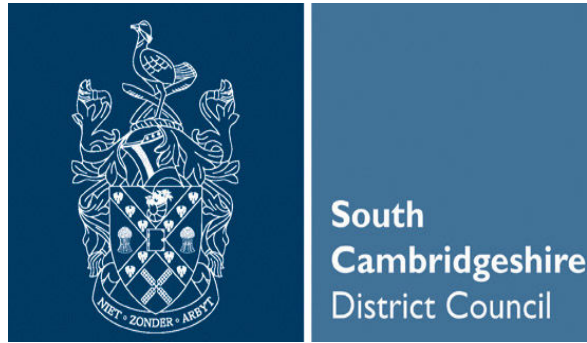


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South
 Cambridgeshire
 District Council

DRAFT

ASSET MANAGEMENT STRATEGY

2011-2015

VERSION HISTORY	Version 1
Effective date	September 2010
Review date	September 2011

VERSION HISTORY	Version
Effective date	
Review date	
Brief summary of changes	

KLOE/TSA standard	Asset management Home Standard
Linked and /or related documents, statute	Garage Strategy Aids and Adaptations Policy Asset Utilisation and Sustainability Policy Affordable Warmth Policy Resident Involvement Strategy Income Maximisation Policy

ASSET MANAGEMENT STRATEGY

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1 - INTRODUCTION

1.1 Purpose

This asset management strategy sets out the range of activities required to ensure that South Cambridgeshire District Council's housing stock meets the needs of the tenants and wider community.

South Cambridgeshire District Council needs to ensure that the properties it owns and manages are:

- In good physical condition
- In the right location
- Of a design that meets current standards
- Sustainable
- Energy efficient

In particular this means:

- Meeting customer expectations and demand
- Ensuring works comply with current and prospective regulations
- Providing a balance between response and cyclical repairs and capital investment
- Providing links to marketing, choice based lettings, Supporting People, stock renewal and disposals strategies
- Meeting the Decent Homes Standard
- Achieving high standards of energy efficiency and minimising carbon emissions
- Working in partnership to access funding initiatives that become available
- Working to ensure Health and Safety issues are addressed

This asset management strategy has been drawn up to complement and inform the Council's Housing Revenue Account Business Plan and to set out priorities for the physical care and improvement of the housing stock. It should be read in conjunction with the corporate procurement strategy, the Affordable Homes value for money strategy and the Council's overall aims and objectives.

1.2 Strategic Context

There are a number of key drivers, which inform the Asset Management Strategy. These include the Council's Vision, Values, and the three A's - Aims, Approaches and Actions:

Our Vision

We will make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation

We will be a listening Council, providing a voice for rural life and first-class services accessible to all

Our Values

Customer Service | Mutual Respect | Trust | Commitment to Improving Services

The Three A's

The Council has in place a series of strategic Aims, Approaches and Actions setting out how we will work towards achieving our Vision for the district. The five strategic aims are as follows:

- being a listening council, providing first class services accessible to all
- ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- making South Cambridgeshire a place in which residents can feel proud to live
- assisting provision for local jobs for you and your family
- providing a voice for rural life

There are also a number of key legislative requirements, in particular:

- The Landlord and Tenant Act 1985, section 11(1)
- The Housing Act 1985, section 604(1) and (2)
- The Environmental Protection Act 1990 section 79 (1)
- The Defective Premises Act 1972, section 4 (1) and (2)
- Housing Act 2004, part 1
- Housing Regeneration Act 2007

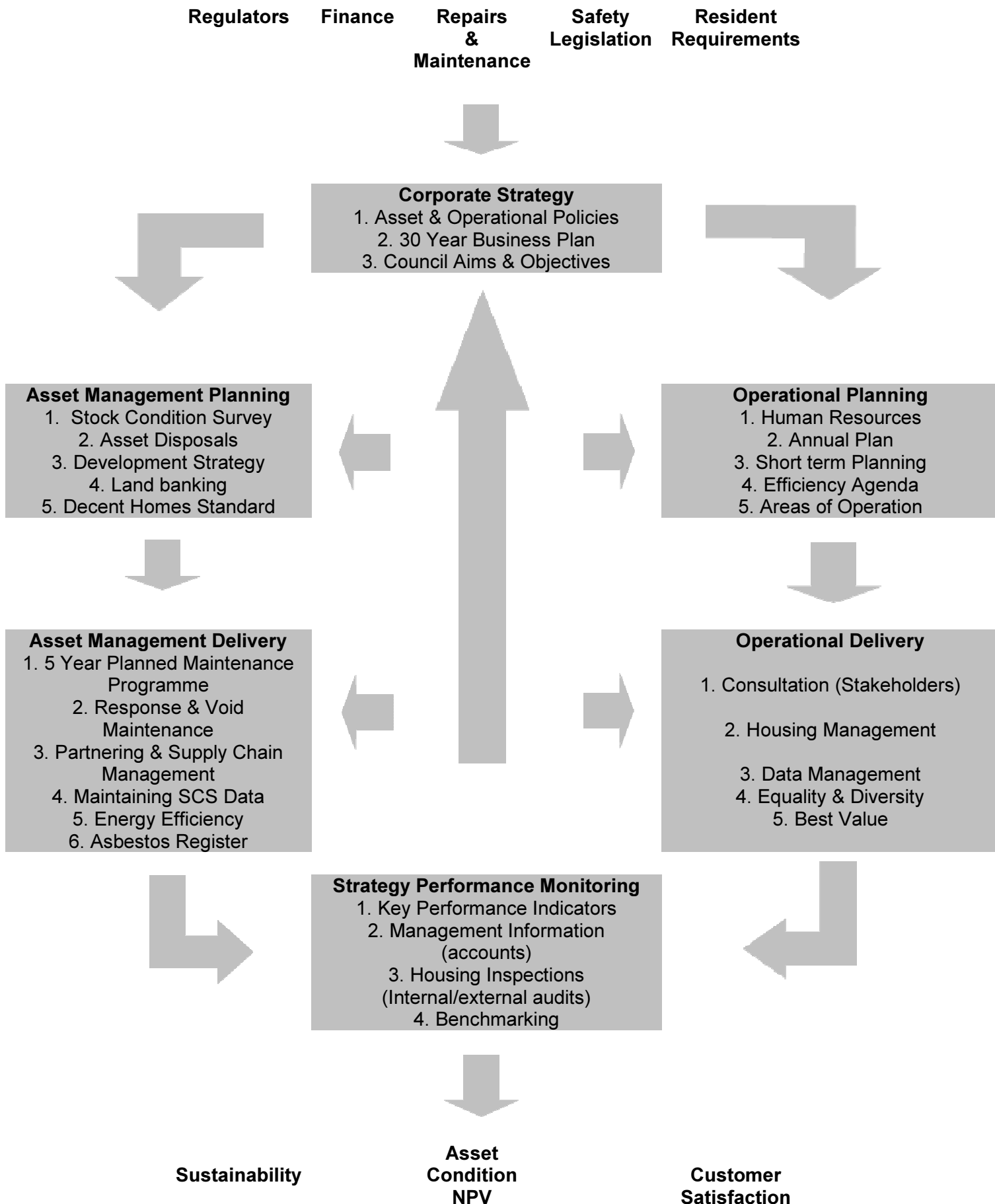
The Decent Homes Standard, launched in 2001, has also been a major driver for investment in the stock. The target to achieve the standard is December 2010, and THE COUNCIL are currently on track to achieve this. In 2010, the Warm Homes Standard will also begin to affect future investment in the stock, with the emphasis on providing effective and efficient heating and insulation systems as part of the move towards reductions in energy usage and the elimination of fuel poverty.

From 1st April 2010 the Council is also obliged to meet the standards set by the Tenant Services Authority (TSA). The following standards have been specified by the TSA in relation to repairs, long term maintenance and improvement of stock.

- An effective, efficient and responsive repair service to their residents, with published targets for the standards of performance to be achieved.
- Ensure residents have access to a 24 hour emergency service and inform residents about this policy and the procedures used to provide this service.
- Meet the requirements of the Right to Repair and Tenants' Compensation for Improvements.
- Monitor and at least annually report performance to residents and review against service standards.
- Ensure that the housing is in a reasonable and lettable condition, including a standard for this condition.
- Reasonable methods for knowing the condition of the stock and up-to-date information on the condition, including its energy efficiency.
- Have costed plans for future maintenance and improvement of housing.
- Through planned work, meet obligations under the Home Energy Conservation Act 1995.
- Be able to demonstrate that they are making adequate financial provision for planned maintenance and improvement works.

- Ensure value for money and probity in the commissioning and execution of its repair, maintenance and improvement works.

Other key drivers for the Council include the need to maximise Value For Money (VFM) as a consequence of the significant budget reductions from 2010/11 (See section 1.4 Elements of Asset Management & Funding below) and to find a way to resolve the buy back obligations for pre 2006 Equity Share leasehold properties which are the subject of a separate Equity Share Strategy.



1.3 Local Context and Housing Need

Properties becoming vacant in the villages in which the Council operates are allocated through the Home-Link Choice Based Lettings (CBL) system. Under CBL, available homes are advertised via the Home-Link website (www.home-link.org.uk) and through fortnightly magazines, giving people on the housing register and in housing need the opportunity to express an interest in a home as well as allowing them a greater say about where they would like to live.

Applicants are assessed and placed in one of four housing needs bands – Band A is highest priority and Band D is the lowest. Properties are then allocated on the basis of eligible applicants in highest need and who have been waiting the longest.

As at April 2010, there were a total of 4459 applicants on the housing register for South Cambridgeshire. The housing register indicates that a large proportion of the applicants require 1 and 2 bedroom homes.

Analysis of the transfer list and local authority housing needs data shows that there is high demand for social rented housing throughout the villages.

In the period from September 2009 to April 2010, 119 properties were let across all bands, and they attracted 10,760 bids, averaging 90 bids per property.

The following table breaks down the bids into bands:

Band	Properties let	Number of bids	Average per property
A	34	736	22
B	39	1045	28
C	32	6195	194
D	14	2784	199

There are other key influences that will have an effect on the asset management process for THE COUNCIL. The Major Repairs Allowance (MRA) excludes environmental works and disabled adaptations. Because of the nature of the Council's housing stock, its geographical location spread throughout a rural village location, and the high proportion of elderly tenants that live in the properties, which increases the demand for adaptations, the amount of finance and other resources that are available or which become available in future years are not likely to meet the anticipated demand for these services.

The increasing numbers of elderly tenants in the Council properties has resulted in a number of high cost void properties requiring major works to bring them up to standard for re-letting. In some cases, it may be more economical for the Council to consider open market sale, rather than refurbishment if the resources are no longer available for the works.

There are a number of non-traditional properties within the housing stock which require extensive refurbishment in order to bring them up to a sustainable standard suitable for

modern living patterns, especially in terms of improved heating and insulation, as well as providing structural stability and extending their useful life.

A large number of heating systems throughout the stock require replacement and upgrading. These include large numbers of oil, electric and solid fuel heating systems which are no longer energy efficient and which do not provide adequate levels of comfort at reasonable cost for the tenants. Many of these are in areas where gas is not available, and as a result, there is a need to investigate and implement alternative technologies for energy provision in these areas. There are also an increasing number of recently installed gas condensing boilers which are prone to failure before their notional replacement dates, which will result in increased pressure on budgets.

1.4 Elements of Asset Management & Funding

There are a number of elements to asset management. These are set out below with the headline budget figures against each heading for 2010/11.

Asset Management Element	Budget allocation 2010/11
A planned maintenance programme, achieving economies of scale, replacing components prior to them burdening the response repairs budget, anticipating changes in minimum acceptable standards, and reducing future requirements for cyclical maintenance	£3,100,000
Cyclical maintenance to prevent deterioration in the physical condition of the stock	£720,000
A 24-hour responsive repairs service, to ensure that residents remain satisfied with their accommodation and to prevent unplanned deterioration in its condition.	£1,641,800
An efficient and effective voids repair service, helping to speed the repairs process and maximise the Council's Housing Revenue Account (HRA) income.	£1,100,000

Sources of funding for this work, including the HRA and the MRA are shown below:

Rents and Charges

The Council continues to strive to bring rents in line with the guideline levels set by Government. The Government has introduced a convergence scheme and through this mechanism an attempt is being made to arrive at a situation where the rent charged for a council property will be broadly in line with the rent charged for a similar property owned by a housing association. The Council has to pay more than half of the rent income to the Government for redistribution, so the above inflationary increase is not as beneficial to the HRA as it appears.

The Government expects councils to charge recipients for any additional services provided. For the Council, like most other councils, the cost of extra services is currently partially paid out of rents in general. It is, however, intended to gradually bring service charges up to a level that more nearly reflects the full cost of the service provided over the coming years.

Major Repairs Allowance (MRA)

The MRA is essential to the programme of works and contributed around £3.3m to the Council's resources in 2009/10. All the MRA is utilised for capital type expenditure, necessary major repairs and improvements to the housing stock.

Grants and Contributions

The Council receives some further money from grants and contributions. Grant funding is available to support insulation of Council homes, improve thermal comfort and help reduce fuel poverty. In 2009/10 around £30,000 was received for this activity. Where work is carried out to services shared with sold or leased properties a contribution towards the cost is claimed from the owner.

Capital Receipts

The Council lost a major part of its capital resources with the introduction by the Government of the capital receipt national pooling initiative. Under the pooling regime 75% of funds received from sale of right to buy (RTB) properties, goes to the Government and is distributed on a "needs basis". This has implications both for affordable housing development and for the rest of the Council's capital programme because the available resources have dropped drastically.

Equity Share for the Elderly

The scheme is designed specifically for elderly residents to access social housing and invest any equity they have in the property. As voids arise the Council has, in the past, been able to repurchase the properties, which could then be re-let or re-sold. Capital receipts secured through the schemes were not expected to be subject to the pooling, however, the wording of the legislation resulted in 75% of the receipts being paid back to the government. This has resulted in the Council being financially liable to buy back properties out of their own reserves. A decision was taken that any leases taken out after January 2006 would not be bought back as is allowed for in the wording of the lease. This does however leave a significant number of properties that the Council is legally obliged to buy back. This represents a significant financial risk to the Council. Steps including moving the properties into the General Fund are being considered which will result in policy changes.

Capital Reserves

For many years the Council has been able to use its considerable reserve of capital receipts from past property sales to fund a substantial capital programme. However, three main factors have combined in recent years to lead to a situation where this source of funding has now been exhausted.

1. Receipts from Right to Buy (RTB) sales have reduced, probably because house prices in this area have become almost prohibitive for those on lower incomes.
2. The Council was capped in 2004/05 and since then has utilised some of the receipts from housing assets (which were previously only used to fund housing projects) to support General Fund capital expenditure, including a substantial investment in information technology.

3. Three quarters any in-year receipts from RTB sales now have to be transferred to the Government for redistribution and this has resulted in even more pressure on the reserve.

Working Balances

It is not permitted for the Housing Revenue Account to go into deficit and should the capital funding resources turn out to be less than estimated, as there are no longer any accumulated capital receipts, capital expenditure could have to be funded from the HRA. Council housing is not covered by buildings insurance and therefore there is also a risk of an unavoidable overspend on repairs in the event, for instance, of a severe storm. Primarily for these reasons, it is considered necessary to have a minimum working balance of £2 million which currently represents around £360 a property.

The five year HRA Business Plan is therefore based on a reducing resource. Revenue resources are subject to significant negative subsidy clawback as well as the potential reduction in funding from Supported People and an increased pressure to spend on responsive repairs as the planned capital programme is cut. The in year capital resources are affected mainly by the reduction in RTB numbers and the 75% pooling rules.

Unfortunately, there is little scope for a significant contribution from the Housing Revenue Account towards capital expenditure and there is a considerable shortfall when the spending need identified by the Stock Condition Survey 2006 (Section 3 below is compared to the current level MRA funding of around £3.3 million. In order to meet the strategic needs identified for tenanted properties the Council now needs to consider a property disposal policy in order to offset financial liabilities and generate funds to reinvest in the remaining stock. This can include market sale or transfer to a housing association for refurbishment or redevelopment.

There has been a move towards reform of the Housing Revenue Account system, started by the last government. Proposals were put forward to allow Councils to withdraw from the system in return for increase levels of debt to be repaid over a pre-defined period. In the case of this Council, this would result in a change from its current debt free status to a figure approaching £200,000,000 at its peak. This is the largest change per property in the proposed review [announcement expected 20/10/10].

2 - ASSET PROFILE

2.1 Introduction

South Cambridgeshire District Council owns and manages 5852 dwellings, including sheltered housing with communal facilities, flats with leaseholders and equity share properties. Around 264 of the properties are of non-traditional construction. There are garage blocks throughout the district with widely differing levels of usage. A separate garage strategy is included in Appendix 5.

2.2 Location

Geographically, the Council's housing stock is spread throughout 94 of the 101 villages that surround the City of Cambridge. It is a rural district, covering many diverse locations, each with its own individual characteristics and requirements in terms of housing need. The table below provides a breakdown of the housing stock by location.

Village	Total	Village	Total	Village	Total
ARRINGTON	42	GT WILBRAHAM	34	MADINGLY	3
BABRAHAM	4	GT.& LT.CHISHILL	22	MELBOURN	275
BALSHAM	88	GT.EVERSDEN	2	MELDRETH	123
BAR HILL	6	GT.SHELFORD	287	MILTON	50
BARRINGTON	45	GUILDEN MORDEN	42	NEWTON	25
BARTON	42	HARDWICK	45	OAKINGTON	58
BASSINGBOURN	181	HARLTON	15	ORWELL	82
BOURN	79	HARSTON	109	OVER	81
BOXWORTH	8	HASLINGFIELD	56	PAMPISFORD	23
CARLTON	4	HATLEY	6	PAPWORTH EVERARD	27
CASTLE CAMPS	36	HAUXTON	21	RAMPTON	7
CAXTON	19	HEYDON	6	SAWSTON	505
COMBERTON	113	HILDERSHAM	20	SHEPRETH	36
CONINGTON	6	HINXTON	6	SHINGAY CUM WENDY	2
COTON	41	HISTON	183	SHUDY CAMPS	6
COTTENHAM	269	HORNINGSEA	14	STAPLEFORD	64
CROXTON	1	HORSEHEATH	21	STEEPLE MORDEN	47
CROYDON	7	ICKLETON	25	STOW CUM QUY	31
DRY DRAYTON	30	IMPINGTON	158	SWAVESEY	70
DUXFORD	138	KINGSTON	7	TADLOW	6
ELSWORTH	26	KNAPWELL	2	TEVERSHAM	103
ELTISLEY	21	LANDBEACH	44	THRILOW	30
FEN DITTON	42	LINTON	263	TOFT	25
FEN DRAYTON	28	LITLINGTON	61	WATERBEACH	215
FOWLMERE	43	LOLWORTH	7	WEST WICKHAM	14
FOXTON	57	LONGSTANTON	89	WEST WRATTING	21
FULBOURN	148	LONGSTOWE	6	WESTON COLVILLE	17
GAMLINGAY	168	LT ABINGTON	33	WHADDON	14
GIRTON	126	LT WILBRAHAM	28	WHITTLESFORD	86
GRANTCHESTER	68	LT.EVERSDEN	26	WILLINGHAM	186
GRAVELEY	9	LT.GRANSDEN	12		
GT ABINGTON	36	LT.SHELFORD	39		5852

2.3 Property Types

The profile of THE COUNCIL's stock by archetype (as defined by the CLG for the purposes of allocating the Major Repairs Allowance) is shown below (this excludes leaseholders and Equity Share properties):

MRA Archetype	Total	%
Pre-1945 Traditional Small Terraced Houses (<70sq.m.)	17	0.32%
Pre-1945 Traditional Semi-Detached Houses	842	15.69%
All other pre-1945 Traditional Houses	43	0.80%
1945-64 Traditional Small Terraced Houses (<70sq.m.)	55	1.02%
Pre-1945 Low Rise Flats	4	0.07%
1945-64 Traditional Large Semi-detached or Terraced Houses	717	13.36%
1965-76 Traditional Houses	214	3.99%
Post-1974 Traditional Houses	356	6.63%
All Non-traditional Houses	264	4.92%
Post -1945 Low Rise Flats	273	5.09%
Bungalows	2583	48.12%

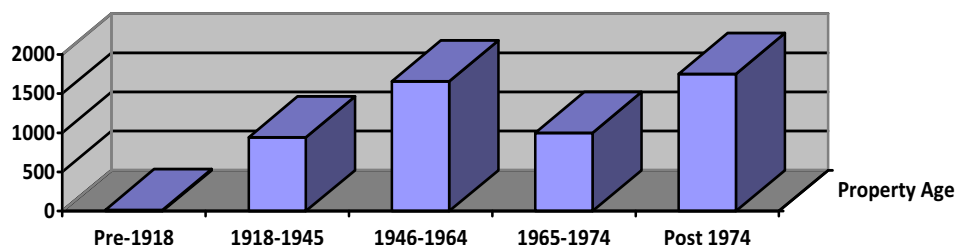
The housing stock contains 264 non-traditionally constructed properties, including Addison, Swedish, Airey, Industrial, Unity and Wimpey “No Fines” properties, each with differing requirements in terms of sustainability and future maintenance. Typically the non traditional properties are more costly to maintain than tradition style dwellings and the Council has previously worked in partnership with housing associations to demolish and rebuild properties for example on the Windmill Estate in Fulbourn.

In addition to the garage sites detailed in the Appendix, the Council has also carried out a land option appraisals survey (completed in 2008), which identified the development potential for a number of small pieces of land owned by the Council around the district. It was reported to the Portfolio Holder for Housing that few of these sites offer any significant development or commercial opportunities.

2.4 Age of dwellings

The age profile of the Council’s housing stock is shown below:

re-1918	14	0.26%
1918 – 1945	942	17.55%
1946 – 1964	1658	30.89%
1965 – 1974	1001	18.65%
Post-1974	1753	32.66%



3 - DECENT HOMES & STOCK CONDITION

3.1 The Decent Homes Standard was introduced by the Government in July 2001. The essence of this standard was to create a minimum standard of housing across all Local Authorities and Registered Social Landlords (RSL's). The target for making sure homes are made decent and are prevented from becoming non-decent is December 2010.

3.2 The standard is broken down into four main criterions (A-D). A decent home is defined as one that meets all the following four criteria:

- **Criterion A – Fitness for habitation standard** (Replaced in April 2006 by the Health Housing and Safety Rating System)
 - The property should be free from category 1 hazards as measured under the provisions of the Housing Health & Safety Rating system.
- **Criterion B – It is a reasonable state of repair.**
 - Dwellings failing on this will be those where:
 - One or more **key** building components are old and need replacing or
 - Two or more other building elements are old and need replacing.
- **Criterion C – It has reasonable modern facilities and services.**
 - For properties to fail this criteria 3 or more of the following elements must fail together:
 - A reasonably modern kitchen (20 years old or less)
 - A kitchen with adequate space and layout
 - A reasonable modern bathroom (30 years old or less)
 - An appropriately located bathroom and WC
 - Adequate noise insulation (where external neighbourhood noise is a problem)
 - Adequate size and layout of common areas for blocks of flats
- **Criterion D – Provides a reasonable degree of thermal comfort.**
 - Dwellings failing on this point are those without effective insulation and heating.

3.3 The Council commissioned Savills Commercial Ltd. to carry out its Stock Condition Survey in 2006. Surveys were carried out on 24.5% of the stock at that time. According to the findings of the survey, approximately 25% of the stock was non-decent. The areas of failure where Thermal Comfort (44%) and State of Repair (56%), and the major elements that this related to were kitchens, bathrooms and central heating systems.

3.4 The cost of achieving the Decent Homes Standard by the end of 2010 was estimated at £8,938,735, and was considered to be achievable by the Council at that time.

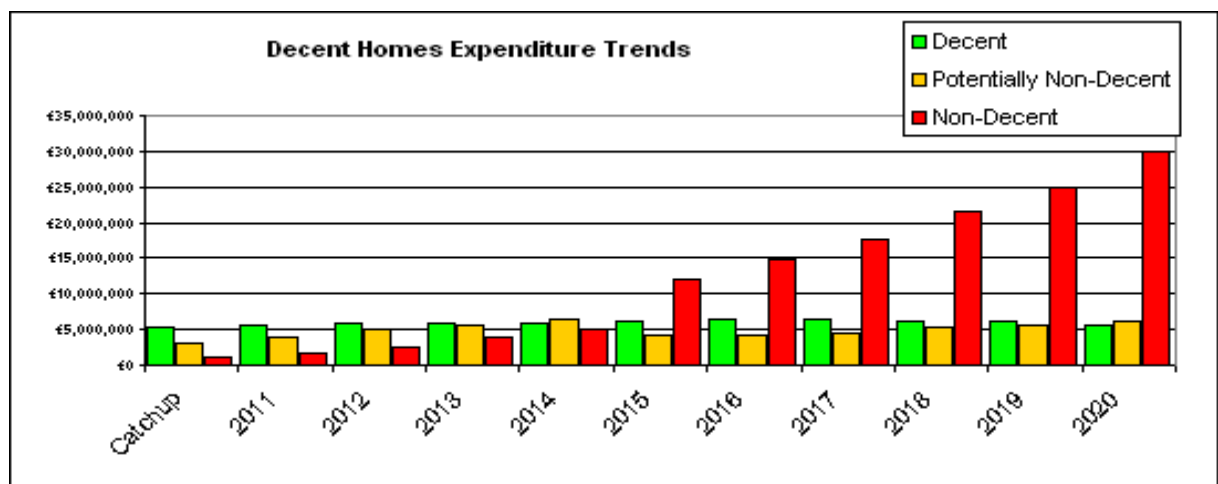
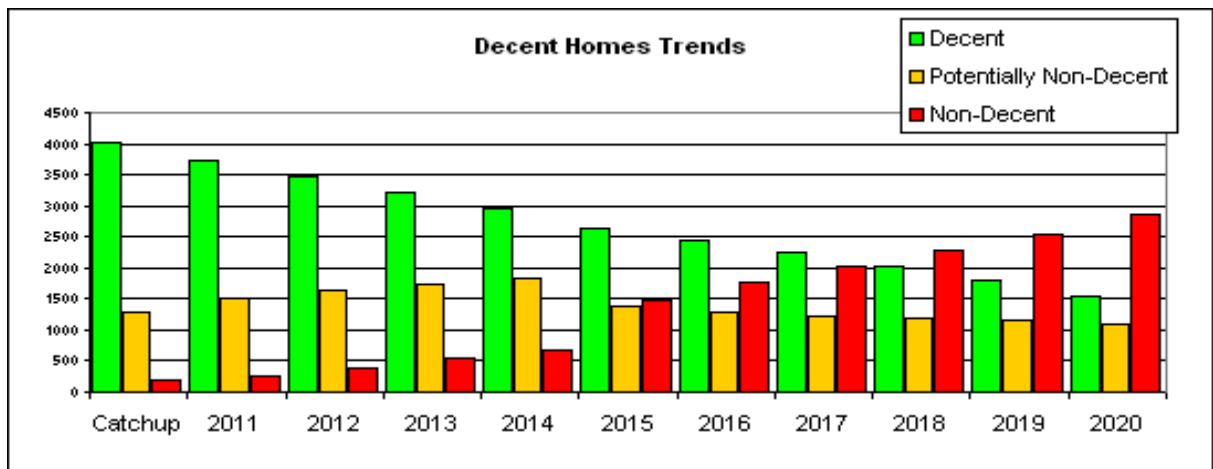
3.5 Since the completion of the Savills survey, a considerable amount of work has been undertaken, both in terms of improvement work to the stock, with large scale programmes of kitchen and bathroom renewal, together with extensive heating and insulation works, and in terms of the number of properties which have been surveyed using in-house surveyors. The Council has also invested in an Asset Management database (Keystone), into which all stock information has need fed, and which is providing targeted programmes of work aimed at decent homes failures. As a result of this, the percentage of non-decency currently stands at 2.57 %, and is on target to meet the standard, based on current information levels, by the end of December 2010.

3.6 The Decent Homes Standard is a low standard level and the TSA will expect the Council to develop with tenants a local standard. There is however a cost to increasing the standard. Following the completion of the stock condition survey in 2006, Savills estimated that in order to bring THE COUNCIL properties up to the industry standard would require expenditure of around £10,000,000-£12,000,000 pa. The current capital budget is around £3,000,000 pa.

3.7 Based on stock condition information, currently 97.43% of the Council's stock complies with the Decent Homes Standard. If we were to not carry out any more work on our properties, a further 45.82% of them would fall into non-decency by the end of 2015. The chart below shows the trend in non-decency throughout the Council's stock if no further investment is made.

DECENT HOMES TREND REPORT 03/03/2010

	Catchup		2011		2012		2013		
Decent	4022	£5,271,971	3724	£5,477,091	3485	£5,885,441	3205	£5,954,551	296
Potentially Non-Decent	1274	£2,953,490	1504	£3,950,255	1625	£4,939,910	1743	£5,712,350	184
Non-Decent	202	£1,098,856	270	£1,598,966	388	£2,518,581	550	£3,873,836	68
	5498	£9,324,317	5498	£11,026,312	5498	£13,343,932	5498	£15,540,737	549
	2016		2017		2018		2019		
Decent	2440	£6,385,106	2255	£6,573,766	2019	£6,279,196	181	£6,279,196	181
Potentially Non-Decent	1284	£4,173,330	1230	£4,615,255	1186	£5,304,675	1186	£5,304,675	115
Non-Decent	1774	£14,706,656	2013	£17,632,191	2293	£21,492,256	2293	£21,492,256	253
	5498	£25,265,092	5498	£28,821,212	5498	£33,076,127	5498	£33,076,127	549



3.8 The levels of expenditure are indicative only, based on the elemental replacement costs contained within the system, and show the estimated levels of expenditure required to maintain the stock at Decent Homes levels.

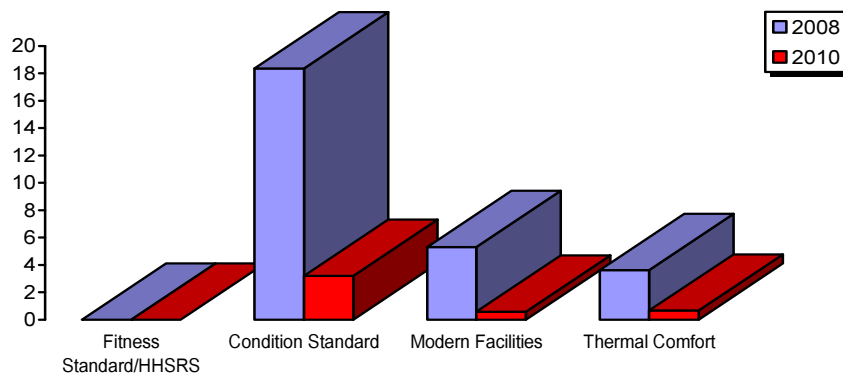
3.9 The estimates for compliance with the Decent Homes Standard only allow for the minimum works to comply with the Standard. Thus, for example if a kitchen is old (over 20 years) and in poor condition, this in itself is not a cause for failure. However, various combinations of non-decent elements, such as if there are central heating systems or a bathroom in poor condition and over 30 years old, will trigger a failure.

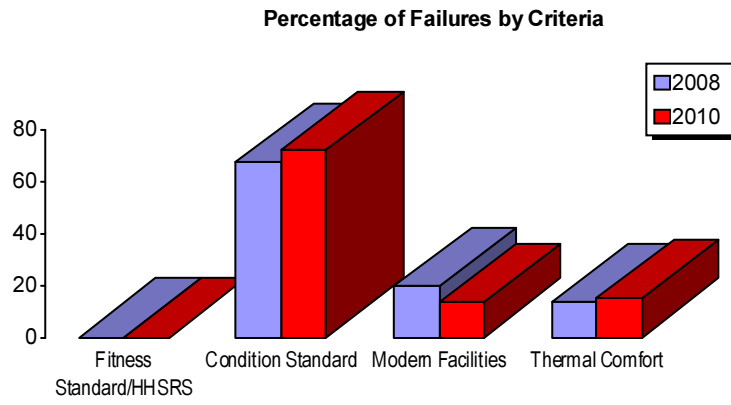
3.10 The forecasts only allow remedying one of two items of non-key component failure in order to comply with the Decent Homes Standard. This will provide a Decent Home in accordance with the definition but may not satisfy the Council's objective to provide a "desirable" home. There are other matters outside the requirements of the DHS, such as lift renewals, or entry phone and door entry installations and upgrades for which renewal programmes will also need to be funded.

FAILURE RATE AGAINST THE DECENT HOMES CRITERIA

Government 'DHS' Criteria	Assessment in July 2008		Current Assessment	
	% of Failures	% of Total Stock	% of Failures	% of Total Stock
i. Criteria A – Fitness Standard	0	0	0	0
ii. Criteria B – Condition Standard	67.27	18.36	72.03	3.2
iii. Criteria C – Modern Facilities	19.46	5.31	13.14	0.58
iv. Criteria D – Thermal Comfort	13.27	3.63	14.83	0.66

Percentage of Stock Failing





3.11 Resources required to maintain good stock condition over the next 30 years. The chart below provides a forecast of the likely expenditure levels required for each element based on current information relating to elemental replacement. It includes a proportion for catch up replacement, most of which was identified as part of the Savills survey, together with updated information from surveys carried out since 2006 in relation to Decent Homes works. This information is constantly being updated as more surveys are completed and is extrapolated across the remainder of the stock based on location and archetype.

	Catchup 000s	2011 000s	2012 000s	2013 000s	2014 000s	2015 000s	2016 000s	2017 000s	2018 000s	2019 000s	2020 000s	2021 000s	2022 000s	2023 000s	2024 000s
Bathrooms	1,943	254	389	483	374	638	344	436	465	538	869	397	344	492	428
Chimneys	20	8	22	39	38	50	54	78	89	44	163	75	60	90	159
Communal Areas	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Doors	69	26	15	21	29	25	51	81	140	81	88	187	191	240	243
Electrical	482	33	164	305	102	3,913	699	746	671	721	1,089	732	828	865	895
Externals Works	1,533	417	496	553	520	558	444	593	504	501	567	313	315	446	565
Garage Blocks	237	11	11	10	18	23	8	6	7	2	16	0	0	16	16
Heating & Water	2,693	640	1,907	891	664	1,138	971	1,490	2,179	2,640	2,584	1,551	1,865	2,266	945
HHSRS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Kitchens	2,734	371	491	551	495	623	894	1,479	1,771	1,363	2,011	1,490	2,241	2,418	2,177
Miscellaneous	722	58	56	52	55	66	19	24	33	15	828	71	72	73	67
NHER	653	11	18	1	4	3	4	0	19	43	8	0	1	0	0
Outbuildings	66	1	4	1	4	1	6	4	1	0	9	0	0	2	0
Roofs	1,692	340	376	476	524	829	706	775	1,070	508	2,069	887	1,005	1,446	1,487
Safety & Security	240	29	25	28	28	46	56	63	72	73	136	78	87	141	84
Stores	319	52	45	67	72	72	74	117	81	102	137	152	134	178	174
Walls	185	234	119	191	220	317	609	820	677	696	652	1,083	949	1,108	1,398
Windows	3,039	5	0	0	0	0	9	51	36	41	46	7	0	45	234
Grand Total:	16,627	2,488	4,139	3,668	3,147	8,301	4,946	6,763	7,814	7,369	11,271	7,025	8,092	9,827	8,870

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
	000s	000s	000s	000s	000s	000s	000s	000s	000s	000s	000s	000s	000s	000s	000s
Bathrooms	503	491	726	646	918	888	1,630	1,957	2,044	2,597	2,034	2,677	2,667	3,514	1,650
Chimneys	112	197	67	78	102	66	164	158	119	131	127	104	110	106	160
Communal Areas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7
Doors	662	690	988	602	1,089	269	380	385	309	282	38	91	171	21	288
Electrical	1,222	1,278	1,341	1,062	1,412	1,257	1,866	2,061	2,018	1,892	2,040	2,008	4,847	2,894	2,359
Externals	225	218	179	293	2,177	637	635	739	710	1,680	676	985	1,069	1,128	956
Works															
Garage	1	15	1	2	3	46	22	48	5	71	9	29	15	15	25
Blocks															
Heating & Water	1,451	5,080	1,633	1,202	1,725	1,863	3,232	5,267	6,391	6,124	3,904	4,821	5,384	1,880	7,408
HHSRS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Kitchens	2,476	2,873	6,596	3,705	5,538	679	919	994	894	1,136	1,625	2,679	3,198	2,463	3,632
Miscellaneous	36	27	39	32	1,119	103	98	101	93	115	31	47	54	23	1,627
NHER	0	0	19	57	11	0	0	0	0	0	0	0	26	78	14
Outbuildings	7	7	18	10	108	9	0	15	4	2	1	20	11	13	29
Roofs	1,608	2,544	1,069	1,226	1,788	581	2,298	2,132	1,689	1,760	1,949	1,760	2,012	1,645	4,027
Safety & Security	45	39	44	47	71	88	98	116	113	212	122	135	220	131	584
Stores	154	169	166	191	233	162	199	152	148	209	9	7	18	13	233
Walls	452	717	665	651	666	492	648	711	530	1,006	496	249	401	473	672
Windows	420	431	967	855	829	354	726	1,167	1,442	1,531	1,300	1,281	5,539	492	4,743
Grand Total:	9,372	14,778	14,517	10,659	17,787	7,493	12,916	16,006	16,509	18,750	14,361	16,894	25,742	14,888	28,415

4 - Asset Utilisation and Sustainability

4.1 The majority of housing owned by the Council is generally fit for purpose. Over 98% of the overall stock currently meets the Decent Homes Standard as a result of many years of consistent investment in major repairs and improvements. The remaining 4% of homes are programmed to receive works to ensure they comply with the Standard by the end of 2010 in line with Government targets.

4.2 There are however a number of individual properties which may require extensive repair or renovation when they become vacant. This may be because of the refusal of the tenants to allow major refurbishment works to be carried out in previous years. A property may need a considerable amount of work to be done to bring it up to the Decent Homes standard and to make it lettable as well as sustainable over a longer period.

4.3 The upgrade of the Keystone Asset Management database and the population of that database will help to identify those properties that will require significant upgrading. Considerations about the demand for that housing and the sustainability of communities will inform whether the property is retained.

4.4 In addition to houses there are also garages and areas of land identified for development purposes. All decisions on developments are currently taken on a case by case basis. A separate Garage Strategy identifies the process by which garage assets will be managed in the future.

4.5 The Asset Utilisation and Sustainability Policy will identify the process and criteria by which decisions will be made in future on obsolete or high cost properties. [Due at December 2010 PFH]

5 - ENERGY EFFICIENCY

Sustainability

5.1 The Copenhagen Climate Change Summit 2009 has highlighted the challenges for tackling Climate Change, with the outcome reflecting the differing speeds, and impact of climatic change on the economic, social and physically environments across the globe. This, in turn, has impacted the prioritisation of political action.

5.2 In advance of the Copenhagen Summit the UK government had already headlined its approach:

- The Stern Report 2006;
- Climate Change Act 2008;
- The UK Low Carbon Transition Plan (July 2009) – National Strategy for Climate & Energy.

5.3 The Stern report has been the key driver for how the government has responded to Climate Change, highlighting the economic dilemmas that its impact will have for nations, industrial sectors and individual businesses. Stern projected that costs to the global economy of continuous climatic shocks could be in the order of 1- 5% of global Gross Domestic Product (GDP). Costs would grow with time and be largely dependent upon the speed with which the world community responded to the challenge.

5.4 Stern suggested that there were three ways in which the UK government should respond in terms of mitigation policy:

- **Carbon pricing** – putting a price on carbon generation through tax, trading, regulation, or a combination of all. This would have the effect of encouraging companies and individuals away from high carbon goods and service, and influence investment decisions, especially long-term investments e.g. housing;
- **Promotion of new low carbon technologies** – Support investment into research and development and promotion of benefits; and
- **Removal of behavioural barriers** – government as catalyst to promote dialogue, education and shared understanding to shape behaviour.

5.5 The National Strategy for Climate Change 2009 picks up on these key policy principles and sets a range of targets. The targets set out below are the selected key targets which will most impact our business.

- Reduction of overall carbon emissions by 18% from 2008 levels by 2020, and a 80% reduction below 1990 levels by 2050
- Reduce carbon emissions from homes by 29% by 2020 (2008 levels)-all homes to be carbon neutral by 2050
- All new homes constructed on or after 2016 to be carbon neutral
- 15% of all energy requirements to come from renewable resources by 2020
- 30% of all electric supply to come from renewable resources by 2020
- Reduce gas usage by 27% by 2020 (2008 level)
- Reduce emissions by 13% from the workplace by 2020 (2008 level)
- Ending of fuel poverty

5.6 The government are effecting these targets through a mix of incentives and regulatory measures.

Incentives	Regulatory
<ul style="list-style-type: none"> • Higher grant levels for carbon neutral homes • Tax breaks for carbon neutral homes • Grants to support installation of insulation and renewable energies • Low interest loans for renewable energies • Promotion of specific carbon linked projects with grant sponsorship • Promotion of energy initiatives such as the Feed in Tariff 	<ul style="list-style-type: none"> • Grant conditions for delivery of affordable homes • Tighter planning considerations promoting low carbon homes and infrastructures • Decent Homes achievements • TSA to promote carbon agenda through regulatory role • Energy Performance Certification for all homes

5.7 The Council believes that all residents have the right to affordable warmth and that adverse environmental impact should be reduced by the utilisation of energy efficient materials. Where possible, The Council aims to improve stock to the maximum possible energy rating through the use of efficient heating and effective insulation. The Council has aligned and co-ordinated this approach through its Affordable Warmth Policy (Appendix 2). In keeping with this approach to sustainability and its responsibility to provide affordable homes, we will target and improve the least thermal efficient homes as a priority.

5.8 The Council has undertaken an Energy Survey to assess the energy efficiency of our properties against the current Standard Assessment Procedure (SAP). Some of the data was collected during the Stock Condition Survey, whilst other historical data has been derived from previous contract works and from day to day repair records. This has been entered onto our energy efficiency database, Elmhurst, which provides us with both individual SAP ratings for each property, as well as an overall rating for the whole stock.

5.9 The Government has recently introduced a new Warm Homes Standard to complement the Decent Homes Standard based around its Warmer Homes, Greener Homes strategy to reduce emission levels from households by 29% by 2020. They have designated social housing as a lead sector where significant improvements can be made through investment in energy saving measures and greener technology. It is intended that all lofts and cavity walls will be fully insulated where technically possible by 2015. As well as this, it will be a requirement to invest in measures to insulate solid walled properties, all of which should be completed by 2020. The final detail of the standard has yet to be developed but it is likely to cover the following areas:

- an appropriate range of energy saving measures for different types of home, to be developed further with the sector, including insulation of solid walls where feasible;
- installation of smart meters;
- replacement of fossil-fuel heating with heating systems eligible for support from the renewable heat incentive where feasible, or connection (or commitment to connect, where planned) to low carbon district heating schemes;
- installation of small scale renewable electricity generation through the installation of photo-voltaic cells, supported by Feed In Tariffs (FITs); and
- measures to prepare homes for changes in climate, where there is a case to do so and appropriate funding can be identified. This might include, for example, water efficiency measures, which in the case of hot water can also reduce energy bills

It is not yet known what the effects of the proposed reduction in resources will be on this programme, but the Council will continue to make this a priority area for resource allocation.

Standard Assessment Procedure (SAP)

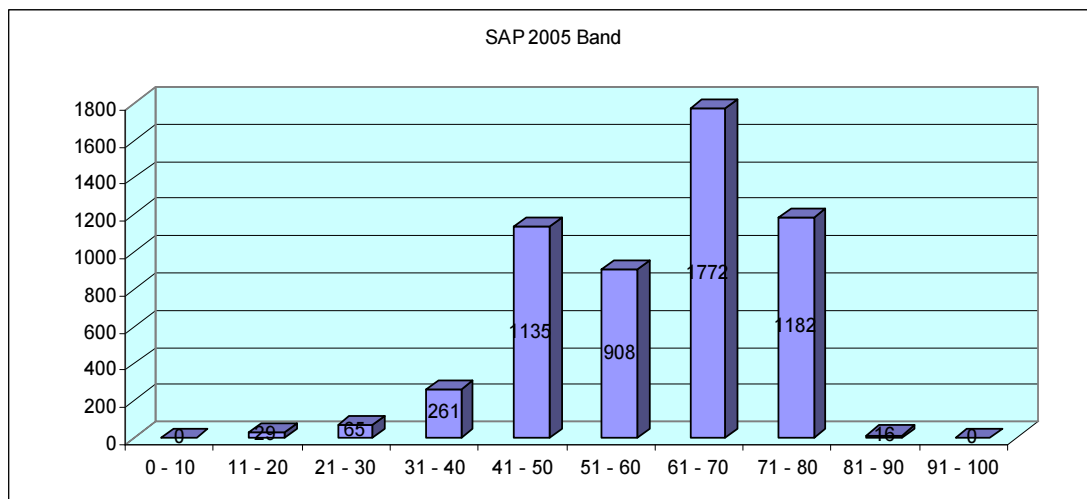
5.10 The SAP is the Government's preferred energy rating, initially introduced as a way to compare different energy labels being delivered within the UK. SAP assessments are one way of assessing that homes conform to the requirements of

building regulations. The SAP is independent of location and does not take into account energy used by lights and appliances.

5.11 A home scoring 0 would be very inefficient and consequently very expensive to run, whilst a home scoring 100 is very efficient and cheap to run. The average SAP for the Council's housing stock is 60. The current national average SAP 2005 rating for an existing dwelling is about 49. The national average for socially rented stock is 59. The aim of the Warm Homes Standard is to raise this to 70 by 2020.

The chart below indicates the current SAP (2005 scale) reported from Elmhurst:

SAP 2005 Band	Total	%
0 - 10	0	0.00%
11 - 20	29	0.54%
21 - 30	65	1.21%
31 - 40	261	4.86%
41 - 50	1135	21.14%
51 - 60	908	16.92%
61 - 70	1772	33.01%
71 - 80	1182	22.02%
81 - 90	16	0.30%
91 - 100	0	0.00%
	5368	



5.12 Whilst investment in our stock has meant that generally all our homes are above average in terms of energy efficiency, the Council will continue to do all that it can in improving this further. The survey identified both properties with very high values and some with very low values. We will concentrate on those with low values first and introduce energy efficiency measures to increase the energy efficiency of the home. Works will include increasing insulation in walls and roofs as well as ensuring that all our dwellings have efficient heating systems. The programme of works will include:

- Increasing loft insulation to 300mm
- Providing more efficient energy efficiency boilers as part of our boiler replacement programme
- Provision of sustainable and affordable alternative heating systems where gas is not available such as air source heat pumps and solar energy
- Almost all of the Council's properties have had double-glazed windows installed. In later programmes this has included the provision of low emission glazing to the windows.
- Cavity wall insulation to external cavity walls
- External or internal insulation to solid walls

Energy Efficiency Targets

5.13 As can be seen from above, the ratings within the Council stock compare favourably to the national average. This is indicative of the high levels of investment the Council has made in its stock already. However, we will aim to achieve an average rating of 70 (Energy Rating C) over the 5 years of this Strategy, together with a reduction in average CO₂ production of 0.28 tonnes per annum. This is in line with the recently announced Warm Homes Standard, and the Council will make every effort to take advantage of any funding that is available, including feed-in tariff

Energy Efficiency Grants

5.14 A number of grant sources have already been identified and utilised with great effect. Grants have been obtained for loft insulation, where levels have been found to be below 100mm, and also for the installation of air source heat pumps where gas is not available. Approval is also being sought for grant aid for new heating installations where there has been a switch in fuel. The Council will continue to seek funding for such schemes and make use of the resources to improve energy efficiency within the stock.

Fuel Poverty

5.15 Fuel Poverty is defined as the need to spend more than 10% of household income on domestic energy in order to achieve a warm and healthy indoor environment. Whilst the DHS work is on target this work does not necessarily achieve affordable warmth for our tenants. The rise in energy prices has meant that the government's target of ending fuel poverty by 2015 will not be met and a review is underway.

5.16 As we have many locations where there is no gas supply, many tenants have oil central heating. The increase in the price of oil has led to an increase in instances of fuel poverty where tenants are unable to afford it. This in turn has directly contributed to a rise in cases of condensation in homes, which although often attributable to lifestyle and a lack of heating, is for those in such circumstances often unavoidable. The consequences of this are deterioration in the fabric of the building and an increase in complaints about the heating systems and the thermal insulation of the properties.

5.17 It is clear that market forces will not solve fuel poverty therefore the focus for the Council needs to be on improved energy efficiency within homes and on maximising

tenants' income by the take up of means tested benefits that they are entitled to such as Cold Weather Payments and Pension Tax Credits. These payments are vital to the Council tenants as there are a high proportion of elderly tenants living in isolated rural villages with no gas supply, few facilities and limited access to public transport.

5.18 The Council will seek where possible to access grants to improve the thermal efficiency of properties and introduce innovative sustainable energy efficient heating solutions. Partnerships will be sought to maximise the benefits of funding and ensure that tenants are encouraged to seek the best priced energy suppliers for their needs, including investigations into the possibility of entering into a fuel consortium for oil purchase on behalf of tenants to take advantage of economies of scale.

6 - ADAPTATIONS TO HOMES FOR PEOPLE WITH DISABILITIES

6.1 The Council is committed to addressing the needs of all our tenants and undertakes measures such as aids and adaptations in order to enable residents to stay in their homes. The Copuncil works closely with Occupational Therapists and the local Social Services Departments to identify and address disability issues.

6.2 The Council has a duty to make reasonable adjustments to policy, practice and procedure and to provide auxiliary aids and services to enable a disabled person to rent a property and facilitate a disabled person's enjoyment of the premises (Part 3 DDA 2005).

6.3 The Council needs to have regard to the needs of the chronically sick and disabled (S3 Chronically Sick and Disabled Persons Act 1970).

6.4 The Council as a housing landlord needs to consider the housing conditions and need of the district (S8 Housing Act 1985) and a responsibility to provide reasonable adjustment for disabled residents.

6.5 The demographic trend for the area is forecasting an increase in the elderly population which is will lead to an increased demand for aids and adaptations. This increase in demand comes at the time when that budget has been cut. This has forced a review of what work the Council will do and what it wont do. The particular emphasis is on cost, maintenance and reinstatement implications. The Council will make every effort to meet tenants needs but this may result in them needing to move to suitable alternative property that either has those adaptations or can be adapted at a more reasonable cost. This approach is intended to maximise the usefulness of the budget

6.6 The Aids and Adaptations Policy is a linked document.

7 - CUSTOMER INVOLVEMENT & BENCHMARKING

Benchmarking

7.1 The Council uses Housemark to benchmark cost and performance and to identify and learn from best practice. Housemark is a membership based organisation with more than 800 members It provides assistance to the housing sector in a number of fields, including benchmarking and performance improvement.

7.2 A number of indicators are benchmarked regularly. These include:

Void Costs
Void timescales
Responsive Maintenance costs
Responsive Maintenance timescales
Tenant Satisfaction with the service
Gas safety compliance

7.3 The results are published and used to inform improvements in the service.

7.4 As well as providing performance comparisons, Housemark also provides a number of toolkits to assist with performance improvement, outlining best practice and providing guidance on achieving excellent performance, as well as value for money.

Value for Money (VFM)

Affordable Homes has recently restructured to achieve the efficiency savings required in the current economic climate. Every effort has been made to ensure that service delivery and customer satisfaction is maintained.

Whilst operating on a reduced budget and delivering a continuity of service there was no evidence that value for money was being achieved. To demonstrate this the housing service is taking part in a Value for Money Task and Finish Group project that is scheduled to report to Council in February 2011. An action plan will result from this that will ensure that the service delivers and is seen to deliver an excellent value for money service

In June 2010, the service undertook a peer review, making use of a review by a number of officers and Members from similar housing organisations acting as “critical friends” to look in detail at the services provided and to look at the strengths and weaknesses of the organisation. This provided a number of pointers to the direction of travel and highlighted a number of areas where improvements could be made in line with the KLOE recommendations.

Equality and Diversity

7.5 The Council will continuously review its approach to asset management to ensure that it continues to provide services to all that reflects individual needs. Consistent with the objectives of the customer profiling project we will endeavour to seek to capture and record relevant information about our residents, with their consent, which will help improve the housing service that we provide.

7.6 For all asset management related work, prior to the issue of order, we will be able to check our information management systems for resident details to ensure effective and timely communication and that contractors follow our service protocols in respect of the Council’s Equality and Diversity Strategy and Action Plans.

Customer consultation

7.7 The Asset Management Strategy will be monitored and updated in consultation with tenants and residents. The Resident Involvement Strategy is a linked document Examples of resident involvement in Asset Management are:

- Resident Involvement Groups

- Property Service Reviews
- Tailored surveys, basing major decisions on the majority decision
- Consultation with the Tenant Participation Group
- Value for Money Working Groups
- Contractor Workshops and meetings
- Contract review meetings
- Satisfaction surveys
- Procurement of service contracts
- Choices for design
- Telephone surveys
- Setting Service standards
- Leaseholder consultation
- Complaints monitoring and feedback

7.8 In December 2009, the Council undertook a postal consultation exercise, contacting all tenants and leaseholders with a request for profiling information, as well as ascertaining their satisfaction levels for current services. A key section of the questionnaire related to the maintenance of their homes. This information is being used to inform the annual refresh of the 5 year maintenance plan.

Customer feedback

7.9 The Council provides the opportunity for all tenants and residents to feed back to us on the quality of work undertaken at their property. Average satisfaction rates are then calculated and reported on a monthly basis.

7.10 There are set annual performance satisfaction targets for all areas of work including work carried out by external contractors.

7.11 Where a particular contractor gets satisfaction ratings below their target, the results of the survey is fed back to the contractor and we will work with them to achieve improvements. In response to customer feedback our approach with our contractors has been to focus on the quality of the work, getting it right first time and making and keeping appointments that suit the customer. Customers are involved in setting the performance targets for new contracts.

Residents' Survey

7.13 Following the residents' survey that was undertaken in December 2009, a 37% (2150 replies) return was achieved.

7.14 The survey included a section on repairs and maintenance, the results of which are shown below:

- 27% of the respondents said that bathrooms were the highest priority for replacement
- 23% wanted replacement of their kitchens
- 22% wanted new heating systems.
- 35% thought that the fencing around their property was in poor condition.

Some information from the survey particularly regarding internal components will assist in planning future programmes, although to an extent, it reinforces the existing planned programmes which feature kitchens, bathrooms and heating systems as priority items.

8 - FIVE YEAR HOUSING MAINTENANCE PLAN

8.1 Each year, the Council publishes its five year Housing Maintenance Plan (HMP). This document is designed to be a statement of intent which sets out the programmes of work for each budget head for the next five years.

8.2 The HMP also provides information on how maintenance and improvement works are prioritised and sets out the budget details for each of the planned project areas, including details of property numbers and locations of work.

8.3 As circumstances change each year, including levels of finance available, work priorities will also change. This is particularly so as more stock surveys are completed, giving a more accurate and up to date indication of requirements for improvement.

8.4 The basis for the original five year plan was the stock condition survey undertaken in 2006 by Savills, supplemented by surveys completed since that date.

8.5 Resident involvement is at the centre of the plan. Tenants assisted in the compilation of the document, and regular consultation takes place during the updating each year.

9 - ACTION PLAN

Development & Review of the Asset Management Strategy

9.1 The Council recognises that the Asset Management Strategy is a living document that will develop over time and not remain static. Implementation of programmes of work, changing needs and legislation along with the realisation of business objectives will require the document to be 'live'.

9.2 The strategy will adapt to a number of influences, including:

- Changing need;
- Changes in legislation and regulation;
- Changes in aspirations;
- Changes in corporate objectives; and
- Financial sustainability

The Asset Management Strategy will be updated annually alongside each revision of the Business Plan.

9.3 The Asset Management Strategy is designed to cover a five year period, and at the end of that time will be subject to a comprehensive review. An action plan is set out in Appendix 2 which identifies key areas for review over the next 3 years and an annual update against the targets will be provided.

Appendix 1

SERVICE DELIVERY DESCRIPTION

The need to undertake work arises either through pre-planning, or in reaction to immediate requirements. Whilst budgets for 'reactive' works (not pre-planned) can be set in advance, the precise scope and nature of the works required cannot be defined in terms of scope, location or quantity. The Council's responsive and void budgets fall under the 'reactive' category, whereas all other work is pre-planned.

The Council propose to continue to undertake more works using pre-planned methods and maintain a proportion of not less than 70% pre-planned versus 30% reactive to ensure investment needs are met upon the existing stock. This proportion will apply to all property and is in line with the Audit Commission's recommendations.

Pre-planned contracts have several advantages including;

- The ability to be reviewed and agreed in the context of agreed reinvestment priorities;
- Better value through economies of scale by securing better prices for components;
- Better consistency of components used, which is good for subsequent repairs and material performance assessments;
- Helps to provide effective communication and consultation through the use of contract resident liaison staff and the issue of informative newsletters.

The requirement for cyclical maintenance, including the servicing of gas appliances, is derived from attribute and servicing records held within the databases.

The requirement for planned maintenance or capital improvements (component renewals) is derived from the Asset Management Database (Keystone), which has been informed by the stock condition survey and subsequent work that has been completed via programmes of work and replacements undertaken during the void process and some essential response repairs. The survey was undertaken on the basis of predictions for major repairs or component renewals on a pre-planned and programmed 'just in time' basis. In other words components should not be renewed well ahead of a schedule (lifecycle + assessment of actual condition), nor should they be renewed too late (i.e. when they compromise the property or when they may impose an undue burden on the response repair service).

'Just in time' is a best practice principle promoted by the Communities and Local Government (CLG) in their guidance (Collecting, Managing and Using Housing Stock Information - a good practice guide).

Planned Maintenance

A number of planned and cyclical maintenance programmes for the Council properties are presently delivered through a small group of partnering contracts, with contractors installing components such as kitchens, bathrooms, roofing and electrics, as well as undertaking external painting, maintenance and refurbishment works.

Overall, investment has shifted from 'whole house' improvements to undertaking elemental programmes of central heating installations, roof, window and kitchen and bathroom replacement packages. This approach tackles disrepair and lack of amenity across a larger number of homes.

The Council will continue this elemental approach to programmes of work, but also try to concentrate our activity on specific streets, postcodes or locations to bring about better economies of scale and more efficient management of output. Consideration is being given to further development of a partnering approach within the proposed new responsive maintenance and voids contract, which will incorporate a framework to undertake packaged works to include the following:

- Roofs and Chimneys
- Windows and Doors
- Kitchens and Bathrooms
- Electrical Testing and Remedial Works
- Asbestos Removal and Management

Life cycle cost theory has been used to help formulate the costs relating to the condition survey, and to build a picture of potential future expenditure. As the condition information continues to be fed into the database, a clearer picture will develop. The life cycle will then evolve to be more specific to properties.

THE COUNCIL have in place standard cyclical and reinvestment work specifications which are constantly updated to take account of ongoing improvements and developments.

The content within the specifications are discussed with our tenant representatives as part of our ongoing consultation process, taking on board their comments as well as the comments from residents who have had works carried out, via information collated from customer satisfaction surveys. This is done so that the Asset Management Team continuously improves its performance.

Cyclical Maintenance

Cyclical maintenance comprises of regular works to properties, such as mechanical or electrical plant and external painting. It occurs at regular, pre-defined intervals. External decoration is carried out on a seven year cycle, whilst gas boiler servicing is carried out annually.

Due to the specialist nature of some servicing work the Council has established a series of contracts to provide the required work over a number of years.

Response Maintenance and Voids

Responsive repairs are typically isolated repairs that are carried out in response to requests from tenants. They are usually small scale and low cost jobs.

The current responsive maintenance contracts are carried out by the Council's in house Direct Labour Organisation, and Cambridge City Services. These contracts are shortly to be re-tendered to include a more rigorous partnering approach, incorporating framework agreements for planned works, and the implementation of

higher customer service standards, including better appointment of repair visits and improvements in key performance indicators.

The objective for the Council is to minimise the amount of work that is undertaken through the responsive maintenance contract in favour of developing framework agreements for packages of work. This will allow the development of better planning and will produce advantages from economies of scale, greater consistency of product and improved standards through better monitoring and control.

The Council has developed a void relet standard in conjunction with residents through the Tenant Participation Group. The intention is to minimise the amount of time that properties remain empty in order to reduce waiting times for housing applicants and reduce the loss of rental income to the Council. It is also intended to reduce the level of expenditure on empty properties, placing the emphasis on adding such properties to existing improvement programmes where necessary, rather than undertaking large scale repair work when it is empty.

We carry out an electric and gas safety check of all voids.

Gas Service Contracts

A new partnering contract for Gas Servicing and repairs was introduced in July 2009. Comprehensive management systems are included, together with monthly Key Performance Indicator (KPI) reporting relating to compliance on valid Landlord Gas Safety Records (LGSR) and responsive repairs. Management systems are also in place to deal with properties where access cannot be gained to complete LGSR's.

External consultants also undertake independent quality inspections (5%) on works completed by the Contractors.

Service Contracts

Service contracts are in place to cover both servicing (preventative maintenance) together with responsive repairs. Contracts are in place for:

- Lifts
- Commercial boiler plant
- Water hygiene (Legionella) treatment
- Fire safety equipment
- Call Alarms
- Solid fuel and oil central heating boilers
- Electrical testing

Asbestos

The Council has responded to the Control of Asbestos at Work regulations 2002 introduced in May 2004. We have produced an Asbestos Management Plan, which sets out our policies and procedures for managing asbestos in the Council's properties. This includes provision for identification, inspecting, testing and removal of asbestos in accordance with current regulations.

Surveys have been undertaken to approximately 4000 of the Council's properties. The detailed findings from the surveys are being entered on the asbestos register. Our asset management system, Keystone, has an asbestos management module and we use this to generate our asbestos register. As more surveys are carried out this information will also be added.

Asbestos survey results will assist the Council in the further development and refinement of our Asbestos Management Plan and the planning and programming of annual re-inspection and monitoring of Asbestos Containing Material left in situ. In controlling works involving asbestos we have produced procedures which have been issued to appropriate staff, with the necessary training.

All orders issued for repairs to communal areas contain a warning to contractors to ensure that appropriate safeguards are taken in accordance with their asbestos procedures within the Health & Safety policies, in view of the uncertainty of the presence of asbestos. The policy to date has been to leave materials containing asbestos in situ where it is undamaged and poses no immediate threat to health and safety and to advise all those who need the information of its existence.

Risk Assessment for Legionella

The Council's obligations come under the requirements of the Health and Safety at Work Act and extend to non-employees, such as residents, independent contractors and members of the public. Guidance to fulfil these obligations is set out in the HSE Approved Code of Practice, commonly referred to as "L8". The Council has implemented the requirements of L8 for all sheltered schemes, and offices etc. This includes completion of risk assessments, water hygiene regimes and undertaking of necessary upgrade works.

ACTION PLAN

APPENDIX 2

Item	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14
Carry out selected stock condition surveys of approximately 1300 properties each year and update database, targeting those identified by their high levels of responsive repairs and those with little or no pre-existing data	X	X	X
Update Keystone Asset Management (KAM) database and finalise population of Asset Management system with historical data to inform future programming	X		
Cross reference asset management data with Satisfaction Survey data	X		
Complete data input of asbestos surveys to Asset Management system. Finalise and implement Asbestos Management procedures including re-inspection programme	X	X	X
Carry out reviews of priorities of works and funding arrangements for the programmes within the Asset Management system and prepare a long term financially supported works programme. Include resident involvement in the considerations and proposals	X		
Implement sustainability modelling procedure within the Asset Management system	X	X	
Asset Management Group to review property at regular meetings	X	X	X
Development of sustainable programmes for meeting the Warm Homes Standard including heating and insulation packages	X	X	X
Use information from customer satisfaction feedback to inform and improve service delivery	X	X	X
Preparation and tendering of responsive maintenance contract, including provision of KPI suite, IT links and asset information feedback	X	X	
Review the voids procedure and standards as part of responsive maintenance contract renewal	X		
Undertake investigation into supply chain management as part of responsive maintenance contract renewal	X		

