

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

Headline	ref	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Business Planning	B1	Use information from the stock condition survey (ref i2) to develop a new holistic and sustainable 30 year investment plan that reflects both normal decent homes type work as well as zero carbon work		6 months after completion of stock survey.	Stock condition survey will give expected lifespan of each elements of existing stock allowing better planning.
Business Planning	B2	Model the stock's net present value to determine financial performance in light of the zero-carbon standard and confirm the long-term future to support the levels of investment required			NPV will help to determine which, if any, properties cannot be economically maintained and/or improved.
Business Planning	B3	Develop an agree a disposal strategy for properties that are uneconomic to repair and/or uneconomic to introduce carbon reduction.			Properties that cannot 'was their own face' to be replaced with other stock.
Business planning	B4	Review the appropriateness and 'fit for purpose' characteristics of each of the sheltered and older/vulnerable person's housing schemes, examining issues such as property archetypes, locations, accessibility, individual attributes and demand in order to draw conclusions as to the investment works needed to ensure their ongoing sustainability			To ensure that the council makes best use of all HRA housing assets. Analysis of need suggests there is less demand / greater supply of housing for older people.
Carbon Reduction	G1	Following the stock condition service (I2) - develop a plan to improve thermal efficiency of the worst performing stock.			Intended to focus on more challenging properties. Details to be confirmed once outcome of Stock Condition Survey is available – but may <i>for example include</i>

					<i>'bringing all properties to a minimum EPC rating of D within 2 years'</i>
Carbon Reduction	G1	Continue to explore and trial technical solutions across building archetypes to ensure suitability and affordability for net carbon zero as part of the wider work of the Net Zero Collective			Field testing, what works best.
Carbon Reduction	G2	Explore options of a zero-carbon new build scheme within the housing stock.			Consider exemplar scheme to demonstrate new zero housing. Intention to monitor effectiveness
Carbon Reduction	G3	Ensure that the programme of zero carbon measures identified within the Savills report are reflected in the new investment plan			Investment plan needs to balance existing needs and carbon reduction measures.
Carbon Reduction	G4	Complete a survey of all trees across HRA open spaces			
Carbon Reduction	G5	Develop a open spaces maintenance policy reflecting the councils doubling nature strategy.			
Carbon Reduction	G6	Working with others departments, the Net Zero Collective and local colleges to explore options of training local people in the installation and maintenance of low carbon technologies.			
Compliance	C1	Establish a suite of indicators to demonstrate compliance and ensure regular to reports. To include <ul style="list-style-type: none"> <li>• Gas Safety</li> <li>• Electrical Upgrades</li> <li>• Water Safety (Legionella)</li> <li>• Fire Safety</li> <li>• Asbestos</li> </ul>			Increasing important from green paper.
Compliance	C2	Embed the HHSRS within the department including <ol style="list-style-type: none"> <li>a. Provide training to all staff who survey properties to identify HHSRS failures and ensure contractors offer similar training.</li> </ol>			Housing Health and Safety Rating System used to assess other safety issues within the home.

		<p>b. All HHSRS failures to be recorded on the asset management IT system and works carried out as a high priority by including in planned works</p> <p>c. Continually review the programme of HHSRS work undertaken to ensure the Council maintains compliance with the Decent Homes Standard</p>			
Compliance	C3	Undertake a programme of works to replace all fires doors with composite FD30 doors over the next 12 months.			Priority
Compliance	C4	Develop practical advice for tenants to minimise risk of Legionella			Although individual properties are out with current legislation, it is considered good practice
Compliance	C4	Ensure that responsible officers are identified for all aspects of compliance (gas, electricity, water safety, fire risk, and asbestos) and that all staff have appropriate training.			Compliance with all aspects of the Homes standard and the requirements of the white paper.
Improve Information	I1	Appoint specialist contractors to conduct 100% stock condition survey of all council properties.	Service Manager – HRA assets		Specialist consultancy advice may be needed to tender for this work.
Improve information	I2	Fully implement Orchard Housing Management System.	Service Manager – HRA assets		Full implementation includes mobile surveys, population of database and ability to use this to plan future capital projects/
Involving Customers	T1	Ensure that customers are involved in setting a range of new standards (eg South Cambs Standard, Relet Standard)			
Involving customers	T2	Conduct a 100% satisfaction survey using agreed methodology to allow comparisons over time and with other organisations.			To use the industry standard STAR survey methodology. Consider option of using external contractors.
Involving customers	T3	Establish a Housing Engagement Board in 2021 and implement the new tenant engagement framework			As in existing plans

Performance	T1	Develop a new set of performance indicators for the new repair contract.			Need to be a mix of management information and information that allows comparison with others (eg House mark)
Performance	T2	Develop a new suite of indicators to measure overall service performance		1 September 2021	Monitoring is given high priority within the HAMS and the green paper.
Repairs Contract	R1	Retender the repairs service. New contract to start q2 2022'	Head of Housing	1 July 2022	To develop a new repairs service that allows the council to deliver its priorities /services improvements and is cost effective.  ARK are currently engaged to deliver options appraisal
Service Improvement	S1	Develop and agree new 'South Cambs' standard(s) for Council Housing reflecting needs to go further than Decent Homes	Service Manager – HRA assets		This reflects aims contained within Housing Green Paper. Additional standards to be considered for sheltered housing.  Tenant input into process is essential
Service Improvement	S2	To review the property relet process with the aim of increasing efficiency and avoid loss of rental income.			Empty properties are a very visual measure of performance. Need to minimise rent loss.
Service Improvement	S3	Establish options to allow leaseholders to benefit from carbon reduction work and for the Council to recover costs from the leaseholders			Many blocks of flats contain a mix of council owned properties and leaseholders. The council may want/need to recover costs from leaseholders who benefit from work (eg external insulation)
Service Improvement	S4	To establish a regular inspection regime of non-housing assets to include: <ul style="list-style-type: none"> <li>Estate Inspections</li> </ul>			The implications from the white paper is that housing providers need to pay more

		<ul style="list-style-type: none"><li>• Open space inspections (including footpaths and lighting)</li><li>• Travellers sites</li><li>• Garage batteries and sites.</li></ul>			attention to the appearance and liveability within Council Estates.
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