

ASSET MANAGEMENT PLAN 2021



 **Ayrshirehousing**

INTRODUCTION AND STRATEGIC CONTEXT

AYRSHIRE HOUSING BUSINESS PLAN

Ayrshire Housing's Business Plan 2019 – 2022 sets out the association's mission in the following terms:-

“We aim to enhance the wellbeing of our tenants and the wider communities of Ayrshire through high quality housing and related services.”



The Business Plan also details the values and vision of the association which are intended to be delivered through a number of specific objectives across the range of the association's services and activities.

The objectives which are focussed on the management of the association's physical assets fall under the key theme of:-

“Quality Homes”

“We will ensure that our existing and future houses are built and maintained to the highest standards, and continue to meet the needs and aspirations of our tenants by:

Maintaining our houses to the highest standard.

We will ensure that our fully funded Asset Management Plan:

- **adapts to tenants' aspirations and**
- **meets new energy and quality standards”.**

(Ayrshire Housing Business Plan 2019 – 2022)

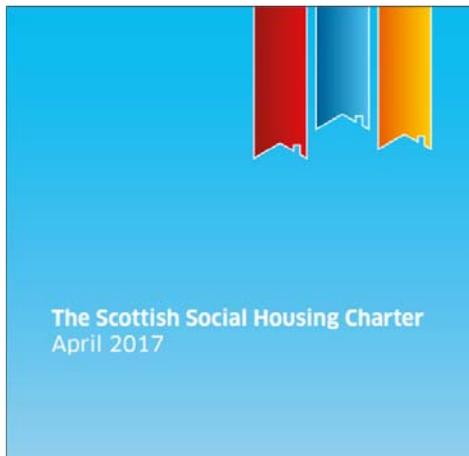
The Asset Management Plan supports the association to deliver on the key themes outlined in the Business Plan.

The Asset Management Plan will outline the various methods and measures for achieving the overall aims of the association which will address tenants' aspirations, meet new energy and quality standards and ensure that our houses are built and maintained to the highest standards.

These methods will include the provision of a reactive and responsive repairs service, a planned and cyclical maintenance programme, reliable information regarding the condition of our stock, an awareness of our health and safety obligations covering aspects such as asbestos, legionella, fire safety and other identifiable risks.

Our development programme will also have a clear focus on the provision of new and/or acquired housing which meets these standards and aspirations as well as being environmentally sustainable.

SCOTTISH SOCIAL HOUSING CHARTER



The Scottish Social Housing Charter sets out the standards and outcomes that all social landlords should be aiming to achieve for their customers when delivering housing and related services.

The Charter includes the following outcomes:

- 🏠 *Social landlords manage their businesses so that tenants' homes are well maintained, with repairs and improvements carried out when required, and that tenants are given reasonable choices about when work is done;*
- 🏠 *Social landlords manage their businesses so that tenants' homes, as a minimum, meet the Scottish Housing Quality Standard by April 2015 and continue to meet it thereafter, and when they are allocated are always clean, tidy and in a good state of repair; and also meet the Energy Efficiency Standard for Social Housing (ESSH) by December 2020;*
- 🏠 *Tenants, owners and other customers receive services that provide continuing improving value for the rent and other charges that they pay;*
- 🏠 *A balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and other customers can afford them.*

The Asset Management Plan will assist the association deliver these Charter outcomes.

OBJECTIVES OF THE ASSET MANAGEMENT PLAN

The Asset Management Plan is intended to complement and inform Ayrshire Housing's Business Plan and to set out priorities for the maintenance and improvement of the housing stock. It should support the delivery of the key themes detailed in the Business Plan.

Key objectives to be achieved in the management of our assets include the following:

- ▲ Maintain and develop housing stock in a condition that meets our current and future tenants' needs, expectations and aspirations.
- ▲ Continue to meet the Scottish Housing Quality Standard (SHQS).
- ▲ Achieve high standards of energy efficiency in order to work towards meeting EESSH2 where feasible and within the limits of cost, technology and necessary consent.
- ▲ To critically assess the current and future stock to ensure it is fit for purpose.
- ▲ To have clear strategies based on robust information for current and future investment.
- ▲ To identify the likely investment needs in our current and future stock over the next 30 years.
- ▲ To avoid uneconomic or unnecessary investment in the stock.
- ▲ To ensure we meet legislative and regulatory requirements and standards.



LINKS TO OTHER POLICIES

A number of the association's other policies directly or indirectly impact on how the association manages its assets. These include the following:

- ▲ Repairs and Maintenance Policy
- ▲ Right to Compensation for Improvements Policy
- ▲ Alterations and Improvements Policy
- ▲ Rechargeable Repairs Policy
- ▲ Aids and Adaptations Policy
- ▲ AH Landlord's Facilities Health and Safety Manual (EVH) and associated policies
- ▲ Sustainability Policy
- ▲ Procurement Strategy
- ▲ Development Policy and Procedures
- ▲ AH Design Guide
- ▲ AH Group Financial Regulations

STOCK PROFILE

Our stock is primarily located in South Ayrshire, with 99% of units in this local authority area. There are also a small number of properties in East Ayrshire and North Ayrshire local authority areas.

The association retains and maintains up to date stock information including age, size, types, usage, attributes etc. This is subject to ongoing review to ensure it is accurate and useful. It is also used to assist the best and most appropriate use of the stock e.g. when allocating empty properties.

A summary of some key stock data is provided in Appendix 1.



DEMAND ANALYSIS

Ayrshire Housing operates in areas where there is generally a high demand for housing across all tenures. This demand is often less evident in some rural areas, but the association will closely analyse market information including taking account of latent or unexpressed demand when making an assessment of each development opportunity or major investment

in maintenance or improvements. The addition of new homes for affordable rent, through grant-aided purchase and development, remains a key objective for the association.

Ayrshire Housing also actively participates in the Mortgage to Rent Scheme and has acquired a number of properties via this route. The association has also purchased properties, partly grant funded, on the open market. Most of the properties the association has acquired through open market purchases have been ex-local authority or ex-Scottish Homes accommodation which had previously been lost to the social housing supply through the Right to Buy scheme which have since been abolished.

We acquire such houses on the basis that they already meet the minimum quality and energy standards or can be readily brought up to the relevant standards including SHQS and EESSH. An assessment of the investment required to meet the relevant standards, the purchase price and the demand for each unit is carried out prior to any commitment to buy.

Consideration is also given to further stock transfer opportunities or stock rationalisation providing any proposals are cost effective. The association is committed to further development on a sustainable basis and will consider all opportunities to secure grant funding and seek to participate in future new build development initiatives. In addition, we will seek to use our financial strength to undertake small scale innovative projects at a deliverable and sustainable scale.

Our strategy for investment in our stock is designed to ensure that the risks associated with decreasing demand are not caused or exacerbated by a failure to carry out appropriate maintenance and improvement works.

FINANCIAL PLANNING AND RISK MANAGEMENT

The association's Business Plan 2019–2022 states that the aims of the association will be delivered by a number of approaches. These include a clear focus on careful and prudent financial management of the association's assets, income and expenditure.

“Value for money underpinned by financial strength”

“We are one of Ayrshire's major charities with assets at their social value of £65 millions. Each year, we inject £10 millions or more into the local and wider Scottish economy. We combine long-term financial strength with commitment to ensuring rents that are affordable and value for money. Our financial prudence, due to keeping operating costs at the right levels, means that we have the assets and reserves in place to maintain our stock to meet emerging aspirations and to create new housing opportunities for our communities”. (Business Plan 2019-2022)

Ayrshire Housing is financially strong with a solid asset base and a fundable stock maintenance and improvement plan. The current business plan cash flow projections allow for expenditure of around £4m for planned maintenance works in the period to March 2023 which provides sufficient cover for the expenditure planned over this period. With ongoing careful management, it is considered that the plan provides sufficient cover to deal with unexpected construction inflation, Covid-19 risks and additional regulatory obligations. We will also continue to explore any external funding opportunities that will enable planned works programmes to be delivered at a reduced cost or which provide improvements at no cost to the association. In recent years, external funding has permitted the installation of Air Source Heat Pumps and Quantum Heaters in lieu of electric storage heating primarily in areas which are not on the national gas grid.

We will also resource programmes of additional survey works focussed on updating the information we hold on energy efficiency ratings (EPCs) and also to meet our duties in relation to the management and control of asbestos in our stock.

STOCK CONDITION AND LIFE CYCLE COSTINGS

A central part of our framework for decision-making centres on the ability of the association to collect and maintain data that is accurate and reliable. It must also use this information in a way that is analytically robust and meaningful to support all asset management and investment decisions that are made.

Our approach to the management and review of the stock condition we hold is based on the following:

- We hold a regularly reviewed and updated set of data originally prepared by The Planned Maintenance Consultancy who undertook a partial stock condition survey in 2008. Further surveys were carried out in 2010 in addition to a desktop analysis

of new build properties developed after 2008. Further analysis of this data was carried out with input from Ewing Sommerville Partnership, an independent, external Quantity Surveyors consultancy practice as an ad hoc piece of work and also during previous stock valuation exercises.

- An internal approach to updating stock data involving stock condition surveys that involves a review of the life cycle assumptions and costings for each major component.
- Life cycling costs and timescales held on the Planned Maintenance Module within our integrated housing, finance and property management software package, SDM. This allows for the remodelling and planning of future investment programmes, including 30 years cost projections based on up-to-date stock and budgetary information.
- A review of all programmed works and a remodelling of the scheduled dates and life cycles based on up-to-date analyses of the condition of components planned for renewal each year.
- A comprehensive property dataset showing compliance with EESSH including the basis for the assessment, the EPC rating for each property and whether the rating is based on actual or cloned data. This allows for an assessment of the investment required to bring our stock up to the highest EESSH standards feasible taking account of current ratings and the level of investment needed to improve the energy efficiency for each property.
- The association has jointly commissioned the development and procurement of online digital surveying software to improve the efficiency of the surveying process. This is being done partly to ensure that the target for achieving completion of the 100% over 5 years is met. As part of this development a review of the resources required to carry out the planned level of surveys is also being conducted. This review is taking account of the association's current internal capacity along with the option of utilising external support to assist in the process. The development and procurement process are being conducted in collaboration with another RSL.

Additional survey works are also planned to update the information we hold on energy efficiency, (EPCs), and the management and control of asbestos.

We are fully aware that long term investment needs drive future rent increases and we need to ensure that our assumptions are based on sound information and that our investment priorities and decisions are fair and reasonable, can demonstrate value for money and meet tenants' expectations and needs. We also need to ensure that we can clearly explain that the basis for investment decisions is robust and takes account of both needs and expectations from tenants as well as externally driven requirements such as meeting energy efficiency and housing quality standards.

STOCK MAINTENANCE

Our approach to maintaining and improving our housing stock will be based on a range of delivery mechanisms.

Reactive Repairs

We will ensure that the Reactive Maintenance service is responsive, high quality, delivers value for money and meets the needs and expectations of our tenants. Services will be delivered to agreed standards with key performance indicators closely monitored. The service will be responsive to improvements suggested through customer feedback and tenant scrutiny on the quality of service delivered.



Void Property Management

It is important that properties that become void are re-let as quickly as possible. The processes associated with this are detailed in our Voids Management Policy and Reactive Maintenance Policy.

It is also important that void properties are relet to an acceptable standard. We have a Minimum Lettable Standard which publicly states the standard that properties will be repaired to prior to letting. A copy of this standard is provided for all new tenants as well as our contractors.

Occasionally, and sometimes through necessity, major improvement works may be carried out when a property is void. This approach will only be done on an exceptional basis and generally, providing the house meets the Minimum Lettable Standard, such improvement works will be carried out when due. This approach is based on being equitable and fair towards other residents as well as providing value for money as works will often be more economic when carried out as part of a larger programme.

Planned and Cyclical Maintenance

A comprehensive programme of Cyclical Maintenance and Planned Maintenance is important to ensure that the stock is maintained to a high standard.

Our cyclical maintenance programmes include external painter work, gutter cleaning, landscape maintenance, gas servicing, checking heat, smoke and CO detectors, lift maintenance, asbestos management, legionella testing, electrical testing, emergency lighting testing and servicing of medical adaptations.

Ayrshire Housing's stock condition survey information is intended to help identify the necessary programmes of work to maintain the stock throughout our 30 year business plan projections. This information can be regularly reviewed and remodelled as part of the ongoing surveys of our stock.

7

Approved: 30th June 2021 (approved at Board Meeting)

Reviewed:

Current To: June 2024



In line with standards set out in the SHQS, especially Modern Facilities and Services requirements, the priority issues for re-investment are mainly associated with the following elements:

- energy efficiency providing for affordable warmth;
- heating and boilers;
- kitchens;
- bathrooms;
- electrical upgrades (rewiring);
- windows and doors;
- roofs.

These components also generally reflect feedback from tenants about what is most important for them in terms of housing quality and standard of accommodation which we have collected during comprehensive satisfaction surveys. However, we also have to factor into this assessment other obligations e.g. to meet externally driven standards such as those set out by the Government including EESSH2.

The planned maintenance investment programmes are generally delivered through elemental, component based programmes as opposed to ‘whole house’ refurbishment. This approach tackles disrepair and lack of amenity across a larger number of homes. The elemental approach is considered appropriate given the general condition of the stock although the association will consider integrated works programmes where appropriate to ensure value for money is achieved.

The profile for future investment is reflective of a stock which has previously been well maintained but requiring ongoing repair and improvements which are expected within the sector.

Aids and Adaptations

We also deliver an annual programme of aids and adaptations to existing stock and bid annually to the Scottish Government for Stage 3 Adaptation funding to assist us with the delivery of this programme. The aids and adaptations programme allows many of our tenants to remain in their own homes for as long and as independently as possible. Within our areas of operation there is an increasing ageing population and demands for aids and adaptations are therefore likely to increase.

The level of Stage 3 funding from the Scottish Government is insufficient to satisfy the level of demand and need for such works and the association now funds many minor adaptations from the reactive repairs budget. In addition, requests for additional funding has become a routine feature of the processes adopted to try and ensure that we can carry out as many of the works in as short a timescale as possible.

To prioritise the demand and programming of aids and adaptations we work closely with South Ayrshire Health and Social Care Partnership with particular regards to ensuring

consistency with the prioritisation given by the Occupational Therapists when making formal referrals to us for adaptations.

ENERGY EFFICIENCY

We are in the fortunate position of complying with EEESH1 subject to a limited number of exemptions which will be addressed at the next letting of the properties through upgrades or disposal. This means that the interim EEESH2 objective of ensuring that no lets from 2025 have an EPC of less than D can be assured.

The EEESH2 expectation of all properties achieving an EPC B rating by December 2032 is however a challenging one with the risk of pressure on rents and the unintended risk of fuel poverty being increased or at best not addressed. We are aware through our experience of installing air-source heat pumps that the extra capital cost can far exceed direct benefits to residents in terms of heating costs and general comfort. We have been fortunate in obtaining grants to support this investment thus to a large extent avoiding any negative impact on other investment priorities or rent levels to date. However, there is no certainty that grant support for such investment will always be available.

We understand that in the light of the current consideration of a new build heat standard and Building Regulations energy review that the EEESH2 review date may be brought forward to 2023 from 2025. This may be an opportunity for the Government to clarify the policy objectives of EESSH in terms of carbon reduction and the shift from natural gas. It may also lead to greater clarity on the proviso that achieving the desired B rating is subject to “the limits of cost, technology and necessary consent” and how this relates to ensuring continued affordability for tenants.

In the circumstances, the short-term focus of the association is on updating its information base through surveys and focused energy performance studies. This will provide a platform to implement chiefly fabric first measures which can be incorporated within the capital programme to allow the modelling of EESSH2 milestones over the period to 2032. We will implement this approach through the annually updated action plans attached to this plan

This will be combined with a commitment to seek additional funding to support innovated solutions to enhance energy efficiency and to back this with a commitment to published evaluation studies.

HEALTH AND SAFETY

Landlord Facilities Health and Safety Manual

To help us ensure that we can demonstrate compliance with our Health, Safety and Welfare responsibilities as both an employer and a landlord, Employers in Voluntary Housing (EVH) with the assistance of its Health and Safety advisors, ACS, developed a manual containing 26 “Topic Specific Policies” addressing our Health & Safety obligations

for each area including the Construction Design and Management (CDM) Regulations 2015.

The policies and procedures in the Manual are intended to ensure legal compliance and general good practice in the management of building associated risks and resident welfare.

The policies have been reviewed and either adopted or amended to reflect our own requirements or to verify that our existing policies either met or exceeded what was recommended in the EVH templates.

The manual incorporating the full list of policies is available at the following location:

<https://www.ayrshirehousing.org.uk/wp-content/uploads/2020/08/Landlord-Safety-Manual-Full-Manual.pdf>

Fire Risk Management

Ayrshire Housing has a duty as an employer under the Fire (Scotland) Act 2005 to carry out Fire Risk Assessments to the common areas of properties for which we have a responsibility for maintenance.

All new properties built by the association or those undergoing refurbishment will comply with the Building Regulatory Standards and will be equipped with the relevant fire protection equipment as appropriate including smoke/heat detection, fire doors, emergency lighting, smoke control equipment and dry risers.

All fire detection and protection equipment will comply with the relevant British standard and will be subject to testing and servicing.

Tenants will be made aware of their responsibilities to provide access for servicing and informed about fire safety through articles in the association newsletters and use of the association's website.

Following the Grenfell Tower Fire, the Scottish Government brought forward its consultation on smoke and heat detector alarms, as well as CO alarms, in housing. The result was a major change to the "tolerable standard" for all housing tenures, taking effect from February 2021, giving housing providers less than 2 years to install or upgrade fire and CO alarms in all of their properties. Due to coronavirus restrictions the deadline for compliance has been extended by 1 year to February 2022.

The new standard requires:

- 📌 One smoke alarm installed in the room most frequently used for general daytime living purpose
- 📌 One smoke alarm in every circulation space on each storey, such as hallways and landings
- 📌 One heat alarm installed in every kitchen

10

Approved: 30th June 2021 (approved at Board Meeting)

Reviewed:

Current To: June 2024

- Carbon monoxide detectors to be fitted where there is a carbon-fuelled appliance (such as boilers, fires, heaters) or a flue.

Notwithstanding the extension to the deadline, with the assistance of our contractors we have continued to work towards meeting the new standard by the original timescales and have now substantially completed the programme of upgrades.

Gas Safety



James Frew (Gas Sure) has been appointed to undertake our Gas Annual Inspection and Reactive Maintenance Contract.

Comprehensive internal and contractor's management systems are in place to ensure compliance with our statutory duties in respect of gas servicing.

Asbestos Management

Ayrshire Housing has responded to the Control of Asbestos at Work Regulations 2002 through the development of an Asbestos Register and Management Plan. This Register, which is subject to review and updating, provides information regarding the location and control measures relating to asbestos in our stock. It primarily relates to our stock acquired through large scale and individual acquisitions as it is acknowledged that the stock built through our development programme should not contain asbestos. A review of our Register and Management Plan was undertaken during 2020 and a programme of re-surveying and updating our information is being carried out.

The association has adopted the Asbestos in Tenancies Policy developed by EVH Health and Safety advisors, ACS, included in the Landlord Facilities Health and Safety Policies Manual.

Legionella and Water Testing

Ayrshire Housing's obligations are determined by the requirements of the Health and Safety at Work Act and extend to non-employees, such as residents, independent contractors and members of the public. Guidance to fulfil these obligations is set out in the HSE Approved Code of Practice, commonly referred to as "L8".

The association has commissioned risk assessments and introduced water hygiene regimes to ensure compliance with the above guidance.

The association has adopted the Water Systems and Legionella Policy developed by EVH Health and Safety advisors, ACS, included in the Landlord Facilities Health and Safety Policies Manual.

CUSTOMER CARE AND TENANT FEEDBACK

Consultation

For relevant planned works, e.g. replacement of kitchen fitments, where practically possible, we will give tenants the opportunity to make appropriate choices, e.g. of colours or types of kitchen fitments.

We will liaise closely with tenants over the arrangements for carrying out individual contracts, e.g. of cyclical painting, planned maintenance etc. We will endeavour to provide tenants with as much notice as possible of works scheduled to their homes.

Tenant Satisfaction

For reactive repairs we will give all tenants the opportunity to comment on the standard of work carried out by sending them a tenant satisfaction survey. Any expressions of dissatisfaction will be followed up and a response provided to the tenant.

Satisfaction surveys will be carried out following the completion of major works.

We will carry out surveys for all new tenants asking a range of questions about the standard and quality of their homes.

We will carry out a comprehensive tenant satisfaction survey every 3 years which will include asking tenants a range of questions about the standard and quality of their homes as well as the standard of service they receive, including the repairs and maintenance service.

Tenant Scrutiny



Our asset management and maintenance services will be open to direct scrutiny from our tenant led scrutiny panel supported by the Tenants Information Service (TIS).

DELIVERY AND MONITORING THE ASSET MANAGEMENT PLAN

The Asset Management Plan is intended to cover a three-year period, and at the end of that time will be subject to a comprehensive review. Annual reviews will be carried out to consider changes in legislation or other factors requiring action and adjustment.

An action plan will be produced annually detailing the major specific works scheduled for each year. Progress and performance against these will also be covered as part of the annual review of the Asset Management Plan.

Each action plan will focus on the following key goals:

- Ensure the maintenance of SHQS compliance with a rigorous approach to minimising abeyances and exemptions.
- Achieving year on year improvements in EPC ratings.
- Optimising the capital investment programme to achieve the above points.
- Maintaining and where applicable enhancing levels of resident satisfaction.

Stock Profile Information

Appendix 1

Breakdown of Stock by Age and Type

Total	Pre-1919	1919-1944	1945-1964	1965-1982	1983-2002	Post 2002	TOTAL
	5	20	309	118	495	653	1600

Pre-1919	House	4 in a block	High Rise	Maisonette/Other	Tenement		
South	2	0	0		2	1	5
East	0	0	0		0	0	0
North	0	0	0		0	0	0
							<u>5</u>

1919-1944	House	4 in a block	High Rise	Maisonette/Other	Tenement	
South	3	14	0	0	3	20
East	0	0	0	0	0	0
North	0	0	0	0	0	0
						<u>20</u>

1945-1964	House	4 in a block	High Rise	Maisonette/Other	Tenement	
South	269	20	0	8	9	306
East	0	1	0	0	0	1
North	2	0	0	0	0	2
						<u>309</u>

1965-1982	House	4 in a block	High Rise	Maisonette/Other	Tenement	
South	73	0	0	3	40	116
East	1	0	0	1	0	2
North	0	0	0	0	0	0
						<u>118</u>

1983-2002	House	4 in a block	High Rise	Maisonette/Other	Tenement	
South	243	0	0	43	208	494
East	1	0	0	0	0	1
North	0	0	0	0	0	0
						<u>495</u>

Post 2002	House	4 in a block	High Rise	Maisonette/Other	Tenement	
South	407	8	24	51	151	641
East	12	0	0	0	0	12
North	0	0	0	0	0	0
						<u>653</u>

Breakdown of Stock by Size and Type

SOUTH AYRSHIRE	House	High Rise	Tenement	4 in a Block	Other Flat/ Maisonette	Total
1APT	0	0	0	0	0	0
2APT	57	7	266	21	74	425
3APT	467	17	141	18	29	672
4APT	410	0	5	3	4	422
5+APT	63	0	0	0	0	63
TOTAL	997	24	412	42	107	1582

EAST AYRSHIRE	House	High Rise	Tenement	4 in a Block	Other Flat/ Maisonette	Total
1APT	0	0	0	0	0	0
2APT	4	0	0	0	1	5
3APT	4	0	0	1	0	5
4APT	4	0	0	0	0	4
5+APT	2	0	0	0	0	2
TOTAL	14	0	0	1	1	16

NORTH AYRSHIRE	House	High Rise	Tenement	4 in a Block	Other Flat/ Maisonette	Total
1APT	0	0	0	0	0	0
2APT	0	0	0	0	0	0
3APT	0	0	0	0	0	0
4APT	2	0	0	0	0	2
5+APT	0	0	0	0	0	0
TOTAL	2	0	0	0	0	2

ALL STOCK	House	High Rise	Tenement	4 in a Block	Other Flat/ Maisonette	Total
1APT	0	0	0	0	0	0
2APT	61	7	266	21	75	430
3APT	471	17	141	19	29	677
4APT	416	0	5	3	4	428
5+APT	65	0	0	0	0	65
TOTAL	1013	24	412	43	108	1600

Breakdown of Stock by Provision

	South	East	North	Total
General	1422	16	2	1440
Sheltered	0	0	0	0
Very Sheltered	0	0	0	0
Medium Dependency	0	0	0	0
Wheelchair Housing	45	0	0	45
Ambulant Disabled	115	0	0	115
Total	1582	16	2	1600

Asset Management Plan Action Plan 2021 – 2022

Overall Action	Sub-tasks/activities	Progress	Comments
Maintenance of SHQS Compliance			
Stock Condition			
Establish Targeted Programme of Stock Condition Surveys	Confirm programme based on refreshing information currently held with emphasis on older stock.		
Develop and Implement Use of Digital Stock Condition Survey Software	Complete software development and apply. Identify suitable device/IT hardware for surveys. Review resources required to carry out survey programme.		
New post within Maintenance section to have operational responsibility for maintaining accurate and reliable stock condition information	Job Description and Person Specification for post to be completed. Focus on administration of stock condition information including SHQS and EESSH data., internal quality assurance and control including development of and adherence to documented internal procedures and reliable performance reporting information.		
Delivery of planned Major Repairs investment programme.	Annually review programme taking account of LCC database information, current assessment of component condition and financial resources.		

17

Approved: 30th June 2021 (approved at Board Meeting)

Reviewed:

Current To: June 2024

Overall Action	Sub-tasks/activities	Progress	Comments
EESSH			
Achieve year on year improvements in EPC ratings	Report movement in stock profile in June 2022.		
Complete review of current EPC ratings for all stock and assess investment required to achieve EPC Band B rating or make property as energy efficient as practically possible within the limits of cost, technology and necessary consent.	Report to the Board in June 2022.		
Major works and investment programmes prioritise energy efficiency works.	Review current EPC data and plan improvement works around likely impacts on EPC ratings.		
Increase number of EPC certificates and reduce number of cloned data.	Continue to obtain EPC where required for all void properties. Programme of EPC surveys where data is currently cloned or older than 10 years.		
Ensure up to date EPC is completed in all properties where energy efficiency improvement works have been carried out. This to include where ad hoc works have been completed in individual properties e.g. boiler replacement after component failure.	This to be included in contract documentation e.g. central heating upgrades, boiler replacements door & window renewals, re-roofing, insulation contracts.		

Overall Action	Sub-tasks/activities	Progress	Comments
Resident Satisfaction			
Analyse repairs satisfaction survey responses and follow-up any expressions of dissatisfaction.	Enhance current processes to maximise the level of returns.		
Consult and inform tenants affected by annual planned improvement works and take account of their needs and preferences where possible.	Provide tenants with a range of styles e.g. kitchen replacements.		
Carry out post planned improvement works satisfaction surveys,	Summary of outcomes to be included in the quarterly and annual Performance Digests.		