

Housing Asset Management Plan



Introduction

Local Authorities across the UK hold large property portfolios (assets made up of buildings and land) which have been acquired, gifted, or inherited over many years.

North West Leicestershire District Council (NWLDC) owns 4,159 council properties which make up the social housing stock. This Asset Management Plan (AMP) will focus on the council owned housing, garages, and other land held under powers relating to the Housing Revenue Account (HRA).

The council has adopted this new Asset Management Plan (AMP) as a short term bridging document which will ensure that the primary focus remains on managing our assets and more importantly our key stakeholder(s), whilst a new Asset Management Strategy (AMS) is developed to cover the medium to longer term (5 years). The benefit of adopting such an approach is that we can ensure that the council still manages risks and budgets in relation to its assets effectively.

The council vision is that: "North West Leicestershire is a place where people and businesses feel they belong and are proud to call home"

The Council Delivery Plan (CDP) identifies five key priorities,

- Supporting Coalville to be a more vibrant family-friendly town
- Our communities are safe, healthy, and connected
- Local people live in high quality, affordable homes
- Support for businesses and helping people into local jobs
- Developing a clean green district

Since the introduction of self-financing, local authorities have been able to set long term plans

for the strategic management of their assets in a way that has not been possible before. We recognise the importance of sound asset management principles and applying these to our approach to investment.

The proposed revision to the Decent Homes Standard in 2022 and increasing energy standards in the new building regulations will have a significant impact on the management of assets and compliance in the future. These will become clearer over the next two years so this plan is a bridging document.

This document is designed to be an interim, evidenced based Asset Management Plan (AMP) to lead our short-term business decisions, whilst the full five-year Asset Management Strategy (AMS) is developed.

It is based on work that has been done, or is being done, to improve our understanding of the performance of our properties, and it seeks to drive forward work programmes to deliver value for money for the council and its tenants.

Scope

This plan sets NWLDC's approach to the management of assets and compliance within its HRA properties.

It includes all our social rented housing assets as well as garages and some housing commercial premises (shops).

These shops are due to be transferred into our General Fund property portfolio in the near future, in response to revised CIPFA guidance on managing these assets.

It is a high-level plan for managing our assets and ensuring compliance against the relevant statutory legislation.

It will show the journey we will be taking during 2022 to 2024 which will contribute to the development of the final AMS, 1 April 2024 to 31s March 2029.

The AMS will be one of three key strategic documents which will shape the work of Housing Services:

HRA Business Plan - Provides the strategic financial and service planning framework for the council's landlord role over the next 30 years. Contains a narrative section and a financial model section.

Housing Strategy - Provides a framework through which we assess local housing needs and seek to meet them through the provision of affordable housing and / or support services for all tenures.

Asset Management Strategy (being developed) - Provides a framework document for the maintenance and improvement of the council's housing stock over the next 30 years (detailed proposals for the next five years). This includes disposal of poorly performing stock and acquisition of new stock to meet future needs.

All three documents will be interlinked and will be updated periodically in response to changes in local and or national policy including housing market conditions.



National context

National priorities for housing are primarily focused on new supply and around safety of existing buildings. 'Fixing Our Broken Housing Market', the 2017 white paper, and the new 'The Charter for Social Housing Residents: Social Housing White Paper' articulate the main areas of national housing policy focus.

The social housing white paper sets out proposals to revise the Decent Homes Standard (DHS) which, along with a forthcoming review of the Housing Health and Safety Rating System (HHSRS), is expected to place a greater focus on external and communal areas.

Decent Homes Standard Review

The Charter for Social Housing Residents: Social Housing White Paper published on 17 November 2020 announced a review of the Decent Homes Standard to understand if it is right for the social housing sector today.

The review is being conducted in two parts.

The first part of the review was completed in Autumn 2021 and this looked at the current criteria for the Decent Homes Standard, following any feedback and any proposed amendments then this will be considered in the second part of the review which is envisaged to be completed by the Summer of 2022.

We anticipate that our main outcome will be a refreshed Decent Homes Standard, incorporating more energy efficiency requirements and factors relating to the external environment around the home.

Safety Bill

Following the tragic Grenfell fire, the focus on data and safety has never been higher. In March 2020 the Fire Safety Bill clarified the responsibilities of landlords to manage and reduce the risk of fire.

The July 2020 draft Building Safety Bill sets out proposals for new building standards and regulations that will apply to new and existing homes. The bill focuses landlords' attention on checking the accuracy of data held on assets and ensuring health and safety risks are properly

managed. It also proposes new requirements for building safety management and for greater involvement of residents

Homes Standard

The Regulator of Social Housing has recently reminded Local Authority Housing Providers that their Home Standard must be met. A number of 'serious detriment' interventions by the regulator, and the Sector Risk Survey published for the benefit of all registered providers, have also underlined the importance of good quality data to enable all social landlords to prove compliance with this standard.

The Homes (Fitness for Human Habitation) Act

The Homes (Fitness for Human Habitation) Act 2018 is designed to ensure that all rented accommodation is fit for human habitation and to strengthen residents' means of redress against landlords.

Equality Act 2010

The Equality Act 2010 has brought together over 100 separate anti-discrimination measures including race, gender, disability, religious belief, sexual orientation, age and equal pay. The act requires us to have regard to reducing socio-economic inequalities when we make strategic decisions.

Climate Change and Decarbonisation (Zero Carbon programme)

The Climate Change Act 2008 (2050 Target Amendment Order 2019) was adopted in June 2019 and makes a statutory obligation of the net-zero emissions target recommended by the Committee on Climate Change.

Grant funded works to improve energy efficiency are now required to meet the quality standard of PAS 2035, meaning additional costs, but a much higher quality outcome from works undertaken.

National context

Future Buildings Standard - Part L & F Building Regulations

The government hosted a public consultation from 18 January 2021 to 13 April 2021 on proposed changes to the Building Regulations which will affect new build properties, and some retrofit works.

This was the second stage of a -two-part consultation. It built on the [Future Homes Standard consultation](#) by setting out energy and ventilation standards for non-domestic buildings, existing homes and includes proposals to mitigate against overheating in residential buildings.

It set out proposals for a Future Buildings Standard, which provides a pathway to highly efficient non-domestic buildings which are zero carbon ready, better for the environment and fit for the future.

The interim outcomes of this consultation and the previous one, will now be implemented through a statutory instrument and new approved documents which will deliver an uplift in energy efficiency standards for new homes and buildings, improved ventilation, and a requirement to mitigate any overheating in residential buildings.

Uplifts to Part L & Part F of the Building Regulations have set new minimum standards for fabric efficiency. There has also been a New Approved Document – O, which covers the overheating mitigation requirements and applies to new residential buildings.

The government has also published Approved Document S, which provides technical guidance regarding the installation of electric car charge points in homes.



Main aims and objectives

The primary aim of the council's approach to the management of its HRA stock is to enable the council to provide high quality energy efficient affordable housing that meets the needs of as many residents as possible over the longer term.

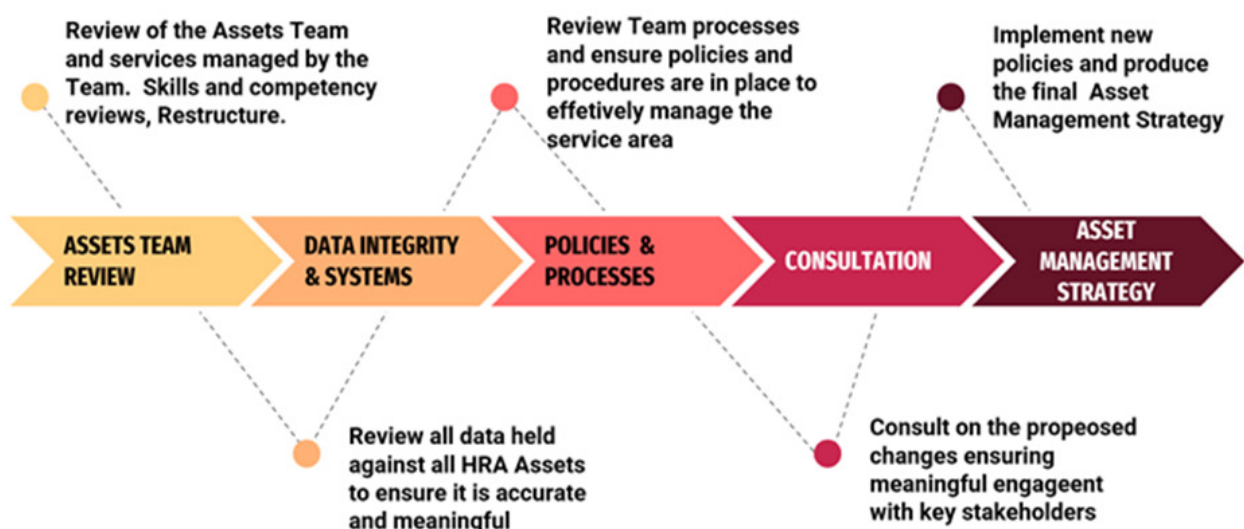
In support of this aim in the interim, whilst the full strategy is being developed, the following key projects / work have been identified

- Continue to maintain and improve tenants' homes to ensure they meet the government's Decent Homes Standard
- Keeping our tenants and staff safe by ensuring we are compliant with all statutory legislation and regulations
- Create successful and sustainable communities aligned to clearly determined plans for regeneration activity and future development in the district
- Tackle fuel poverty and improve energy efficiency and develop plans to ensure that we achieve a minimum of an EPC 'C' rating by 2030
- Continue work to optimise the balance between planned and responsive revenue expenditure, and complete a full VFM assessment of the housing asset management service area during 2022/23 to evidence this

- Continue to deliver value for money and efficiency savings, where possible
- Deliver all improvement works through our in-house repairs team wherever practical, and complete a value for money assessment of their work after completion of the 2022/23 programme, to benchmark costs and quality against external contractors
- Achieve continuous improvement in housing asset management and compliance service area(s) through effective performance management and a complete review of the service area
- To continue to deliver the council's new build and regeneration programmes.

This plan will be a journey to the new Asset Management Strategy and will be broken down into 5 keys stages, as shown in Figure 1. :-

Figure 1



Our properties

Portfolio summary

This plan covers all HRA assets, including residential, garages and commercial. The HRA owns and manages 4,159 tenanted homes, 466 garage and or garage sites along with approximately 70 dwellings occupied by leaseholders (flats sold under the Right To Buy scheme).

Social rented homes make up most of our properties and providing these for letting will remain our core business.

Overall, it is expected that the number of rented homes will reduce because of Right to Buy, which we currently estimate to be approximately 44 per year. We will be looking to replace as many of these homes as we can through our new build and acquisitions programme.

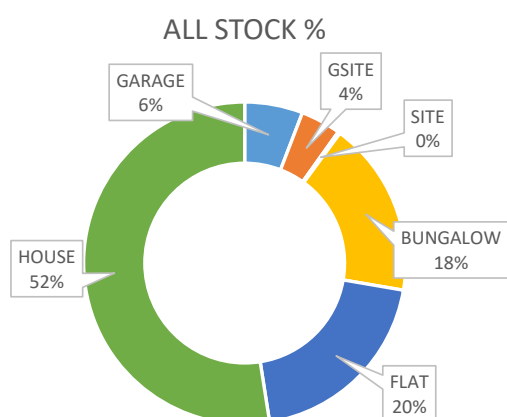
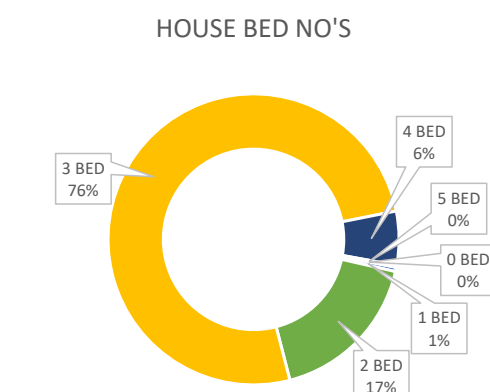
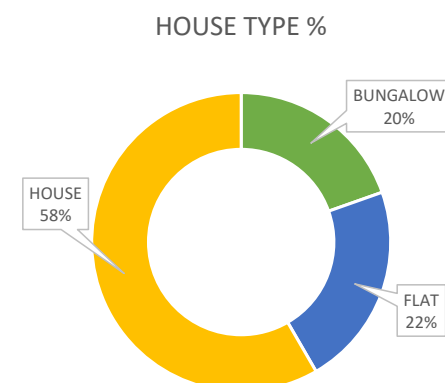
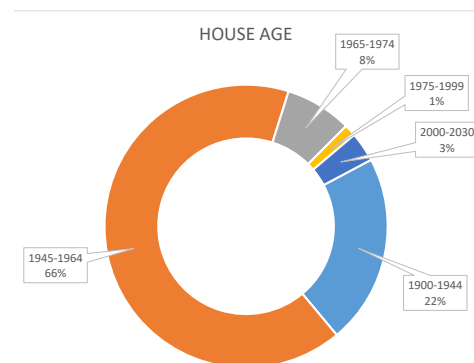
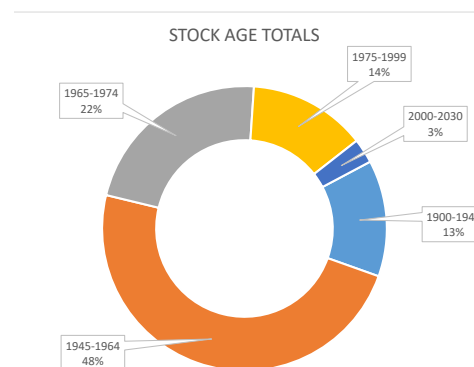


Table 1

Build type - all	Qty
Cavity wall	3019
Tarran-ref	67
Solid brick	324
Spooner-improved	90
System built	180
Wimpey no fines-imp	252
Airey	103
Swedish timber	15
Crosswall	89
Timber frame	20

The council also owns a number of commercial units (mainly community use buildings), with a variety of non-residential community assets which are mixed use and managed within the HRA.

We also own 466 garages/garage sites and other related assets such as laundries within sheltered schemes, scooter stores and community rooms.



Size of homes

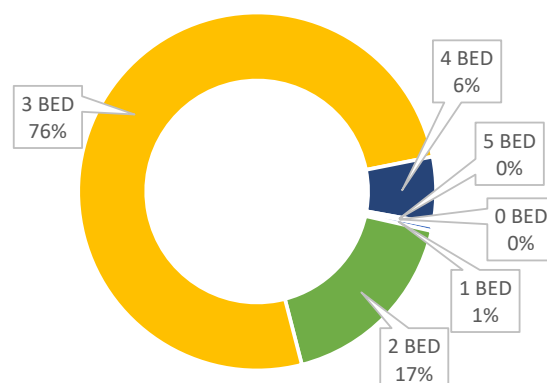
The majority of our rented homes are two and three bedrooms as illustrated in table 2.

This includes 816 properties (known as non-traditional homes) which are expensive to maintain and may require significant investment to deliver the councils net zero carbon targets

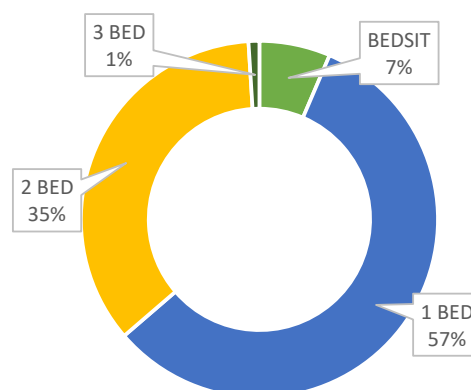
Table 2

Type	Bed	No.	%
Bungalow	Bedsit	4	0.10%
Bungalow	1 Bed	330	7.93%
Bungalow	2 Bed	475	11.42%
Bungalow	3 Bed	6	0.14%
Flat	0 Bed	59	1.42%
Flat	1 Bed	525	12.62%
Flat	2 Bed	324	7.79%
Flat	3 Bed	9	0.22%
House	Bedsit	1	0.02%
House	1 Bed	11	0.26%
House	2 Bed	423	10.17%
House	3 Bed	1842	44.29%
House	4 Bed	145	3.49%
House	5 Bed	5	0.12%
Total		4159	100%

HOUSE BED NO'S



FLAT BED NO'S



BUNGALOW BED NO'S

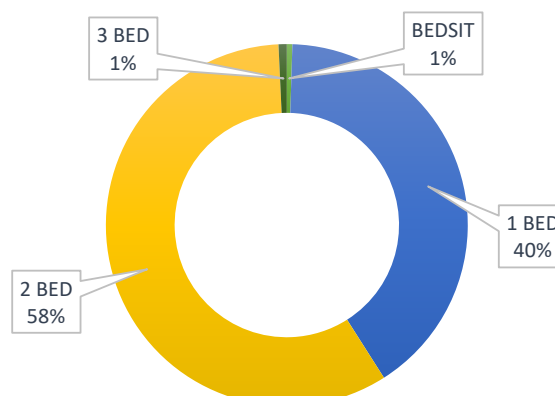
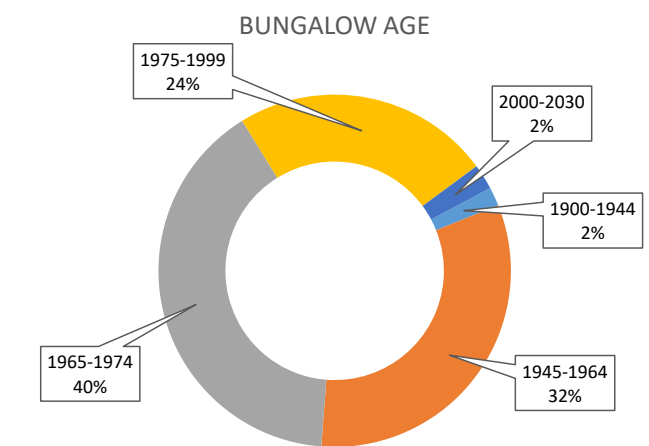
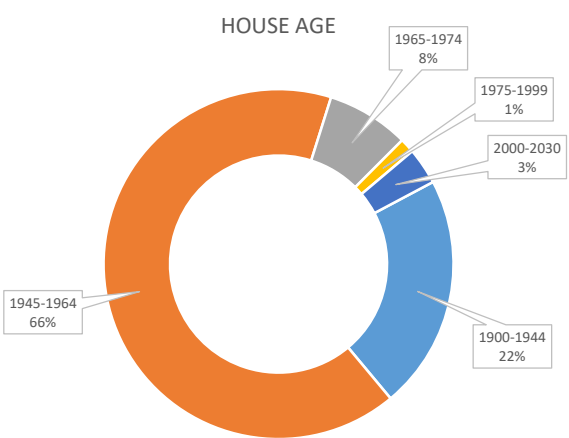
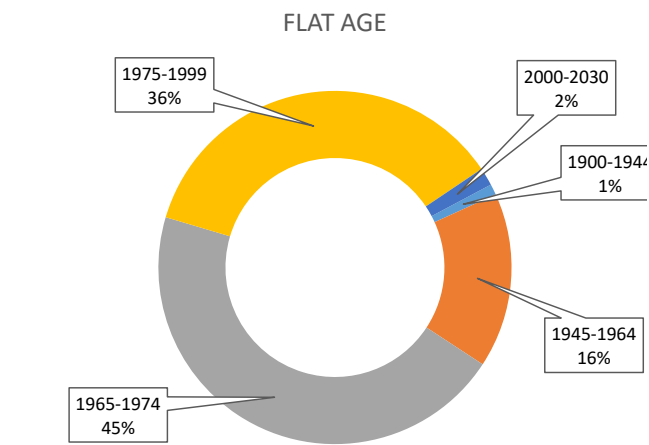


Table 3

Our property types	Date of construction and number of homes					Total
	1900-1944	1945-1964	1965-1974	1975-1999	2000-2030	
House	527	1600	185	33	82	2427
Bungalow	14	263	326	193	19	815
Flat	9	147	416	330	15	917
Totals	550	2010	927	556	116	4159



Sheltered Housing

We have six specialist or age-restricted sheltered schemes with communal access. The majority of these are age restricted to 55 plus. The performance of these schemes is mixed. We want to ensure our housing offered to older people meets changing needs and aspirations. Having already decommissioned several non-viable schemes we plan to invest in upgrading the remaining ones, including improved support technology and communal areas, to complement the works recently undertaken on fire safety and scooter storage. We will, continue to assess all sheltered schemes you to ensure they are viable and this will include looking at possibilities of remodeling existing schemes and potential ne build schemes though our Growth Strategy.



Leasehold properties

The council also manages approximately 70 leasehold properties. The council remains responsible for repairs to shared facilities such as lifts, lighting, shared heating and hot-water systems, the roof and structure of the building, as well as internal and external communal

areas. The cost of these works is recharged to leaseholders under the council's policy. We will review our approach to service charges and recharging for major works, and take action to maximise recovery of costs while improving the resident experience.

Garages

We have approximately 466 garages / sites located across the district. Having determined in the previous asset management strategy that we would be demolishing a majority of our garages due to their poor condition; this programme will continue. We will review our approach to garage management, letting rates and their condition.

A project is underway to determine this and progress has been made to repair / demolish empty garages, increase garage letting rates, assess demand and consider the long term investment needs of garages.

We have an agreed approach to appraise options for garages and sites, which also includes repair and relet, use of the site for new homes as well as using the garages or site for community benefits e.g., car parking.

Table 4

Type	Bed	No.	%
Garage	0	270	58%
GSite	0	186	40%
Site	0	10	2%
Total		466	100%

Furthermore, we are considering how to use these assets to meet other objectives and we are considering how our garage sites will contribute to achieving NWLDC's zero carbon targets. This will include exploring the feasibility of installing electric vehicle charging points within garage sites.

Stock condition data

It is essential that we have a clear view as to the level of investment required to the stock, and the reliability of the information that underpins the council's investment and business plans.

Our new ICT system (QL) will replace our previous limited database (PIMMS) which currently holds the stock condition data for all our homes. This data comes from a variety of sources, including:

Survey data – Our Stock Condition Surveys (SCS) completed on our homes have allowed us to make informed decisions on future expenditure. We currently hold up to date data on approximately 67% of our stock

Completed works – On completion of planned works, relet works, responsive repairs and adaptations, our stock condition data is updated to include date of installation and expected replacement dates based on agreed life cycles.

Statutory Duty Inspections – We will use Statutory Duty Inspection data to inform us of future investment decisions within our blocks and schemes.

Further improvements are needed to improve the integrity of our stock condition data, we will:

- Validate our stock condition surveys externally
- Ensure we capture and hold complex information on mechanical and electrical designs
- Undertake a risk based, sample approach to structural appraisals of our blocks and non-traditional homes.

Energy data

An up-to-date Energy Performance Certificate (EPC) is provided when a property is relet or has major green measures installed. The EPC data as well as the certificate is retrieved to supplement our energy data. We will also be able to calculate carbon emissions and can model scenarios for reducing carbon from the data we will be gathering.



Compliance data

Keeping tenants and staff safe is a key priority for us. To support compliance with health and safety requirements relating to gas safety, fire safety, legionella, electrical testing, lifts, and asbestos we will ensure that we hold accurate and up to date records of the relevant components in our homes, including records of surveys, servicing and maintenance, and risk assessment requirements. We will also be reviewing our approach to the management and storage of this information.

Decent Homes

The Decent Homes Standard has been the minimum standard for social housing since its introduction in 2004 – and targets investment at the replacement of key building elements to ensure the home is warm, weathertight and has reasonably modern facilities.

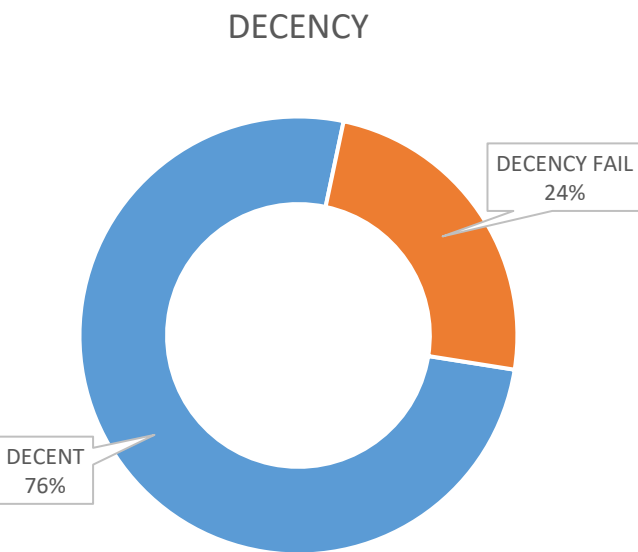
The Housing Health and Safety Rating System is a key element of the standard, and guides investment to addressing hazards.

It was projected that as of 31 March 2022, 76% of our homes met the Decent Homes Standard. This number has reduced over the last two years due to our inability to complete the required improvement programmes due to Covid-19 working restrictions, as tenant’s reluctance to allow access to their homes to have work completed.

We plan to undertake a programme of “catch up” Decent Homes work during 2022/23 with an estimated value of £2.1 million, to address the number of properties that are not currently meeting the Decent Homes standard due to the Covid related delays in completing works.

We will continue to plan works to address non-decent properties each year.

The 24% non-decency chart below shows levels against components



We will be continue to undertake a comprehensive review of the way in which we report non decency, including how our new housing ICT system (QL) can help us to understand non decency triggers and how we plan works in the future.

We will review the emerging changes to Decent Homes following the governments review this summer, and will ensure our systems can monitor own homes’ performance against this standard, as well as appraising options for meeting the standard.

Table 5 shows what we believe to be major components that are required to be replaced due to non-decency, we will be validating this over the next six months.

Table 5

Key components							
Properties	Roofs	EXT door front	EXT door rear	EXT door side	Windows	Wiring	Boiler
1181	201	96	119	23	226	625	138

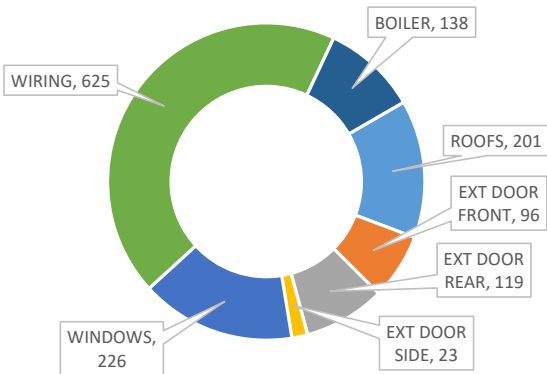
Table 6

Total stock	4159
Decency fail	1181
% fail	28%

Table 7

Total stock	4159
Refusals	175
Decent	3153
Decency fail	1006
% fail	24%

NON DECENT KEY COMPONENTS - 31/03/2022



Statutory Duty and compliance

Ensuring the health and safety of residents, staff and others using the council's buildings is the top priority for the effective management of the council's assets.

It is also important that management of the asset portfolio ensures compliance with legal agreements minimises the council's exposure to risk, as a result of, environmental, social and economic change, and understands and addresses the council's exposure to risk of all kinds including financial, legal and reputational

The primary statutory instruments driving statutory compliance for property assets are:

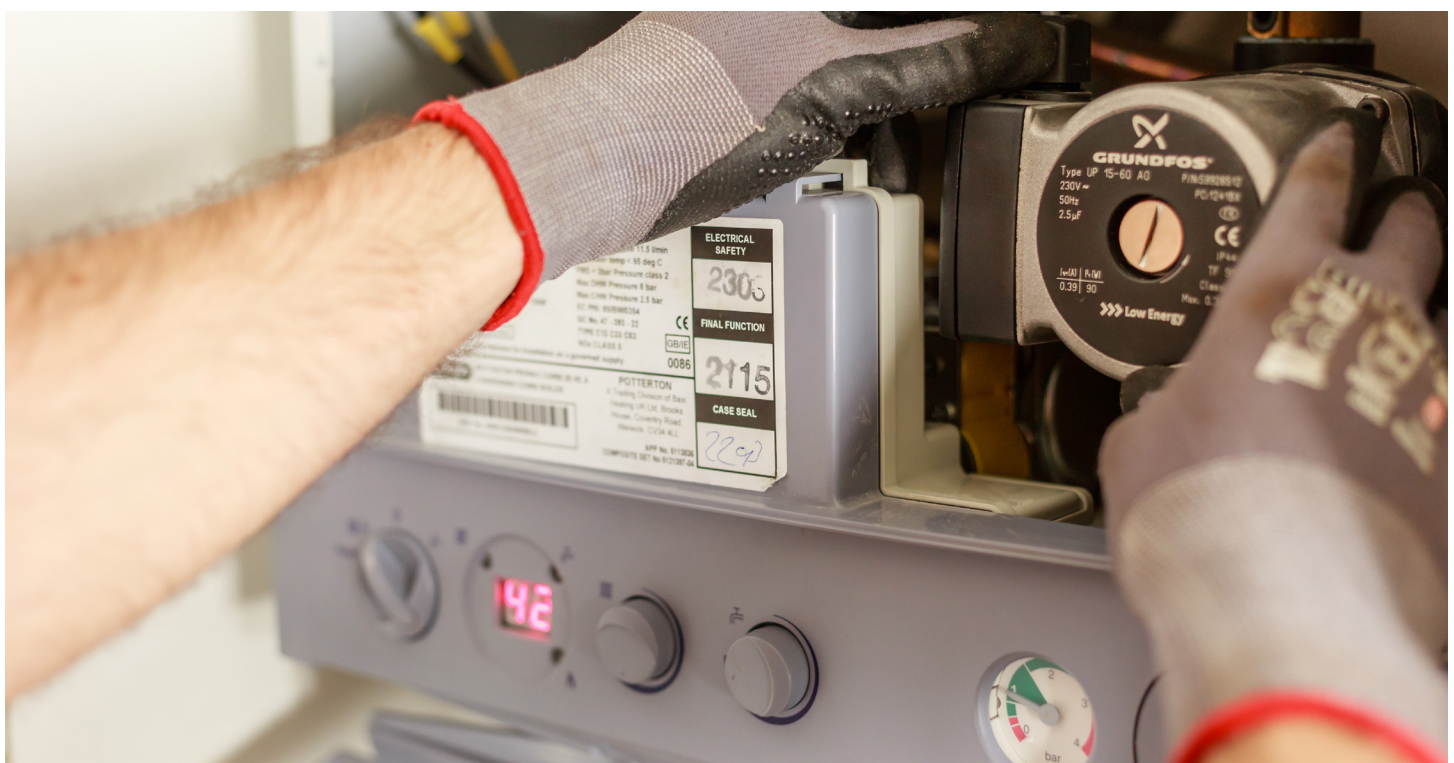
- The Health and Safety at Work etc. Act 1974
- Managing Health and Safety at Work Regulation 1999
- The Regulatory Reform (Fire Safety) Order 2005
- The Building Regulations (as amended)
- The Control of Substances Hazardous to Health COSHH Regulations 2002 and Amendment 2003
- The Construction Design & Management Regulations 2015
- Gas Safety (Installation & Use) Regulations 1998 as amended

- The Control of Asbestos Regulation 2012
- The Electricity at Work Regulations 1989 as amended
- The Health and Safety Executive Approved Code of Practice (ACoP) Guidance on Legionnaires Disease, the Control of Bacteria in Water Systems L8.

Alongside our data we will ensure we have robust policies and procedures that guide us on how we deliver our compliance obligations. We will ensure a robust approach to compliance in all areas.

Our obligations will be satisfied by regular inspections, servicing and maintenance regimes that ensure key elements of the home and communal facilities do not pose undue risk. This will also include third party audits to confirm quality assurance.

To ensure compliance is effectively managed the **Housing Assets Team Manager** will be the **Responsible Person** for managing compliance with the relevant legislation for asbestos, gas, Legionella, fire and electrics to housing assets.



Net Zero and decarbonisation

NWLDC has already begun its journey toward net zero carbon emissions by declaring a climate emergency and adopting a Zero Carbon Roadmap. Most emissions reductions to date in the district are due to the UK's electricity supply becoming cleaner through the replacement of coal fired electricity generation with wind turbines and solar panels, though the district has made good progress in deploying solar technology. Much more needs to be done to address emissions from domestic dwellings, and we must play our part fully.

Local plan

The North West Leicestershire Adopted Local Plan highlights that the CO2 emissions per person in the district are substantially higher than the National average. Objective 8 of the Local Plan is to 'Prepare for, limit and adapt to climate change'.

There are also references throughout the Local Plan to issues that are related to carbon emissions, although not always specifically referred to in those terms. For example, the development of transport infrastructure is a key issue for the District, for economic growth, for air quality and also for mitigation of carbon emissions.

Climate local commitment

NWLDC signed the Climate Local Commitment on 19 December 2014. In signing the commitment, the council committed to set locally-owned and determined targets and actions on both mitigation and adaptation and publish these within six months.

A number of priorities, commitments and actions were set. NWLDC also committed to monitor the council's performance against these actions and report regularly on progress.

The various councils in the UK that have declared a Climate Emergency have in many cases opted to set a target for net zero carbon in their regions at some date in advance of the national target date of 2050.

Setting a target which is consistent with the national context is a reasonable and justifiable science-based approach, and it does not preclude reaching the target ahead of the deadline.

Therefore, our first recommendation is for the **council's operations to be reduced to Net Zero Carbon by 2030.**

Our second recommendation is for North West Leicestershire as a whole **to achieve Net Zero Carbon for all emissions by 2050** and to try to achieve it before that date if possible.

Table 8

SAP	No homes	%
A	4	0.10%
B	133	3.20%
C	1263	30.37%
D	2297	55.23%
E	281	6.76%
F	18	0.43%
G	0	0.00%
H	0	0.00%
No data	193	4.42%
Total	4189	

Ensuring all our tenants homes achieve an EPC rating of C or above by 2030 will represent an important step in our Zero Carbon journey.

We have made provision within our capital programme to fund the required work, and will also be bidding for grant funding from the government's Social Housing Decarbonisation Fund (SHDF), and other schemes such as the Energy Company Obligation (ECO).

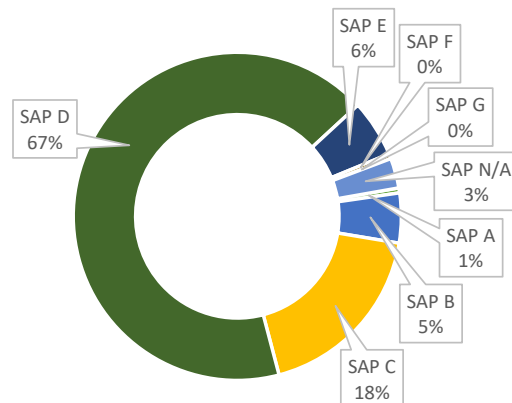
If these funding bids are successful, it may release funds from our allocation towards green homes works to address other priorities, or allow the programme of works to be accelerated.

There may also be opportunities to reallocate funding from the Home Improvement Programme, which is delivering Decent Homes through the need to complete complementary works e.g., a green homes boiler replacement with air source heat pumps when gas boilers are due for replacement due their age or condition.

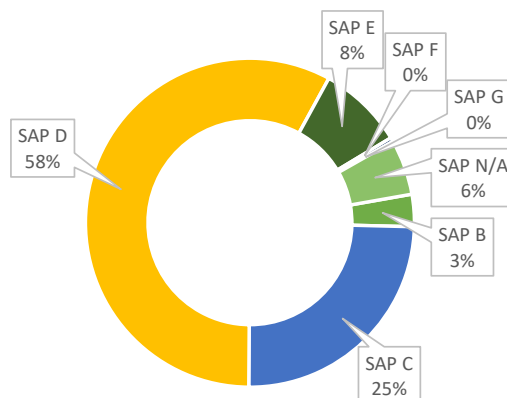
Opportunities to fund works from these sources will be assessed annually as the improvement programme for each year is developed.



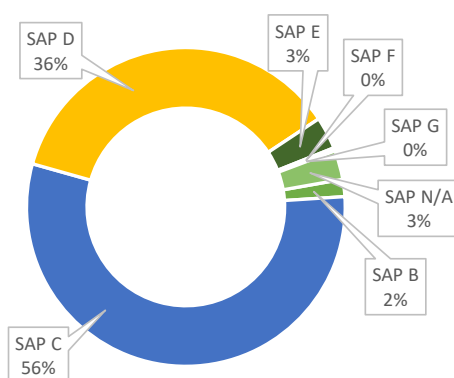
BUNGALOW EPCs



HOUSE EPCs



FLAT EPCs



Asset Management Controls

Stock Condition Surveys (SCS) – The costs used in the SCS are reviewed regularly, to ensure they are consistent with sector benchmarks and updated on a systematic basis based on actual prices obtained for works completed. Repair spend will be tracked to monitor impact of the investment priorities. Updates to the SCS are captured by the QL housing system as the investment programme is implemented.

Housing Investment Plans (HIP) – Our planned investment has clear and robust contract management arrangements. There are performance measures in place and there is effective and regular monitoring and management of actual delivery performance against these plans by the asset management team.

Procurement – We have effective and efficient procurement plans and processes in place, and the value for money delivered through these is confirmed through benchmarking and external validation exercises.

Servicing and Repairs – There are detailed contract controls and performance measures in place. Service outcomes and measures are used to inform forward planning of both responsive and planned repairs and our in-house delivery work streams. Repairs and maintenance, including gas servicing, delivery programmes are all in place and there is effective monitoring and management of outcomes. There are good levels of customer satisfaction with the service and this is routinely tested.

Asset Management Strategy – The five-year Asset Management Strategy will be developed as a key part of the annual capacity modelling and corporate planning.

There are risks associated with the ownership and management of large residential property portfolios. These could be a risk to the council's strategic aims and finances, and its reputation. They also relate to quality of life for residents. We will continue to manage asset management associated risks including, but not limited to

- Gas safety compliance
- Asbestos exposure
- Recruitment and retention of staff to deliver programmes
- Impact on planned projects and programmes due to Covid-19
- Fire safety

We will continue to review our corporate risk register to ensure key asset management-related risks are recorded, and that everyone has a good understanding of responsibility for mitigating the risks.

This will include data management to ensure compliance, keeping up to date with emerging regulatory requirements, adequate investment to maintain resident satisfaction, efficient planning and delivery of programmes, and incorporating the costs of new requirements in legislation.

Disposals and acquisitions – A key element of our approach to the active asset management of the housing stock will be the continued use of acquisitions and disposals.

For properties in poor condition or of an unpopular style or location, disposal will allow the council to achieve a capital income to reinvest in more relevant housing.

Whilst house building is a key means of adding to the housing stock of the district, the acquisition of existing homes can also provide a cost-effective way of adding to the available stock of social / affordable rented homes.

This may be achieved by open market purchase, acquisition of section 106 planning gains homes on appropriate sites, or buying back former Right To Buy properties when they are returned to the market by their owners.

Residents and stakeholders

Tenants and leaseholders are integral to the way we conduct our business. They are involved at every level of the council in consultative, scrutiny and decision-making capacities. We will continue to work with them to ensure that the funds to maintain and improve the properties are appropriately prioritised.

Our resident involvement team(s) work closely with our tenants and leaseholders to ensure effective and meaningful involvement. This plan compliments the Resident Involvement Strategy and the principles within it.

We will continue to pro-actively seek representational involvement of tenants and leaseholders through a variety of methods to provide the following:

- Views of the housing service from a resident's perspective
- Shaping policy review work
- Contributing to procurement processes
- Recommending and agreeing the standards of service expected
- Monitoring performance and continuous improvement activity within a live environment.

We also work with a number of other partners and organisations to deliver a wider positive

impact on communities over and above the works delivered through the capital programme of component replacements including repairs and maintenance.

Local external stakeholders include, but are not restricted to, the following organisations:

- Parish councils
- Leicestershire County Council
- Other local social landlords
- Police service and fire service
- Voluntary groups and agencies
- Charitable support;
- Local Primary Care Trust;
- Sure Start Children Centres;
- Citizens Advice
- Tenants and resident groups throughout North West Leicestershire.

The consultative process for agreeing this plan will include

- Housing Senior Management Team
- Corporate Leadership Team
- Scrutiny Panel(s)
- Cabinet



Action plan

New build homes

AM/NB/1	Review our approach to the appraisal of land sites and acquisition
AM/NB/2	Support the council's growth plans by exploring options for poorly performing stock alongside identified development opportunities.
AM/NB/3	Maximise the number of social homes that we provide through a programme of acquisition, new build, conversions, re-modelling and regeneration.
AM/NB/4	Develop an NWLDC design brief for new build homes which also aligns with housing investment design specifications and reactive maintenance component replacements
AM/NB/5	Develop new procedures and process maps to ensure we confirm we adhere with planning and other relevant legislation / regulations

Zero Carbon

AM/ZC/1	<p>We will start retrofitting green measures to existing housing owned by the council or consider demolition /or rebuild opportunities to improve the building energy efficiency, including but not limited to</p> <ul style="list-style-type: none"> • Installation of insulation, improved airtightness and better windows to tenant homes ensuring first priority, is a fabric first and deep retrofit approach, wherever possible • Install Mechanical Ventilation with Heat Recovery (MVHR) wherever possible • Retrofit heat pumps wherever possible • Installation of Solar Photovoltaic (SPV) wherever possible <p>Target high emission homes first (e.g. those using coal or oil), including a pilot project to establish costs and risks for a potential wider roll out throughout the district.</p>
AM/ZC/2	Set best practice energy standards of future housing built or acquired by the council, or on council land. This should be consistent with the recommendations of the Committee on Climate Change (CCC). Report on the future of housing (i.e. space heating demand < 15-20 kWh/m2.yr). PassivHaus or equivalent should be considered and an assessment against Net Zero Carbon should be required
AM/ZC/3	Continue to reduce our carbon emissions and to achieve a minimum EPC rating of C by 2030 for all homes, seeking funding to support this with alternative options explored where this is not feasible
AM/ZC/4	Set best practice energy standards of new buildings built or acquired by the council. This will be consistent with BEIS energy mission to halve energy use in new buildings. PassivHaus or equivalent will be considered and an assessment against Net Zero Carbon will also be undertaken.
AM/ZC/5	We will review all data available to confirm low efficiency homes through EPC data, future capital works due to the fabric of the building and construction types. A risk rating will be produced against each property which will assist the council in bidding for future grants to install green measures.

Action plan

Zero Carbon

AM/ZC/6	Develop a programme to replace all inefficient car park lighting schemes in the council's HRA-owned land. This will include a programme to replace existing lighting with efficient LEDs, and improve controls to save energy in the longer term.
AM/ZC/7	We will review current EPC ratings and determine if these are accurate based on information we hold on similar properties where an EPC has been completed within the last two years. This will help in reclassifying EPC ratings where they are incorrect. New EPC s will be completed to ensure we have accurate information to inform future bids.
AM/ZC/8	We will review our HRA assets to confirm if any sites are suitable for community electric vehicle (EV) charging points. This will include an options appraisals on garage demolition sites.

Systems and processes

AM/SP/1	Embed and improve our use of current systems to record and maintain up to date property condition records to ensure we can capture information, assess risks, plan and monitor delivery of remedial actions and improve our approach to non-decency.
AM/SP/2	Complete our review to confirm accurate non-decency reporting and confirm our approach to internal and external proposed planned works to meet decent homes.
AM/SP/3	Work to improve our 30 year capital cost forecasts, in particular the mechanical and electrical costs to help better inform investment planning.
AM/SP/4	Review our approach to future investment planning which ensures works are delivered efficiently and to the required standards.
AM/SP/5	Ensure we make best use of our non-housing assets, such as our garage and HRA commercial portfolio, ensuring we review the current use and alternative options to maximise income and potential sales or development opportunities.
AM/SP/6	Maintaining Decent Homes standard, including adopting any new guidance issued.
AM/SP/7	Develop a cyclical maintenance & redecoration programme to ensure the current stock is maintained to a good standard, improving component durability and reduce the impact of daily repair revenue expenditure.

Action plan

Compliance and risk

AM/CR/1	Improve our approach to compliance both in respect of policies, procedures and governance across all areas including the introduction of regular third-party quality assurance.
AM/CR/2	Develop new policies to ensure we comply with statutory duties especially with asbestos, fire, Legionella, electrical and fire compliance.
AM/CR/3	Review compliance against the Regulator of Social Housing Consumer Standards in respect of asset management and ensure all health and safety risks are adequately managed.
AM/CR/4	Better understand our future investment costs to ensure we understand any risks in meeting new emerging standards and regulations. E.g. The Safety Bill and fire compliance.
AM/CR/5	Benchmark in-house and external delivery costs against other providers and carry out a gap analysis of current skills and capacity within the housing assets & compliance team.
AM/CR/6	Ensure continued compliance with all Health & Safety, regulatory and statutory standards and take on the role of Responsible Person for compliance with asbestos, gas, electrics, Legionella and fire.
AM/CR/7	Review team competencies in relation to health and safety compliance and Construction Design & Management Regulations 2015 and develop a training plan to upskill the team.
AM/CR/8	Carry out a review of all key compliance areas and develop a new risk register that can confirm adherence to the relevant legislation(s) at corporate and executive level. Assurance for the duty holder is a key priority.

Stakeholder engagement

AM/SE/1	Ensure that housing, commercial, and strategy teams within the housing service fully support this plan and will ensure a collective response.
AM/SE/2	Increase our engagement with key stakeholders, and our tenants, including those from diverse groups, through more detailed satisfaction surveys, consultation on policies and the final publication of the new Asset Management Strategy
AM/SE/3	Develop a new Housing Asset Management Working Group, which will consist of key officers and stakeholders to assist with the development of the Asset Management Strategy and ensure it is fit for purpose.
AM/SE/4	Develop a process to produce annual work plans for each district / area that will allow tenants, members and the wider housing team to understand key projects being delivered in each area, detailing works proposed with anticipated start and completion dates.
AM/SE/5	Develop new procedures to ensure meaningful early engagement with leaseholders to comply with s20 legislation

Action plan

Value for money

AM/VFM/1	Review our approach to leasehold service charges and recharging leaseholders for major works
AM/VFM/2	Explore further our approach to the asset management of our garages, understanding viability, maximising income, and exploring further option appraisals where there is low demand.
AM/VFM/3	Ensure we have skilled internal expertise and capacity, as well as access to appropriate consultants and contractors to deliver our capital programme and ensure value for money.
AM/VFM/4	Carry out an initial assessment of the Net Profit Value (NPV) across our HRA stock and develop a procedure to target properties where NPV is below our set and targeted levels.
AM/VFM/5	A review will be completed of all current procurement contracts to ensure we are achieving value for money and that the agreed key performance indicators are being met.
AM/VFM/6	Produce a 5-year Housing Assets Procurement Plan, ensuring that social value is considered in all future contracts and meets the needs of the council and our tenants.

ASSET MANAGENET and COMPLIANCE TEAM Asset management and compliance team

AM/AMC/1	Review the current asset management and compliance team, to ensure the team is fit for purpose and has the necessary skills and competencies to deliver and manage the projects, ensuring full compliance with current legislation.
AM/AMC/2	Review and confirm competency levels within the team and individual officers., Further work will be done to upskill and or coach, mentor or provide formal training for officers to ensure we have competent and skilled staff.
AM/AMC/3	Conduct a fundamental review of support services to ensure that the service is appropriate to meet the needs of the housing asset management and compliance team.

