

Building Strong Foundations

South Cambridgeshire District Council

HRA Asset Management Strategy

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(Note this version has not been quality checked and some figures may be blank or need confirming prior to publication.)

Foreword

(to be inserted from Hazel)

HRA Asset Management Strategy

Date:

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

Specific Aims

- a. To ensure that our housing stock provide homes that are safe and secure and that we meet or exceed all statutory safety standards.
- b. To have in place well designed repair and maintenance systems which ensure the stock is well maintained and kept in a good state of repair
- c. To have a long-term strategy and programme in place to improve the thermal efficiency of the housing stock, with the aim of being carbon neutral by 2030.
- d. To ensure the housing stock is brought up to and maintained at a locally determined standard, remaining attractive and meeting modern requirements and tenant expectations.
- e. To replace obsolete or uneconomic stock with new properties, which are better designed to meet future needs and create a better-balanced portfolio.
- f. To identify opportunities to acquire through purchase or direct build, additional homes to increase the number of Council owned properties available of the type and quality needed in locations where people want to live.
- g. To ensure that our housing stock meets the specific needs of clients
- h. To use procurement processes to best effect to ensure value for money in the delivery of all repairs, maintenance and improvement works
- i. To use the housing asset base to help deliver the wider corporate priorities and statutory duties of the Council

6. Other assets/activities
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1. Introduction and Vision

South Cambridgeshire District Council's Housing Asset Management Strategy (HAMS) has been developed to inform the strategic medium and long-term approach to maintaining, improving, and developing the Council's housing assets.

This document, sets out the priorities for the physical care and improvement of the housing stock and surrounding environment as well as explaining how, through sound planning, the Council can ensure that its housing offer continues to meet the needs of the local people of the District. It also sets out how the housing asset base can be used to assist in the delivery of some of the Council's other strategic priorities.

This strategy is based on the Council's strategic needs within the Housing Revenue Account (HRA). This follows a period of uncertainty for housing finances, with initial enthusiasm around self-financing followed quickly by needing to adjust to a government driven reduction in rents. This period is now ended and with more certainty over future rent levels the Council can make firm plans to make the most of the opportunities offered. This includes new Council housing from both acquisitions and new build, and at the same time maintaining a high quality of service to tenants and improving customer satisfaction.

Together, the Council's housing stock comprises its highest value assets and its repair and maintenance costs form its largest liability. The housing stock is valued at **over £xxxx million (Social Housing Value) and at over £3xxxx million** (open market value with vacant possession), therefore successful planning for its sustainable future is vital.

What is Asset Management?

"Asset Management is the activity that ensures that the land and buildings asset base of an organisation is optimally structured in the best corporate interest of the organisation concerned" (Royal Institution of Chartered Surveyors)

Why is a Housing Asset Management Strategy needed?

A pro-active Housing Asset Management Strategy ensures that stock decisions are made through effective business planning protocols rather than in the face of an impending crisis. The Housing Asset Management Strategy is one of the key tools, which will be used by the Council to meet and respond to varying housing need and demand.

The Council's housing stock is generally well maintained and has benefited from a range of upgrade and investment works. The Council successfully achieved the Government's Decent Homes compliance target. However **124** properties remain non decent due to tenants declining to have decent homes works undertaken. These works are being completed when homes become void or where tenants change their mind.

Whilst the Council will continue to have a focus on the management, maintenance and refurbishment of its existing stock over the coming years, it also looks at wider asset

management issues such as the acquisition/development of new properties or pursuance of other regeneration activities.

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

The Council's current stock comprises xxxx dwellings spread across all parts of the District with a significant proportion, almost 50%, being designated for occupation by older people.

Our Vision

To provide good quality homes that are affordable to live in and where people choose to live.

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

2. The National and Local Drivers

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

The National Drivers

Housing Revenue Account Reform

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

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

The key aspects of HRA reform are that:

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

The Council’s debt settlement figure in 2012 was £xxxxx which means a debt take on of £xxxxm when taking into account notional debt. There was the potential for additional borrowing up to the debt cap of £xxxm available to borrow, excluding access to internal borrowing.

In 20xx the government ended the debt cap for local authorities which offered the opportunity for increase prudent borrowing within the HRA.

In 2020 the actual debt was £xxxx . The Council has been able to build and purchase xxxx new properties up to 2020 without the need for additional borrowing, this ability was reduced as an impact of the governments 4 year compulsory rent reduction and as a consequence of the rent reduction future rents will remain below those used to calculate the debt settlement. By 2020 rental income was around £5m per year less than the amount used by government to calculate debt settlement, as a consequence the has been a reduction on the Councils ability to invest to improve or increase number of HRA properties.

Social Housing Reform

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

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

Key changes include:

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

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

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

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

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

The Charter for Social Housing Residents

The Government published a white paper in November 2020, The Charter for Social Housing Residents, this was based around commitments from social landlords to residents. The commitments to tenants are:

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

Homes England

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

Decent Homes

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

However, unless the council develops a programme of ongoing maintenance of replacement of key elements, more properties will fall into 'non-decency' over time, This is because the standard considers the age and condition of property elements and not just their presence. The Council will need to make investment in the current stock to prevent properties become non-decent.

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

Homes (Fitness for Human Habitation) Act 2018

Place an obligation on landlord to ensure that each property is fit for habitation at the start and throughout the tenancy. The implication for the Council is that there is a need to offer an effective repairs system, to act quickly when repairs are reported and backed up by investment programme that is pro-active and ensures that stock does no fall into disrepair.

Lifetime Homes

The Lifetime Homes Standard is a design benchmark for housing, which is comfortably accessible for people of all ages and abilities and is the result of careful study and research. The design criteria forming the Standard relate to both the interior and exterior features of the home.

The Local Drivers

Supporting Corporate Aims

The HAMS plays a key role in the delivery of the Council's corporate priorities as set out below.

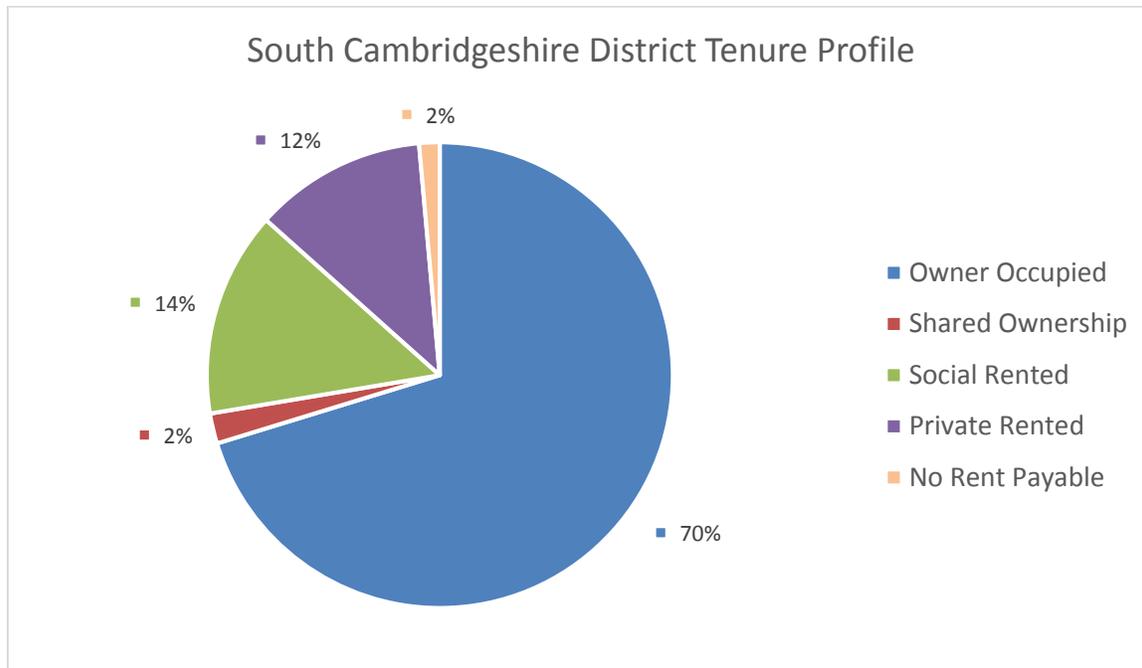
- Helping businesses to grow
- Building homes that are truly affordable to live in
- Being green to our core
- Putting our customers at the centre of everything we do

3. The Housing Stock

The area

There are around 59,960 dwellings located in the District with 5,248 properties in the Council's ownership and management (including 1090 sheltered homes) and a further 458 leasehold properties to which it provides management services. The Council provides around 10% of the total housing stock located within the District.

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

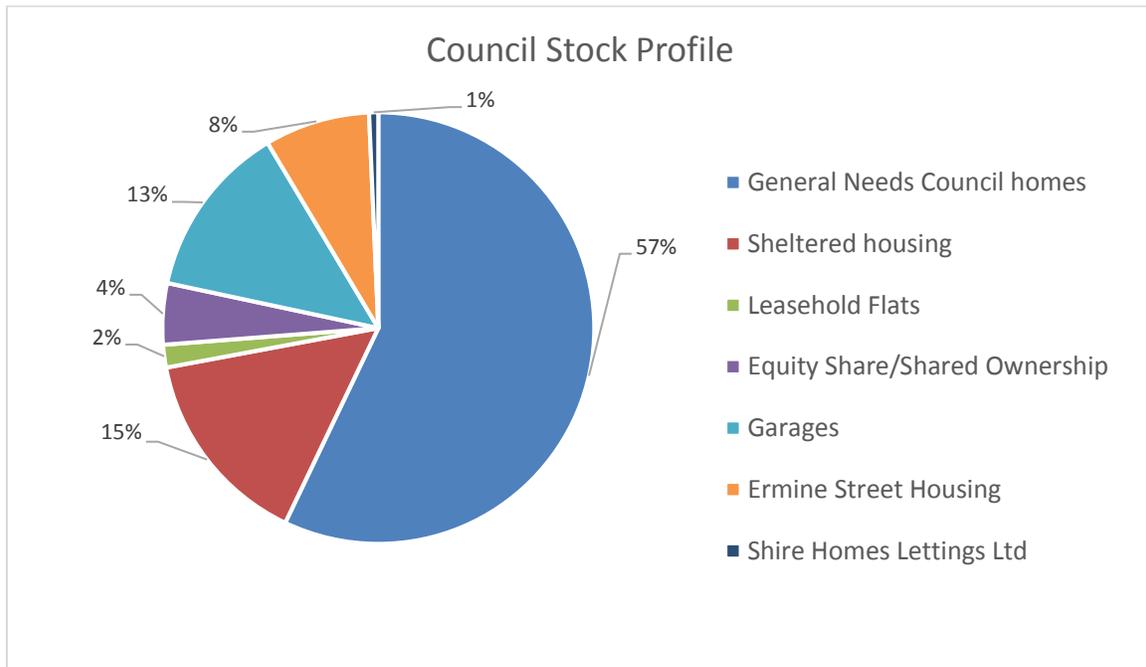


Source: Census 2011

The Council remains firm in its view that it has a valuable role as a major housing provider and is keen to ensure that the Housing Asset Management Strategy (HAMS) provides the framework for it not just to maintain and improve the existing stock to the best possible standard, but to facilitate the acquisition/building of new council homes.

Stock profile

Of the Council's 5,248 dwellings there are 124 leasehold flats, 285 equity share bungalows and 49 shared ownership properties. 286 properties are of non-traditional construction, and there are 952 garages in blocks throughout the district. There are also a further 474 properties owned or managed by Ermine Street Housing, and 50 properties that are managed by Shire Homes Lettings Ltd. on behalf of private sector landlords.



The Council's own stock is predominantly between 40 and 100 years old, with only 2% having been built since 2002. It also has other significant characteristics with 49% of the total stock (2,558) being bungalows, the large majority of these being two bedroom properties. There are low levels of bedsits and one bedroom accommodation and limited numbers of larger 4+ bedroom accommodation.

| Stock Profile by Age | | |
|----------------------|------------------|--------|
| Age Band | Total Properties | % |
| Pre 1919 | 14 | 0.27% |
| 1919-1944 | 881 | 16.78% |
| 1945-1964 | 1586 | 30.22% |
| 1965-1982 | 1748 | 33.31% |
| 1983-2002 | 901 | 17.18% |
| Post 2002 | 118 | 2.25% |
| | 5248 | |

The stock profile has a strong bias towards provision for older people with 49% of the accommodation being designated for occupation by people aged over 60, of which 21% is sheltered housing.

| Type and Size of Council Accommodation (by number of bedrooms) | | | | | | |
|--|--------|-------|-------|-------|-------|-------|
| Stock category | Bedsit | 1 bed | 2 bed | 3 bed | 4+bed | Total |
| House (general needs) | | 40 | 540 | 1797 | 69 | 2446 |

| | | | | | | |
|--------------------------|-----------|-------------|-------------|-------------|-----------|-------------|
| Flats (general needs) | | 105 | 95 | | | 200 |
| Bungalow (general needs) | 13 | 391 | 1076 | 31 | 1 | 1512 |
| Sheltered housing | 7 | 489 | 592 | 2 | | 1090 |
| TOTAL | 20 | 1025 | 2303 | 1830 | 70 | 5248 |

Figure 3.1 Type and Size of Council Accommodation (by number of bedrooms) – Jan 2020

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

In addition, the Council owns 41 communal rooms, which are attached to sheltered schemes and are used for a variety of functions. Many have communal kitchens or laundry facilities for the use of the residents. This cost in providing these facilities is met from service charges paid for by sheltered housing tenants and a small element of fees charged for external use.

A detailed breakdown of the Council's stock profile (a Housing Stock Analysis) is provided at Appendix 2.

Type of Stock

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

| Non Traditional Council Stock | |
|-------------------------------|--------|
| Property Type | Number |
| Bungalow Aluminium | 30 |
| End Terrace Unity House | 2 |
| End Terrace Wimpey | 15 |
| Flat First Floor Unity | 3 |
| Flat Ground Floor Unity | 8 |
| Mid Terrace Unity House | 6 |
| Mid Terrace Wimpey | 18 |
| Semi Detached Addison | 10 |
| Semi Detached Airey | 26 |
| Semi Detached Swedish | 13 |
| Semi Detached Unity | 30 |
| Semi Detached Wimpey | 123 |

| | |
|---------------------------|-----|
| Terraced Industrial House | 2 |
| | 286 |

Stock condition

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

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

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

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

The average energy efficiency of the housing stock currently provides a SAP rating of 77.04 (using the 0 -120 scale). However, there is a considerable disparity between the best performing stock with ratings above 75 (11.8% of the overall stock, 619 homes) and the worst performing stock which fails to achieve a SAP of 45 (estimated at 12.4%, 650 homes)

This information is more clearly understood with reference to EPC bandings of the existing stock.

| EPC Band | No. Properties |
|----------|----------------|
| A | 961 |
| B | 969 |
| C | 2,284 |
| D | 958 |
| E | 64 |
| F | 9 |
| G | 1 |

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

There are several issues that need to be addressed during the life of this plan, these include

- 1 – To conduct a 100% stock condition survey to improve the quality of data used for investment planning
- 2 – Tender the Repairs Service from 2022
- 3 – To work with tenants to agree the South Cambs standards for properties and a number of other service measures.

The Council intends to review the robustness of its stock condition data, the element lifecycles and costs used as the data provides key information as to the basis for future stock investment expenditure and associated timescales.

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

30 Years Investment Needs – Current Stock.. Broken Down by Element

| ELEMENT | COST £1000 |
|-------------------------|--------------------|
| Bathrooms | 20,605 |
| Chimneys | 1,032 |
| Communal Areas | 3 |
| Doors | 5,509 |
| Electrical | 12,044 |
| Externals Works | 15,543 |
| Garage Blocks | 646 |
| Heating & Water | 51,665 |
| Kitchens | 31,788 |
| Miscellaneous | 1,716 |
| NHER | 959 |
| Outbuildings/Extensions | 4,783 |
| Roofs | 23,756 |
| Safety & Security | 806 |
| Walls | 6,230 |
| Windows | 17,263 |
| Unrepresented Costs | 129 |
| TOTAL | 210,478,000 |

Figure 3.2 Breakdown of 30 Year Expenditure by Building Element

The Approach to Relets

The HAMS is complemented by the Council's approach to reletting properties. The aim is to provide properties to incoming tenants, which meet a good standard, meet their needs and which offer excellent value for money. Moving forward we will be striving to use our improved approach to asset management to explore improvements to the voids management service and to achieve continuous improvement through efficient management of voids at all levels.

Demographic Profile

The number of households in England is projected to increase by 235,486 households a year by 2040. In Cambridgeshire alone there will be an estimated increase of approximately 2,000 households per year by 2040. It is also anticipated there will be a sharp increase in the ageing population. By 2040 a quarter of all households will be headed by those aged 65 years or over.¹

By 2040 people over 65 will outnumber those who are aged 19 and under by an estimated 28,600 in Cambridgeshire.²

Typically, as the local population increases, so does the number of people in housing need and on the waiting lists for social housing.

| South Cambridgeshire District Population Projections for 2040 ³ | | | |
|--|--------|---------|-------------|
| Age Range | Males | Females | All Persons |
| All ages | 82,751 | 81,929 | 164,680 |
| 0-14 | 13,859 | 13,327 | 27,186 |
| 15-29 | 12,393 | 11,425 | 23,819 |
| 30-49 | 19,677 | 19,180 | 38,857 |
| 50-64 | 16,551 | 16,040 | 32,590 |
| 65-84 | 16,955 | 17,355 | 34,311 |
| 85+ | 3,316 | 4,602 | 7,917 |

Figure 3.3 South Cambridgeshire District 2018-based population projections

In 2011, the largest ethnic group in South Cambridgeshire was White British, which constitutes 87.3% of the population, with the second largest ethnic group being Asian/Asian British at 3.7%. A further 1.7% of residents identified as mixed/multiple ethnic groups and 0.9% Black/Black British (*Census 2011*).

Analysis of Census data gives an age profile of ethnic minority groups living in the District. The percentage of ethnic minority groups of working age (aged between 25 to 65) is comparable to those identifying as White at 60.5% and 59% respectively. However, there is a marked difference between the age profiles of those aged under 19, with 36.5% for ethnic minority groups and 23.5% for those identifying as White. In terms of an ageing

¹ Source: Office of National Statistics – 2018 based subnational population projections

² Source: Office of National Statistics – 2018 based subnational population projections

³ Source: Office of National Statistics – 2018 based subnational population projections

population, this is more prevalent for those identifying as White at 12.6% for those aged between 65-79 and 5% for those aged over 80. For ethnic minority groups those aged 65-79 make up 2.5% of the ethnic minority population and only 0.5% of those aged 80 and over.

485 people identified themselves as a Gypsy or Irish Traveller. 51.8% of those identified were of working age, with 42.5% aged between 0-10 years and 5.8% aged over 65. Only 4 people identified themselves as being over the age of 80 in this group.

72% of households which defined themselves as White were owner occupiers, with almost a half owning their home outright. For all other ethnic minority groups, 59% were owner occupiers, with just under a quarter who owned their home outright. The most marked difference in tenure by ethnicity is those living in the private rented sector, with 12.5% of those identifying as White living in this sector and 30.1% of those from ethnic minority groups. In terms of those renting from either the Council or a housing association, 14.4% of those identifying themselves as White lived in this tenure, while 10.8% of the ethnic minority groups lived in social housing.

[Source: Census 2011, Tables DC4201EW and DC2101EW]

General Needs: Demand

Whilst the Council's housing stock has decreased over the last 30 years, there is a sustained level of demand. As at June 2020 there were 1,412 applicants on the housing register. This was made up of 552 (39%) transfer requests from current council and housing association tenants and 860 (61%) new applications. This represents a recent reduction but this is attributed to a full review of the housing register where all applicants had to re-register onto the new system during January – March 2019.

The majority of applicants (1123, equating to 80%) are waiting for general needs accommodation, with the highest need for one and two bedroom properties. Those aged over 60 are eligible for sheltered/older people's accommodation, equating to 20% of those on the housing register.

Most of the applicants joining the housing register are in some form of housing need and meet eligibility criteria. Each applicant goes through a robust process to identify the scope of their need and is banded accordingly. The number of applicants in each of the bands as at June 2020 is provided at Figure 3.4. The Council has an obligation to manage all housing needs, so as well as general needs of applicants it must ensure the needs of more vulnerable and homeless families/individuals are considered. This includes adaptations to houses for disabled people or those with a physical impairment; together with supported accommodation for those that have mental health or learning difficulties. This is achieved by working in partnership with Cambridgeshire County Council Care Teams, the Multi-agency Public Protection Arrangements Group (MAPPA), the rough sleeping outreach service and floating support service P3 and with other support services including the voluntary sector.

| South Cambridgeshire District – Housing Applications | |
|---|-----------------------------|
| Band | Number of Applicants |
| A | 114 |
| B | 362 |

| | |
|--------------|-------------|
| C | 431 |
| D | 449 |
| D* | 56 |
| TOTAL | 1412 |

Figure 3.4 South Cambridgeshire District – Housing Applications

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

Given the significant affordability challenges in the District, the housing register remains high, with over 1,412 applicants looking for a social rented home. The highest demand for properties on the register is for one and two bedroom properties, with over 51% requiring one bedroom and 31% requiring a two bedroom. There is a significant imbalance between the current housing stock and demand for properties, especially for general needs accommodation with only 10% making up one bedroom properties, and 21% of our overall stock being sheltered accommodation.

| South Cambridgeshire District Council – Stock Numbers compared to Need | | | | | | | | |
|--|---------------|--------------|-------------|--------------|---------------------|--------------|------------|--------------|
| Property | Stock Numbers | | | | Waiting List Demand | | | |
| | General Needs | | Sheltered | | Aged under 60 | | Aged 60+ | |
| Bedsit | 13 | (0%) | 7 | (0%) | | | | |
| 1 bed | 536 | (10%) | 489 | (9%) | 460 | (33%) | 258 | (18%) |
| 2 bed | 1711 | (33%) | 592 | (11%) | 408 | (29%) | 24 | (2%) |
| 3 bed | 1828 | (35%) | 2 | (0%) | 178 | (13%) | 5 | (0%) |
| 4+ bed | 70 | (1) | 0 | (0%) | 77 | (5%) | 2 | (0%) |
| Total | 4158 | (79%) | 1090 | (21%) | 1123 | (80%) | 289 | (20%) |

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

The Council has started to address the imbalance of demand and supply for smaller homes through its own new build programme and specifying on all new developments the need for more one and two bedroom affordable homes. Moving forwards, the Council will also explore the opportunity to redesignate/redevelop some older persons accommodation for general needs accommodation.

The decrease in the number of council owned family houses in popular areas means it is difficult to match housing demand with available stock. The problem is exacerbated by the difficulties in freeing up under-occupied family housing due to the reluctance of older

people to downsize. The Council's allocation policy aims to address this by giving priority to council tenants who wish to downsize

Based on the latest figures published in the Strategic Housing Market Assessment (SHMA), it identifies the need for an additional 5,573 affordable homes to be built between 2011 and 2031. This equates to around 279 new affordable homes each year. The housing trajectory published in April 2020 identifies that between 2011 and 2019, averaged out across the eight years, around 185 affordable homes have been completed per year, which is an undersupply of around 94 homes per year. It is likely that the findings following an updated study of the housing needs for specific groups (previously known as the SHMA) are likely to see an increase in the numbers required per year. The results of these findings are due to be published in Autumn 2020 as part of the evidence base for the next Local Plan.

The Council has embarked on a new build programme to deliver 70 homes per year, with an aspiration to deliver up to 100 a year if feasible. Since 2018 a total of 209 new council homes have started on site, with a further 81 homes at Northstowe due to start on site in 2020-21. These are a mixture of affordable rent and shared ownership homes.

4. Involving Customers and Delivering their Priorities

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

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

Tenant Priorities

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

Tenant Satisfaction

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

Involvement Mechanisms

Over recent years the Council has significantly increased the opportunities for tenants to become involved in the management of their homes. We recognise that tenants may wish to be involved in a variety of ways and at different levels. Therefore, the Council has ensured that procedures have been developed to enable tenants to have the opportunity to be involved in a way which suits them.

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

Future Vision

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

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

Looking in more detail, the Council will seek to:

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

5. Strategic Priorities for Asset Management

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

Accompanying the priorities is an action plan, which clearly sets out what the Council wants to achieve, and by when. It is anticipated that the actions will be monitored, reviewed, and revised during the life of this strategy as works are completed and new actions are established.

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

Specific Aims

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

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

The Council ensures that we not only comply with the statutory duties around health and safety, but be more proactive in tackling issues, and to clearly demonstrate to customers and the regulator for Social Housing the compliance is based centrally in everything we do,

This governments increased focus on safety can be traced to the tragedy of Grenfell Tower and has been reinforced with measures in the White Paper. As a consequence, the issue of compliance has been given increased prominence in this Asset Management Strategy, however, that is not to say that these activities are new, the Council has a good track record in ensuring compliance.

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

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

1. Housing Health and Safety Rating Defects
2. Asbestos
3. Legionella/Water Hygiene
4. Gas Installations
5. Electrical testing and renewal
6. Smoke Alarms and Carbon Monoxide Detectors
7. Fire Risk Assessments
8. Estate Risk Assessment Inspections
9. Fire Doors
10. Aids and Adaptations

1. Housing Health and Safety Rating System (HHSRS)

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

Within the council HHSRS failures are classified as priority works and will be addressed at the earliest opportunity. All Council Officers involved in surveying properties will be trained to identify potential HHSRS failures with key surveying staff receiving full training in HHSRS assessments.

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

- a) train staff and to identify failures during their normal day-to-day activities.

- b) ensure that contractors offer similar training to their own staff
- c) record any failures on the asset management IT system
- d) carry out these works as a high priority by including in planned works; and
- e) continually review the programme of HHSRS work undertaken to ensure the Council maintains compliance with the Decent Homes Standard.

2 Asbestos

The Council has an Asbestos Management Policy for all council homes, which sets out how the Council identifies and manages asbestos. The Council conducts surveys and sampling and manage asbestos containing materials in accordance with the Council's Asbestos Policy and Management Plan and the Control of Asbestos Regulations 2012.

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

3 Legionella/Water Hygiene

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

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

4. Gas safety

We have a Policy that ensures the safety of Tenants in homes that contain a gas supply and connected appliances whereby all reasonably practicable steps to gain access to tenanted properties have been undertaken. This is with the aim of satisfying the legal duties of the current Gas Safety (Installation and Use) Regulations. Landlords have a duty, to maintain all appliances they own, and undertake a safety check and produce a safety record. It is a legal requirement to complete these checks and issue a landlords certificate annually. NOTE: - safety checks do not include tenants' own appliances.

Gas safety inspection and service of Council owned appliances is undertaken by a contractor on the Councils behalf. This does not absolve the Council from responsibility.

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

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

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

Note that there is dispensation in the Gas Safety (Installation & Use) Regulations 1998 that a person shall not be guilty of an offence in any case in which he can show that he took all reasonable steps to prevent that contravention. This procedure sets out records that must be kept to be used in evidence to prove the Council took all reasonable steps to gain access.

5 Electrical Installations

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

6 Smoke and Carbon Monoxide Detectors

Although there is no statutory requirement in existing dwellings to provide either smoke or Carbon Monoxide Detectors it is considered good practice to do so. The Council provides smoke detectors to all properties. In addition, Carbon Monoxide Detectors are provided to all properties with gas heating. XXX % of the Council's housing stock has hard wired smoke alarms (the rest are battery). The Council has allowed for the full replacement of both CO and smoke detectors on a rolling programme of XXX years for smoke and XXX years for Carbon Monoxide Detectors.

7 Fire Risk Assessments

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

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

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

8 Inspections of Estate and Common Part Risk Assessment

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

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

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

9. Fire Doors

After the Grenfell tower disaster SCDC removed all fire doors which were deemed to be high risk and replaced them.

The Council have been pro-active in replacing existing fire doors. We are now replacing all fire doors (approximately 300) over the next 12 months. We are installing composite FD30 doors (ie doors will withstand over 30 minutes of exposure to fire and smoke)

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

10. Aids and Adaptations

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

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

Reporting

There is an increased focus on compliance within the Social Housing 'industry' with this there is a need to provide reassurance to both members and customers. It is proposed to develop a new suite of indicators to measure compliance, within the first 6 months of this plan. These will be reported and a quarterly basis.

PRIORITY B To have in place well designed repair and maintenance systems which ensure the stock is well maintained and kept in a good state of repair

The Council recognises that the efficient and effective repair and maintenance of the housing properties is an essential requirement of the Housing AMS and that there will always be a need for routine, planned and cyclical maintenance to be carried out. In 2020/21 we anticipate spending £xxxmillion during the year on responsive repairs and a further £xxx million on cyclical/planned works giving a total of £xxxx million on our existing stock. As these figure were effected by the Covid Pandemic the table below shows expenditure over previous years.

(INSERT TABLE)

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

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

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

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

Thus, our repair and maintenance services are grouped into three main categories. These are responsive maintenance, void works and cyclical/planned maintenance.

Responsive Maintenance

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

The Council has made significant investment in ICT and has a good relationship with its repairs contractors who carry out the majority of its responsive repairs. The service is flexible, efficient and highly regarded by customers.

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

As part of the more proactive approach to asset management that we will be taking through the new Housing AMS our aim is to reduce the proportion of expenditure spent on responsive repairs to no more than 50% of the total repairs and maintenance annual spend.

Relet Works

Relets works refers to the work that is needed to an empty property that is needed to relet the property. This generally occurs when a property is being re-let through termination of the previous tenancy. Relet works include statutory testing of gas and electrical systems, as well as the works required to make the property fit for incoming residents.

Work to relet properties is carried out in accordance with the standard set by the Council. It is proposed to develop a South Cambs relet standard within 6 months of the implementation of this strategy. The Relet Standard should provide a new tenant with a fit for purpose “decent home” to start their tenancy.

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

Cyclical maintenance

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

Gas servicing is carried out annually. The Council has a statutory duty to inspect every gas appliance within every one of its housing properties every year, therefore it is a requirement under the tenancy agreement for all tenants to provide access to the property for the gas inspection to be completed. Occasionally the Council has to take legal action to enter tenants' homes where access has previously been refused.

The Council achieved a completion rate of 100% for gas servicing within the recent years, therefore to ensure that this excellent record is maintained, further work is planned to ensure that the service continues to operate within best practice and deliver value for money to tenants.

Carbon monoxide detectors are provided in all homes and annual detector testing is carried out.

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

Challenges

The current repairs contract will reach the end of its life during 2022 and the service will be put out to competitive tenders. The process to retender the repairs service is covered in Appendix 1 to this report.

PRIORITY c To have a long-term strategy and programme in place to improve the thermal efficiency of the housing stock, with the aim of being carbon neutral by 2050

The Council has an ambition of being the leading green district within the country and providing excellent quality homes to our tenants. This is reflected in two of the four corporate priorities

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

Savills Report

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

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

The reliance on electricity does however have its own challenges:

1. The electricity grid has insufficient current capacity to take over from gas for all domestic heating and therefore the switch from gas for domestic heating will need to be phased.
2. Electricity is currently more expensive than gas and therefore switching fuels without reducing the amount of fuel required will result in much higher fuel bills for residents and probably resulting in increased fuel poverty.

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

The report suggests that the council approach carbon reduction whilst ensuring overall costs to tenants as the three-stage project

1. The first stage is reducing energy demand in dwellings which involves improving the level of insulation, including external walls (even those with insulated cavities of a certain age) and ground floors. The latter will present significant challenges and probably need to be done when the dwelling is vacant, particularly in the case of solid floors which will probably need to be hacked up and replaced (although there are new thin insulation products coming to market that may be suitable although not yet affordable)

2. The second stage is to install alternative heating systems, right sized to suit the reduced heating requirement, and we have adopted heat pumps as the most likely technology to meet this. The options are either air source or ground source heat pumps, both will require individual building appraisals to determine technical suitability.

Savills calculations show that these measures will reduce the total CO2 emissions from the housing stock from approx. 11,500 tons CO2 per year to 2,274 tons per year with average carbon emissions per dwelling reducing from 2.1 tons CO2/kg per year to 0.4 ton per year.

This residual CO2 emission is due to the fact that the grid has not been de-carbonised in the assessment modelling and the speed that this will happen is obviously uncertain today. 1.9 Similarly, energy consumed by a typical household reduces from an average of over 11,000 kWh/year to just over 3,100 kWh/year. However, as this energy is now all electricity, which has a higher tariff than gas, energy bills per tenant only reduce by an average of 33% from £690 to £465 per year. In some specific circumstances (an existing well insulated property using gas), there is a possibility that fuel costs could marginally increase if the reduction in energy demand does not offset the higher cost of electricity (based on current fuel costs).

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

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

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

These costings conceal the fact that some dwellings actually require investment of over £39,000 whilst others 'only' need £18,000. All costs exclude VAT and fees.

Savills suggest that SCDC should model the wider asset management impact which will inevitably be significant, especially in respect of the NPV of the housing stock. The general implications are that the longer term sustainability of a much wider range of stock may be questionable and ought to be subject to further option appraisals. This proposal is addressed within priority **XXXX of the HAMS**

The report recognises that the Council have undertaken a lot of small scale energy efficiency projects in recent years including the use of various types of heat pump, the installation of solar PV and provision of external wall insulation. And that the Council is well placed to embark on a programme of zero carbon measures.

Savills recommend a strategic approach is adopted that takes advantage of the 30 year timescales and allows informed decision taking.

It is therefore proposed that during this period the Council focus on

- a. Modelling the stock NPVs to determine financial performance in light of the zero carbon standard and confirm the long term future to support the levels of investment required. It must be borne in mind that this represents a significant investment in stock that will be expected to have a life of probably in excess of 50+ years.
- b. Review difficult to treat properties – solid ground floors, historic buildings, complex tenure mixes etc and agree a suitable strategy and work scope. A proportion of the stock will not be physically suitable to install heat pumps or external wall insulation and these need to be identified.
- c. For stock with a long-term sustainable future, develop a new holistic and sustainable investment plan that reflects both normal decent homes type work as well as zero carbon work. As option appraisals are completed, this stock should be added to the investment plan.
- d. Review all work components in relation to life cycle replacements.
- e. Undertake detailed surveys across the stock to identify technical suitability for zero carbon measures. (it is recommended that these surveys form part of the stock condition survey rather than an additional piece of work)
- f. Explore and trial technical solutions across building archetypes to ensure suitability and affordability. This could involve localised scheme upgrades designed to inform the wider strategy. This work commenced in 2020 with the work with the Net Zero Club.
- g. Review affordability.
- h. Embark on the implementation of improvement measures to selected sustainable pilot properties/blocks/estates that reflect the wider agreed strategy and build up a level of expertise internally as well as a supply chain. SCDC may also wish to explore some proprietary solutions currently available for wall insulation. Obtain resident feedback.
- i. Consult with tenants and leaseholders.
- j. Consider affordability, leaseholder implications and funding opportunities as funding becomes available. Agree and confirm long term funding that permits the whole stock to be upgraded.

- k. Develop a long term implementation and procurement strategy that reflects the investment plan and budget availability.
- l. Develop a 25 year plan from year 5+.
- m. Procure additional in-house expertise and external consultancy support as needed together with suppliers and delivery contractors.
- n. Gear up to commence delivery programme from year 6 @ circa 250 dwellings per year until 2045.
- o. Monitor the extent of grid decarbonisation and develop a strategy to offset the residual emissions if required.

NetZero Collective:

South Cambridge District Council joined NetZero Collective in 2019. The Collective, an organisation made up of a number of organisations including the Dept Climate Change, Buildings and Energy, Southampton University and a number of Social Landlords with over 250,000 properties owned or under management.

NetZero Collective has 2 key aims:

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

The methodology for the first aim has been developed by Southampton University and NquiringMinds a specialist AI company affiliated to Southampton University:

Each Social Housing Provider is contributing properties; 4-20 each providing a total population of 120-180 properties in the first year, including communal accommodation. The aim is to have a research portfolio of 400 properties within 2 years that provide detailed data sets on the efficacy of current technologies for carbon reduction.

Each property will be surveyed, and along with metering and monitoring equipment to gather data on energy consumption, conditions in the property and operating costs. The survey and property data is modelled by Southampton University to determine; what improvements need to be made to the building fabric (in line with PAS 2035) and what combination of low energy heat and hot water – and energy generation will be required to deliver a netzero solution for the property. This is whilst ensuring comfort for the resident.

Southampton University and NquiringMinds will be involved in the monitoring and evaluation of the carbon performance of the properties as well as capturing the 'impact' on the residents, their behaviour and perception of the technology and the impact on quality of life.

The intention is to continue monitoring and reporting for 5 years providing a wide range of data for evaluation which would be carried out by Southampton University. It is intended that for longer term insight that the monitoring continue for as long as the asset owner is happy for it to continue.

How the Process Works:

1. Agreement with the resident that their home will be involved in the project
2. The property is surveyed in detail to determine / confirm current SAP rating, identify fabric improvements, at the same visit:
 - a. Basic behavioural residential data is collected to assist with understanding of the 'operation' of the home
 - b. Energy consumption monitors are installed and temperature and humidity loggers are placed in kitchen and lounge
 - c. Energy usage for past periods are recorded
3. The data gathered is modelled to determine the interventions; fabric and renewable combination to provide optimum predicted carbon reduction.
4. The modelled solution for the property is costed and reviewed with the property owner
5. The interventions are carried out with the installation process observed*
6. The resident is shown how the renewables work and provided with 24/7/365 contact for support
7. Ongoing monitoring: property data and renewables performance data is gathered remotely; temperature and humidity data and resident feedback are gathered bi-annually.
8. The results are used to create a data led model for determining (and costing) the optimum interventions within a property to deliver netzero (or as close as is possible). The model will be capable of large-scale portfolio modelling as well as producing a property by property specification of interventions required.

*to capture opportunities for improving either installation methods or the physical properties of the equipment

The Council has contributed 5 properties into this first phase. These properties were empty at the time and survey have been completed. Work should be completed by the end of the 20/21 financial year and the properties let shortly afterwards. Incoming tenants will be made aware of the works and out requirement to monitor energy usage prior to accepting the tenancy.

The second aim of the Collective is to determine how to deliver lasting economic benefit in local areas – through decarbonisation

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

The proposal being developed will be for a NetZero Collective Centre of Excellence for Decarbonisation will be a new entity, developed and majority owned by the Council – with local people employed either directly through the Centre or through local SME's. This model would allow profits from decarbonisation activity on private homes to be invested in decarbonising socially owned properties. The Council owned properties providing the initial revenues to establish (initially at small scale) teams trained to undertake whole property decarbonisation.

The Centre for Excellence for Decarbonisation would create its own economic hinterland* to support decarbonisation including supply chain, secondary support organisations and building on Cambridge's technical and science base – the focus for further carbon reduction innovation.

(*as seen at the Nissan car factory in Sunderland with over 30 years' worth of economic growth as a result of inward development.)

The first steps in creating the Centre of Excellence for Decarbonisation is to create a vision and 5-year strategy which will provide clarity, agreement and direction for the detailed mobilisation plan.

Net Zero New Homes

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

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

PRIORITY D To ensure the housing stock is brought up to and maintained at a locally determined Standard, remaining attractive and meeting modern requirements and tenant expectations.

The Council is committed to ensuring that the stock it owns and manages not only continues to meet the national Decent Homes Standard (as defined by the government) but that it is brought up to and maintained at a higher, locally determined, South Cambs Standard. This is because the Council recognises that Decent Homes is a 'minimum standard' and acknowledges the House of Commons Select Committee recommendation (2004) that social landlords should aspire and plan for 'decency plus'; in other words, adopt a better standard that also takes into account the views and aspirations of residents.

Some tenants have opted out of having Decent Homes works carried out in their home. In these cases, the Council insists on an electrical safety test and continued annual gas safety testing to ensure the property remains safe. Most people who refused work are older people who did not want disturbance. These properties are monitored for changes in circumstance or tenancy turnover to enable the undertaking of the works when void.

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

It is recognised that the data that the Council own about the housing stock is incomplete. Some of the data is out of data, and much is based on inaccurate knowledge of the individual 'elements' within each property. Much of the data is 'cloned' from known 'beacon properties'. The information the council currently has is not fit to be used for detailed investment decisions.

In asset management terms each property is made up of a range of elements, for example roof construction or kitchen units. Each of these elements has several detailed factors, some such as the construction type, its age, its size, its current expected remaining life. The level on detail allows detail to allow detailed plans to be made, and these can be costed. However, this relies on accurate information being available for each element for each property. Some of the data used by the council is cloned (ie assumed to be the same as a similar property). This is inaccurate and means that additional surveys need to be carried out before work can be ordered, and that detailed planning is impossible.

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

The South Cambs Standard

During 2021 the Council will work with tenants to develop a new south Cambs Standard to ensure the Council's stock not only continues to meet statutory and/or regulatory minimum standards but offers a quality of accommodation which meets current and future residents' needs and aspirations.

In developing this standard, we will consider

- The desire to have a locally determined, enhanced standard over the required minimum
- The need to meet the climate change agenda and to help reduce levels of fuel poverty
- The need to ensure long term neighbourhood sustainability
- Tenant/customer needs/demands/requirements

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

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

PRIORITY E Replace obsolete or uneconomic stock with new properties, which are better designed to meet future needs and create a better-balanced portfolio.

The Council seeks to deliver high quality, well designed, and suitable affordable homes in vibrant communities where people want to live.

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

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

The Housing AMS provides a methodology to review the future of some of the Council's homes, identifying the obsolete or uneconomic stock through a stock appraisal process and which incorporates:

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

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

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

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

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

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

Furthermore, in determining the nature and type of re-provision the Council will work with strategic partners to identify and respond to changing demand within the District, seeking to better understand and anticipate shifting patterns in the housing market. However, this assessment is likely to confirm a particular requirement for more smaller units, partly to counteract the higher level of family homes lost under the right to buy, and partly because of the general pressures for this client group, also for more one bedroom homes for which there is also significant demand.

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

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

- New build properties that are offered by developers because of section 106 agreements.
- Properties which have been previously sold under RTB
- Registered Provided (RP) disposals
- Properties which are in the process of being repossessed by lenders
- Newly built properties from speculative house builders
- Open market sales to meet specific housing needs.

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

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

In delivering this element of the Housing AMS, the Council will be mindful of the need to ensure long term sustainability of its estates, the retention of an appropriate tenure mix and the way in which acquisitions help meet deliver the broader objectives of the Council's Housing Strategy.

PRIORITY G To ensure that our housing stock meets the specific needs of clients

The Council recognises that there is likely to be an increasing need for the Council's housing stock to cater particularly for the changing needs of older people (given the ageing population) and for it to meet the specialist needs of people who are otherwise vulnerable or who have support needs. Therefore, the HAMS will be used as one of the key mechanisms to ensure that the stock and its associated attributes respond effectively to these needs, especially given the lack of suitable accommodation in the private sector.

Meeting the Needs of an Ageing Population

Over half the Council's general needs tenants are aged over 60 and it is likely that this proportion will increase over time. Throughout the UK, by the end of 2010 around 13 million people were over the age of 65 and almost 2.5 million were over 80. Meanwhile, in the District there has been an increase in the number of people over the age of 60). Moreover much of the increase has been of people over the age of 80. This trend is set to continue

Fig. 2-1: Older population in South Cambs (projected) 2020 - 2040

| | From | To | Increase | % |
|---------|--------|--------|----------|-----|
| Age 65+ | 31,539 | 42,228 | 10,684 | 34% |
| Age 75+ | 14,900 | 22,960 | 8,060. | 54% |
| Age 85+ | 4,450 | 7,917 | 3,468 | 78% |

Office of National Statistics

The numbers of older people within the District is set to increase including those aged 85+ which is the group most likely to need care and support services to remain in their local communities and out of long term care.

The Council currently has **xxxx** sheltered schemes across the District containing **xxxx** units and accounting for just under **xxxx** of the stock.

| Sheltered Housing Schemes | |
|---------------------------|----------------------|
| Scheme Name | No. Bungalows/ Flats |
| Arrington | 21 |
| Balsham | 24 |
| Barton | 28 |
| Knutsford Bassingbourn | 30 |
| The Limes Bassingbourn | 28 |
| Bourn | 29 |
| Comberton | 27 |
| Coolidge Gdns Cottenham | 36 |
| Franklin Gdns Cottenham | 38 |
| Stevens Close Cottenham | 45 |
| Duxford | 41 |
| Chaplins Fulbourn | 33 |
| St Vigors Fulbourn | 24 |
| Avenells Gamlingay | 27 |

| | |
|-------------------------|-------------|
| Blythe Way Gamlingay | 23 |
| Grays road Gamlingay | 14 |
| Orchard Close Girton | 33 |
| St Vincents Girton | 36 |
| Granchester | 41 |
| Harston | 42 |
| Haslingfield | 20 |
| Greenleas Histon | 26 |
| Kay Hitch Histon | 33 |
| St Audreys Histon | 15 |
| Impington | 44 |
| Linton Chalklands | 35 |
| Linton Flaxfields | 2 |
| Longstanton | 25 |
| John Impey Melbourn | 33 |
| Vicarage Close Melbourn | 20 |
| Meldreth | 22 |
| Orwell Lordship | 21 |
| Orwell Meadowcroft | 24 |
| Over | 33 |
| Papworth | 25 |
| Chapelfield Sawston | 42 |
| Plantation Sawston | 11 |
| Uffen Sawston | 19 |
| Gt Shelford | 48 |
| Stapleford | 31 |
| Swavesey | 25 |
| Waterbeach Chapel Close | 15 |
| Waterbeach Denson Close | 44 |
| Whittlesford | 45 |
| Willingham | 62 |
| Total | 1247 |

However, sheltered housing will not be the preference for all older or vulnerable people. Indeed, the Council's sheltered stock is relatively small but, in stark contrast, we have a relatively large stock of designated older person's accommodation in the form of self-contained bungalows and flats. The Council is firm in its belief that specific older person's housing offers an appropriate, attractive solution for many older and/or vulnerable people and anticipates continued demand so long as the product on offer remains of good quality. Therefore, we will work to ensure that over the medium to long term an appropriate level of designated older/vulnerable person's accommodation is retained and that appropriately investment in this category of stock is made to ensure that it continues to respond effectively to people's varied housing and support needs.

The Council intends to use its Housing AMS as a major mechanism to ensure that our sheltered and older/vulnerable person's housing continues to respond to population demographics and housing need. We intend to do this by reviewing 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.

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

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

Adaptations

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

One of the ways in which we will meet the changing needs of our current and potential customers is through the adaptation of our existing stock through a Disabled Adaptations Policy. We will continue to work with stakeholders to identify the needs of tenants and carry out adaptations to meet these needs where appropriate, enabling people to remain in their current home for longer and therefore improving the quality of life for our customers. In addition, where appropriate, customers will be encouraged and supported to move in instances where more suitable accommodation is available.

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

Other Support needs

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

PRIORITY H To use procurement processes to best effect to ensure value for money in the delivery of all repairs, maintenance and improvement works

Procurement plays a significant role in ensuring that the Council obtains best value for money from its expenditure as well as ensuring that the procurement is conducted in line with the Public Contract Regulations 2015, the legislation regarding procurement for public bodies.

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

The Affordable Housing Service will work closely with the Procurement Officer when examining how best to secure repairs, maintenance and improvement works so as to ensure that it achieves the best value for money.

However, it is recognized that there is no single solution that can be applied in all cases, therefore by flexing the procurement approach to fit the circumstances of the type of works being procured it can be of significant help in delivering the main objectives of the HAMS.

The Council recognises that in delivering its repairs, maintenance and improvement works it is providing a service to its customers and that therefore it is especially the case that 'value for money' is about much more than simply securing the lowest price and involves an assessment of the combination of quality and cost to establish the best outcome for each contract to consider a wide range of other factors, such as:

Service, quality, customer care, project and contract management arrangements, resources with the appropriate skills, modern day slavery considerations, safeguarding, tenant liaison, technological considerations, environmental, sustainability, social value, Health and Safety, Covid-19 related working practices and positive impacts on equality & diversity.

Value for Money can be defined as the relationship between economy, efficiency, and effectiveness

Economy is the price paid for providing a service – for example, the all-in unit cost of materials and labour used to install building components.

Efficiency is a measure of productivity – how much you get out (outputs) in relation to what is put in (inputs). For example, the number of kitchens installed by a trade operative per hour; number of kitchen units fitted per £100 spent.

Effectiveness is a measure of the impact achieved and can be quantitative or qualitative. For example: how long did it take from start to finish to complete the kitchen installation? Are there any remedial works required? (quantitative); satisfaction levels among tenants on the finish of the product (qualitative). Outcomes should be equitable for all tenants, so effectiveness measures should include aspects of equity.

Life Cycle Costs: looks at the costs of providing the service over the life of the contract taking into account whole life costs based on expected volumes.

Value for Money (VFM) Vision

All services and processes undertaken by the Housing Service, will seek to deliver value for money to the tenants and residents.

VFM Aims

By providing value for money in South Cambridgeshire we will ensure that:

- Our services are fit for purpose - that is - of the right quality.
- We deliver our services as efficiently as possible.
- We make the best use of technology to enhance and improve the service delivery.
- We listen to tenants and plan delivery programmes based on what people tell us, but make a special effort to reach people who cannot easily express their views.
- We always balance the best contract price against the quality of the product delivered, to ensure that our tenants receive a high level of service at the best price.
- We will aim to target financial resources to the areas where maximum impact can be achieved and will work with other agencies and partners to deliver the most appropriate solution.
- Modern day slavery and safeguarding checks are undertaken.
- The operational services, project and contract management arrangements, delivered by qualified resources, provide consistent well run services that minimise disruption to our tenants.
- Environmental and sustainability considerations are taken into account and that Carbon is reduced throughout the supply chain over the life of the contract working towards net zero carbon.
- Safe practices and Covid-19 working practices are integrated into our contracts, protecting the workforce and our residents.
- Social value is considered with regards to benefits for the local community during the procurement process including positive impacts on sourcing locally, equality and diversity.
- Wherever possible we will look to evaluate Life Cycle Costs when undertaking procurement.
- We match our strategy and programme to meet the requirements of the Medium Term Financial Strategy.

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

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

PRIORITY I To use the housing asset base to help deliver the wider corporate priorities of the Council

Introduction

To be completed

Doubling Nature:

In 2020 the Council adopted a Doubling Nature strategy this sets out an approach to increasing wildlife-rich habitats and the tree canopy and improving access to green spaces and includes

- giving nature space and help to reverse declines in habitat and species
- providing more areas for people to enjoy nature and benefit their health & wellbeing
- improving the quality of air
- helping to manage water for nature
- creating more resilience to climate change, and
- boosting the economy of the district

The majority of the land owned by the Council is held within the HRA and we recognise that we can make a major contribution toward this strategy.

To do this we will complete a tree survey that covers all the open spaces within the HRA. We will use the data from the survey to inform the development of a HRA open spaces strategy, and work with local residents and communities to develop local schemes to plant trees and other indigenous planting.

(OTHER POLICIES TO BE INSERTED)

6. Other Assets / Activities

As well as providing council Housing the Housing Service also owns, operates or manages a range of other physical assets these include

- **Communal Areas and Community Rooms is Sheltered Housing Scheme – In scope**

(insert description and activity for all in scope assets)

- **Gardens (private or shared) to Council Properties – In Scope**
- **Leaseholder and Shared Equity Properties – Partially In Scope.**
- **Garages (sites and garages) – In Scope**
- **Communal Spaces, Land and Infrastructure (including pathways and street lighting) – In Scope**
- **Traveller Sites – In Scope (but funding is not within the HRA)**
- **Ermine Street Properties – Out of Scope.**

Ermine Street Housing Limited is operated as a separate entity (insert details)

- **Shire Homes Limited – Out of Scope.**

7. **Equality and Diversity**

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

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

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

8. Impact of the Strategy

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

We anticipate that the Housing AMS will have the following positive impact:

For our customers

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

For the Council

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

9. Delivering the strategy

30 Year Investment Programme

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

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

| | |
|------------------------|--|
| Planned Maintenance | works to the external envelope of properties, e.g. roof, walls, windows, doors etc. |
| Improving Homes | internal modernisation programmes to bring homes up to and maintain them at the South Cambs Standard, e.g. kitchen and bathroom replacements, floor coverings, ceilings, redecoration, installation of showers over baths etc. |
| Better Use of Stock | e.g. conversion of bedsits to one bedroom, self-contained accommodation |
| Asbestos Management | removal of asbestos containing material that is either damaged or is likely to be disturbed or damaged. |
| Carbon Reduction | installation and replacement of central heating systems and boilers |
| Insulation/ventilation | improved thermal insulation and ventilation systems |
| Electrical works | rewires and installation of safety alarm systems including voids, as well as maintenance of existing systems |
| Sheltered Housing | upgrades/renewals to installations such as lifts and boilers |
| Disabled Adaptations | adaptations that help allow tenants to continue living in their home |

In total, the Council expects to spend XXXXX over a 30 year period repairing, maintaining and improving its stock.

Performance Management and Measurement

We aim to compare projects to out-turn a better return on Investment. This also enables the Council to track all completed and planned investment works in a co-ordinated approach, irrespective of cost or scale of works. In this way we can ensure that investment is spread across the District on a defensible basis rather than being subject to pressures from other third parties.

Information Technology

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

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

Funding

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

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

Action Plan

In order to deliver the strategy and secure the impacts that are sought a delivery Action Plan has been prepared. The Action Plan pulls together all the various tasks which need

to be undertaken to deliver each of the strategic priorities set out in the Strategy, providing brief details of the work needed, assigning of responsibility and a target date for completion.

10. Responsibility for the Strategy

The Council's Head of Housing has overall responsibility for the ongoing development of this strategy and ensuring the successful completion of the action plan.

11. Review of the strategy

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

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

