is recommended that the Council approach carbon reduction as a three stage project whilst ensuring overall costs to tenants are kept to a minimum.

Stage One

Reducing energy demand in dwellings by improving the level of insulation, including external walls (even those with insulated cavities of a certain age) and ground floors. The Council recognises the impacts on both mental and physical wellbeing for those facing fuel poverty. Therefore, where possible, tenants who are most at risk of fuel poverty will be a priority when programming this work.

Stage Two

Install alternative heating systems. The options are either air source or ground source heat pumps, both will require individual building appraisals to determine technical suitability.

Calculations show that these measures will reduce the total CO2 emissions from the housing stock from approximately 11,500 tons of CO2 per year to 2,274 tons per year with average carbon emissions per dwelling reducing from 2.1 tons CO2 / kg per year to 0.4 ton per year. However, as this energy is now all electricity, which has a higher tariff than gas, energy bills per tenant only reduce by an average of 33% from £690 to £465 per year. In some specific circumstances (an existing well insulated property using gas), there is a possibility that fuel costs could marginally increase if the reduction in energy demand does not offset the higher cost of electricity (based on current fuel costs).

Stage Three

Eliminate residual carbon in order to become net zero. If the grid has been decarbonised by 2050 in line with UK Govt targets then the Council will be net zero carbon. The Council has already installed solar panels to over 40% of its houses and bungalows so if the grid has not been decarbonised then it could introduce additional renewable generation measures, such as solar panels (possibly with battery storage) to those dwellings currently without.

Alternatively, the Council could invest in community wind farm or solar farm projects which would offset these emissions at the same time as generating clean power and a financial return. The extent of renewables required to offset any residual carbon emissions cannot be determined until the decarbonisation of the grid is more widely understood.

There is a significant financial cost for this work. The estimated budget (at today's price) to become near zero carbon is in the region of £157.6 million gross, excluding VAT, over the next 30 years inclusive of undertaking ground floor insulation. This equates to an average cost of £30,000 per property. However, taking into consideration the £65.5 million estimated of related work contained in the current 30 year capital delivery programme, the additional budget requirement reduces to approx. £92 million, or £17,547 per dwelling on average.

In order to work towards net zero on the Council's stock, a strategic approach will be adopted that takes advantage of the 30 year timescales and allows informed decision taking. This will include:

- a) Modelling the stock to determine financial performance in light of the zero carbon standard and confirm the long term future to support the levels of investment required
- b) Review difficult to treat properties, such as solid ground floors, historic buildings or complex tenure mixes, and agree a suitable strategy and work scope.

- c) For stock with a long-term sustainable future, develop a new holistic and sustainable investment plan that reflects both normal decent homes type work as well as zero carbon work.
- d) Review all work components in relation to life cycle replacements.
- e) Undertake detailed surveys across the stock to identify technical suitability for zero carbon measures.
- f) Explore and trial technical solutions across building archetypes to ensure suitability and affordability.
- g) Embark on the implementation of improvement measures to selected sustainable pilot properties, blocks or estates that reflect the wider agreed strategy and build up a level of expertise internally as well as a supply chain.
- h) Consult with tenants and leaseholders.
- i) Develop a detailed delivery plan, taking into account survey data and real-life performance of technical solutions
- j) Monitor the extent of grid decarbonisation and develop a strategy to offset the residual emissions if required.

Net Zero Collective:

As part of the work to explore and trial technical solutions, South Cambridgeshire District Council joined NetZero Collective in 2019, which brings together a number of organisations including the Dept Climate Change, Buildings and Energy, Southampton University and a number of Social Landlords.

The Net Zero Collective has 2 key aims:

1. Determine the most cost-effective way to retrofit properties to deliver net zero using fabric first approach combined with deployment of renewable technologies.
2. Identify how the delivery of decarbonisation of properties at scale can maximise economic regeneration in local communities.

The Council has contributed 5 properties into this first phase. These properties were empty at the time and surveys have been completed.

In order to create the capacity and capability to deliver retrofit at scale, we are working with NetZero Collective to create a blueprint for a Centre of Excellence for Decarbonisation to present to members. If successful this Centre will recruit, train, and employ local people to retrofit properties – using the data, tools, methodologies, and training programmes developed through the research provided by the NetZero Collective. This provides an opportunity for the local college to become a training hub – delivering accredited programmes for training and apprenticeships that build the capacity required to meet the target for 2050

We recognise that the effectiveness of some carbon reduction methods are dependent on the lifestyles of occupants, especially around ventilation and drying of clothes. We will work with others to identify solutions to these issues.

Net Zero New Homes

The Council is keen to demonstrate that new build social housing can be constructed following the principles of Net Zero Carbon.

The Council will identify a suitable site for such a build and will consider suitable procurement to deliver a 'proof of concept' development. This will be subject to available funding and the agreements of Members.

Priority D: To ensure that homes are brought up to and maintained at a locally determined Standard, remaining attractive and meeting modern requirements and tenant expectations

The Council is committed to ensuring that the housing properties it owns and manages not only continue to meet the national Decent Homes Standard (as defined by the government) but that they are brought up to and maintained at a higher, locally determined, South Cambs Standard. This is because we recognise that Decent Homes is a minimum standard and we acknowledge that social landlords should aspire and plan for decency plus; in other words, adopt a better standard that also takes into account the views and aspirations of residents.

The Council will therefore develop and maintain a detailed 30-year investment programme to sit alongside this Strategy. It will be designed to deliver cyclical, planned and improvement works in a timescale determined by the need to ensure we continue to meet the Decent Homes Standard as otherwise some homes would become non-decent each year without adequate investment. However, the investment programme will also provide for properties that are assessed to be 'long term sustainable' to be brought up to and maintained at a higher, locally determined, Standard.

We recognise that our stock condition survey data is incomplete. Some of the data is out of date and much is based on assumed knowledge of the individual elements within each property as much of the data is cloned from known beacon properties. This means the information is not sufficiently good for making detailed investment decisions.

We therefore intend to commission external surveyors to carry out a 100% stock condition survey by the end of 2022. This will provide a baseline for future investment planning. Once this baseline is established a sample of properties will be resurveyed each year, and when empty, and the database updated in respect of capital and other work to keep the data current.

The South Cambs Standard

The Council will work with tenants to develop a new South Cambs Standard to ensure the homes we provide not only continue to meet statutory and / or regulatory minimum standards but offer a quality of accommodation that meets current and future residents' needs and aspirations.

In developing this Standard, we will consider:

- The desire to have a locally determined, enhanced standard over the required minimum, including external areas
- The need to meet the climate change agenda and targets and to help reduce levels of fuel poverty

- The need to ensure long term neighbourhood sustainability
- Tenant / customer needs / demands / requirements

In addition to this Standard we will consider the need to ensure flexibility to meet the special needs of particular resident groups, such as older tenants and disabled tenants. We will also explore whether an additional standard should be developed for sheltered housing schemes (this may include both individual accommodation and communal areas).

Once established, we will put into place procedures for measuring and monitoring the attainment and maintenance of homes at this Standard in partnership with tenants to ensure that we continue to meet the changing needs, expectations, and aspirations of residents.

Tenancy Types

From April 2013, the Council introduced the use of fixed term tenancies. For the majority of new tenants (excluding those aged 65+, disabled or some transfers) a fixed term 10 year tenancy is issued once an introductory tenancy has been successfully completed. This policy was brought in following the Localism Act 2011, with some of the initial 10-year fixed term tenancies coming up for renewal in 2023. Many housing providers who had originally moved to fixed term tenancies are now opting to return to lifetime secure tenancies, as it was resource heavy with little benefit. The Council will therefore review its Tenancy Policy in the light of good practice and current policy direction. The policy will be reviewed during 2021 / 2022 and will involve consultation with tenant groups.

Priority E: To replace obsolete or uneconomic properties with new homes that are better designed to meet future needs and create a better-balanced portfolio

The Council recognises that some of the current housing properties may not be sustainable for the long term and that some schemes and / or property types may be of a poor quality design or construction, or in a condition which makes long-term investment in the property either uneconomic or otherwise inappropriate.

This is a particular issue in respect of some of the properties that are of a non-traditional construction, where the fundamental design makes lettings and / or housing management difficult or where the work will be uneconomical, for example the level of necessary investment over the next 30 years will exceed the level of rental income projected to be received. This may include properties where the investment needed to reduce carbon emissions to an acceptable level is disproportionately high. Thus, in some cases, simply maintaining homes at the Decent Homes Standard or bringing homes up to the South Cambs Standard will not be enough to achieve the Council's wider goals. Rather than simply committing large amounts of money trying to improve properties that fall into this category the Council will consider working with others, as appropriate, to re-provide new, high quality properties that are better designed to meet the future needs of residents in the District and which are of a type that aids the development of a balanced housing portfolio.

We have therefore developed a methodology to review the future of some of the Council's homes, identifying the obsolete or uneconomic properties through an appraisal process that incorporates:

- Review and analysis of stock condition survey information
- Net Present Value assessment techniques
- Examination of neighbourhood sustainability factors

It is our ambition to include within these appraisals an analysis of the embedded carbon involved in demolishing and rebuilding buildings compared to retrofitting buildings. A methodology to do this will be developed during the life of this plan.

Decisions about which properties to retain or redevelop, and where to build and for which client groups, will be taken in the context of robust analysis of neighbourhoods and local demand. Opportunities will also be provided to local residents to give their views, become more involved in the process and help shape the future of their neighbourhoods.

In some areas there may be a greater mix of tenures and landlords. Working effectively in such areas will require joint strategies or at least regard for the wider context when considering:

- Whether and on what basis we should retain and invest in properties
- For what end use the properties are to be retained
- The alternatives to retention and investment in the properties
- The impact on tenants of the alternative approaches
- The impact on the HRA Business Plan and the Council's asset base

Those properties found to be unsustainable will be reviewed to identify the most effective mechanism to remodel or renew them.

In the assessment and planning of any redevelopment programmes we will ensure that clear processes are in place for planning and consultation with residents, working with them to secure appropriate re-housing which meets their needs.

Furthermore, in determining the nature and type of re-provision we will work with strategic partners to identify and respond to changing demand within the District, seeking to better understand and anticipate shifting patterns in the housing market. However, this assessment is likely to confirm a particular requirement for more smaller homes, both smaller family homes to counteract the number of family homes lost under the right to buy, and more one bedroom homes where there is an increased demand.

Priority F: To identify opportunities to acquire through purchase or direct build, additional homes to increase the number of council owned properties available of the type and quality needed in locations where people want to live

Right to Buy (RTB) has reduced the number of Council owned homes considerably since it was introduced in the early 1980s. Whilst the rate of disposals has currently slowed the rate may increase again if proposals to increase discounts come to fruition and if mortgages become more readily available. The large majority of RTB sales have been family sized properties, but demographic changes and welfare reform has seen an increase in demand for smaller homes. Therefore, the Council will try and redress this situation through the active purchase of homes focusing on the acquisition of:

- Opportunities through the Council's Investment Partnerships
- New build properties that are offered by developers, through section 106 obligations.
- Properties that have been previously sold under RTB
- Registered Provider (RP) disposals
- Properties that are in the process of being repossessed by lenders
- Newly built properties from speculative house builders
- Open market sales to meet specific housing needs,

We will also consider options for either direct build or acquiring land to enable direct build when this is appropriate.

Under self-financing, there is flexibility within the Council's HRA allowing it to borrow and therefore to consider the purchase of these types of homes, with the activity helping to boost any new build and bring additional homes on-stream more quickly. The following approach will therefore be used to identify and assess the appropriateness of purchasing new properties.

Purchase Appraisal

- a) Consideration of location and housing need factors
- b) Viewing and preliminary survey of property
- c) Determine how property would 'fit' with existing stock profile
- d) Determine scope and investment needed in the property to bring it up to the South Cambs Standard (not applicable to new properties)
- e) Determine open market value of property, given its location and current condition
- f) Determine rent for the property
- g) Undertake financial appraisal (NPV) to determine viability of potential acquisition
- h) Subject to above, negotiate acceptable purchase price and proceed with acquisition

In delivering our work in this area, we will be mindful of the need to ensure long term sustainability of estates, the retention of an appropriate tenure mix and the way in which acquisitions help meet to deliver the broader objectives of the Greater Cambridge Housing Strategy.

Standards

We will work with our tenants to develop a new Standard for properties that we build or acquire. This will not only include internal facilities, but external and communal facilities and the relationship of council owned homes and other properties on the development.

Priority G: To ensure our homes meet the requirements of people with specific needs

We recognise that there is likely to be an increasing need for the Council's housing properties to cater particularly for the changing needs of older people (given the ageing population) and to meet the specialist needs of people who are otherwise vulnerable or who have support needs. Therefore, we will aim to ensure that the homes we provide have features and attributes that respond effectively to these needs, especially given the lack of suitable accommodation in the private sector.

Meeting the Needs of an Ageing Population

To ensure our sheltered housing continues to be of good quality and responds to population demographics and housing need we will review the appropriateness and 'fit for purpose' characteristics of each of the sheltered housing schemes. We will do this by examining issues such as property archetypes, locations, accessibility, individual attributes and demand in order to draw conclusions as to the investment works needed to ensure their ongoing sustainability.

The aim is that all of our long term sustainable sheltered housing will be modernised and re-structured as necessary to bring it up to a locally determined 'sheltered housing standard' which ensures that it is 'fit for purpose' to meet local need, focusing on issues such as quality of dwelling, accessibility and provision of appropriate amenities. We intend to put in place a clear, implementation plan for how we will achieve this by a specific target date and will include identification of any funding required from the HRA. This process will ensure that the Council continues to provide attractive housing solutions for older and otherwise vulnerable people.

The Council will also need to balance the demand for sheltered or supported housing against the overall demand for 1 and 2 bedroomed properties. We may need to consider re-designating some units that are currently designated for older people into properties that are suitable for general needs housing. However, in doing so we need to be aware of the needs of current residents and take account of their views and the availability of local support networks.

Adaptations

The Council will also continue to undertake work to our existing stock to ensure it continues to meet the needs of the increasing number of older and vulnerable people to remain in their home for longer.

One of the ways in which we will meet the changing needs of our current and potential customers is through the adaptation of our existing stock through a Disabled Adaptations Policy. We will continue to work with stakeholders to identify the needs of tenants and carry out adaptations to meet these needs where appropriate, enabling people to remain in their current

home for longer and therefore improving the quality of life for our tenants. In addition, where appropriate, tenants will be encouraged and supported to move in instances where more suitable accommodation is available.

It is sometimes the case that adaptations are no longer required by the original beneficiary, such as walk-in-shower units or specialist bathing equipment. However, this equipment may be of use to other customers. As adaptations are often expensive to carry out, we will maintain a live register of adaptations and adapted properties on the Asset Management System, enabling us to re-let to a household with similar equipment needs and / or to recycle adaptation items, ensuring value for money.

Other Support needs

When appropriate the Council will work with other organisations and stakeholder to ensure that local residents with unmet housing or support needs can be offered appropriate accommodation within the district.

Priority H: To use procurement processes to best effect and adopt a strong approach to contract management to optimise quality and value in the delivery of all repairs, maintenance and improvement works

Effective procurement and contract management plays a significant role in ensuring that the Council obtains best value for money from its expenditure as well as ensuring we meet the requirements of the Public Contract Regulations 2020, the legislation regarding procurement for public bodies.

The Council has a robust approach to Procurement with detailed procedures set out within the constitution (Contract Regulations) as well as a dedicated qualified Procurement Officer.

We will work closely with the Procurement Officer when examining how best to secure repairs, maintenance and improvement works to ensure that we achieve the best value for money and outcomes.

We recognise that in delivering our repairs, maintenance and improvement works that we are providing a service to tenants and customers. Therefore, it is especially the case that value for money is about much more than simply securing the lowest price and involves an assessment of the combination of quality and cost to establish the best outcome for each contract.

Value for Money Aims

- Our services are fit for purpose – that is – of the right quality.
- We deliver our services as efficiently as possible.
- We make the best use of technology to enhance and improve the service delivery.
- We listen to tenants and plan delivery programmes based on what people tell us but make a special effort to reach people who cannot easily express their views.
- We always balance the best contract price against the quality of the product delivered, to ensure that our tenants receive a high level of service at the best price.
- We will aim to target financial resources to the areas where maximum impact can be achieved and will work with other agencies and partners to deliver the most appropriate solution.
- Modern day slavery and safeguarding checks are undertaken.
- The operational services, project and contract management arrangements, delivered by qualified resources, provide consistent well run services that minimise disruption to our tenants.
- Environmental and sustainability considerations are taken into account and that carbon is reduced throughout the supply chain over the life of the contract working towards net zero carbon.

- Safe practices and Covid-19 working practices are integrated into our contracts, protecting the workforce and our residents.
- Social value is considered with regards to benefits for the local community during the procurement process including positive impacts on sourcing locally, equality and diversity.
- Wherever possible we will look to evaluate Life Cycle Costs when undertaking procurement.
- We match our strategy and programme to meet the requirements of the Medium Term Financial Strategy.

As part of our approach to continuous improvement we will ensure we work with contractors to improve our repairs services. We will establish regular contract management meetings, require information on performance and satisfaction which will be shared with tenants' groups.

Where contractors are unable to meet our expectations, then as part of our regular review process early intervention and performance management will be undertaken to resolve issues quickly and effectively. Following reasonable periods for improvement, where performance issues continue, then appropriate remedies will be undertaken to resolve the issue.

Priority I: To use the housing assets to help deliver the wider corporate priorities of the Council

The Housing Service is integral to supporting the Council's Business Plan and corporate aims. It will help achieve these by:

Growing local businesses and economies

- Encouraging local businesses to bid for contracts.
- The potential to deliver affordable housing for local workers to reduce commuting time and help with recruitment and retention issues that are key to the local economy.

Housing that is truly affordable for everyone to live in

- Increase the number of council homes each year to support people on lower incomes, that are energy efficient and affordable.
- Ensure rents meet the Greater Cambridge Affordable Rents policy as a minimum.

Being green to our core

- Improving the energy efficiency of existing council housing to reduce carbon impact and running costs
- Demonstrate that new build social housing can be constructed following the principles of Net Zero Carbon.
- Seek opportunities to plant trees, establish wildflower strips and in other ways enhance nature on council-owned estates as part of the aim of doubling nature and improving bio-diversity.
- Where feasible and viable, consider the installation of bike storage to support cycling to help reduce the carbon footprint through travel.
- Through our tenant engagement target campaigns to promote the Council's priorities to be green to our core

A modern and caring Council

- Preventing homelessness and providing support for vulnerable people, including those in fuel poverty and household's suffering financial hardship.
- Ensuring that our council homes are safe places for our tenants and their families.
- Ensuring we have a robust framework, and sufficient communication channels for tenant engagement.

7.) Other Assets and Activities

As well as providing council housing the Housing Service also owns, operates and manages a range of other physical assets within the HRA Estate. There is a need to ensure that these assets are fit for purpose, safe to use, and are actively managed. These assets include:

Communal Areas and Community Rooms in Sheltered Housing Schemes

The Council owns and manages 41 communal rooms and is responsible for the maintenance and cleaning of these areas. The cost of this is recovered through service charges and fees generated for external use.

We are responsible for the maintenance of communal areas within blocks of flats, for example stairwells and corridors, to ensure they are free from hazards and meet health and safety requirements. However, the tidiness and cleanliness of some of these areas has been raised and we will be reviewing what additional measures can be put in place to improve the standard of these communal areas.

We are also responsible for maintenance of external communal areas, such as open spaces, and have a grounds maintenance contractor to oversee this work on a planned and reactive basis.

Gardens to Council Properties

As part of the tenancy agreement, tenants are responsible for the maintenance of their garden. The Council operates a welfare garden scheme to provide grass cutting services for elderly or disabled tenants who are unable to manage their gardens and have no-one locally who can help. Footpaths and fencing in tenants' gardens are the responsibility of the Council to maintain. Upon property relet, all gardens are inspected as part of the relet process.

Leaseholder and Shared Equity Properties

There are three types of leaseholder:

- Right to Buy owners living in flats where they are unable to purchase the freehold because of the communal aspects to their property. The Council has 124 leasehold flats.
- Shared Equity owners who have purchased a percentage of their home (generally 75%) and the Council own the remaining 25% equity. No rental is charged for those that own 75% equity. The Council has 285 equity share bungalows.
- Shared Ownership. These are generally on newbuild schemes where the shared owner can purchase initial shares from 25% of the property, with the Council retaining the remaining shares to which rent is charged. Some properties are restricted through

planning so that owners can only purchase up to 80% of the property but are never able to own it outright, for all other shared owners they are able to purchase up to 100% ownership. The Council currently has 66 shared ownership properties.

In broad terms, the responsibility for the maintenance of the interior of leasehold properties (excluding any communal areas) falls to the leaseholder. In the majority of cases the Council is responsible for the exterior maintenance of the properties, including communal areas but excluding shared ownership houses. The costs of works are recharged to the leaseholder on a fair and proportionate levy dependent on the number of homes included in a particular works programme.

Garages (site and garages)

The Council owns 952 garages, with the average rent per week: £9.17 plus VAT for tenants and £12.41 plus VAT for non-tenants. Income from the rental of garages is around £390,000 per annum and the budget for repairs and improvements for garages is around £51,000 per annum. There is high demand for garages, typically 15 to 20 applications are received per week, with the Council holding a waiting list. There are some garage sites that are vacant that require major works or where alternative options for the site are being explored.

Land Appraisal

The Council will look to undertake an appraisal of all non-housing assets, such as land and garage sites, to determine their notional value and identify opportunities for development and other uses, which may include contributing towards the Council's corporate aims of doubling nature and promoting biodiversity.

Whilst the Council does not own large amounts of land, there are small pockets distributed across the District. Following the land appraisal, the Council will develop a policy on how to deal with land owned by the Council, including surplus land and in some cases garden land.

Communal Spaces, Land and Infrastructure (including pathways and street lighting)

Generally, the Council is responsible for maintaining all HRA owned land, this will include pathways and street lighting where they are positioned on HRA land, such as in communal areas.

All non-housing assets held within the HRA have a set of key principles:

- Regular inspections
- Appropriate charging for the use of some of these assets, through service charges or are fee income based, to ensure they are not a cost burden to the Council.

8.) Equality and Diversity

The Council values and respects the wide variety of people from diverse backgrounds, cultures, beliefs and lifestyles who are part of the community we serve. As such, we are constantly trying to improve our knowledge and understanding of the demographic profile of our residents to ensure that new and existing services reflect the needs of our diverse community. We are also determined to make sure our policies and procedures and working practices reflect this commitment.

In terms of managing and investing in our assets we take the different and varying needs of the people who live in the properties into account. For example, we recognise that in certain circumstances the standard package of works within the proposed South Cambs Standard may not meet the particular needs of some individuals or the way in which the works are programmed may not be consistent with their lifestyle. We will try to identify these instances and will also consider individual requests to be more flexible. Examples of the diverse needs of tenants include replacing a bath with a shower where residents are unable to use a bath due to disability, installing flashing smoke detectors for the hearing impaired and vibrating pillows for the visually impaired or mixer taps over washbasins to allow washing in running water before prayer.

In terms of considering the needs of individuals in the delivery of works programmes, examples include offering same sex interviews, translation and interpretation services and arranging temporary re-housing during improvement work where necessary. We also work with our contractors and delivery partners to ensure we hold shared aspirations of an equal and diverse work force offering training and development opportunities to the local population.

9.) Impact of the Strategy

We are keen to see that tangible benefits and real impacts are delivered through the Asset Management Strategy for our Customers and for the Council and wider communities.

We anticipate that the Strategy will have the following positive impacts:

For our Customers:

- Homes which are well managed and maintained
- Homes which are warmer and energy efficient reducing fuel costs
- Homes which are in high quality and sustainable environments
- Homes that meet the individual needs of residents
- A stock of properties which changes over time to provide a balanced portfolio which responds to customers' needs

For the Council:

- Supporting and facilitating wider objectives, notably the net zero carbon targets
- Improving stakeholder satisfaction with the accommodation and maintenance services provided
- Having a well maintained portfolio which allows us to ensure efficiencies (capital and revenue) by managing property running costs effectively and efficiently and releasing capital and then recycling it into corporate priorities.
- Delivering new projects effectively and efficiently.
- Maximising returns on any "investment".
- Delivering continuous improvement through performance management.

10.) Delivering the Strategy

30 Year Investment Programme

The Council will develop a 30 year investment programme based on the priorities in this document that prioritises and programmes all capital improvement projects. Our aim is to review all relevant evidence to make objective, informed decisions about programmed repair, investment, re-provision, and disposal activities.

The Asset Management Investment Plan (AMIP) will set out a 30 year profile of annual expenditure in the following principal works categories:

Planned Maintenance – works to the external envelope of properties, such as roof, walls, windows and doors.

Improving Homes – internal modernisation programmes to bring homes up to and maintain them at the South Cambs Standard such as kitchen and bathroom replacements, floor coverings, ceilings, re-decoration, and installation of showers over baths.

Better Use of Stock – for example conversion of bedsits to one bedroom, self-contained accommodation.

Asbestos Management – removal of asbestos containing material that is either damaged or is likely to be disturbed or damaged.

Carbon Reduction – installation and replacement of central heating systems and boilers

Insulation and ventilation – improved thermal insulation and ventilation systems

Electrical works – rewires and installation of safety alarm systems including empty properties, as well as maintenance of existing systems

Sheltered Housing – upgrades or renewals to installations such as lifts and boilers.

Disabled Adaptations – adaptations that help allow tenants to continue living in their home.

In total, based on the existing data, the Council's investment required would be in the region of **£443 million** over a 30 year period repairing, maintaining and improving its stock. This estimate includes the indicative costs for working towards net zero carbon by 2050 but is also subject to developing a better understanding of our stock through the stock condition survey which will help to progress our long term aims.

Table 15: Indicative 30 Year Investment Plan

Investment Works	Cost
Responsive Repairs	£96 Million
Cyclical / Planned Works	£45 Million
Capital Expenditure based on existing data	£210 Million
Net Zero Carbon Works	£92 Million
Total	£443 Million

Performance Management and Measurement

We will monitor performance through a set of agreed performance indicators and data provided on a quarterly basis to the Housing Performance Panel, which comprises tenant reps, officers and Members. Where possible we will benchmark performance with other housing providers through the use of HouseMark, the leading data and insight company for the UK housing sector.

Information Technology

The Asset Management Strategy is underpinned by appropriate IT systems informing all relevant decisions on planned investment and maintenance. A robust and integrated system is in place that is able to hold stock condition information, surveys, completions information, decency scoring and so on. The Council's integrated approach allows key housing management data to be linked with asset management data to ensure that relevant information on investment and the Council's assets is shared across the organisation. The operational benefits of a consolidated IT system are:

- Staff across Housing Services are able to see details of investment completed and planned to enable informed housing management decisions such as on allocations or repair works to empty properties.
- Properties where tenants have omitted or refused improvement works will be held in the system for re-organising as required at the next change of tenancy.
- Information on warranties, guarantees, asbestos surveys etcetera will be available to all users for informed management of front line repairs and CDM compliance, together with enforcement of warranties.
- Servicing programmes can be managed more proactively, taking into account all replacements completed under planned programmes, feeding back recommendations from servicing engineers on condition and likely replacement requirements for the future.

Funding

The Council's aim is to seek to optimise access to funding sources, both capital and revenue, by aligning programmes and priorities to serve the objectives of national and local housing and housing related strategies. The underlying asset management principle of maintaining existing assets in the best condition will underpin and direct the use of resources. This process will direct the application of finance from the following sources:

- Homes England
- The Combined Authority
- Prudential borrowing
- Capital receipts
- General fund
- Internal borrowing
- Major repairs allowance
- Specific initiative grants (such as energy efficiency funding)

Action Plan

In order to deliver the Strategy and secure the impacts that are sought a Delivery Action Plan has been prepared – Appendix B. The Action Plan pulls together all the various tasks which need to be undertaken to deliver each of the strategic priorities set out in the Strategy, providing brief details of the work needed, assigning of responsibility and a target date for completion.

Responsibility for the Strategy

The Council's Head of Housing has overall responsibility for the ongoing development of this Strategy and ensuring the successful completion of the Delivery Action Plan.

Review of the Strategy

This Strategy is designed to cover a short period of around three years. This allows for the better collection of data and the development of business plans based on this data.

Once this process is completed it is intended to review this Strategy with a view of producing a robust strategy based on sound information.

Appendix A

South Cambridgeshire District Council – Housing Stock Analysis

Key

1BH	1 Bedroom House		Bedsit	Bedsit Bungalow
2BH	2 Bedroom House		1BB	1 Bedroom Bungalow
3BH	3 Bedroom House		2BB	2 Bedroom Bungalow
4BH	4 Bedroom House		3BB	3 Bedroom Bungalow
6BH	6 Bedroom House		4BB	4 Bedroom Bungalow
Bedsit	No separate Bedroom		1BF	1 Bedroom Flat
			2BF	2 Bedroom Flat
			3BF	3 Bedroom Flat

General Needs Housing

Village	1BH	2BH	3BH	4BH	6BH	Bedsit	1BB	2BB	3BB	4BB	1BF	2BF	Total
Arrington	-	-	18	-	-	-	-	2	-	-	-	-	20
Babraham	-	-	4	-	-	-	-	-	-	-	-	-	4
Balsham	-	5	24	-	-	-	-	28	-	-	7	2	66
Bar Hill	1	-	6	-	-	-	-	-	-	-	-	-	7
Barrington	-	1	19	-	-	-	2	20	-	-	-	-	42
Barton	-	1	13	-	-	-	-	-	-	-	-	-	14
Bassingbourn	3	18	66	1	-	-	20	12	-	-	-	-	120
Bourn	-	22	19	3	-	-	-	-	-	-	-	-	44
Boxworth	-	3	-	-	-	-	-	4	-	-	-	-	7
Cambourne	2	18	2	-	-	-	-	-	-	-	-	-	22
Carlton	-	-	1	-	-	-	-	-	-	-	-	-	1
Castle Camps	-	1	10	-	-	-	2	20	-	-	-	-	33
Caxton	-	3	6	1	-	-	-	8	-	-	-	-	18
Comberton	-	3	28	2	-	-	4	13	-	-	12	-	62
Conington	-	-	2	1	-	-	-	-	-	-	-	-	3
Coton	-	-	19	-	-	-	-	3	-	-	8	1	31
Cottenham	1	26	69	4	-	-	-	29	-	-	5	-	134
Croxton	-	-	1	-	-	-	-	-	-	-	-	-	1
Croydon	-	-	6	-	-	-	-	-	-	-	-	-	6
Dry Drayton	-	-	17	1	-	-	8	2	-	-	-	-	28
Duxford	7	7	46	1	-	-	16	9	9	-	-	-	95
Elsworth	-	4	2	-	-	-	5	12	-	-	-	-	23
Eltisley	-	-	8	-	-	-	4	8	-	-	-	-	20
Fen Ditton	-	6	19	-	-	-	2	1	-	-	1	5	34
Fen Drayton	-	3	9	1	-	-	8	2	-	-	4	-	27
Fowlmere	-	4	16	-	-	-	3	14	-	-	-	-	37
Foxton	4	16	32	1	-	-	3	15	-	-	4	-	75

Village	1BH	2BH	3BH	4BH	6BH	Bedsit	1BB	2BB	3BB	4BB	1BF	2BF	Total
Fulbourn	-	19	29	2	-	-	-	13	-	-	1	-	64
Gamlingay	-	15	51	1	-	-	-	9	-	-	2	4	82
Girton	-	5	41	2	-	-	-	2	-	-	1	1	52
Grantchester	-	11	13	-	-	-	-	-	-	-	-	-	24
Graveley	-	-	4	1	-	-	3	1	-	-	-	-	9
Great Abington	-	6	18	2	-	-	-	16	-	-	8	-	50
Great Eversden	-	-	1	-	-	-	-	-	-	-	-	-	1
Great & Little Chishill	-	1	8	-	-	-	3	8	-	-	-	-	20
Great Shelford	-	27	74	1	-	-	21	50	-	-	25	11	209
Great Wilbraham	-	7	11	1	-	-	-	11	-	-	-	-	30
Guilden Morden	-	3	8	1	-	-	8	18	-	-	-	-	38
Hardwick	-	17	12	2	-	-	8	8	-	-	16	-	63
Harlton	-	-	8	1	-	-	3	1	-	-	-	-	13
Harston	-	25	25	3	-	-	-	9	-	-	-	-	62
Haslingfield	-	3	20	1	-	-	1	2	-	-	4	-	31
Hatley	-	-	2	1	-	-	-	2	-	-	-	-	5
Hauxton	1	2	6	-	-	-	-	11	-	-	-	-	20
Heydon	-	-	1	-	-	-	3	2	-	-	-	-	6
Hildersham	-	-	9	-	-	-	2	9	-	-	-	-	20
Hinxton	-	-	4	-	-	-	-	-	-	-	-	-	4
Histon	-	21	54	-	-	-	9	10	-	-	2	-	96
Horningsea	-	3	3	-	-	-	4	3	-	-	-	-	13
Horseheath	-	-	14	-	-	-	2	4	-	-	-	-	20
Ickleton	-	-	7	-	-	-	6	10	-	-	-	-	23
Impington	-	16	39	2	-	-	8	43	-	-	-	-	108
Kingston	-	-	7	-	-	-	-	-	-	-	-	-	7
Knapwell	-	-	2	-	-	-	-	-	-	-	-	-	2
Landbeach	-	5	17	-	-	-	18	1	-	-	-	2	43
Linton	4	13	103	3	-	-	21	66	-	-	2	5	217
Litlington	-	-	26	-	-	-	4	28	-	-	-	-	58
Little Abington	-	-	3	-	-	-	14	14	-	-	-	-	31
Little Eversden	6	4	5	-	-	-	4	5	-	-	-	-	24
Little Gransden	-	-	8	-	-	-	2	2	-	-	-	-	12
Little Shelford	-	6	18	-	-	-	8	5	-	-	-	-	37
Little Wilbraham	-	1	9	1	-	-	-	15	-	-	-	-	26
Lolworth	-	1	2	-	-	2	2	-	-	-	-	-	7
Longstanton	-	8	23	1	-	-	-	20	-	-	-	-	52
Longstowe	-	-	3	-	-	-	-	3	-	-	-	-	6

Village	1BH	2BH	3BH	4BH	6BH	Bedsit	1BB	2BB	3BB	4BB	1BF	2BF	Total
Madingley	-	-	2	-	-	-	-	-	-	-	-	-	2
Melbourn	2	28	81	2	-	-	11	84	-	-	-	-	208
Meldreth	1	10	40	2	-	-	8	30	-	-	-	-	91
Milton	-	1	17	2	-	-	1	5	-	-	6	8	40
Newton	-	2	9	-	-	-	1	10	-	-	-	-	22
Oakington	-	4	23	1	-	3	4	18	-	-	-	-	53
Orwell	-	2	25	-	-	-	3	5	-	-	-	-	35
Over	-	3	9	-	-	-	2	14	-	-	-	8	36
Pampisford	-	-	10	-	-	-	-	11	-	-	-	-	21
Papworth Everard	-	2	2	-	-	-	-	-	-	-	-	-	4
Rampton	-	-	4	2	-	-	-	1	-	-	-	-	7
Sawston	-	17	155	6	2	-	38	118	21	-	3	34	394
Shepreth	-	6	18	-	-	-	4	7	-	-	-	-	35
Shingay cum Wendy	-	-	2	-	-	-	-	-	-	-	-	-	2
Shudy Cambs	-	-	4	1	-	-	-	-	-	-	-	-	5
Stapleford	1	6	16	4	-	-	3	1	-	-	-	-	31
Steeple Morden	-	2	10	-	-	-	10	24	-	-	-	-	46
Stow cum Quy	-	2	8	-	-	-	7	10	-	-	-	1	28
Swavesey	4	24	16	1	-	-	12	4	-	-	-	-	61
Tadlow	-	-	2	-	-	-	-	4	-	-	-	-	6
Teversham	1	11	18	-	-	4	20	32	-	-	3	7	96
Thriplow	-	-	11	2	-	-	4	12	-	-	-	-	29
Toft	-	4	16	-	-	-	5	-	-	-	-	-	25
Waterbeach	-	35	46	-	-	4	14	30	-	1	11	6	147
Weston Colville	-	1	10	-	-	-	-	6	-	-	-	-	17
West Wickham	-	1	11	-	-	-	1	2	-	-	-	-	15
West Wrattling	-	-	9	-	-	-	4	6	-	-	-	-	19
Whaddon	-	-	7	-	-	-	2	4	-	-	-	-	13
Whittlesford	2	2	25	-	-	-	2	9	1	-	-	-	41
Willingham	-	28	45	3	-	-	6	27	-	-	8	-	117
Total	40	551	1,801	68	2	13	393	1,077	31	1	133	95	4,205

Sheltered Housing

Village	Bedsit	1BB	2BB	3BB	1BF	2BF	3BF	Total
Arrington	-	-	21	-	-	-	-	21
Balsham	-	8	13	-	-	-	-	21
Barton	-	9	8	-	-	-	-	17
Bassingbourn	-	17	20	-	-	-	-	37
Bourn	-	-	28	-	-	-	-	28
Comberton	-	3	12	-	-	-	-	15
Cottenham	-	47	55	-	-	-	-	102
Duxford	-	32	5	-	-	-	-	37
Fulbourn	-	37	10	-	-	-	-	47
Gamlingay	-	18	37	-	-	-	-	55
Girton	-	33	31	-	-	-	-	64
Grantchester	-	18	16	-	-	-	-	34
Harston	-	27	6	-	-	-	-	33
Haslingfield	-	2	10	-	-	-	-	12
Histon	7	34	27	-	4	-	-	72
Impington	-	36	2	1	-	-	-	39
Linton	-	6	21	-	-	-	-	27
Longstanton	-	6	14	-	-	-	-	20
Melbourn	-	15	19	-	-	-	-	34
Meldreth	-	5	12	-	-	-	-	17
Orwell	-	15	21	-	-	-	-	36
Over	-	-	9	-	-	11	-	20
Papworth Everard	-	-	21	-	-	-	-	21
Sawston	-	14	47	-	-	-	-	61
Great Shelford	-	8	10	-	23	-	-	41
Stapleford	-	3	21	-	-	-	-	24
Swavesey	-	8	7	-	-	-	-	15
Waterbeach	-	19	28	-	3	1	1	52
Whittlesford	-	19	16	-	-	-	-	35
Willingham	-	20	33	-	-	-	-	53
Total	7	459	580	1	30	12	1	1,090

Equity Share and Shared Ownership Properties

Village	1BH	2BH	3BH	4BH	1BB	2BB	1BF	2BF	Total
Balsham	-	4	-	-	-	3	-	-	7
Barton	-	-	-	-	2	9	-	-	11
Bassingbourn	-	-	-	-	2	20	-	-	22
Bourn	-	-	-	-	-	3	-	-	3
Boxworth	-	1	-	-	-	-	-	-	1
Caldecote	1	2	-	-	-	-	-	-	3
Comberton	-	8	2	1	1	12	-	-	24
Conington	-	-	1	-	-	-	-	-	1
Cottenham	-	-	-	-	10	12	-	-	22
Duxford	-	-	-	-	3	1	-	-	4
Fowlmere	-	-	-	-	1	-	-	-	1
Foxton	-	1	2	-	-	1	-	-	4
Fulbourn	-	-	-	-	6	3	-	-	9
Gamlingay	2	2	-	-	4	8	-	-	16
Girton	-	-	-	-	4	6	-	-	10
Grantchester	-	-	-	-	6	3	-	-	9
Great Abington	-	-	-	-	-	2	-	-	2
Great Shelford	-	-	-	-	-	2	7	-	9
Hardwick	-	-	2	-	-	2	-	-	4
Harston	-	1	-	-	6	3	-	-	10
Haslingfield	-	-	-	-	1	7	1	-	9
Histon	-	-	-	-	5	7	-	-	12
Impington	-	-	-	-	5	1	-	-	6
Linton	-	-	-	-	4	6	-	-	10
Litlington	-	-	-	-	-	2	-	-	2
Little Abington	-	-	-	-	-	2	-	-	2
Longstanton	-	1	-	-	2	3	-	-	6
Melbourn	-	1	-	-	5	15	-	-	21
Meldreth	-	-	-	-	1	5	-	-	6
Orwell	-	-	-	-	1	8	-	-	9
Over	-	-	-	-	-	5	-	8	13
Pampisford	-	-	-	-	-	2	-	-	2
Papworth Everard	-	-	-	-	-	4	-	-	4
Sawston	-	1	-	-	3	9	-	-	13
Stapleford	-	-	-	-	2	5	-	-	7
Swavesey	-	-	-	-	3	7	-	-	10
Teversham	-	3	-	-	-	-	-	-	3
Waterbeach	-	3	7	-	2	9	1	-	22
West Wickham	-	-	1	-	-	-	-	-	1
Whaddon	-	-	-	-	1	-	-	-	1
Whittlesford	-	-	-	-	6	4	-	-	10
Willingham	-	1	-	-	3	6	-	-	10
Total	3	29	15	1	89	197	9	8	351

Leasehold Properties

-	House	Flat	Flat	-
-	2 bed	1 bed	2 bed	Total
Comberton	-	22	-	22
Coton	-	7	-	7
Cottenham	-	3	-	3
Fen Ditton	-	1	7	8
Fulbourn	-	1	-	1
Great Shelford	2	12	9	23
Great Wilbraham	-	4	-	4
Haslingfield	-	3	-	3
Linton	-	-	4	4
Milton	-	6	4	10
Over	-	-	8	8
Sawston	-	1	19	20
Stow-Cum-Quy	-	-	3	3
Swavesey	-	1	1	2
Teversham	-	1	5	6
Total	2	62	60	124

Summary of Overall Stock	-
General Needs	4,205
Sheltered Housing	1,090
Leasehold	124
Equity Share / Shared Ownership	351
Total	5,770
Number of villages with housing stock	95

Appendix B

Draft Action Plan (from Housing Asset Management strategy (HAMS))

Headline	Ref.	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Business Planning	B1	Use information from the stock condition survey (reference I2) to develop a new holistic and sustainable 30 year investment plan that reflects both normal decent homes type work as well as zero carbon work	-	6 months after completion of stock survey.	Stock condition survey will give expected lifespan of each element of existing stock allowing better planning.
Business Planning	B2	Model the stock's net present value to determine financial performance in light of the zero-carbon standard and confirm the long-term future to support the levels of investment required	-	-	NPV will help to determine which, if any, properties cannot be economically maintained and / or improved.
Business Planning	B3	Develop an agree a disposal strategy for properties that are uneconomic to repair and / or uneconomic to introduce carbon reduction.	-	-	Properties that cannot 'was their own face' to be replaced with other stock.
Business Planning	B4	Review the appropriateness and 'fit for purpose' characteristics of each of the sheltered and older / vulnerable person's housing schemes, examining issues such as property archetypes, locations, accessibility, individual attributes and demand in order to draw conclusions as to the investment works needed to ensure their ongoing sustainability	-	-	To ensure that the council makes best use of all HRA housing assets. Analysis of need suggests there is less demand / greater supply of housing for older people.
Business Planning	B5	Undertake an appraisal of all the non-housing assets, including land and garage sites.	-	-	To identify the notional value of our non-housing assets and identify opportunities for development and other uses, such as contributing towards the Council's corporate aims of doubling nature.

Headline	Ref.	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Business Planning	B6	Review the Council's self-insurance policy for its housing stock	-	-	Consider the risks associated and whether this policy is still fit for purpose.
Green Measures	G1	Continue to explore and trial technical solutions across building archetypes to ensure suitability and affordability for net carbon zero as part of the wider work of the Net Zero Collective	-	-	Field testing, what works best.
Green Measures	G2	Explore options of a zero-carbon new build scheme within the housing stock.	-	-	Consider exemplar scheme to demonstrate new zero housing. Intention to monitor effectiveness
Green Measures	G3	Ensure that the programme of zero carbon measures identified within the Savills report are reflected in the new investment plan	-	-	Investment plan needs to balance existing needs and carbon reduction measures.
Green Measures	G4	Complete a survey of all trees across HRA open spaces	-	-	-
Green Measures	G5	Develop an open spaces maintenance policy reflecting the councils doubling nature strategy.	-	-	-
Green Measures	G6	Working with others departments, the Net Zero Collective and local colleges to explore options of training local people in the installation and maintenance of low carbon technologies.	-	-	-
Green Measures	G7	Where feasible and viable, consider the installation of bike storage.	-	-	To support cycling to help reduce the carbon footprint through travel.
Compliance	C1	Establish a suite of indicators to demonstrate compliance and ensure regular to reports. To include <ul style="list-style-type: none"> • Gas Safety • Electrical Upgrades • Water Safety (Legionella) • Fire Safety • Asbestos 	-	-	Increasing important from green paper.

Headline	Ref.	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Compliance	C2	Embed the HHSRS within the department including: <ul style="list-style-type: none"> a. Provide training to all staff who survey properties to identify HHSRS failures and ensure contractors offer similar training. b. All HHSRS failures to be recorded on the asset management IT system and works carried out as a high priority by including in planned works c. Continually review the programme of HHSRS work undertaken to ensure the Council maintains compliance with the Decent Homes Standard 	-	-	Housing Health and Safety Rating System used to assess other safety issues within the home.
Compliance	C3	Undertake a programme of works to replace all fires doors with composite FD30S doors over the next 12 months.	-	-	Priority
Compliance	C4	Develop practical advice for tenants to minimise risk of Legionella	-	-	Although individual properties are out with current legislation, it is considered good practice
Compliance	C5	Ensure that responsible officers are identified for all aspects of compliance (gas, electricity, water safety, fire risk, and asbestos) and that all staff have appropriate training.	-	-	Compliance with all aspects of the Homes standard and the requirements of the white paper.
Improve Information	I1	Appoint specialist contractors to conduct 100% stock condition survey of all council properties.	Service Manager – HRA assets	-	Specialist consultancy advice may be needed to tender for this work.
Improve Information	I2	Fully implement Orchard Housing Management System.	Service Manager – HRA assets	-	Full implementation includes mobile surveys, population of database and ability to use this to plan future capital projects.

Headline	Ref.	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Tenant Involvement	T1	Ensure that customers are involved in setting a range of new standards (example, South Cambs Standard, Relet Standard)	-	-	-
Tenant Involvement	T2	Conduct a 100% satisfaction survey using agreed methodology to allow comparisons over time and with other organisations.	Housing Strategy	Survey & analysis completed by March 2022	To use the industry standard STAR survey methodology. Consider option of using external contractors.
Tenant Involvement	T3	Establish a Housing Engagement Board in 2021 and implement the new tenant engagement framework	-	-	As in existing plans
Performance	P1	Develop a new set of performance indicators for the new repair contract.	-	-	Need to be a mix of management information and information that allows comparison with others (example, House mark)
Performance	P2	Develop a new suite of indicators to measure overall service performance	-	1 September 2021	Monitoring is given high priority within the HAMS and the green paper.
Repairs Contract	R1	Retender the repairs service. New contract to start q2 2022`	Head of Housing	1 July 2022	To develop a new repairs service that allows the council to deliver its priorities / services improvements and is cost effective. ARK are currently engaged to deliver options appraisal

Headline	Ref.	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Service Improvement	S1	Develop and agree new 'South Cambs' standard(s) for Council Housing reflecting needs to go further than Decent Homes	Service Manager – HRA assets	-	This reflects aims contained within Housing Green Paper. Additional standards to be considered for sheltered housing. Tenant input into process is essential
Service Improvement	S2	Review the Tenancy Policy and the use of fixed term tenancies.	-	-	To have an updated policy in place by April 2022.
Service Improvement	S3	To review the property relet process with the aim of increasing efficiency and avoid loss of rental income.	-	-	Empty properties are a very visual measure of performance. Need to minimise rent loss.
Service Improvement	S4	Establish options to allow leaseholders to benefit from carbon reduction work and for the Council to recover costs from the leaseholders	-	-	Many blocks of flats contain a mix of council owned properties and leaseholders. The council may want / need to recover costs from leaseholders who benefit from work (example, external insulation)
Service Improvement	S5	To establish a regular inspection regime of non-housing assets to include: <ul style="list-style-type: none"> • Estate Inspections • Open space inspections (including footpaths and lighting) • Garage batteries and sites. 	-	-	The implications from the white paper is that housing providers need to pay more attention to the appearance and liveability within Council Estates.
Service Improvement	S6	Review standards within internal communal areas within blocks of flats, such as corridors and stairwells	-	-	To improve the cleanliness and tidiness for communal areas within blocks of flats

Headline	Ref.	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Service Improvement	S7	Develop a policy on how to deal with land owned by the Council, including surplus land and in some cases garden land.	-	-	To provide clear guidance and policy in terms of our non-housing assets.
Service Improvement	S8	Recruitment of two new posts to provide additional support for households facing financial hardship or those suffering from mental ill health.	Service Managers – Neighbourhood and Housing Advice / Options	-	To support those impacted by the high cost of living and the pandemic through money advice. To support the increasing number of tenants suffering from mental ill health to help them sustain their tenancy.