

## Housing Revenue Account

# Asset Management Strategy

2015 - 2020

*Draft*



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## Foreword



**W**averley Borough Council is the proud owner of nearly 5,000 homes across the Borough. As a social landlord, Waverley provides this much needed affordable housing for local people at affordable rents, which is particularly important in an area of high house prices and high market rents. Even with this large number of homes, the demand for affordable homes in Waverley is significantly greater than we alone can provide.

We are committed to providing good quality, well maintained homes for our tenants and this Asset Management Strategy will help us to continue to achieve this aim. Managing and maintaining this many homes is a complex operation which requires significant resources and effective collaboration with our tenants and our contractors.

In recent years, Waverley has spent vast amounts of money upgrading its housing stock and has worked hard to improve its service and the way that its contractors operate. This Asset Management Strategy will help us to continue to improve the way we assess and prioritise needs so that our resources are targeted at homes in most need and our support is focused on tenants that need it most.

The Strategy also sets out detailed aims and objectives, across the whole range of housing services provided to our tenants and provides detailed information about our approach to important matters such as Health and Safety and the management of void properties.

I am pleased to support this important document.

***Councillor Carole King***

*Portfolio Holder for Housing*

## EXECUTIVE SUMMARY

This document establishes the framework through which the management of the Council's Housing Revenue Account assets will be delivered. It highlights the component parts of the Asset Management function and their interrelationship. It also forms part of a wider strategic approach to housing across the Borough.

The Council's strategic objective over the past 10 years has been to improve the condition and quality of its housing stock. As a result, it now currently meets the Government's Decent Homes Standard (DHS). The challenge from here on is to continue to improve the stock above and beyond the DHS, whilst still providing value for money.

Waverley's Housing priorities underpin this document and include: -

- ❑ providing good quality homes to people in housing need and those requiring care and support and consulting and meeting tenants needs
- ❑ maintaining homes to a good standard, maximizing the use of existing stock and ensuring that funding is maximized and value for money is obtained
- ❑ achieving a balanced portfolio of affordable housing across the borough through remodelling, sales, demolition and redevelopment and working in conjunction with other social housing providers and mixed tenure
- ❑ ensuring houses comply with relevant regulatory requirements

The document outlines the Council's position in the management of its housing assets, and how this aligns to the core business objectives in the Housing Revenue Account Business Plan. It also highlights the stock, its condition, use and required reinvestment, over the next 30 years.

The risks and issues relating to the Council's assets and how they may be eliminated, reduced and/or managed are recorded in the Strategy and future needs, trends and changes, that will influence how the Council manages its assets, are identified. The methods, through which the Council procures and deliver programmes of work, are also explained.

The Council has embraced the principles of effective asset management, the importance associated with maintaining effective stock condition and attribute information, the assessment of sustainability and future options for poorly performing stock.

The Council also recognises the value of an established relationship between the maintenance and management functions and the effective delivery of work programmes required to keep the stock in good condition.

As a result of its Strategy, the Council will have a much better understanding of the aspirations and needs of its customers. This will enable the Council to further drive up standards, provide more targeted services that are better tailored to its tenant's individual circumstances and improve the quality of their lives.

## INTRODUCTION

Asset Management is fundamentally about balancing assets, needs and resources. The aim is to maintain a balance between the economic value of the assets and the social and economic needs of the residents.

The Council's Housing Revenue Account Asset Management Strategy sets out how the Council will maintain its housing stock, (land and buildings), to ensure the provision of good quality, desirable and affordable homes that reflect the needs of current and future tenants.

Its objective is to ensure that the housing stock meets the needs of the Borough by making best use of available resources, whilst achieving value for money.

The housing stock represents the Council's most valuable physical asset and, when set against the repair and maintenance costs, its largest liability. The Council therefore needs to ensure that the properties it owns and manages are:

- ❑ in good condition
- ❑ in the right location
- ❑ meets the needs of modern lifestyles
- ❑ energy efficient

### Purpose and Scope of the HRA Asset Management Strategy

The Housing Revenue Account Asset Management Strategy has been drawn up to complement the Housing Revenue Account Business Plan 2012-42 and the Corporate Plan 2012-15, all of which form the basis for running the Council's Landlord Services. It also forms part of a wider strategic approach to housing across the Borough.

The Strategy outlines how the Council plans to:-

- ❑ meet the housing needs across the Borough
- ❑ provide value for money
- ❑ keep dwellings in a good condition in a cost effective way
- ❑ meet and maintain customer expectations
- ❑ ensure works comply with current regulations
- ❑ provide the best balance between responsive and cyclical repairs and capital investment
- ❑ achieve high standards of energy efficiency
- ❑ design good neighbourhoods for Council tenants and their neighbours
- ❑ ensure that the Council is a safe place to live.

The Council is mindful of the diverse needs of the wider community, regeneration issues and the need to ensure a 'joined up' approach to all it does. Its overall objective is to deliver continuously improving, customer focused services in a cost effective way.

## Setting the Scene

### National Context

Waverley covers an area of 345 square kilometres in the south west of Surrey and has common boundaries with Hampshire and West Sussex. It is the largest district by area in Surrey.

The Borough is predominately rural, and three quarters of the area comprises of agricultural and woodland. However, it also has a blend of attractive villages, historic towns, heather-clad commons, dense woodlands and rolling hills.

61% is 'Green Belt' and 80% is covered by environmental protection policies including the Surrey Hills Area of outstanding natural beauty and the Thames Basin Heaths Special Projects Area (TBH SPA).

Waverley is 35 miles from central London with good strategic road and rail links. However the Borough has a predominately rural road network and limited public transport.

### Local Context

The Borough has a population of approximately 122,000 people and is a very popular area with a vibrant and successful economy.

The demand for homes in the region is very high, with property values amongst the highest in the country.

The average price for a 3 bedroom house in Waverley between March 2014 and March 2015 was £412,475 (*Source: The Land Registry*)

### Corporate Context

The Asset Management Strategy reflects the Council's 2012-15 Corporate Plan key priorities as listed below:-

- **Value for money.** The Council is committed to providing customer focused services at the best value for money. The Council will ensure that sound financial management is at the core of everything it does.
- **Affordable housing.** The Council will work hard to provide more affordable housing in the Borough for people in housing need. The Council aims to be an excellent landlord, managing its own housing stock well and improving the fabric and condition of its properties.
- **Leisure and lives.** The Council will continue to support opportunities for all to take part in sport, recreation and other leisure activities to promote health and well-being for all.
- **Understanding the residents' needs.** It is important to the Council that it understands its residents and that it focuses on providing the services they want by consulting with them and ensuring the Council's services are designed to meet people's needs across the Borough. The Council will be active in consulting and working with residents, service users and local businesses.
- **Environment.** The Council will continue to do everything within its powers to protect and enhance the area's unique mix of rural and urban communities throughout its towns, villages and hamlets. The Council will set an example in protecting the environment through its promotion of recycling and environmental sustainability.

The role of Housing is to build successful communities and help individuals and families achieve positive life outcomes in areas such as employment, education and health etc.



## DIRECTIONAL STRATEGIES

### Funding Position

In 2012 the Government allowed local housing authorities to buy themselves out of the housing subsidy system by effectively taking out a mortgage on their housing stock. Significant debt charges have to be paid on this mortgage, together with repayment of the principal sum. The Landlord service at Waverley is now in a much stronger financial position with control over all of its housing income.

The Council now has greater freedom and flexibility to manage its housing stock according to local needs and priorities. This has meant that, for the first time, the Council is able to freely invest in new homes and improvements, beyond the Decent Homes Standard.

The cost of managing the stock, carrying out day-to-day 'responsive' repairs and the servicing of the debt is funded by the rental income with the balance of income being available to fund major work on the existing stock and the building of new affordable homes.

The financing model of the Council's 30-year Business Plan projects the income and cost elements to illustrate the likely sums available over that period for reinvestment in the stock or new build.

Rent income is crucial to the viability of the Business Plan and the current low level of inflation is negatively impacting on rent increases. The Government's social rent policy from 2015-16 is that rents should increase each year by the CPI measure of inflation plus 1% growth. Low rent increases over a number of years could seriously jeopardise the amount available for capital investment and needs to be kept under close review.

Each time a council house is sold, after the Right-to Buy discount of up to £77,900 has been applied, 75% of the balance received goes to the Government. However, under a new government initiative, the Council has entered into an agreement (with the Government) which allows the Council to retain more than the basic 25%. These additional retained receipts must be used to build replacement affordable homes and are part of the Council's resources for its new build programme. The basic 25% of the receipt helps to fund the core capital programme as illustrated in the table below.



### Estimated Capital Resources 2014-15 to 2019-20

#### Core Capital Programme

	2014-15 £	2015-16 £	2016-17 £	2017-18 £	2018-19 £	2019-20 £
Estimated Useable Capital Receipts b/f	6,344,949	6,853,931	7,117,202	6,147,802	5,165,962	4,812,962
Estimated Receipts in year	280,000	300,000	300,000	300,000	300,000	300,000
HRA Revenue Reserve	9,068,878	9,316,396	6,932,000	7,138,000	7,350,000	7,568,000
<b>TOTAL</b>	<b>15,693,827</b>	<b>16,470,327</b>	<b>14,349,202</b>	<b>13,585,802</b>	<b>12,812,962</b>	<b>12,680,962</b>
Estimated core Capital Programme	(6,523,079)	(9,353,125)	(8,201,400)	(8,422,840)	(8,000,000)	(8,000,000)
Resources Carried Forward	8,890,748	7,117,202	6,147,802	5,165,962	4,812,962	4,680,962

In addition to funds from the Business Plan, a variety of other resources are available to support the building of new homes. These comprise retained capital receipts as described above, capital sums from private developers in lieu of providing affordable housing, (commuted sums) grant funding from the Homes and Communities Agency and 100% income from the sale of properties on the Housing Revenue Account, deemed unsuitable for continued use as social housing.

As at March 2015, the Council is looking to provide around 400 new affordable homes by 2020-2021, as a result of making use of all the available funding sources.

### Capital Resources for New Affordable Homes/Stock Remodelling 2014/15 - 2019/20

	2014-15 £	2015-16 £	2016-17 £	2017-18 £	2018-19 £	2019-20 £
Resources B/Fwd.	17,573,095	20,998,210	11,706,462	9,506,239	4,402,739	3,745,239
Estimated Receipts in Year	886,795	550,000	375,000	375,000	375,000	375,000
Business Plan Surplus	7,068,000	7,068,000	7,790,000	5,382,000	6,091,000	7,110,000
Commuted Sums	310,000	141,000	200,000			
HCA Grant		600,000				
<b>TOTAL</b>	25,837,890	29,357,210	20,071,462	15,263,239	10,868,739	11,230,239
Estimated Capital Programme	(4,839,680)	(17,650,748)	(10,565,223)	(10,860,500)	(7,123,500)	(9,963,500)
Resources Carried Forward	20,998,210	11,706,462	9,506,239	4,402,739	3,745,239	1,266,739

### Impairment

Assets are assessed, (through the valuation process), at each financial year end, to ascertain whether there is any indication that the asset may be 'impaired' i.e. has lost value. Where indications exist and possible differences are estimated to be material, the recoverable amount of the asset is estimated and where this is less than the carrying amount of the asset, an impairment loss is recognised in the accounts.



Where impairment losses are identified, they are accounted for by:-

- Writing off the impairment loss against any previous revaluation gains for that asset, that are sitting in the Revaluation Reserve
- Where there is no or insufficient balance on the Revaluation Reserve, the carrying amount of the asset is written down against the relevant service in the Income and Expenditure Account.

If the Council does not make sufficient budget provision to maintain its assets, they could potentially lose value and incur impairment losses.

## Strategic Approach

### **Strategic Objective:**

*To manage assets effectively and efficiently making best use of available resources to meet housing need*

The Council's Strategic Approach is to:

- ❑ Maximise its assets minimise its liabilities and develop a capital programme that meets tenants aspirations
- ❑ Survey its housing stock every five years on a rolling programme and continue to improve the accuracy of its stock data
- ❑ Dispose of property on the open market that is no longer fit for purpose or needing considerable capital investment, where this would not represent good value for money
- ❑ Continue to let void properties promptly thereby minimising rent loss and maximising housing availability
- ❑ Continually review investment decisions to achieve best value for money
- ❑ Strive to meet high energy efficiency standards that future-proof council housing and protect tenants from rising energy costs.
- ❑ Continue a programme of selective demolition or refurbishment of garages blocks, depending on costs, demand and revenue streams
- ❑ Give priority to issues relating to the health and safety of its tenants including slips and trips within the home.
- ❑ Strive to continually add value to its assets

## Strategic 5 Year Action Plan

- ❑ Carry out stock condition survey of all pre-1945 properties
- ❑ Develop strategy for tackling dampness across the Council's stock, including developing a policy/procedure for dealing with damp related issues reported by tenant.
- ❑ Continue programme of kitchen and bathroom upgrades
- ❑ Undertake review of 7 year 'break-clause' in Maintenance Contract with Mears
- ❑ Continue strategic regeneration of Ockford Ridge and identify other suitable areas for improvement.
- ❑ Monitor and log all noise related complaints
- ❑ Review effectiveness of estate inspections and walk-about

## Risk Management

An important part of Asset Management is to identify and understand the risks that can influence or change strategy in the short, medium and long term. The Council has a risk management strategy, which has been used to identify risks and put measures in place to reduce their impact. (*Refer to Appendix 8*)

## ASSET PROFILE

### Housing Stock

The majority of the Council's stock is located within the Borough in the four population centres of Godalming, Haslemere, Farnham and Cranleigh. Nine homes in Haslemere are located just beyond the border in the Chichester district area.

The majority of the housing stock is of standard brick construction. However, the Council also owns 10 houses in Elstead that are of steel framed construction.

In addition to dwellings, the Council, through the Housing Revenue Account, owns a number of related assets. These include garage blocks and forecourts, five shops, two offices, thirteen community rooms and various parcels of un-adopted land, roads and paths, all of which are maintained by the Council.

Related assets, including undeveloped spaces, will continue to be assessed with respect to their contribution to their environment and potential for further housing.

In some instances redevelopment or change of use will be considered to provide an appropriately balanced environment, which enhances estate appearance and provides appropriate facilities.

As at 31st March 2015, the Council owned, in its Housing Revenue Account: -

Houses and Flats	<b>4,555</b>
Sheltered Accommodation	<b>238</b>
Interest in leasehold properties	<b>418</b>
Garages	<b>676</b>
Shops	<b>5</b>
Offices	<b>1</b>
Community Rooms	<b>13</b>

### Right to Buy

The total number of homes owned by the Council reduces over time as tenants exercise their Right-to-Buy. In the 1980's, when the Right-to-Buy was introduced, the Council owned approximately 8,500 homes. Since then, over 3,500 homes have been sold, (a sizeable percentage of which have been Right-to-Buy).

More recently, sales have slowed significantly as property values have outstripped the ability of tenants to raise sufficient finance to purchase their homes – only 9 houses were sold under the Right-to-Buy in 2014/15. In addition, many of the Council's tenants are on low incomes, (60% receive Housing Benefit), and therefore cannot afford to exercise their Right-to-Buy.

However, this needs to be monitored, as there is a potential risk of stock levels dropping, where properties become more attractive following improvements. Also, the Government is re-invigorating the scheme by reducing the public sector tenancy eligibility criteria from five years to three.

As from 26<sup>th</sup> May 2015, if a tenant has lived in a house for at least 3 years, the basic discount is 35%. Each extra year as a tenant, qualifies for another 1%, up to a maximum of 70%. If a tenant has lived in a flat for at least 3 years, the basic discount is 50%. Each extra year as a tenant, qualifies for another 2%, up to a maximum of 70%. Regardless of how long the tenancy is in either a flat or a house, the maximum discount that can be claimed is currently £77,900.



Right to Buy Sales between 2001 and 2017.

### Stock Movement

The table below illustrates the effect that New Build, Buy Backs and Right to Buys have on the net stock level, year by year:-

	2010-11	2011-12	2012-13	2013-14	2014-15	Estimated		Total
	2015-16	2016-17						
New Build *	0	0	0	0	11	23	42	76
Buy- Backs *	0	0	0	2	6	6	6	20
Right to Buy	(3)	(4)	(2)	(13)	(9)	(15)	(15)	(61)
<b>Net Total</b>	<b>(3)</b>	<b>(4)</b>	<b>(2)</b>	<b>(11)</b>	<b>8</b>	<b>14</b>	<b>33</b>	<b>35</b>
Hsg. Assoc. New Build	0	24	83	10	35	65	50	267

\*Estimated

### Stock Condition

Having a clear understanding of the stock condition is crucial to targeting and prioritising expenditure and therefore achieving best value. Stock condition surveys are increasingly becoming the preferred management tool to assess the stock's existing condition. The outcome establishes a baseline to plan future actions against and judge best value options.

The choice between refurbishing and maintaining an existing property requires an appreciation of stock condition, together with functional and statutory suitability. Up-to-date information on physical condition is also essential for operational management.

The stock condition survey is not just about physical condition; it should also cover both building condition and compliance. It should also encompass:

- Building fabric and services condition
- Asset register of mechanical and electrical plant and equipment
- Disability access audits
- Risk assessment for fire safety and legionella
- Asbestos management plan
- Energy performance
- Health and safety requirements
- Assessment of adequate space for occupants

## Housing Revenue Account Stock Analysis

Waverley Borough Council's stock profile as at 31<sup>st</sup> March 2015: -

Archetype	Nos.
Pre 1945 Small terrace house	96
Pre 1945 Semi detached house	637
All other pre 1945 houses	62
Pre 1945 flats (low rise 1-2 storey)	14
1945-1964 Small terrace house	200
1945-1964 Large terrace house	708
Post 1945 flats (low rise 1-2 storey)	1,385
1965-1974 house	261
Post 1974 house	224
Flats (medium rise 3-5 storey)	270
Bungalows	936
<b>Total</b>	<b>4,793</b>

*Profile of stock by accommodation (archetype)*

Age Band	Nos.	Age Now	% age
Pre 1945	854	> 70 yrs.	18%
1945-1964	2,010	70-51 yrs.	42%
1965-1974	807	51-41 yrs.	17%
Post 1974	1,122	< 41 yrs.	23%
<b>Total</b>	<b>4,793</b>		

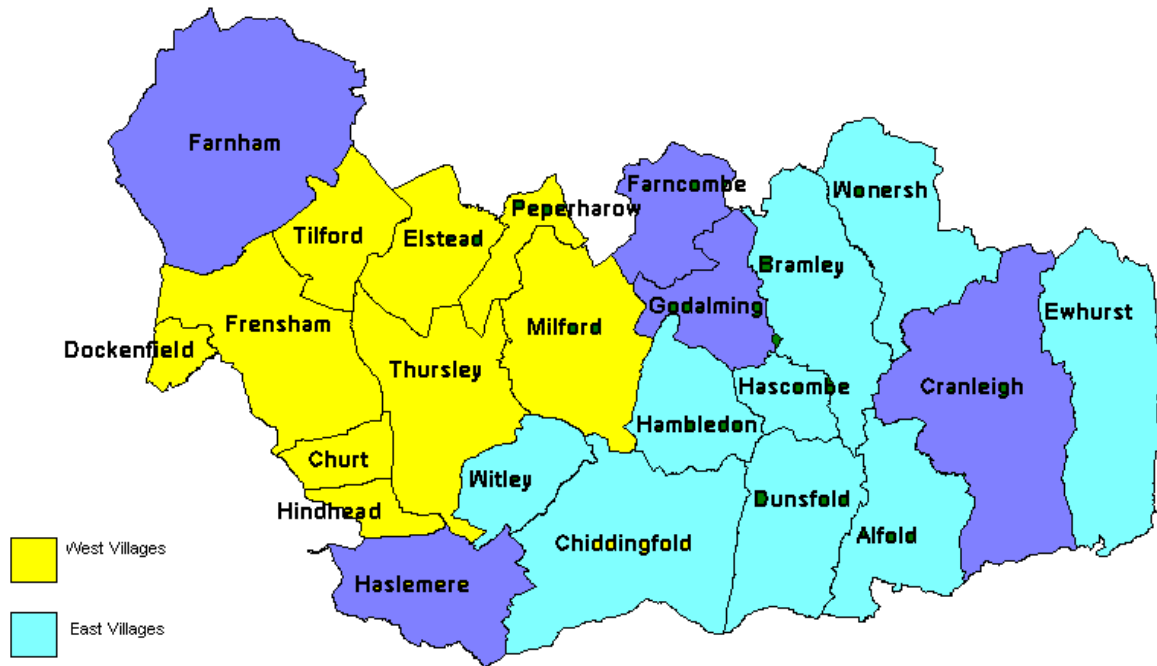
*The age profile of the stock*

Bed Nos	Total
1	1,834
2	1,931
3	1,536
4	29
5	1
6	2
	<b>4,793</b>

*Bedroom numbers*

Area	No.
Alfold	28
Bramley	197
Chiddingfold	131
Cranleigh	414
Dockenfield	15
Dunsfold	45
Elstead	152
Ewhurst	74
Farncombe	593
Farnham	1,284
Frensham	116
Godalming	449
Hambledon	22
Hascombe	14
Haslemere	679
Hindhead	45
Milford	235
Shamley Green	84
Thursley	10
Tilford	5
Witley	163
Wonersh	38
<b>Total</b>	<b>4,793</b>

*The stock numbers by geographical area*



## Stock History

The housing stock was inherited by the Council in 1974 from four previous authorities: - Farnham (urban), Hambledon (rural), Haslemere (district) and Godalming (urban). As a result, the stock is of varying styles, ages and condition.

Over the past twenty years investment has been made in the following areas: -

- a kitchen and bathroom replacement programme
- a full programme of cavity and loft insulation
- an ongoing programme of asbestos removal
- a rewiring programme
- installation of central heating systems together with annual boiler servicing
- installation of Photo Voltaic (PV) panels
- an ongoing programme of stock re-modelling
- a significant double-glazing replacement window programme
- an ongoing programme of disabled adaptations
- roof covering replacement and roof repair
- significant structural repairs, due to subsidence and other building defects
- Health and Safety checks and inspections
- a rolling programme of improvements to sheltered housing schemes and pre-1945 properties
- a cyclical external redecoration and repairs programme

The table below shows the Decent Homes work, (including 'backlog'), completed during the past four years:-

	2011-12	2012-13	2013-14	2014-15	Total
Kitchens	135	358	566	324	1,383
Bathrooms	72	430	653	174	1,329
Boilers	209	341	484	290	1,324
Central Htg. Distribution	132	93	80	15	320
Rewiring	20	196	287	147	650
Glazing	79	553	117	110	859

## Stock Viability

A property may cease to meet the Council's strategic requirements and become obsolete for a number of reasons. These include:

- ❑ the property may require a considerable amount of work carried out
- ❑ the property may, over time, cease to meet the needs for which it was originally constructed
- ❑ a property may become uneconomic to run.

However, as most property is likely to be retained through high demand, the following indicators are used to monitor the stock's viability:

- ❑ all properties where there has been a re-let period of more than 13 weeks and where there has been more than 4 refusals
- ❑ any individual housing unit where there is a need to spend a considerable amount of money, i.e. more than £50,000
- ❑ stock identified where the Council spends the most on day-to-day repairs
- ❑ properties that are listed buildings
- ❑ any properties that are located outside of the Borough
- ❑ any properties that are not on mains drainage
- ❑ properties in tax band 'F' and above

## Stock Survey and Data Management

Robust stock condition information forms the cornerstone of an effective strategy. It provides the information needed to produce programmes of investment in order to appropriately maintain the stock in good condition.

A comprehensive Stock Condition Survey was carried out in 2003. This has been continually updated and, to date, 98% of the Council's homes have been surveyed.

The remaining 2% now comprises of properties where there has been no access or where the tenant does not wish to have any works carried out. These will be surveyed, either when accessed during normal day-to-day maintenance activities, or when the property becomes void.

The Housing Revenue Account Asset Management Database (Keystone) holds all the attribute information, including replacement costs and lifecycles. It is used to carry out regular assessments of dwellings against the Decent Homes Standard.

The stock data is regularly updated through feedback from programmed and cyclical repairs and maintenance activities.

This provides a comprehensive single data source for condition information, works programmes, renewals and cyclical maintenance history.

20% of the stock is re-surveyed annually on a rolling five yearly cycle.



## Decent Homes - to date

The Decent Homes Standard was introduced as a Government led initiative in 2000. It was a basic/minimum standard and the target was for all social housing within England to be made Decent by December 2010.

However, as a result of previously having to contribute over 50% of its rental income towards the Housing Subsidy system, the Council was unable to meet this target. A revised deadline was therefore agreed with the Government, whereby the Council would complete its 'backlog' works by March 2015 and achieve full decency by March 2016.

In 2010 the Council bid for match funding, offered by the Homes and Communities Agency, towards the cost of completing the outstanding 'backlog' works. The Council was one of only a handful of local authorities, whose bid was successful.

The date for completing the 'backlog' works was initially set as March 2015. However, in conjunction with the Homes and Communities Agency, the Council was able to bring forward the grant funding and complete the Decent Homes 'backlog' work by March 2014 - a full year ahead of programme. Full decency has now also been achieved a year ahead of the deadline set by the Homes and Communities Agency.

## Decent Homes - the next step

The Government's main objective with regard to the Decent Homes Standard was to address the backlog of disrepair that had built up since 1997. Now that has been achieved, the policy is about maintaining standards and meeting the changing needs of our tenants.

Other potential areas to be addressed are:-

- ❑ *Major damp issues* - use of survey data, completed works data and local knowledge to identify other properties/areas within the borough that could potentially have major damp issues.
- ❑ *Energy efficiency* - increasing thermal comfort standards (Standard Assessment Procedure - SAP ratings), in order to reduce energy costs and tackle Fuel Poverty
- ❑ *Flood risk management* - to address increasing risk of flooding in some areas.
- ❑ *Parking facilities* - rising need for adequate and safe parking.
- ❑ *Property size* - to address increasing instances where adult children have to live with their parents.

The Council is also looking to develop the asset database so that the fine level of detail about specific fixtures and fittings within the dwellings can be recorded. This would not only benefit the responsive repairs service, but also ensure that the repair contractor's operatives have the correct stock when attending a job. The repair data could also be used to identify patterns, thus enabling a more proactive approach to standardisation and stock improvement.

Such a comprehensive database could also be used in future tendering exercises with contractors and would enable the Council to share detailed information about the housing stock as well as help drive efficiencies in the contractors' delivery of services.

It is also the intention to seek alternative means of collecting customer feedback, as opposed to using PDAs (handheld computers). This is because some tenants have complained about difficulty in understanding some of the operatives.

Going forward, the Council is committed to continue delivering a reinvestment programme to meet the strategic aims of this strategy.

## HOUSING DEMAND and DELIVERY

### Demand

'Affordable Homes' are for those who are unable to afford to rent/purchase a home on the open market. Over 1,600 households are registered for affordable homes within the Council. They range from singles to families and all have differing needs.

Current property values make house purchase and private rental beyond the reach of many residents. This puts additional pressure on the demand for social housing.

The table below shows the number of households on the Council's Housing Register as at 14 October 2014 by property size required and banding priority. Band A is highest, most urgent priority:-

	Registered October 2014	Band A	Band B	Band C	Band D
<b>1 bed</b>	<b>1,036</b>	53	92	622	269
<b>2 bed</b>	<b>507</b>	9	31	427	40
<b>3 bed or more</b>	<b>192</b>	6	39	135	12
<b>Total</b>	<b>1,735</b>	<b>68</b>	<b>162</b>	<b>1,184</b>	<b>321</b>

The next table below shows the number of households on the Council's Housing Register in recent years. The reason for the fall in number on the housing register from 2013 was as a result of a change in the allocation scheme, whereby housing applicants with no local connection to the borough, were removed from the register:-

	2010	2011	2012	2013	2014
<b>All Housing Register applications as at 1st April</b>	<b>3,325</b>	<b>3,410</b>	<b>3,506</b>	<b>1,766</b>	<b>1,750</b>
<b>Of which, applicants not already living in social housing</b>	2,526	2,606	2,697	1,350	1,340
<b>Of which, applicants currently living in social housing</b>	799	804	809	416	410

The following table shows the number of households who have successfully bid for a social rented home in recent years. Despite the reduction of households on the register in 2013 the table highlights that the Council and its partner housing associations are only able to provide accommodation for a small number Housing Register applicants each year:-

	09-10	10-11	11-12	12-13	13-14
<b>Council</b>	261	232	310	226	252
<b>Housing Association</b>	62	61	51	117	46
<b>Total</b>	<b>323</b>	<b>293</b>	<b>361</b>	<b>343</b>	<b>298</b>
<b>Total as a % of Housing Register applicants</b>	9.7%	8.6%	10.3%	19.4%	17%

### Choice Based Lettings

The Council has continued to operate a choice based lettings scheme as part of a wider sub regional group including Guildford, Rushmoor and Hart. Choice based lettings enables Housing Register applicants to exercise choice in where they live and is a transparent way of showing which social housing properties become available.

## Localism

In January 2013 the Council amended its housing allocation scheme to make use of freedoms given under the Localism Act 2011. Under the revised scheme access to the Council's Housing Register is restricted to those with a housing need and a local connection to the Borough. As a result, the Housing Register reduced from 3,300 households to 1,700 to more accurately reflect the housing need in the Borough.

## Introductory and Flexible Tenancies

In September 2014 the Council introduced Introductory and Flexible tenancies for all new Council tenants housed from the Housing Register who are not already secure or assured social Housing tenants.

Introductory tenancies run for the first 12 months of occupation and are effectively a trial period. Unless an introductory tenancy is extended (for a period of up to six months) or proceedings have commenced to end the tenancy, it will become a flexible tenancy unless the tenant is in sheltered housing.

Flexible tenancies are expected to last for five years but can be renewed for further five year periods following a review if the tenant still needs social housing and their present home meets the requirements of the household.

These new tenancies help the Council maximise and make best use of its stock, as tenants' circumstances can be reviewed at regular intervals. At the end of the flexible 5 year tenancy, following a review, a tenant who no longer qualifies for the size and type of home can be required to move to a more suitable home.



## Easy Move Scheme

A new Easy Move scheme is being piloted to help tenants who are under-occupying family sized homes move to a more suitable home.

In the first year of operation this scheme has helped 21 Easy Move downsizers and freed up much needed family homes to those on the Housing Register

## Delivery

For the first time in a number of years, resources are now available for the development of new council homes. The Business Plan has a provision in excess of £240m for new affordable homes over the next 30 years.

This will be delivered by building new homes, buying existing properties and acquiring additional land to build on or to reserve for future use.

In order to manage the process, the Council has set up a Housing Delivery Board to oversee the delivery of new Council homes, as set out in its Affordable Homes Delivery Plan. Its 'Terms of Reference' include:-

- ❑ Overseeing and contributing to the delivery of the Affordable Housing Programme
- ❑ Engaging with Councillors regarding sites for development/disposal in their wards
- ❑ Identifying priority sites for each delivery year
- ❑ Purchasing property on the open market
- ❑ Buying back former Council property (or share of)
- ❑ Purchasing land for future development
- ❑ Monitoring the budget for the Affordable Housing Programme
- ❑ Appointing contractors where a tender process has been carried out
- ❑ Receiving progress reports on sites in the Delivery Plan
- ❑ Producing an annual report
- ❑ Monitoring the remodelling of existing housing stock
- ❑ Considering opportunities to deliver additional affordable housing through conversions or remodelling of existing stock

## New Affordable Homes Programme

### Development Sites

- ❑ Station Road Godalming - 14 new homes
- ❑ Badgers Close and Warren Road/Perrior Road Binscombe - 7 new homes
- ❑ Barnett Lane, Wonerish and Hullmead, Shamley Green - 6 new homes
- ❑ Conversion of former sheltered scheme staff accommodation - 3 new flats

In addition to the above, the following major schemes are being undertaken:-

- ❑ Remodelling contract at the Rolston House sheltered scheme in Haslemere, was completed in January 2015. The existing 'under used' bedsits and surplus staff accommodation have been converted into self-contained one bedroom accommodation giving a net gain of two additional flats. The scheme now fully supports independent living.
- ❑ Regeneration project at Ockford Ridge in Godalming to improve the quality of the housing provision. The scheme is split into two distinct streams: - Firstly demolishing 65no. existing properties and rebuilding 99no. new dwellings; Secondly, carrying out refurbishment/rehabilitation work to the remaining 84no. properties that are to remain in-situ.
- ❑ Re-development of former sheltered scheme at Wey Court House in Godalming which will provide 24 new one and two bedroom flats.

## Garages

The Council has produced a Garage Strategy that provides a review of all garage and ex-garage sites in the Borough to ensure they are being put to best use. Garages provide the Council with an important additional income stream.

It is important, therefore, that it makes best use of its garage sites in order to maximise income from rents. The garages in high demand and constant use are therefore maintained and included in a long-term plan for refurbishment.

The condition of the garages in Waverley is generally poor. The majority are pre-fabricated concrete with asbestos cement roofs and many of them are reaching the end of their lives. Furthermore, although car ownership has risen since the garages were built, the garages are no longer of a sufficient size for a modern car. The demand for them has therefore not kept pace. In some areas there is high demand, which is evidenced by waiting lists. In other areas, however, use has fallen away completely.

The Council currently owns 676 no. garages across 67 sites in the Borough. As at December 2014:-

- ❑ 20% were rented to Council tenants
- ❑ 52% were rented to Private tenants
- ❑ 28% were void
- ❑ 5% were un-lettable (due to poor condition)
- ❑ 35 people were on the waiting lists



The Council now has a budget to repair garages. Where garage sites are found to be in low demand, the Garage Strategy is used to assess the potential for affordable housing development.

As a result, 8 sites have been identified as having low occupancy and high development potential. Draft schemes are being drawn up for these sites by architects.

Disused garage areas, with little prospect of further use, have been identified for potential redevelopment. Also, a number of garages in poor condition and low demand have now been demolished and the sites laid out for car parking.

The issue of parking on estates is a common cause of complaint and aggravation among tenants and therefore needs to be addressed. Many of the proposed sites have areas leased to private individuals for vehicular access to their properties.

Therefore, the legal implications will need to be assessed. In general, parking improvements will be only carried out to Council tenanted parking areas.

## DIRECTIONAL OBJECTIVES

### Sheltered Housing Accommodation

**Strategic Objective:**

*To provide energy efficient, locally based accommodation for older people, where additional support can be provided*

The Council strives to achieve a first class service for all its residents. It takes pride in every aspect of its service with well trained staff, clean and welcoming buildings and relaxed, supportive and friendly atmospheres.

The Council currently has 8 sheltered housing schemes. These schemes represent a significant asset in terms of both the value of the properties, the management costs and the income stream they represent for the Council.

The 2011 census recorded that 25,200 residents within the Council were aged 65+. This is projected to increase by 14.3%, by 2020. The 85+ population is projected to increase by 28.6% by 2020. The Council therefore, has a significant challenge ahead: - ensuring high quality accommodation and support for an increasingly vulnerable group of older adults.

The average age of the Council's sheltered housing tenants has risen to 85 years. The increasing need for care and support, both within Council-owned sheltered housing and the wider community has huge implications for the service. Today, older people are much less likely to go into residential care as they age; remaining instead in their own homes which includes sheltered housing. Not only is this more financially viable in the current economic climate, it means that older people can, with the right level of support, live independently for longer. As a result, they are living in the community with complex conditions such as dementia and chronic illness.



The quality of accommodation offered within the sheltered schemes remains high. As a result, there is a high level of occupancy. The Council has historically placed great value on the services that it provides and great care has been taken in the design, provision and refurbishment of these schemes.

#### Sheltered Schemes:-

	Nos.
Blunden Court	29
Bowering House	35
Dower House	31
Falkner Court	30
Moat Lodge	20
Riverside Court	31
Rolston House	30
Shepherds Court	32
<b>Total</b>	<b>238</b>

Demand for the bedsit accommodation in some of the units is however reducing. Aspirations among older people are changing and the few bedsits the Council has are becoming more difficult to let. This is in part due to older people remaining fit and active in later life, the desire to remain in their own homes with accessible community support is growing.

Of the eight schemes, a rolling programme of modernisation has previously seen two schemes completely refurbished – Blunden Court in Bramley and Dower House in Milford. The recently completed Rolston House in Haslemere has been through a huge modernisation with a total refurbishment.



Rolston House Reception

### Rolston House

Rolston House was built in the late seventies and has just been refurbished to a very high standard. It now has 26No. one bedroom flats and 4No. studio flats, each with its own wet room, new fitted kitchen, carpets and storage space

The scheme now has fully self-contained flats and the majority of the bedsits have been converted into large one bedroom. Refurbishment has transformed Rolston House throughout including all communal areas.

### Wey Court

Wey Court, a sheltered housing scheme in Godalming, was decommissioned and demolished in 2014 because of the reducing demand for this type of accommodation and its inherent construction defects.

Re-development of the site is planned to provide 24 flats for affordable rent.

The Council has reviewed the service, locations, quality of accommodation and demand for its sheltered housing service. Improvements in health and social care and the development of the Floating Support Service have enabled older vulnerable people remain in their homes for longer.

## Health and Safety

### **Strategic Objective:**

*To ensure that our dwellings meet health and safety requirements so that tenants are living in a safe and secure environment*

### Priorities to Achieve Objective:

#### Identify and Manage risks including:

- Housing Health and Safety Rating System defects
- Asbestos
- Gas Installations
- Electrical
- Legionella
- Fire
- Slips, Trips and Falls
- Estate Risk Assessment Inspections



77% of the housing stock is over 40 years old. Therefore, a proactive approach to asbestos removal, sound-proofing, and damp-proofing etc. is needed, to avoid recurrent costs within responsive repairs. It is important, therefore, that the Council has good intelligence about the stock and the patterns of work being requested by residents.

### Housing Health and Safety Rating System

Whilst carrying out stock condition surveys, Inspectors assess and score risks such as major damp issues that fall under the Housing Health and Safety Rating System. The Category 1 works are carried out at the earliest opportunity and remaining risks are fed into the Asset Management Database so that works can be planned.

In future, all frontline staff will be provided with Health and Safety training so that they are able to detect risks whilst out on site. A method of recording and managing these risks will be developed.

### Asbestos

Surveys, sampling and management of asbestos containing materials are carried out in accordance with the Council's Asbestos Policy and Management Plan and the Control of Asbestos Regulations 2012. Management Surveys of the stock are carried out and this information is held in an Asbestos Register together with a risk assessment.

All high and medium risk asbestos containing materials are removed as they are identified, (unless a risk assessment states that this can be managed insitu). Low risk asbestos containing materials are only removed if the risk should change, i.e. should they become damaged or they require removal to enable repair or alteration work to be carried out.

All contractors working on the Council's properties are provided with access to the Asbestos Register and no work is permitted to commence without reference to it. Where the register is incomplete or inconclusive, a Management Survey is carried out. If the contractor needs to work in an area with suspected asbestos containing materials, a Refurbishment & Demolition Survey is undertaken.

As at November 2014, 62% of the Council's housing stock has been surveyed for the presence of asbestos. The remaining 38% will be surveyed over the next 3 years.

Management of retained asbestos will be carried out via planned periodic inspections which will commence in the summer of 2015 with the frequency being determined by the risk.

An explanatory and advisory leaflet about asbestos has previously been sent to all tenants and leaseholders who were also given a copy of the register for their home.



## Legionella

The Council has developed a Legionella Policy and it carries out management of water systems to all properties on the gas contract as well as sheltered schemes, to minimise risk from Legionella. The Council will be rolling out a programme of inspection for all remaining sites to identify risks and will mitigate them, so far as reasonably possible.

## Estate and Common Part Risk Assessment Inspections

Maintenance staff carry out regular inspections of the estate areas and common parts, in order to identify risks and arrange mitigating works. Regular, but less formal, estate walkabouts, currently led by the Tenants' Panel, with Councillors, residents and Housing Management staff, also take place to assess and address condition and community welfare issues. The usefulness of the inspections and walkabouts will be reviewed.

## Health and Safety Checks

The Council realises the importance of regularly checking the elements of a property, which are likely to present the highest risk to the occupant. There is in place a 6-point framework for keeping abreast of these issues, namely:-

- ❑ Electrical Safety Inspections
- ❑ Legionella Risk Assessments
- ❑ Gas Safety Checks
- ❑ Asbestos Surveys
- ❑ Fire Risk Assessments
- ❑ Estate and Common Part Risk Assessment Inspections



## Fire

In accordance with the Regulatory Reform (Fire Safety) Order 2005, the Council has a programme of carrying out fire risk assessments of communal areas to flats, sheltered schemes and multiple occupation dwellings.

These are carried out by specialist fire risk assessors and findings of inspections are recorded on a register. The work to mitigate the risk is undertaken and a management inspection process is put in place.

## Fire Safety Promotion

In order to promote fire safety in the home, the Council will be issuing a booklet on fire safety. It will also include advice for those with sight, hearing or mobility difficulties. The booklet highlights the need for occupants to test smoke alarms on a weekly basis and change the batteries if necessary. This message reiterates both the national campaign and previous information to tenants advising them to carry out weekly testing and change batteries when they are needed.

The Council has a planned approach to raising the profile of fire safety with its tenants. With this in mind, it is evaluating the merits and business case of installing visual aided smoke alarms and carbon monoxide detectors in the homes of vulnerable tenants. Tenants with hearing or visual impairment will be asked to contact the Council so that the potential take-up can be gauged prior to budget setting for 2016/17.

The Council has management controls in place to keep smoke alarms and carbon monoxide detectors in good repair. As part of their contract, the gas contractor is required to carry out annual checks and replace faulty equipment promptly.

Improvements are being made to record all compliance components in order to more effectively manage upgrade programmes.

## Smoke Alarms and Carbon Monoxide Detectors

The Council must abide by the Homes and Community Agency Regulations and has a duty of care to residents to take steps to ensure safety in the home. In order to provide additional home safety the Council has, since 2008, installed over 7,900 hardwired or battery powered smoke alarms to 3,900 homes, whilst carrying out the upgrade programmes. Of the smoke alarms fitted, 37% are hardwired.

The Council's gas contractor carries out an annual check of all smoke alarms during the annual gas safety check. The result of the check is recorded on the Landlords Gas Safety Record.

If a smoke alarm needs replacing or needs a battery change, this is carried out by the engineer at the time of their visit. The cost is then charged to the Council. If a tenant finds a defect with the alarm, they must report it to the gas contractor. They will then repair/replace the item as necessary.

Hard wired smoke alarms are installed during the electrical installation upgrade programme, during kitchen upgrades and as part of void works. Any existing hard wired smoke alarms are upgraded during the electrical testing programme as necessary.

All new boilers are installed with Carbon Monoxide (CO) detectors. They are also installed in properties which have been identified as high risk, such as those with open flue appliances/vertical flues, or where there is a concern about a tenant's vulnerability.

Improvements are being made to the Keystone Asset Management database in order to hold additional component information. This will include smoke alarms and carbon monoxide detectors and will allow the Council to ensure detectors are managed and upgraded when they reach the end of their lifecycle



## Slips, Trips and Falls

Slips trips and falls are one of the main causes of accidents within the home. This is especially important within Waverley, where the profile of the ageing population is expected to increase by 29% by 2020.

Having a fall in later life is a concern for many of us. As we get older the risk of having a fall increases and the consequences can be more serious, both physically and emotionally. Slips, trips and falls are the most frequent type of accident and many occur in and around the home, usually on level ground.

### ***Facts about falls.***

- ❑ Around 30% of over 65's living in the community will fall per year
- ❑ Over 60% of people in nursing homes fall each year
- ❑ The rate of falls injury hospitalisation increases for over 65's with rates being higher in women than men
- ❑ 75% of falls-related deaths occur in the home.



As part of the HRA Asset Management Strategy Action Plan, a strategy will be developed to reduce the risk of slips, trips and falls within the home..

## CDM 2015

The Construction (Design and Management) Regulations (CDM) are the main set of regulations for managing the health, safety and welfare of construction projects.

The Council is classed as a CDM 'Client' whenever it carries out any construction related work. It is legally responsible for the health, safety and welfare of all those who are involved in the works, and also has to play its part in improving the industry's health and safety record.

The new CDM regulations came into force on 6th April 2015. These changes are far-reaching and represent a significant change in the way that health and safety is managed in the construction industry. The Council is therefore fully committed to complying with the new regulations.



### The key changes in the new Regulations are as follows:

CDM 2015 – KEY CHANGES	IMPACT
<b><i>CDM Coordinator role replaced by a 'Principal Designer'.</i></b>	Clients are required to appoint a 'Principal Designer' for all projects involving more than one contractor (trade contractor) on site at one time.
<b><i>Client's duties strengthened.</i></b>	Several of the previous functions of the CDM Co-ordinator are now to be carried out by the Clients directly, and the wording for these duties is more onerous. Additionally the Client has a new duty to ensure that both the Principal Designer and Principal Contractor comply with their duties.
<b><i>Client's "key project advisor" role removed.</i></b>	Previously the CDM Co-ordinator acted as the "key project advisor in respect of construction health and safety", however under CDM2015 the Principal Designer only has to provide advice to the Client with respect to Pre-Construction Information.
<b><i>Principal Designer and Principal Contractor required for all projects with more than one "trade" Contractor on site.</i></b>	Clients must appoint both a Principal Designer and Principal Contractor. Principal Designer's duties include identifying and controlling risks, assisting the Client in the production of Pre-Construction Information, and the preparation of the Health and Safety File. Principal Contractor duties include the planning, management and co-ordination of construction phase of the project.
<b><i>Construction Phase Plan is required for all projects.</i></b>	The Client is to ensure that a Construction Phase Plan, provided by the Contractor or Principal Contractor, is in place before any works commence.
<b><i>Threshold for notification.</i></b>	Notification to the HSE is required for any project exceeding 30 construction days with 20 or more workers, or if the project exceeds 500 person days.
<b><i>'Explicit competence' requirements removed.</i></b>	The Client will need to ensure those that are to be appointed (i.e. Designer, Contractor or Principal Contractor and Principal Designer) can demonstrate appropriate information, instruction, training and supervision.

In addition to the above, the Council will ensure that all projects have:

- workers with the right skills, knowledge, training and experience
- contractors providing appropriate supervision, instruction and information
- a written Construction Phase Plan

## Disabled Adaptations

### **Strategic Objective:**

*To deliver a responsive aids and adaptations service which meets the needs of customers and provides good value for money*

### Priorities to Achieve Objective:

- ❑ improve timescales for disabled adaptation completions;
- ❑ review process for re-letting vacant properties with major adaptations;
- ❑ ensure budget is spent effectively; and
- ❑ monitor customer satisfaction and learn from experience.

A significant budget provision for Aids and Adaptations is allocated each year from the Housing Revenue Account.

The type of work undertaken ranges from small items like handrails, to more major adaptations and, in exceptional cases, an extension. Systems are being reviewed to:

- ❑ ensure cases are effectively prioritised;
- ❑ work is carried out in a timely fashion, subject to Social Services assessments; and
- ❑ tenants are satisfied with the work.

The Council understands that it needs to do more to ensure that the work undertaken in this service area is timely, cost effective and meets tenants' needs. To show its commitment in this area, in February 2012 the Council signed a 7 year contract with Mears, specifically to undertake disabled adaption requests.

The Council will continue to make effective use of its adapted properties.

### Aids and Adaptations Policy

Following consultation with the Tenants Panel, a new integrated Aids and Adaptations Policy has now been produced. It brings together the means tested Disabled Facilities Grant scheme, (available to all disabled residents), with the non-means tested Housing Service scheme, (funded by the Housing Revenue Account and only available to Council tenants).

The new policy integrates the two schemes to ensure fair delivery of aids and adaptation to all residents in Waverley. It also sets clear guidance and service standards.

A new threshold for all works, irrespective of tenure, has now been set up. It is based on the Disabled Facilities Grant threshold, (currently £30,000). This ensures parity for all residents.



*Typical accessible shower*

The policy identifies the range of potential aids and adaptation works and strengthens the focus on reviewing the long term needs of the applicant to ensure independent living. It also states that:-

- ❑ properties be clearly designated as disabled properties, when people move on
- ❑ clear timescales are set for adaptations
- ❑ differences in adaptations for children or adults, are identified
- ❑ equipment is recycled where possible
- ❑ Occupational Therapist used to validate requests

## Re-investment Priorities

Investment priorities are identified through a 'Sustainability Model' (*see Appendix 4*). The model considers a range of inputs, including income, demand and projected costs. Properties are then classified as Red, Amber or Green (RAG status).

Property in Red or Amber status are subject to further investigation, or review, through an options appraisal, until they are either re-classified or such time as an alternative strategy is agreed (e.g. disposal or re-development).

Through questionnaires and consultation groups, tenants' aspirations have been identified. Their priorities are then taken into account when determining the Council's programmes of work.

The Red/Amber/Green status will be determined by plotting the re-investment required (cost) for the proposed projects against demand, via the Sustainability Model.

The assessment of cost is made with direct reference to the Asset Management Database and associated reports.

Demand is assessed with reference to the Housing Needs Register; Choice Based Lettings (CBL) information about bids; Housing Management input; void turnover rates and associated performance indicators.

Disposal of assets will be assessed on a number of factors of which the Sustainability Model is only one. As well as those listed under the **Stock Viability** section (on page 14), other factors include: -

- ❑ Location;
- ❑ Environment;
- ❑ Revenue stream implications;
- ❑ Effects on other disposals;
- ❑ New build and refurbishments in the area;
- ❑ Capital generation;
- ❑ CBL information about bids (i.e. demand).

The Sustainability Model is used to identify expenditure profiles and projected income to inform Net Present Value assessments.

Net Present Value is based on income, expenditure on all maintenance, ability to let (demand) and analysis of stock condition survey information. The target is to increase Net Present Value by 5% over the next 5 years.

The Council believes that, responding to the views of its residents will help to improve the overall satisfaction with the service.



## Waverley Standard

The Waverley Standard was introduced as a result of the Government's recommendation that social landlords aspire to the Decent Homes Standard. However, whilst the Government provided general guidance on the Decent Homes Standard, it did not provide a detailed specification on how to achieve it. For example, where the guidance refers to a 'reasonably modern kitchen' it does not state how many base units and wall cupboards constitute a reasonably modern kitchen or what quality they need to be.

The Waverley Standard, therefore, is a summary specification/brief, that informs staff and contractors of the standard for materials, design, procurement and management for the repairs and maintenance service when installing new kitchens and bathrooms etc. It was drawn up in consultation with a wide range of stakeholders including Members, Tenants and Leaseholders.

The document comprises of 4 sections:

- ❑ General standards and objectives, including broad policy statements;
- ❑ An output specification, by component, for use with the non-technical stakeholders including residents and housing management staff;
- ❑ A detailed specification including British Standards and other references based on the industry standard National Building Specification; and
- ❑ Waverley Borough Council policies and procedures including asbestos, waste, environmental and elemental groupings.

Now that 'Decency' has been achieved, the Waverley Standard is currently being updated and developed to reflect the views and aspirations of the residents.

## New Home Standards

As part of its new affordable homes delivery, the Council has taken the opportunity to review its standards for new homes. This has resulted in a 'Design Standards and Specifications for New Council Homes' document being produced that sets out the principles and aspirations for the Council's new homes.

As part of the consultation process, the new standards have been reviewed by the Tenants' Panel as well as Council Members. Furthermore, feedback received from tenants on the need for adequate provision of internal/external storage space, useable amenity space, parking on estates and future proofing for accessibility requirements, has been incorporated within the document.

In setting its standards, the Council aspires to create great homes that meet the following principles:-

- ❑ **Fit for purpose:** Homes that reflect modern lifestyles and meet the current needs of tenants
- ❑ **Future-proof:** Homes that are robust but flexible, with the ability to adapt to the changing needs of existing and future tenants
- ❑ **Community:** Homes that respect and enhance the character of the local area and create mixed communities where people want to live
- ❑ **Sustainability:** Homes that meet high levels of sustainability to protect tenants from rising fuel costs and minimise environmental impact.
- ❑ **Choice:** Homes that provide a range of sizes and types to reflect local needs and provide choice to households on the housing register
- ❑ **Secure:** Homes that provide safe places for tenants to live and discourage crime in the local community
- ❑ **Good management:** Homes that enable the Council to better manage and maintain their stock

## Security

The Council takes the security of its properties, seriously. Secured by Design is a UK Police initiative that supports the principles of 'designing out crime' and is a standard requirement of the Council's window and door upgrade contracts.

Unlike private builders, who are currently under no obligation to provide any physical security (other than very basic locks) for newly built homes, all new homes built by the Council have to have Secured by Design approval. Detailed guidelines have to be followed and only recommended security devices can be fitted.

Over the next 5 years approximately 823 windows and 622 doors will be upgraded to the standard, thus adding value to the Council's housing stock.



## Component Lifetimes

The following table shows the component repair lifetimes as used in the Decent Homes guidance:-

Building Components (key components marked*)	Houses and Bungalows	Flats in blocks of below 6 storeys
Wall structure*	80	80
Lintels*	60	60
Brickwork (spalling)*	30	30
Wall finish*	60	60
Roof structure*	50	30
Roof finish*	50	30
Chimney*	50	50
Windows*	40	30
External doors*	40	30
Kitchen	30	30
Bathrooms	40	40
Central heating gas boiler*	15	15
Central heating distribution system	40	40
Heating other*	30	30
Electrical systems*	30	30

The kitchen and bathroom lifetimes shown above do not reflect the preference expressed by social landlords and tenants to replace these amenities more frequently so that they can be maintained to a reasonable modern standard.

Thus, the Decent Homes 'Reasonably Modern Facilities' criteria has taken this into account by reducing lifetimes to 20 and 30 years for kitchen and bathrooms respectively.

The kitchen and bathroom lifetimes used in the Council's HRA Capital Programme are based on 30 and 40 years.

If the Council were to reduce the lifetimes to 20 and 30 years, it would have the effect of increasing the kitchen replacement cost by £1.5m and the bathroom cost by £700k over the next 5 years.

## Energy Efficiency

### **Strategic Objective:**

*To ensure that Waverley's homes are energy efficient and to ensure that tenants are living in warm and comfortable homes while they are protected against fuel poverty*

Priorities to achieve the Council's Objective:

- ❑ Develop a strategy to provide a high level of insulation to all properties in line with the latest building standards
- ❑ Provide A rated heating systems that are easy to use
- ❑ Provide low energy fittings
- ❑ Investigate and implement innovative alternatives for improving energy efficiency
- ❑ Keep up to date with all building related legislation such as EU Energy efficiency of buildings Directive



The Council has an Energy Efficiency Plan that has a target to reduce greenhouse gas emissions by 3% year on year. The Housing Service has a contribution to make in achieving the objectives set out in this document. Under the Home Energy Conservation Act 1995 the emissions within the local area and as a landlord it has the ability to make improvements within the Council housing portfolio.



All Council houses have had cavity wall insulation installed where this is possible. Similarly, properties with solid walls have external wall insulation applied, where possible

Lofts have been insulated to a standard of 250mm thickness where achievable. Future programmes will be considered to improve this standard still further.

There is an ongoing programme to replace all gas boilers with efficiency rated condensing units.

Monitoring the use of these buildings and the lessons learnt is helping to inform future refurbishment and redevelopment programmes.

The Council is currently undertaking an energy audit on its sheltered housing units to identify and implement energy savings. These include LED lighting, power and water heating from Photo Voltaic and more efficient heating systems.

In addition, the use of low energy saving light fittings is encouraged by installing them in void properties. Also, residents are provided with energy saving ideas in newsletters, on the web and as part of the gas safety inspection.

The Council also produces Energy Performance Certificates (E.P.C.s) for its properties each time there is a change of Tenancy. This is in line with the E.U. Directive on the energy efficiency of rented accommodation.

The Council will continue to be aware of legal and advisory initiatives in energy and waste saving, and promote the processes to its contractors and suppliers.

The Council will endeavour to access external funding, wherever possible



# Energy Efficiency Policy

## Energy efficient Procurement

The Council will procure, deliver and monitor works to its property portfolio in a manner which has the least environmental impact, within a feasible financial operating framework.

Energy efficiency can contribute to resolving financial pressure and underpin Waverley's financial strategy. The Council encourages 'invest to save' projects with a revenue payback of 5 years or less.

All works to the Council's properties are carried out by contractors working to specifications agreed and put in place after extensive tendering procedures. Contracts are for different periods of time and will have different start dates. Their specification are intended to reflect best practise known and understood at the time of their agreement. Therefore different standards may apply within the portfolio of contracts being administered.

The Council will specify sustainably sourced or reused materials with low embedded carbon intensity when detailing work to be carried out to its properties.

## Fabric First

Building fabric efficiency will be the first priority when building new homes and when making existing building improvements, to ensure homes are warm and comfortable whilst future proofing them against high energy prices.

## Choice of fittings

When choosing fittings, the most energy efficient products will be specified for installation, including LED lighting.

## Renewables

Renewable and low carbon technologies will be fully examined as an option to reduce the energy demand of homes where appropriate.

## Waste Management

When specifying work to the Councils housing stock, the procurement process will include the provision of Site Waste Management Plans that will demonstrate the efforts of the contractor to minimise construction waste and divert waste from landfill.

## Recording and Monitoring

Targets and performance indicators on environmental sustainability will be set at pre contract meeting stage and will be monitored during progress meetings. This will include waste management as well as considerations on energy use and air quality.

## Standard Assessment Procedure (SAP)

SAP is the UK Government's recommended method for measuring the energy rating of residential dwellings. It calculates the typical annual energy costs for space and water heating, and lighting. The CO<sub>2</sub> emissions are also calculated. The SAP runs from 1 to 100+, with dwellings that have SAP>100 being net exporters of energy. It is independent of location and does not take into account energy used by lights and appliances.

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 rating for the Council's housing stock is 67 (Energy Rating Band D). The current national average SAP rating for an existing dwelling is about 49 and for socially rented stock is around 59.

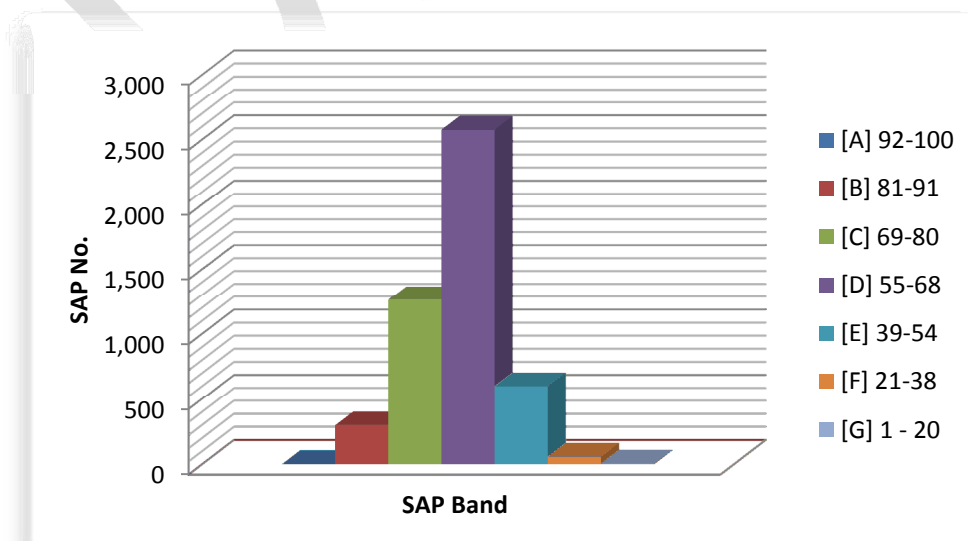
Whilst investment in the Council's housing stock has meant that generally its homes have above average SAP ratings, it will continue to introduce measures to improve the energy efficiency of its homes.

The Council aims to achieve an average SAP rating of 70 (Energy Rating Band C) over the 5 years of this Strategy and, wherever possible, eliminate all properties from Bands F and G. Works will include increasing insulation to walls and roofs, as well as ensuring that all dwellings have efficient heating systems.

The Council will endeavour to take advantage of any funding that is available in order to improve the energy efficiency of its housing stock.

The charts below indicates the current SAP (2009 Scale) of the Council's stock:-

SAP Band		No. of Dwlg's
[A]	92-100	0
[B]	81-91	297
[C]	69-80	1,261
[D]	55-68	2,575
[E]	39-54	599
[F]	21-38	57
[G]	1 - 20	4
		<b>4,793</b>



## GOING FORWARD....

### Housing Management and Maintenance PIP

The aim of the Housing Management and Maintenance Process Improvement Project (PIP) is to review and improve current housing management and maintenance processes, maximise the use of Orchard to ensure the delivery of excellent housing services, reduce manual handling, implement electronic links between the Council and its maintenance contractors and improve tenant satisfaction.

The electronic links will give the Council access to real-time cost and performance data, so that officers have the information needed to proactively monitor and manage contracts and demonstrate value for money.

Developing and adopting new processes will reduce duplication and give clear guidance to assist officers dealing with enquiries and to ensure a consistent service delivery. In addition, the processes will be mindful of future mobile working initiatives.

The Programme is split into three service areas:

<b>Housing Maintenance</b>	<input type="checkbox"/> Responsive repairs <input type="checkbox"/> Planned maintenance <input type="checkbox"/> Cyclical works
<b>Housing Management</b>	<input type="checkbox"/> Managing tenancies, including introduction of new tenancies <input type="checkbox"/> Tenancy conditions <input type="checkbox"/> Rent services <input type="checkbox"/> Change in tenancy circumstances
<b>Leasehold Management</b>	<input type="checkbox"/> Right to Buy <input type="checkbox"/> Service charges and invoicing <input type="checkbox"/> Section 20 consultation

#### Housing Maintenance:-

##### Responsive Repairs Project

Project objective is to:

- make Orchard the master system for day to day repairs
- reduce the amount of data entry and automate approvals for works and invoices
- improve customer service
- deliver simpler invoicing, more accurate financial monitoring and easier job management.

#### Housing Management:-

##### Managing Tenancies Project

Project objective is to:

- monitor the implementation of Introductory and Flexible tenancies
- enable the effective management and monitoring of tenancies
- provide greater consistency of service delivery and improve tenancy management services to tenants.

## Rents Project

Project objective is to:

- ❑ automate rent setting and increases on Orchard, thus reducing the risk and deliver a robust and clearly defined rent process
- ❑ deliver a greater consistency of service delivery and deliver clear and accurate reporting
- ❑ deliver a clear process for former tenants' arrears

## Leasehold Management:-

### Right to Buy Project

Project objective is to:

- ❑ deliver a clear automated process for enquiries
- ❑ reduce amount of manual data entry and enquiries
- ❑ reduce risk of fraud
- ❑ improve customer service.

### Leasehold (Section 20) Project

Project objective is to:

- ❑ ensure that statutory notices are served according to the legal requirements
- ❑ enable the costs for improvement works to be recovered
- ❑ reduce manual administration and ensure clear records are maintained.

## Project 20

*(Refer to Appendix 6, p.53)*

The completion of the Housing Management and Maintenance Process Improvement Project, and the successful implementation of the subsequent new ways of working, will:-

- ❑ lead to the delivery of good, value for money services, across the whole Housing Service.
- ❑ improve current housing management and maintenance processes
- ❑ maximise the use of Orchard
- ❑ implement electronic links between the Council and its maintenance contractors
- ❑ support the Council's initiative to 'spend to save'
- ❑ reduce the number of complaints, repeat calls and duplication of effort
- ❑ be measurable, through improved levels of tenant satisfaction.
- ❑ make the Housing Service more efficient and better placed to deliver excellent services to tenants and leaseholders.

## 2015 STAR Tenant Satisfaction Survey

The results of the 2015 **S**urvey of **T**enants **A**nd **R**esidents, commissioned by the Council, have just been received and are currently being analysed.

The survey uses HouseMark's STAR model which is the standardised methodology for tenant and resident surveys.

Some of the initial findings are as follows:-

- ❑ **78%** of tenants were satisfied with the housing service
- ❑ **70%** were satisfied with the overall quality of their home.
- ❑ **Repairs and maintenance**:- overall quality of home and value for money in return for rent, are the Council's tenants top priorities, according to the survey.



The Council will now be investigating the responses in more detail and work with tenants to agree an Improvement Action Plan. More details will be published in the Annual Report 2014/15, due out autumn 2015

## Future of the Asset Management Strategy

The HRA Asset Management Strategy is a continuously evolving dynamic document that will develop over the course of time. Implementation of programmes of work, changing needs, and the realisation of business objectives will also require it to be 'live'.

In order to achieve this, the Strategy will need to adapt to a number of influences, including:

- ❑ Changing need
- ❑ Changes in legislation and regulation
- ❑ Changes in aspirations
- ❑ Changes in corporate objectives
- ❑ Changes in funding regimes

One of the key actions over the coming year is the development of a post Decent Homes investment plan in partnership with the Council's customers. This will consider life cycle costs, links to Planned and Revenue programmes and the 30 year Business Plan.

The Strategy will be formally updated annually, alongside each revision of the Business Plan and it is intended that it will provide a framework in which the Council co-ordinates and organises all activities that lead to the future viability of the housing stock.



## APPENDICES

## Appendix 1 - 30 Year Business Plan



**30-Year Business Plan - (as at March 2015)**

£'000	2014-15	2015	2016	2017	2018	2019	2020-24	2025-29	2030-34	2035-39	2040-41	TOTAL
<b>INCOME</b>												
Gross Dwelling Rent income (net of subsidy penalty)	28,571	<b>29,404</b>	30,471	31,767	33,113	35,031	189,809	217,875	251,616	288,433	128,417	1,264,507
Less Voids @2.125%	-587	<b>-629</b>	-686	-635	-662	-701	-3,796	-4,358	-5,032	-5,769	-2,568	-25,422
<b>Net rents to Revenue Account</b>	<b>27,984</b>	<b>28,775</b>	<b>29,785</b>	<b>31,131</b>	<b>32,451</b>	<b>34,331</b>	<b>186,013</b>	<b>213,518</b>	<b>246,583</b>	<b>282,664</b>	<b>125,849</b>	<b>1,239,084</b>
Gross Garage rents	380	<b>366</b>	375	385	394	404	2,177	2,463	2,786	3,152	1,374	14,256
Less Voids @ 20%	-94	<b>-73</b>	-75	-77	-79	-81	-435	-493	-557	-630	-275	-2,869
<b>Net rents to Revenue Account</b>	<b>286</b>	<b>293</b>	<b>300</b>	<b>308</b>	<b>315</b>	<b>323</b>	<b>1,741</b>	<b>1,970</b>	<b>2,229</b>	<b>2,522</b>	<b>1,099</b>	<b>11,387</b>
Service Charges	253	<b>261</b>	268	274	281	288	1,552	1,756	1,987	2,248	980	10,148
Costs recovered	278	<b>269</b>	276	283	290	297	1,600	1,810	2,048	2,317	1,010	10,476
Other Income	364	<b>348</b>	357	366	375	384	2,070	2,342	2,649	2,997	1,306	13,557
<b>COSTS</b>												
Housing Management	-5,105	<b>-5,255</b>	-5,391	-5,479	-5,599	-5,697	<b>-29,509</b>	<b>-30,817</b>	<b>-32,130</b>	<b>-33,497</b>	<b>-13,794</b>	<b>-172,273</b>
Maintenance	-3,977	<b>-4,348</b>	-4,418	-4,488	-4,560	-4,633	<b>-24,301</b>	<b>-26,308</b>	<b>-28,481</b>	<b>-30,834</b>	<b>-13,035</b>	<b>-149,384</b>
Contribution to HRA Revenue Reserve	-6,577	<b>-6,770</b>	-6,932	-7,138	-7,350	-7,568	<b>-38,303</b>	<b>-44,177</b>	<b>-51,968</b>	<b>-61,099</b>	<b>-27,337</b>	<b>-265,218</b>
Other Costs	-597	<b>-612</b>	-612	-624	-636	-649	<b>-3,443</b>	<b>-3,802</b>	<b>-4,197</b>	<b>-4,634</b>	<b>-1,986</b>	<b>-21,792</b>
Excess of income over running costs	12,909	<b>12,961</b>	13,632	14,633	15,567	17,076	97,420	116,292	138,719	162,684	74,092	675,986
Interest	5,827	<b>5,827</b>	5,827	5,796	5,742	5,672	26,388	19,753	9,061	1,009	87	90,989
Transfer to Stock Improvement	3,534	<b>0</b>	0	2,691	3,046	3,555	17,226	18,646	22,923	71,673	32,550	175,843
Transfer to New Build	3,534	<b>7,068</b>	7,790	2,691	3,046	3,555	17,226	18,646	22,923	71,673	32,550	190,701
Principal repayment				3,487	3,708	4,223	35,331	55,914	77,879	8,255	3,238	192,035
Debt management	50	<b>30</b>	30	50	50	50	250	250	250	250	100	1,360
Rent Equalisation Reserve/Working Balance	-36	<b>36</b>	-15	-82	-24	21	1,000	3,083	5,683	9,826	5,567	25,060
	12,909	<b>12,961</b>	13,632	14,633	15,567	17,076	97,420	116,292	138,719	162,684	74,092	675,986
Loan brought forward	192,035	<b>192,035</b>	192,035	192,035	188,548	184,840	180,617	145,286	89,372	11,493	3,238	
Loan carried forward	192,035	<b>192,035</b>	192,035	188,548	184,840	180,617	145,286	89,372	11,493	3,238		

## Appendix 2 - HRA Capital 5 Year Programme Projection

## Appendix 2 - HRA Capital 5-Year Projection

DH Components	Base Year												
	2015		2016		2017		2018		2019		2020		5 Year
	No.	Cost	No.	Cost	No.	Cost	No.	Cost	No.	Cost	No.	Cost	TOTAL
Kitchens	292	£1,810,000	292	£1,858,870	292	£1,909,059	292	£1,960,604	292	£2,013,540	292	£2,067,906	£11,619,980
Bathrooms	252	£830,000	252	£852,410	252	£875,425	252	£899,062	252	£923,336	252	£948,266	£5,328,499
Heating	230	£928,000	230	£953,056	230	£978,789	230	£1,005,216	230	£1,032,357	230	£1,060,230	£5,957,647
Windows	120	£324,800	120	£333,570	120	£342,576	120	£351,826	120	£361,325	120	£371,081	£2,085,177
Doors	120	£113,600	120	£116,667	120	£119,817	120	£123,052	120	£126,375	120	£129,787	£729,298
Rewiring	198	£221,500	198	£227,481	198	£233,622	198	£239,930	198	£246,408	198	£253,061	£1,422,003
Roofing	50	£408,000	50	£419,016	50	£430,329	50	£441,948	50	£453,881	50	£466,136	£2,619,310
Wall finish	50	£153,000	50	£157,131	50	£161,374	50	£165,731	50	£170,205	50	£174,801	£982,241
		<b>£4,788,900</b>		<b>£4,918,200</b>		<b>£5,050,992</b>		<b>£5,187,368</b>		<b>£5,327,427</b>		<b>£5,471,268</b>	<b>£30,744,156</b>
Improvements		£490,000		£503,230		£516,817		£530,771		£545,102		£559,820	£3,145,740
Estate Works		£100,000		£102,700		£105,473		£108,321		£111,245		£114,249	£641,988
Major Repairs		£1,000,000		£1,027,000		£1,054,729		£1,083,207		£1,112,453		£1,142,490	£6,419,878
Aids and adaptations		£200,000		£205,400		£210,946		£216,641		£222,491		£228,498	£1,283,976
Exceptional works		£291,100		£196,260		£201,559		£207,001		£212,590		£218,330	£1,226,839
		<b>£2,081,100</b>		<b>£2,034,590</b>		<b>£2,089,524</b>		<b>£2,145,941</b>		<b>£2,203,881</b>		<b>£2,263,386</b>	<b>£12,718,421</b>
<b>Total:-</b>		<b>£6,870,000</b>		<b>£6,952,790</b>		<b>£7,140,515</b>		<b>£7,333,309</b>		<b>£7,531,309</b>		<b>£7,734,654</b>	<b>£43,462,577</b>

**NOTE:-** 2.7% inflation added year on year

Note:-

The above table shows the Council's HRA 5 Year Capital Programme projection based on the stock condition data held in the Council's stock database, Keystone. The data has then been used to formulate the programmes of work, in line with the HRA Business Plan. The works have been 'smoothed out' over 5 years to produce a more balanced programme.

## Appendix 3 - HRA Capital 5 Year Keystone Projection

### Appendix 3 - HRA Capital 5-Year Keystone Projection

DH Components	Base Year												
	2015		2016		2017		2018		2019		2020		5 Year
	No	Cost	No	Cost	No	Cost	No	Cost	No	Cost	No	Cost	TOTALS
Kitchens	1,153	£4,740,712	74	£304,785	86	£353,515	82	£349,714	90	£369,886	133	£548,870	£6,667,482
Bathrooms	1,493	£3,232,311	81	£153,640	200	£376,743	286	£533,971	213	£391,453	219	£443,564	£5,131,683
Heating	349	£673,895	58	£92,414	170	£264,234	443	£749,367	482	£783,030	770	£1,428,351	£3,991,290
Windows	172	£390,063	42	£95,300	456	£1,061,151	54	£123,194	32	£73,348	239	£604,521	£2,347,577
Doors	391	£235,511	61	£33,583	94	£53,747	166	£93,368	124	£69,979	177	£100,432	£586,619
Rewiring	289	£296,502	78	£79,281	202	£213,594	206	£207,045	339	£319,966	326	£308,052	£1,424,441
Roofing	130	£1,335,100	237	£2,433,990	67	£688,090	103	£1,057,810	51	£523,770	158	£1,622,660	£7,661,420
Wall Finish	239	£537,459	129	£332,436	91	£209,302	171	£575,810	110	£255,621	216	£743,269	£2,653,896
		<b>£11,441,552</b>		<b>£3,525,429</b>		<b>£3,220,375</b>		<b>£3,690,279</b>		<b>£2,787,054</b>		<b>£5,799,719</b>	<b>£30,464,408</b>
Improvements		£3,068,230		£0		£0		£0		£0		£0	£3,068,230
Estates Works		£8,190,131		£74,643		£1,473,002		£3,136,431		£1,385,661		£363,388	£14,623,256
Major Repairs		£2,367,436		£27,382		£96,398		£962,910		£288,952		£101,601	£3,844,679
Aids and Adaptations		£200,000		£200,000		£200,000		£200,000		£200,000		£200,000	£1,200,000
Common Part Compliance		£572,650		£140,000		£255,330		£169,500		£84,650		£38,760	£1,260,890
		<b>£14,398,447</b>		<b>£442,025</b>		<b>£2,024,730</b>		<b>£4,468,841</b>		<b>£1,959,263</b>		<b>£703,749</b>	<b>£23,997,055</b>
<b>Total</b>		<b>£25,839,999</b>		<b>£3,967,454</b>		<b>£5,245,105</b>		<b>£8,159,120</b>		<b>£4,746,317</b>		<b>£6,503,468</b>	<b>£54,461,463</b>

**NOTE:-** 2.7% inflation added year on year

Note:-

As in Appendix 2, the table above shows the Council's HRA Capital work over the next 5 Years. However, in this case, it shows the 'work-due' years exactly as they appear in Keystone, i.e. prior to the peaks and troughs being 'smoothed' out in order to achieve more practical programmes of work.

Also, the Improvement works etc. shown above are based on feedback from recent surveys/inspections, as opposed to the HRA Business Plan forecasts used in Appendix 2.

The net effect is a potential £11m shortfall, should the Council wish/need to carry out the additional works over the 5 year period of the Asset Management Strategy.

**Appendix 4 - Sustainability Model Summary Sheet**

## Sustainability Model Summary Sheet

### RE-INVESTMENT MODEL SUMMARY SHEET

Demand Score	Count
1	1993
2	1842
3	818
4	105
5	26
<b>Total Count</b>	<b>4783</b>

Total Cost Years 1 to 5	Count	Cost	Cost Per Unit
1	1225	£28,848,413	£23,550
2			
3			
4	3556	£137,185,061	£38,578
5	2	£105,221	£52,611
<b>Totals</b>	<b>4783</b>	<b>£166,138,695</b>	<b>£34,735</b>

Combined RAG Status	Count	Cost	Cost Per Unit
1	1199	£28,245,043	£23,557
2			
3			
4	3556	£136,786,310	£38,466
5	28	£1,107,343	£39,548
<b>Totals</b>	<b>4783</b>	<b>£166,138,695</b>	<b>£34,735</b>

	Code	
Green	Up to	1 to 3
	£30,000	
Amber	Between	4
	£50,000	
Red	Over	5

#### The Housing portfolio is divided into one of three categories:

- Red** – Those properties deemed to be of high risk (i.e. requiring higher than average levels of re-investment (or cost) in order to maintain them in a good lettable condition) and/or that are in low demand (i.e. are difficult to let or which have an unjustifiably high void turnover rate).
- Amber** – Those properties that offer peripheral performance and that require further investigation to be reclassified as either red or green.
- Green** – Those properties that are in high demand and that require average or below average levels of re-investment. This category may otherwise be described as 'core stock'.

#### Re-investment is influenced by the following categories:

- Red** (on hold/under review) – No major expenditure permitted. To be maintained on an 'essential only' limited responsive basis, plus essential cyclical (e.g. statutory gas servicing).
- Amber** (under review) – No major expenditure permitted unless an options appraisal has been undertaken to assess the impact of any re-investment on future works requirements and the likely impact on demand. Otherwise to be maintained on a responsive and cyclical regime only.
- Green** (go ahead) – All expenditure permitted, subject to agreement of the Asset Management and Investment Group

## Appendix 5 - Maintenance Strategy



# Maintenance

## Responsive Maintenance

### **Strategic Objective:**

*To provide a repairs service which achieves high levels of performance, customer satisfaction and good value for money.*

Priorities to achieve the Council's objective:-

- ❑ Get the job done 'right first time' and as quickly as possible
- ❑ Develop and maintain good working relationships with contractors
- ❑ Ensure that appointments are made for all repairs
- ❑ Use tenant views to shape the service
- ❑ Carrying out as many Responsive repairs in a pre-planned way as possible

A 'responsive repair' is a repair carried out as a result of wear and tear, accidental or deliberate damage or the weather. Requests for responsive repairs are usually tenant driven and undertaken as a single job normally of a low value, which make them difficult to programme.

As mentioned elsewhere, maintenance can be undertaken more effectively and economically if it is carried out on a planned as opposed to a responsive repairs basis.

The Council aims to minimise the amount of works undertaken through responsive repairs by adding them to planned contracts where possible. Therefore no major works or component renewals are financed through this part of the budget unless they represent an unforeseen and significant health and safety issue.

Repairs that are not the Council's responsibility or which arise through the unreasonable actions of a third party are re-charged.

The current payment arrangement with the Council's Responsive Repairs contractor Mears is on a Schedule of Rates basis. Work is ordered by the Maintenance Customer Services Team on the Council's Integrated Housing System Orchard and then electronically transferred to the Mears' system, MCM.

The Gas Heating repairs service is based on a lump sum per property and any repair work is carried out at no additional cost to the Council. This contract has been awarded to CHS Ltd. on a partnering basis in conjunction with the servicing contract. This has proved to be a very successful long-term partnership over the past three years, with good performance rates being achieved.

Contracts are in place for the following Responsive Repairs:

- ❑ Day to Day Repairs – combined with void and external envelope repairs
- ❑ Gas Heating Repairs – combined with gas servicing
- ❑ Lift Repairs – combined with lift maintenance
- ❑ Alarm and Warden Call System Repairs

The responsive repairs service has more contact with tenants and customers than any other maintenance service and is therefore used as an important measure of how effective the housing service is by the majority of customers.

## Planned Maintenance

### **Strategic Objective:**

*To provide a customer focused planned maintenance programme and achieving good value for money by replacing components just before they would require significant responsive repairs, anticipating changes in standards and reducing requirements for future responsive and cyclical maintenance*

Priorities to achieve the Councils Objective:

- ❑ have contracts that provide best value and achieve high customer satisfaction.
- ❑ undertake as much work as possible using pre-planned methods
- ❑ achieve a 60/40 split between planned and responsive work
- ❑ provide a planned maintenance service that the Council's customers require

Using planned maintenance contracts means that the Council will:

- ❑ safeguard the residents and properties, avoiding the inconvenience and risk of further expense associated with unexpected failures.
- ❑ achieve Value for Money through economies of scale by securing better prices for components when many are ordered instead of "one off" purchases
- ❑ get better consistency of component used which is good for subsequent repairs and material performance assessments
- ❑ provide effective communication and consultation with tenants through the use of tenant contract monitoring and the issue of informative newsletters and website

The Council has a five-year programme of works (*See Appendix 2*), which prioritises work on this basis. Requirements for planned maintenance are derived from the Asset Management Database, which has been informed by the stock condition survey. The survey was undertaken on the basis of predictions for major repairs or component renewals on a pre-planned 'just in time' basis.



'Just in Time' is a best practice principle promoted by the Department for Communities and Local Government in their guidance 'Collecting, managing and using Housing Stock Information - a good practice guide' 2006. Best practice advises that components should not be renewed ahead of schedule (lifecycle + actual condition), nor should they be renewed too late. Wherever possible, work will be carried out on a just in time basis.

The Council's highest priority is Health and Safety work, which includes significant expenditure on heating upgrades, rewiring and asbestos management. This work also contributes significantly to maintaining the Decent Homes Standard.

## Cyclical Maintenance

### **Strategic Objective:**

*To prevent deterioration in the condition of the elements of a property, by carrying out regular cyclical maintenance.*

Cyclical maintenance is the regular maintenance of elements of a property including mechanical and electrical plant. Cyclical servicing is planned at regular defined intervals, for example annual boiler servicing, based on statutory requirements or best practice.

The current cyclical maintenance programmes are as follows:

- ❑ Annual Boiler Servicing
- ❑ Monthly Boiler Inspections of Commercial / Communal Boiler
- ❑ Ten yearly electrical safety inspections and five yearly to common parts
- ❑ Lift Servicing
- ❑ Maintenance of fire safety installations such as fire extinguishers, fire alarms and warden call systems in Sheltered Housing Schemes and flat blocks
- ❑ Legionella Prevention
- ❑ Internal Common Part Redecoration
- ❑ Five yearly external envelope repair works including redecoration



The contracts for boiler and lift servicing are combined with the responsive contracts for this work. The contract for electrical safety inspection work is with the Council's long term electrical works contractor who also carries out remedial work or rewiring following the electrical test to bring installations up to the Waverley Standard.

The external envelope contract addresses all items of repair that could lead to a health and safety issue or which could lead to a responsive repair. This includes external redecoration where necessary.

To ensure that items due for renewal are not painted shortly before they are renewed no order to redecorate is raised if the anticipated life of that element is less than 5 years and the tenant is informed of the reason why redecoration will not be taking place. This is determined from the Asset Management Database or an inspection. This ensures as far as possible that on the completion of the external envelope repair work to each property the Council has 5 years free from responsive repairs to the external envelope.

This principle is further extended to items that, if not decorated, will still last another 5 years and retain a good appearance. A sheltered front or back door or bitumen painted rainwater or soil and vent pipe for example would not be redecorated.

Risk assessments have been completed and are reviewed on a periodic basis regarding the risk of Legionella to the Council's sheltered housing units. The contractor who maintains the heating installations to these units undertakes cyclical maintenance and prevention work. The Council is also developing protocols to flush hot and cold water systems to void properties just before they are occupied, in order to mitigate risk.

## Appendix 6 - Void and Re-let Standards

# Void and Re-let Standards

## Void Standard

### **Strategic Objective:**

*To make void properties available for letting as quickly as possible, minimising rent loss and maximising housing availability, whilst striving to meet customers' expectations*

The purpose of the Void Standard is to inform tenants of the standard they can expect when they move into a council home.

### Priorities to Achieve Objective

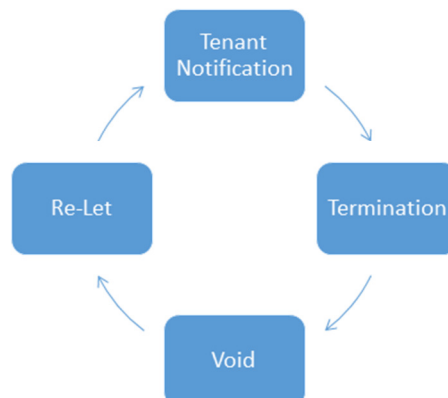
- ❑ improve re-let timescales;
- ❑ maximise the use of IT;
- ❑ provision of a re-let standard that meets customers' expectations;
- ❑ provide a safe and secure home;
- ❑ provide an energy efficient house; and
- ❑ identify obsolete/high cost to maintain property, in order to determine its future.

The Council aims to minimise the time a property is unoccupied by carrying out Pre-Void Inspections wherever possible, while the existing tenant is still in occupation.

As part of the void process, to assist in meeting Decent Homes, any Decent Home failure identified, which is not part of a planned maintenance contract, will be carried out whilst void. Also, if rewiring or central heating upgrade is due during the current financial year, then that too will be carried out whilst the property is void.

## The Void Process

There are four stages to the Void process. Each process has been reviewed individually to ensure value is added to the way each team work together within Housing:-



*The Orchard events system is used to assist in tracking and monitoring void properties.*

Of the voids arising during the period 2014/15:-

- ❑ 37% have been due to tenants transferring to other properties - (i.e. another Council property, a Housing Association property, or the private sector)
- ❑ 30% have been due to the death of the tenant
- ❑ 16% have been due to tenants moving to other accommodation
- ❑ 13% due to the tenants moving into a nursing home
- ❑ 4% due to the tenants being evicted.

The Void Process is constantly being fine-tuned. This includes work to improve the response time for completing asbestos surveys and removal.

Once they have given notice to terminate their tenancy, tenants are visited in order to make them aware of their obligations in relation to returning their property.

Tenants on the Housing Register who are likely to move in the short term, are offered the opportunity to attend a pre-tenancy workshop.

A programme is currently being put in place to carry out asbestos management surveys of all of the Council's housing stock. This would be prioritised so that the status of properties most likely to contain asbestos is confirmed as soon as possible. This updated information, combined with planned works, re-modelling and stock refurbishment, means that the number of major void works will be reduced.

## Re-let Standard

The content and format of the re-let standard has been approved after consultation with tenants and the Tenants Panel and is reviewed on an annual basis.

Early identification of structural defects and quick delivery of the structural survey facilitates the early reporting of properties that require high cost expenditure.

All void properties have a full electrical inspection and two gas services, one when the property becomes void and the other the day before occupation. The safety certificates are then issued. This follows best practice, as advocated by Gas Safe.

Any damaged asbestos containing materials are removed. Any Legionella contamination of the water supply is also treated.

A recharge order is raised for any garden clearance and removal of any goods left at the property by the previous tenant. This is to recoup expenditure where the tenancy agreement has been breached.

## Project 20

In order to improve the time taken from termination to re-let, the Council appointed independent consultants, Navigations Partners, to set up a project to review the whole void process. The project was named after the target time taken to deliver the average void back to let.

Project 20 has had a positive impact on normal void relet performance with a significant reduction in the time taken for voids works to be completed. A joint focus and shared target for the service teams and voids contractor has led improved working. New arrangements regarding asbestos surveys and works have been embedded and will result in fewer long term void properties. Further steps have been taken to embed pre tenancy termination visits.

## Project 20 Objectives

- ❑ The project is designed to redevelop the Termination to Re-let process
- ❑ Improve the level of service provided to tenants and as a result their experience and perception of the Housing Team
- ❑ Reduce the amount of manual administration required and automate onto the Orchard system
- ❑ Re-design the processes, systems and procedures to ensure they work effectively together
- ❑ Clarify team roles and responsibilities
- ❑ Reduce the cost to the Council of having properties void for longer than necessary, by reducing the average time for 'normal' voids to less than 20 days
- ❑ Ensure all team members impacted by the change are trained on the new processes and communicated to throughout Project 20
- ❑ provide training and a comprehensive manual to all team members

## Average Re-let Times

Period	Average Re-let Times (in Days)
2012	38.00
2013	31.25
2014	16.12

## New Void Initiatives

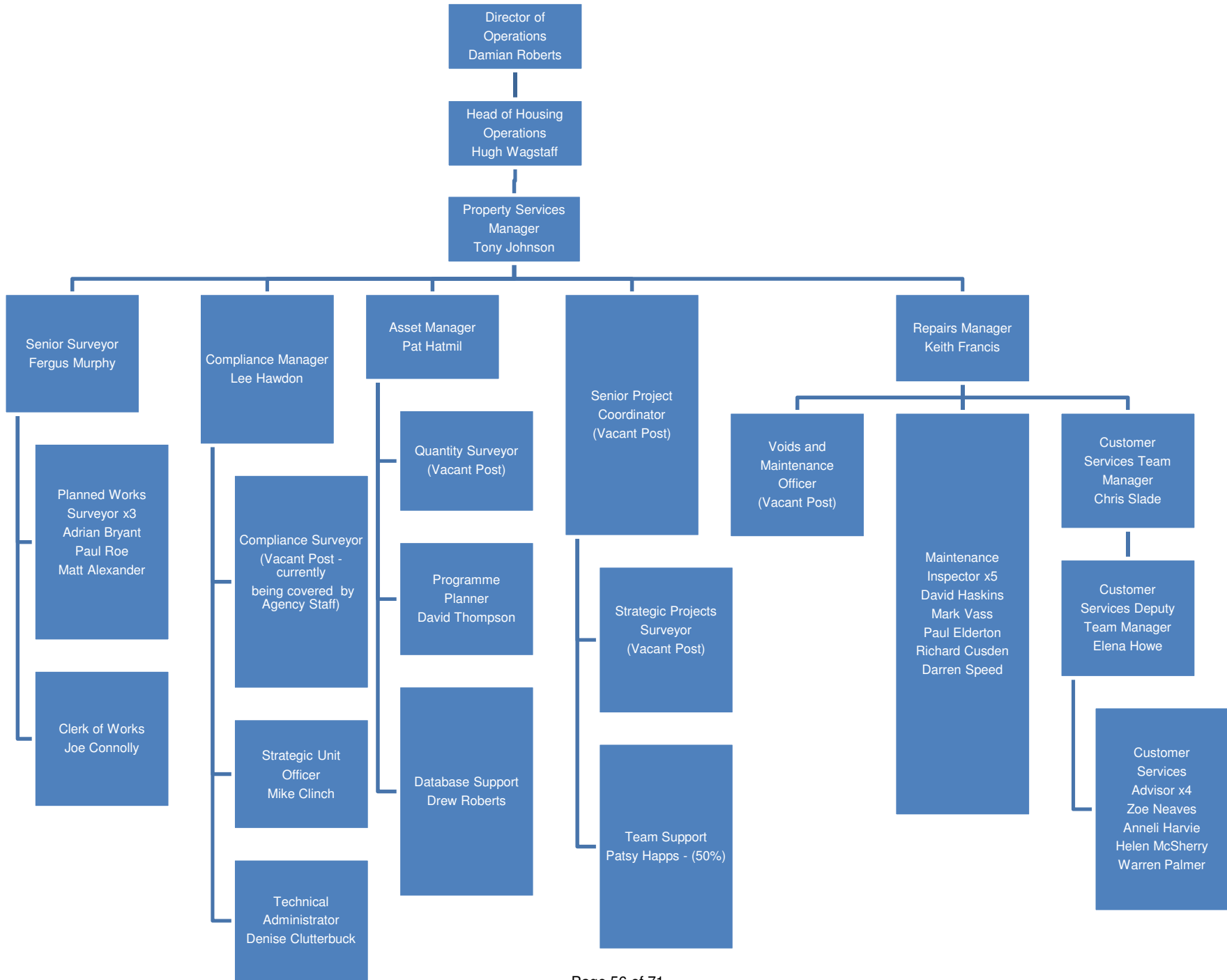
Since the Project 20 launch, there has been a change in practice regarding asbestos surveys and works. There is now a greater emphasis on managing asbestos in Council homes. Any property requiring intrusive work such as kitchen replacement, bathroom replacement or rewiring must be inspected for asbestos risks. If asbestos is in the property a Refurbishment Demolition asbestos survey must be carried out and asbestos removed if found to be present, before works are completed.

The survey must be carried out by an accredited contractor and 14 days' notice must be given to HSE of any notifiable removal works. This has prevented kitchen and bathroom works on some void properties being completed within the 20 day target. These have been classified as Major Works and, therefore, not part of Project 20. A new process has been developed for early identification of properties with asbestos, to assist in reducing the re-let time.

Void work quality has now improved, following the newly introduced joint signing-off of works between the Council and its contractor Mears. Outgoing and incoming tenants receive more detailed information about their rights and responsibilities and this, in turn, ensures smooth handover of homes.

**Appendix 7 - Housing Property Services Staff Structure**





## Appendix 8 - Risk Assessment Red, Amber, Green (RAG)

## HRA Asset Management Strategy Risk Register

	Risk Description	Consequences	Inherent Risk Level	Risk Owner	Risk Mitigation	Target Level
1	<p><b>Health &amp; Safety Management</b></p> <p>There is a legal duty to manage Health and Safety. A number of systems are currently in place/being put in place.</p> <p><i>A Health &amp; Safety failing occurs due to lack of assurance that:-</i></p> <ul style="list-style-type: none"> <li><i>Health &amp; Safety is being managed effectively including that of contractors</i></li> <li><i>systems and process are being followed</i></li> <li><i>clarity on areas of responsibility</i></li> <li><i>failure to adequately manage and invest in stock</i></li> <li><i>failure to maintain assets</i></li> <li><i>failure to protect assets from Health &amp; Safety risks</i></li> </ul>	<ul style="list-style-type: none"> <li>Gaps in Health &amp; Safety management</li> <li>Incident to member of staff, residents, service user, contractor or other 3rd party occurs resulting in fatality/fire/injury</li> <li>HSE prosecution</li> <li>Fine</li> <li>Reputation impacted</li> <li>Staff morale impacted</li> <li>Damage to assets</li> <li>Assets un-lettable</li> </ul>	<p><b>4-Medium</b> <b>4-Devastating</b></p>	L.H.	<p><b>Corporate – action taken</b></p> <ul style="list-style-type: none"> <li>H&amp;S Consultant in place (MSafe). Key internal staff receiving accredited training in H&amp;S</li> <li>Audit of H&amp;S undertaken by external specialist and action plan developed</li> <li>H&amp;S Strategy meeting occurs monthly</li> <li>H&amp;S staff representatives in place</li> <li>H&amp;S induction undertaken</li> <li>H&amp;S office walkabouts and action taken</li> <li>CMT and SMT have received IOSH training for senior managers</li> </ul> <p><b>Housing Compliance – action taken</b></p> <ul style="list-style-type: none"> <li>Structure reviewed to include a dedicated Compliance Team</li> <li>Monthly meetings with contractors and H&amp;S is discussed and minuted</li> <li>High level review of asbestos management and robust health check undertaken with actions being addressed</li> <li>Internal audit on gas safety and all actions complete</li> <li>Internal audits on fire and electrical safety and legionella</li> <li>Compliance database in place and being further developed</li> <li>Keystone being updated with relevant component information to drive replacement programmes</li> <li>Skills matrix in place for asbestos awareness training and training delivered</li> </ul>	<p><b>3-Low</b> <b>4-Devastating</b></p>

				<ul style="list-style-type: none"><li>• High risk plant and equipment has been reviewed and urgent works commissioned</li><li>• LOLER inspections undertaken annual on lifting equipment</li><li>• Budget in place for Fire Risk Assessments and resultant works</li><li>• Legionella managed in domestic dwellings through gas service contract</li></ul> <p><b>Corporate – future actions</b></p> <ul style="list-style-type: none"><li>• H&amp;S Policy under review (due to Cttee after May 15)</li><li>• Review of Lone Working Policy and devices (TBC)</li><li>• Risk Assessments to be developed and rolled out consistently (TBC)</li><li>• PPE to be issued consistently in accordance with reviewed RA's (TBC)</li></ul> <p><b>Housing Compliance – future actions</b></p> <ul style="list-style-type: none"><li>• Orchard being utilised for gas and electrical access (April 15)</li><li>• Keystone Asbestos Register being implemented (by June 15)</li><li>• Long term contracts being procured, developed by consultants specialising in that area (Sept 15)</li><li>• Major refurb to take into account fire safety requirements (May 15)</li><li>• Review of legionella management to schemes, blocks, voids and major refurb to ensure compliance with L8 (July 15)</li><li>• Training plan for fire safety and legionella management to be rolled out (Sept 15)</li><li>• CDM training following changes to regulations (Sept 15)</li><li>• Programme quality checks to include validation of H&amp;S controls (May 15)</li></ul>	
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Risk Description	Consequences	Inherent Risk Level	Risk Owner	Risk Mitigation	Target Level
<p><b>2 Management of Contractors</b></p> <p>The Council engages in (and is heavily reliant on) a number of contractors for service delivery including key front line activities.</p> <p><i>a) There is pressure on the ability to effectively administer and manage contracts due to lack of appropriate skill sets</i></p> <p><i>b) There is a failure in the supply chain</i></p>	<ul style="list-style-type: none"> <li>• Inability to deliver Asset Management Strategy</li> <li>• Service delivery impacted</li> <li>• Asset Management Strategy objectives not met</li> <li>• Increased Asset team time/resource spent dealing with issues</li> <li>• Reputation of organisation tarnished</li> <li>• Service user or other harmed</li> <li>• Inadequate financial control</li> <li>• Value for money not achieved</li> </ul>	<p><b>4-Medium 3-Critical</b></p>	<p><b>T.J.</b></p>	<ul style="list-style-type: none"> <li>• Roll out of process Improvement Plan (PIP)/Interface and training (by Jul 15)</li> <li>• Implementation of Responsive Repairs Joint Action Plan (by Nov 15)</li> <li>• Roll out of formalised Contractor operational meetings (by April 15)</li> <li>• CORE Meetings (ongoing)</li> <li>• Review of Contracts (ongoing)</li> <li>• KPI Review (by April 15)</li> <li>• Annual Contract Review (by April 15)</li> <li>• Contract register reviews (Ongoing)</li> <li>• Internal Audits (Ongoing)</li> <li>• CORE Strategic Meetings with non Mears contractors (Jun 15)</li> </ul>	<p><b>3-Low 3-Critical</b></p>

Risk Description	Consequences	Inherent Risk Level	Risk Owner	Risk Mitigation	Target Level
<p><b>3 Finance</b></p> <p>There is an expectation that the Council's finances are well managed.</p> <p><i>There is an increase pressure on the HRA Business Plan due to the continuing impact of:-</i></p> <ul style="list-style-type: none"> <li>• <i>changes in government policy</i></li> <li>• <i>increasing service standards</i></li> <li>• <i>increasing service expenditure on responsive maintenance</i></li> <li>• <i>poor income collection rates</i></li> <li>• <i>void rental loss</i></li> <li>• <i>loss of leasehold payments</i></li> </ul>	<ul style="list-style-type: none"> <li>• Inability to deliver Asset Management Strategy</li> <li>• Council budgets not balanced</li> <li>• Short term decision making</li> <li>• Negative impact on reputation</li> <li>• Ability to deliver services impacted</li> <li>• Failure to adequately maintain assets</li> <li>• Resilience of service</li> </ul>	<p><b>3-Low</b> <b>3-Critical</b></p>	<p><b>P.H.</b></p>	<p><b>Current Mitigation:</b></p> <ul style="list-style-type: none"> <li>• Monthly Capital Monitoring and Decent Homes meetings</li> <li>• Project 20 up and running</li> <li>• Keeping abreast of changes in Government policy</li> <li>• HRA 30 year Business Plan in place</li> <li>• Keystone Database used to produce planned programmes of work</li> </ul> <p><b>Further Actions Required:</b></p> <ul style="list-style-type: none"> <li>• Asset Management Strategy being produced</li> <li>• Agresso being upgraded</li> <li>• Section 20 policy and procedure being reviewed by Navigation Partners</li> <li>• Electronic link to be set up between Agresso and Orchard</li> </ul>	<p><b>2-Very Low</b> <b>3-Critical</b></p>

Risk Description	Consequences	Inherent Risk Level	Risk Owner	Risk Mitigation	Target Level
<p><b>4 Staff Skill and Capacity Management.</b></p> <p>For a high performing and highly engaged team there is a need to recruit develop and retain high performing staff who fit the organisational culture and for the Council to be an employer of choice.</p> <p><i>There are gaps in skills and cultural fit in the organisation which impact on the ability to deliver high quality services due to:-</i></p> <ul style="list-style-type: none"> <li>• <i>gaps in specific technical and cultural skills</i></li> <li>• <i>the ability to attract high quality staff (cost of living and package)</i></li> <li>• <i>ability to retain talent</i></li> <li>• <i>pressure on resources</i></li> </ul>	<ul style="list-style-type: none"> <li>• Inability to deliver Asset Management Strategy</li> <li>• Increased costs</li> <li>• Negative impact (including quality) on service delivery</li> <li>• Service failure</li> <li>• Increased complaints</li> <li>• Increased use of agency staff</li> <li>• Reputation</li> <li>• Inability to recruit the right staff.</li> <li>• Potential Health &amp; Safety failure</li> </ul>	<p><b>4-Medium</b> <b>3-Critical</b></p>	<p><b>T.J.</b></p>	<ul style="list-style-type: none"> <li>• Recruitment Programme (by April 15)</li> <li>• Review of JDs (by March 15)</li> <li>• Property Services (PS) Structure Review (by Jun 15)</li> <li>• Training Plan for PS Staff (by Jun 15)</li> <li>• PIP Implementation (by Jul 15)</li> <li>• Procurement of Consultants (Ongoing)</li> <li>• Additional resources for recruitment of interim skill sets (Ongoing)</li> <li>• Improved cross team communication (ongoing)</li> </ul>	<p><b>3-Low</b> <b>3-Critical</b></p>

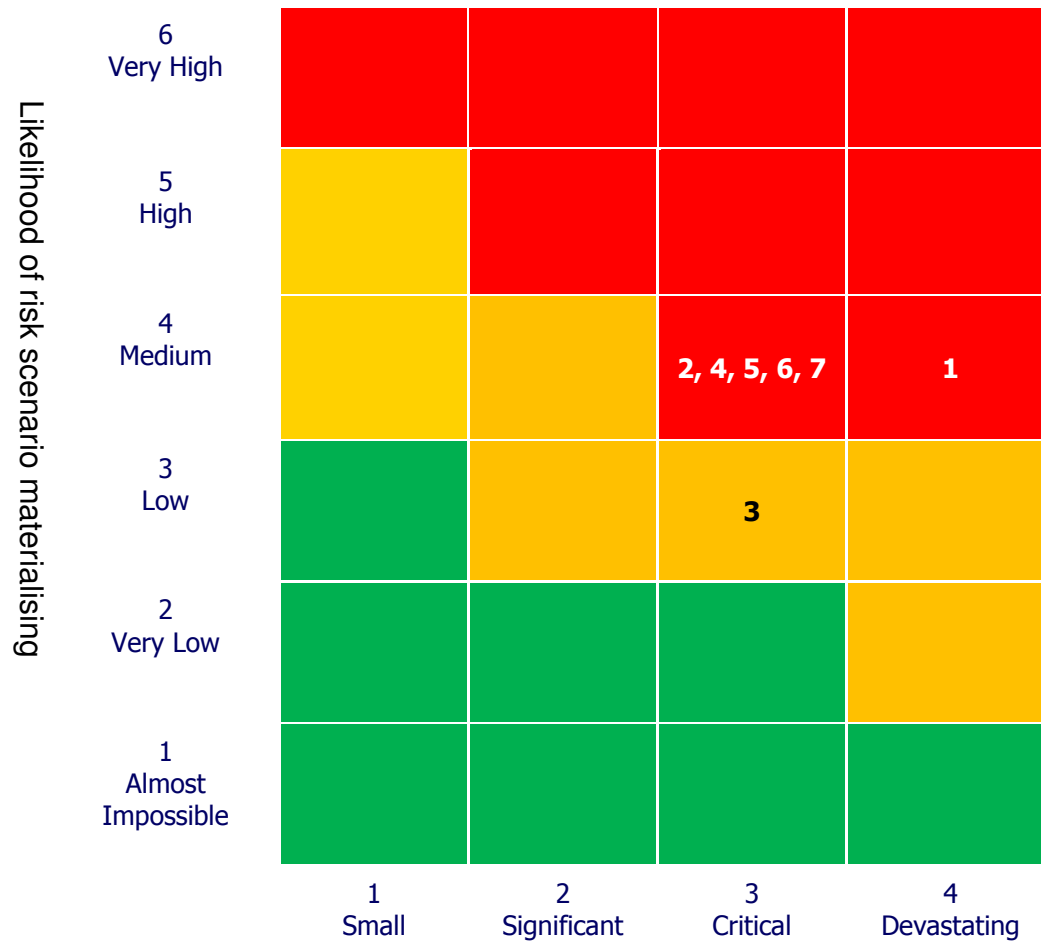
Risk Description	Consequences	Inherent Risk Level	Risk Owner	Risk Mitigation	Target Level
<p><b>5 Regeneration and Redevelopment</b></p> <p>The Council is engaged in a number of high level projects to support regeneration areas within the Borough, (currently Ockford Ridge).</p> <p><i>The projects are not delivered due to:-</i></p> <ul style="list-style-type: none"> <li>• <i>failure to secure community buy in</i></li> <li>• <i>social/economic benefit not realised</i></li> <li>• <i>capacity of 3rd party to deliver</i></li> <li>• <i>opposing views</i></li> <li>• <i>project overruns</i></li> <li>• <i>insufficient budget</i></li> <li>• <i>internal project management expertise</i></li> <li>• <i>project not delivered due to poor decision making</i></li> <li>• <i>project not delivered due to poor relationship with planners</i></li> </ul>	<ul style="list-style-type: none"> <li>• Inability to deliver Asset Management Strategy</li> <li>• Community impacted</li> <li>• Return on investment not met</li> <li>• Financial loss</li> <li>• Impact on financial viability</li> <li>• Organisational reluctance to take on new projects</li> <li>• Reputation of Council and public confidence impacted</li> <li>• Inability to secure suitable contractor</li> </ul>	<b>4-Medium 3-Critical</b>	<b>H.W.</b>	<p><b>Current Mitigation:</b></p> <ul style="list-style-type: none"> <li>• On-going consultation with community</li> <li>• Internal project management groups formed with reporting lines to CMT and beyond.</li> <li>• External consultants have been appointed to support internal working groups</li> <li>• Detailed project plan produced</li> <li>• Procurement through the Homes and Communities Agency</li> </ul> <p><b>Further Actions Required:</b></p> <ul style="list-style-type: none"> <li>• Continuing engagement to ensure Member commitment to Ockford (on-going)</li> <li>• Ensure skills, capacity management and succession (September 2015)</li> <li>• Budgets agreed</li> </ul>	<b>2-Very Low 3-Critical</b>



Risk Description	Consequences	Inherent Risk Level	Risk Owner	Risk Mitigation	Target Level
<p><b>6 Understanding our Housing Stock</b></p> <p>It is essential that the Asset Management Strategy is based on accurate stock and environmental information</p> <p><i>This will not be achieved if there is:-</i></p> <ul style="list-style-type: none"> <li>• <i>incorrect costs and life cycles</i></li> <li>• <i>a failure to accurately update the database</i></li> <li>• <i>poor I.T. systems and support</i></li> <li>• <i>lack of resource to maintain database</i></li> <li>• <i>failure to understand the environmental impact</i></li> </ul>	<ul style="list-style-type: none"> <li>• Inability to deliver Asset Management Strategy</li> <li>• Potential poor decision making</li> <li>• Inadequate budgeting</li> <li>• Potential Health &amp; Safety breaches</li> <li>• Complaints from Residents</li> <li>• Failure to give Value for Money</li> <li>• Overspending on Responsive</li> <li>• Properties susceptible to flooding</li> <li>• Continued repair costs from flooding outstrip mitigation expense</li> </ul>	<p><b>4-Medium 3-Critical</b></p>	<p><b>P.H.</b></p>	<p><b>Current Mitigation:</b></p> <ul style="list-style-type: none"> <li>• Keystone costs/lifecycles being reviewed</li> <li>• Policy and Complaints Officer employed to handle complaints</li> <li>• Database Support Officer employed to manage Keystone database</li> <li>• Filter Excel Re-investment Report to highlight 'Red' properties</li> <li>• Keep record of properties with disabled adaptations</li> <li>• Maximise use of stock to residents needs</li> <li>• Internal audit done on Keystone</li> <li>• Keystone procedures produced</li> <li>• Regular stock survey updates carried out by Inspectors</li> </ul> <p><b>Further Actions Required:</b></p> <ul style="list-style-type: none"> <li>• Look to procure Keystone Sustainability Module</li> <li>• Use MapInfo to display R.A.G. properties</li> <li>• Develop options appraisal process for future needs in order to get clear objectives</li> <li>• Map potential flood areas on MapInfo</li> </ul>	<p><b>2-Low 2-Critical</b></p>

Risk Description	Consequences	Inherent Risk Level	Risk Owner	Risk Mitigation	Target Level
<p><b>7 Understanding our Customers</b></p> <p>There is a need for accurate information about our customer's needs and aspirations.</p> <p><i>Our customers also need appropriate homes and services.</i></p> <p><i>This may not be achieved due to:-</i></p> <ul style="list-style-type: none"> <li>• <i>failure to obtain and analyse customer's expectations and needs</i></li> <li>• <i>lack of tenant engagement and involvement</i></li> <li>• <i>failure to consult correctly with leaseholders by not following legislation.</i></li> <li>• <i>limited engagement and feedback</i></li> <li>• <i>feedback not representative of all of our customers</i></li> <li>• <i>poor satisfaction surveys</i></li> <li>• <i>no I.T. system for collecting data</i></li> </ul>	<ul style="list-style-type: none"> <li>• Inability to deliver Asset Management Strategy</li> <li>• Potential poor decision making</li> <li>• Inadequate budgeting</li> <li>• Potential Health &amp; Safety breaches</li> <li>• Complaints from Residents</li> <li>• Failure to give Value for Money</li> <li>• Overspending on Responsive</li> <li>• Properties susceptible to flooding</li> <li>• Not meeting needs of tenants</li> <li>• Risk of harm to vulnerable residents</li> <li>• Failure to collect Leaseholder cost contributions</li> <li>• Increase in LVT claims</li> <li>• Delays to contracts</li> </ul>	<p><b>4-Medium 3-Critical</b></p>	<p><b>H.W.</b></p>	<p><b>Current Mitigation:</b></p> <ul style="list-style-type: none"> <li>• Full time tenant liaison officer</li> <li>• Head of Service monthly meetings with Chair and Vice Chair of Tenants Panel</li> <li>• Housing Improvement Sub Committee</li> <li>• Leasehold consultation process has been rolled out.</li> </ul> <p><b>Further Actions Required:</b></p> <ul style="list-style-type: none"> <li>• Change method of data collection to minimise sample bias (April 2015)</li> <li>• Involve external expertise in the survey process</li> <li>• Process for analysing data to ensure customers are influencing the service</li> <li>• Process for tenancy audits to be fully implemented</li> <li>• Forum / processes required to reach all residents including those living in isolated areas</li> </ul>	<p><b>2-Low 2-Critical</b></p>

### Risk – Current Score Level



Impact on ability to deliver corporate objectives

- Risk Profile**
- 1. Health and Safety Management
  - 2. Management of Contractors
  - 3. Finance
  - 4. Staffing
  - 5. Regeneration and Redevelopment
  - 6. Understanding our Housing Stock
  - 7. Understanding our Customers

## Risk – Target Score Level

Likelihood of risk scenario materialising	6 Very High				
	5 High				
	4 Medium				
	3 Low			2, 4	1
	2 Very Low		6, 7	3, 5	
	1 Almost Impossible				
		1 Small	2 Significant	3 Critical	4 Devastating

Impact on ability to deliver corporate objectives

- Risk Profile**
1. Health and Safety Management
  2. Management of Contractors
  3. Finance
  4. Staffing
  5. Regeneration and Redevelopment
  6. Understanding our Housing Stock
  7. Understanding our Customers

## Appendix 9 - Operational Action Plan

**Action Plan - key actions arising from this Strategy include:**

Action	By Whom	By When	Progress
<b>Asset Management:-</b>			
Enhance attribute/element data held on Keystone	Asset Manager	Sept 2015	On target
Review data to generate planned pro-active replacement programmes	Asset Manager	Oct 2015	On target
Update stock data on five year rolling programme – 20% each year	Asset Manager	On-going	
Explore possibility of Contractor access to relevant parts of Keystone	Asset Manager	Oct 2015	On target
Carry out quarterly review to identify high maintenance low demand properties using sustainability model	Asset Manager	On-going	
Review/update Waverley Standard.	Asset Manager	Sept 2015	On target
Review Asset Management Strategy annually	Asset manager	On-going	
<b>Management of Contractors:-</b>			
Roll out of process Improvement Plan (PIP)/Interface and training	Property Services Manager	July 2015	On target
Implementation of Responsive Repairs Joint Action Plan	Property Services Manager	Nov 2015	On target
Roll out of formalised Contractor operational meetings	Property Services Manager	April 2015	On target
CORE Meetings	Property Services Manager	On-going	
Review of Contracts	Property Services Manager	On-going	
KPI Review	Property Services Manager	June 2015	On target
Annual Contract Review	Property Services Manager	June 2015	On target
Review of Contract register	Property Services Manager	On-going	
Internal Audits	Property Services Manager	On-going	
CORE Strategic Meetings with non Mears contractors	Property Services Manager	June 2015	On target
<b>Health &amp; Safety Management:-</b>			
H&S Policy under review (due to Committee after May 15)	Compliance Manager	May 2015	On target
Review of Lone Working Policy and devices	Compliance Manager	TBC	
Risk Assessments to be developed and rolled out consistently	Compliance Manager	TBC	
PPE to be issued consistently in accordance with reviewed RA's	Compliance Manager	TBC	
Orchard being utilised for gas and electrical access	Compliance Manager	May 2015	On target
Implementation of Keystone Asbestos Register	Compliance Manager	June 2015	On target

Action	By Whom	By When	Progress
Long term contracts being procured, developed by consultants specialising in that area	Compliance Manager	Sept 2015	On target
Major refurb to take into account fire safety requirements	Compliance Manager	May 2015	On target
Review of legionella management to schemes, blocks, voids and major refurb to ensure compliance with L8	Compliance Manager	July 2015	On target
Training plan for fire safety and legionella management to be rolled out	Compliance Manager	Sept 2015	On target
CDM training following changes to regulations	Compliance Manager	Sept 2015	On target
Programme quality checks to include validation of H&S controls	Compliance Manager	May 2015	On target
Develop Strategy to mitigate the risk of slips, trips and falls within the home	Compliance Manager	July 2016	On target
<b>Finance</b>			
Asset Management Strategy being produced	Asset Manager	July 2015	On target
Upgrade of Agresso accounting software	Accountancy	Nov 2015	On target
Review of Section 20 policy and procedure	Navigation Partners	June 2015	On target
Electronic link to be set up between Agresso and Orchard	Service Development Team	Sept 2015	On target
<b>Staff Skill &amp; Capacity Management</b>			
Recruitment Programme	Property Services Manager	April 2015	On going
Review of Job Descriptions	Property Services Manager	March 2015	Completed
Property Services (PS) Structure Review	Property Services Manager	June 2015	On target
Training Plan for Property Services Staff	Property Services Manager	June 2015	On target
Process Improvement Project Implementation	Property Services Manager	July 2015	On target
Procurement of Consultants	Property Services Manager	On-going	
Additional resources for recruitment of interim skill sets	Property Services Manager	On-going	
Improved cross team communication	Property Services Manager	On-going	
<b>Regeneration &amp; Development</b>			
Continuing engagement to ensure Member commitment to Ockford Ridge	Head of Housing	On-going	
Ensure skills, capacity management and succession	Head of Housing	Sept 2015	On target
Agree Budgets	Head of Housing	April 2015	On target

Action	By Whom	By When	Progress
<b><i>Understanding our Housing Stock</i></b>			
Look to procure Keystone Sustainability Module	Asset Manager	Aug 2015	On target
Use MapInfo to display R.A.G. properties	Asset Manager	Nov 2015	On target
Develop options appraisal process for future needs in order to get clear objectives	Asset Manager	Aug 2015	On target
Map potential flood areas on MapInfo	Asset Manager	Jan 2016	On target
<b><i>Understanding our Customers:-</i></b>			
Change method of data collection to minimise sample bias	Head of Housing	April 2015	On target
Involve external expertise in the survey process	Head of Housing	Aug 2015	On target
Process for analysing data to ensure customers are influencing the service	Head of Housing	Sept 2015	On target
Process for tenancy audits to be fully implemented	Head of Housing	Sept 2015	On target
Forum / processes required to reach all residents including those living in isolated areas	Head of Housing	Sept 2015	On target