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Housing Asset Management Strategy 2013 – 2018



Executive Summary

Effective asset management is fundamental to the successful delivery of an excellent service that meets the organisations' objectives within the context and allowances of the Housing Revenue Account (HRA) Business Plan

This document records and represents South Kesteven District Council's (SKDC) Housing Asset Management Strategy and defines a number of key actions that will further improve service and operational delivery. These actions are detailed in the Action Plan at Appendix 1.

SKDC's key objective is to improve the quality and condition of stock and is currently delivering at 98% Decent Homes with a target of 100% Decent Homes by March 2015. SKDC's objective is to improve the stock above and beyond the Decent Homes Standard to a South Kesteven Standard as defined in Appendix 2.

SKDC has embraced the principles of effective asset management by:

- Recognising the importance of maintaining effective stock condition and attribute information;
- Assessing the sustainability of and future options for poorly performing stock;
- Ensuring effective procurement and the effective delivery of the works programme to make sure the stock is maintained in good condition.

SKDC will be examining the use of vacant sites for the building of new homes, the potential redevelopment of existing properties and the potential disposal of assets as a way of helping to fund the acquisition/development of new properties and/or the refurbishment of other existing properties. SKDC is building at least 30 new homes between 2013-2015, with the potential to develop more.

This document establishes the framework within which asset management operations will be provided. It highlights the component parts of the asset management function and their inter-relationship and has been designed to ensure a more 'joined up' approach to the way we plan and deliver capital investment, cyclical/planned maintenance, repairs to empty property, and responsive repairs programmes.

The Housing Asset Management Strategy has been built around two key subject areas which are Property and Service Standards and Stock Portfolio Management, under which 7 priorities have been developed in response to the range of distinct issues for SKDC, the stock and future residents needs.



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Introduction & Vision

South Kesteven District Council's (SKDC) Housing Asset Management Strategy (Housing AMS) has been developed by SKDC to inform the strategic medium and long-term approach to maintaining, improving and developing SKDC's housing assets. It 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, SKDC can provide a stock of housing accommodation that continues to meet the needs of local people in the District. The Housing AMS has been specifically designed to meet SKDC's strategic planning needs under the 'self financing' arrangements of Housing Revenue Account (HRA) reform.

Together, SKDC's housing properties comprise its highest value assets and their repair and maintenance costs form its largest liability. Therefore, it is vital SKDC understands how its housing stock performs against a range of financial and non-financial performance measures. This knowledge can then be used to shape and inform plans which ensure an evolving stock of homes that are well maintained, provides value for money, continues to meet tenants' needs and is sustainable for the future.

What is Asset Management?

Within the context of its Council housing stock, asset management covers the range of activities SKDC needs to undertake to ensure it optimises the use of its housing and other land and property assets to maximise their contribution to the HRA Business Plan and meet the current and future needs and expectations of tenants. SKDC's HRA assets comprise homes, garages, gardens and amenity spaces.

Why is a Housing Asset Management Strategy needed?

A pro-active Asset Management Strategy ensures that decisions about the future maintenance, refurbishment or replacement of our housing properties are made through effective business planning processes and are responsive to wider policy decisions about delivery, procedures and standards. The Housing Asset Management Strategy cuts across all housing teams and is one of the key tools that will be used to meet and respond to future housing need and demand.

Our Housing Vision

Through effective, pro-active asset management to have a well maintained, sustainable housing stock that meets a locally determined South Kesteven Standard, provides the type of accommodation our tenants value, in the environments people would like to live.

Over recent years, SKDC's focus has been on bringing the stock up to, and maintaining it at, the government's Decent Homes Standard. This is the minimum standard set down by government and provides for properties to:

- meet the current statutory minimum standard for housing
- be in a reasonable state of repair
- have reasonably modern facilities and services (kitchens & bathrooms)
- provide a reasonable degree of thermal comfort

SKDC has achieved, and is maintaining, decency levels at its interim target of around 98% with the objective of meeting and maintaining at full decency by March 2015.

A stock condition survey carried out in 2009 has provided good quality data to inform the Housing Asset Management Database. This means there is a sound knowledge base to plan for works needed to maintain properties at the Decent Homes Standard.

However, whilst there will be a continued focus on the management, maintenance and refurbishment of the existing stock over the coming years, SKDC will also be looking more broadly at wider asset

management issues such as the use of vacant sites for the building of new homes, the potential redevelopment of existing properties and the potential disposal of assets as a way of helping to fund the acquisition/development of new properties and/or the refurbishment of other existing properties.

SKDC has a housing stock of over 6,200 units located across all parts of the District, from Grantham in the North to Stamford in the South and the Deepings in the East.

The total housing stock has decreased steadily over the years, largely as a result of tenants exercising their Right to Buy (RTB), with the large majority of sales being of family sized homes. The rate of stock losses through RTB has reduced due to the high value of the stock, reductions in right to buy discount thresholds and more recently due to the economic downturn. However, recently introduced increased discounts have the potential to increase numbers of right to buy sales once more.

The Housing AMS has been prepared in consultation with involved tenants, to support this vision, as well as other broader strategic objectives of SKDC.



The National & Local Drivers

A number of key national and local drivers have informed the development of, and have an impact on, the Housing AMS.

The National Drivers

Housing Revenue Account Reform

On 1 April 2012, the Government abolished the Housing Revenue Account (HRA) subsidy system and introduced self-financing for Council housing. This represents one of the most radical reforms of public housing policy for many years and the effects are far reaching.

Under the new system, it is forecast that over the next 30 years Councils will control over £300bn of rental income, and they could build up some £50bn of new investment capacity (£25bn in today's money). The reforms give Councils increased capacity to invest in housing assets but at the same time they will be responsible for long term investment planning and will have to work within centrally imposed funding constraints. In a time of funding cuts and weak market confidence, HRA reform presents a range of new opportunities for delivering much needed investment in new and improved social and affordable housing.

The key aspects of HRA reform are that:

- Efficient operation of the HRA could lead to the build up of some £50bn of new investment resources across the country, over 30 years (£25bn in today's money).
- Councils can now look at their housing as a real asset capable of generating additional investment resources.
- Councils will be able to shape their "housing business" to deliver against their local service and investment priorities.
- Meaningful HRA strategic financial planning will now be essential.
- There are a range of alternative options for unlocking HRA investment capacity that are consistent with government's current priority to control the national debt.

SKDC's debt settlement was £135.171m which has meant a debt take on of £121.652m when taking into account notional debt. Actual debt before the

adjustment was £2.159m and the budgeted 2013/14 interest costs on the total debt will be £3.460m. Over time there will be the potential for additional borrowing up to limits (a debt cap) set by government.

Self financing under HRA reform has the potential to open many doors around proactive asset management, investigating opportunities for development, redevelopment, asset acquisitions and disposals, maybe even different approaches to rent setting, as well as the basis of future stock maintenance and renewal.

To accompany HRA reform, the Government has granted greater freedoms to local authorities over the disposal of assets and the use of funds from disposals. This new Housing AMS has been developed to respond to these greater freedoms and flexibilities.

Localism & Social Housing Reform

Under the Localism Act 2011, the Government is rolling out sweeping changes to the way in which social or 'affordable' housing is provided with the aim of introducing greater freedoms and flexibilities to landlords and giving a greater say to tenants in how their homes are managed.

The key elements of this reform agenda are as follows:

- **Tenure Reform** – allowing social landlords to issue flexible tenancies, to make better use of existing and future stock.
- **Mutual Exchange** – requiring landlords to offer internet-based mutual exchange schemes.
- **Tenant Involvement** – strengthening landlord accountability to tenants, providing new opportunities for social housing tenants to get involved in commissioning repair and maintenance services to their homes.
- **Rent** – Introduction of an 'Affordable Rent' model.
- **Quality of Accommodation** – tightening up the requirement for landlords to maintain their stock at a decent level.

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

Welfare Reform

The Government's welfare reforms provide for the biggest change to the welfare system for over 60 years. They introduce a wide range of reforms that will deliver significant changes to the way the tax credits operate. The Government's stated objectives are to create incentives to get more people into work, to protect the most vulnerable in society and to deliver fairness to those claiming benefit and to the taxpayer. One of the main provisions is for the introduction of a Universal Credit that replaces Housing Benefit along with other benefits.

The welfare reforms have some potential impacts on SKDC's Housing AMS in that they could lead to:

- Downsizing – an encouragement for smaller households living in larger (more expensive) Council owned homes to downsize.
- Increased pressure on household incomes leading to increased pressure by tenants for landlords to insulate the housing stock better to reduce fuel bills, which is evidenced by the increased number of tenants contacting the authority concerned that they cannot afford their energy bills.
- General increases in the number of private

tenants applying for housing with SKDC as they're priced out in the private sector

- The need for SKDC to adjust its income security and cash flow projections in the light of potential increases in rent arrears (that may also occur due to the new payment method – direct to tenant - that is likely to be introduced by Universal Credit), thus reducing funds available for maintenance
- The need to reconsider the viability of building or acquiring larger dwellings, except for tenants who are in work because of the effect of the household cap (and in some cases combined with under occupation).
- The need to carefully consider the long term sustainability of long run rent increase assumptions.

The Homes & Communities Agency

The Homes & Communities Agency (HCA) has objectives and powers to deliver more new and affordable homes across all tenures, to drive investment in regeneration and to facilitate the greater freedoms and incentives which now exist for Council's to build new homes, joining up the delivery of Decent Homes funding with the wider regeneration agenda. The HCA has a pivotal role in delivering public finances for housing investment. From April 2012 the HCA took over the regulation of all Registered Providers from the Tenant Services Authority (TSA), taking forward the goals of giving tenants more choice and protection and more say in the way their homes are managed.

Lifetime Homes

The Lifetime Homes Standard is a design benchmark for housing which is designed to be easily adapted to meet the needs of 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.

Climate Change & Affordable Warmth

The Government has set a target for all new homes to be carbon zero by 2016. A carbon zero home is one that can be built, heated and powered without any net increase in carbon dioxide emissions. There are also increasingly rigorous approaches to



The National & Local Drivers

securing much higher standards of thermal insulation and reduced energy usage for existing housing stock through retrofitting schemes, all of which help to provide warmer homes that cost less to heat.

The Local Drivers

SKDC's Corporate Plan

SKDC has set out:

"to provide the services our residents need and want and to plan for the future. Our role is to help protect and enhance the special qualities of South Kesteven that make it one of the best places to live, work and do business. We are an ambitious council with a vision to make South Kesteven a destination to live, work and visit where everyone has a good quality of life. To help us achieve our ambitions we have refocused our priorities based on the needs of our district."

The Business Plan sets out the following priorities:

- To grow the economy
- To keep South Kesteven clean, green and healthy
- To promote leisure, arts and culture
- To support good housing for all
- To be a well run council

South Kesteven District Profile

South Kesteven is located in the south west corner of Lincolnshire and covers 365 square miles. There are 4 main towns: Grantham, Stamford, Bourne, and the Deepings and over 80 villages. The population is growing rapidly and the district offers a desirable location and attractive prices for commuters to Peterborough and London. The District Council and police administrative headquarters are based in Grantham and there is also substantial new housing development underway in Grantham and Bourne.

There are approximately 59,600 properties in South Kesteven, with Grantham being the largest urban settlement.

The area has been one of the fastest growing districts in the UK over the last 20 years and the 2011 census states a population of 133,800 which shows an increase in population of 9,000 (7%) since the census taken in 2001. The overall population



size is projected to increase to 151,000 by the year 2021, mainly through a net increase in international and internal migration as well as usual population growth. The number of people in the district aged over 65 currently stands at 19.22% which is set to increase to about 28% by 2030, with the number living alone doubling to 12,000 individuals. This shows the need to prepare for an aging population with changing needs.

South Kesteven has an increasingly diverse demographic, with significant increases in Black and Minority Ethnic communities and influxes of migrant workers increasing the demand on Council services.

The unemployment rate for South Kesteven is 2.8% (Jul 2012) as compared to 3.7% for the East Midlands and 3.3% in Lincolnshire (as a percentage of the economically active 16-64 year olds in the area). There are over 8,000 businesses trading in the district and SKDC is actively supporting new growth.

There are varying levels of poverty and deprivation in South Kesteven.

The health of people living in South Kesteven is generally better than the England average. Deprivation is lower than average, however about

3,500 children live in poverty. Life expectancy for both men and women is higher than the England average. Life expectancy is 8.6 years lower for men and 5.0 years lower for women in the most deprived areas of South Kesteven than in the least deprived areas. Over the last 10 years all-cause mortality rates have fallen. The early death rate from heart disease and stroke has fallen and is better than the England average.

Housing Strategy

The South Kesteven Housing Strategy 2013-18 has been produced in consultation with a range of stakeholders and sets out a vision for the future of the District within the context of the corporate priority of creating the environment to support good housing for all.

Within the context of this strategy are four strategic housing priorities which support the corporate priority of creating the environment to support good housing for all. These priorities are:

- Priority 1: High quality new affordable homes available to buy or rent.
- Priority 2: Improved housing standards across the district for all tenures.
- Priority 3: Access to housing and wellbeing services.
- Priority 4: Promotion of sustainable neighbourhoods and communities.

The SKDC's Housing Strategy is informed by and should be considered alongside:

- The Lincolnshire Housing Strategy 2009-2014;
- The Lincolnshire Health and Wellbeing Strategy;
- The Strategic Housing Market Assessment.

Equality & Diversity

SKDC's aim is to create an environment that allows everyone to live, work and learn free from discrimination and harassment. Everyone has the right to enjoy equal and fair treatment and be accepted for who we are. We all have an age, a gender, an ethnic origin, a sexual orientation, a religion, belief or non-belief and many of us have a disability or will have in the future.

The principle of equality is to promote and protect the dignity of all people in society. This involves, where appropriate, dealing with the specific needs of people with particular protected characteristics. In some cases this may involve balancing different needs and treating some people differently in order to achieve the same outcome.

SKDC's aim is to deliver services that are equally accessible to all its customers and to implement robust policies that will ensure equality in the recruitment, training and development of the staff team.

Health and Safety

SKDC ensures that all contractors undergo a rigorous health and safety vetting procedure before being allowed to work on any properties.

All staff involved in construction, both external and in house work operatives, receive all necessary health and safety training including legionella awareness, asbestos awareness, working with non-licensed asbestos etc.

All staff involved in construction hold a Safety Pass Alliance (SPA) safety card and all in house work operatives hold a Construction Skills Certification Scheme (CSCS) card.

The Housing Health and Safety Rating System (HHSRS) assesses the health and safety risks inherent in a property and where failure occurs the property automatically fails the Decent Homes Standard. At SKDC all HHSRS priority one failures have been addressed. As part of the ongoing strategy for dealing with HHSRS requirements, staff involved in surveying these properties have been trained to identify potential HHSRS failures and carrying out HHSRS assessments.

SKDC conducts surveys and sampling and manages asbestos containing materials in accordance with SKDC's Asbestos Management Policy, the Health and Safety at Work Act 1974 and **the Control of Asbestos regulations 2012**. The Property Services Asbestos Management Procedures document has been produced to manage the risk from Asbestos Containing Materials (ACM's) identified in HRA properties managed by SKDC and is an integral part

The National & Local Drivers

of SKDC's strategy for compliance with all current health and safety legislation regarding asbestos.

SKDC has a **Legionella Management** Protocol for all its properties. The Property Services General Water Hygiene and the Control of Legionella Management Procedures document manages the risk from Legionella in HRA properties.

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 by the HSE Approved Code of Practice L8.

A contractor undertakes regular inspections and any remedial work that may be required. SKDC also carries out risk mitigation work by flushing hot and cold water systems to the sites including void properties before they are occupied.

All communal areas within the HRA stock have had a **Fire Risk Assessment** which are regularly reviewed and all recommendations are acted upon.

Electrical safety inspections of the fixed wiring installations are undertaken every ten years based on condition. The next inspection date is detailed on each certificate issued.

A thorough process of risk assessment is carried out prior to any works being carried out and method

statements are developed for all of the authorities working practices.

SKDC comply fully with the **Construction Design Management (CDM) Regulations 2007** and appoint a CDM Co-ordinator for all notifiable projects.

Although there is not a statutory requirement in existing dwellings to provide either smoke or carbon monoxide detectors, it is considered good practice. SKDC provides smoke detectors to all HRA properties. In addition carbon monoxide detectors are being installed as part of the electrical rewire programmes. All hard wired smoke alarms receive an annual test and there is a programme of replacement of battery smoke alarms with Lithium batteries which give a 10 year life span.

All of the **gas appliances** within the housing stock have an annual service and a rigorous process is in place to gain access to those properties where they are difficult to access. It is a requirement under the Gas Regulations that Landlords issue a Landlords Gas Safety Certificate within twelve months for each property. SKDC has a target to ensure that 100% of certificates are renewed within the timescale.

SKDC's Housing Stock



SKDC owns and manages a total of 6,207 rented properties (as at 13th May 2013) as well as managing some leasehold properties. Nearly 90% of the total stock is made up of traditionally constructed dwellings whilst the remainder comprise houses of a variety of non traditional construction types. Houses account for over half (55%), flats a fifth (20%) and bungalows nearly a quarter (24%). Bedsits/studios make up the remaining 1%.

The table at Figure 3.1 gives a detailed breakdown of the types and numbers of properties that SKDC owns and manages.

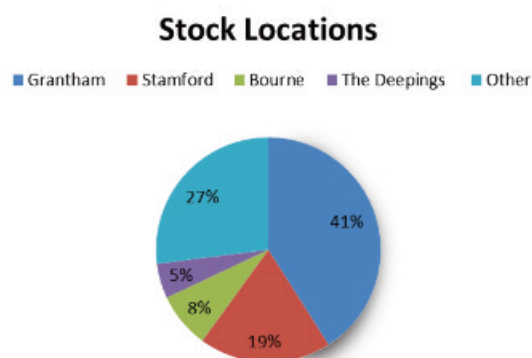
Figure 3.1 Breakdown of stock types at 13th May 2013

Accommodation Type	Bedrooms	No. of units as at 13.5.13	Percentage of total units	
Houses	1 bedroom	19	0.3%	55%
	2 bedroom	551	8.9%	
	3 bedroom	2714	43.7%	
	4 bedroom	132	2.1%	
Bungalows	1 bedroom	271	4.4%	24.4%
	2 bedroom	1,200	19.3%	
	3 bedroom	41	0.7%	
Flats	1 bedroom	451	7.3%	20.3%
	2 bedroom	798	12.9%	
	3 bedroom	9	0.1%	
Bedsits/studios	0 bedrooms	21	0.3%	0.3%
All property totals		6,207	100%	100%

The stock is spread throughout much of the District but there are particular concentrations in Grantham

(41%), Stamford (19%), Bourne (8%) and The Deepings (5%) which, together, account for nearly three quarters (73%) of the total stock. SKDC's stock locations are provided at Figure 3.2.

Figure 3.2 – Locations of SKDC's housing stock



Declining stock levels

The number of Council owned homes has declined steadily over the years almost exclusively as a result of Right to Buy (RTB). By far the biggest decrease has been in the number of family sized houses with two or more bedrooms. This reduction in the total stock numbers and in the number of family sized housing, particularly in more popular areas, has changed the overall profile of the housing stock, increasing the number of small units, flats and bungalows as a proportion of the overall total. Both the overall reduction in stock numbers and the reduction in the number of family sized homes available for rent by SKDC have an impact on our ability to house families on the waiting list. Although a large proportion of demand on the waiting list is for smaller properties, the reduction in family-sized accommodation in our stock impacts

SKDC's Housing Stock



on our ability to transfer or house families into larger accommodation. In looking forward, we will need to consider how best to reinvest in the stock or for how best to re-provide units to meet future housing needs.

The Approach to Voids

The Housing AMS is complemented by our approach to voids. The aim is to provide properties to incoming tenants which are of a good standard, meet their needs and offer excellent value for money. However, financial constraints impact on our ability to provide properties which are as attractive to incoming tenants as we would wish, particularly in terms of their decorative condition. Moving forward we will be striving to use our improved approach to asset management to continually improve the voids management service, delivering properties which meet a higher, more

consistent re-let standard through liaison with tenants in adopting a new voids approach.

General Needs: Demand

There are around 3,000 people on South Kesteven's Housing Register.

The chart at Figure 3.3 shows the breakdown of size of property needed, with the number of bedrooms recorded being based on need, rather than aspiration.

Waiting time can unfortunately be many years, but if an applicant is awarded priority (for example if they have medical reasons for needing to move home) then people are likely to be housed much more quickly.

Figure 3.3 Housing Register Breakdown by Need

Active Housing Applications by Number of Bedrooms and Housing Type

	1	2	3	4	5	6	7	8	10	Sum:
GENERAL	1600	641	276	68	7	1				2593
TRANSFER LIST	317	193	111	48	22	4	2	1	1	699
Sum:	1917	834	387	116	29	5	2	1	1	3292

South Kesteven is not alone in being a District that currently does not have enough Council housing to meet the demand for social rented property. 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 occupied by older residents.

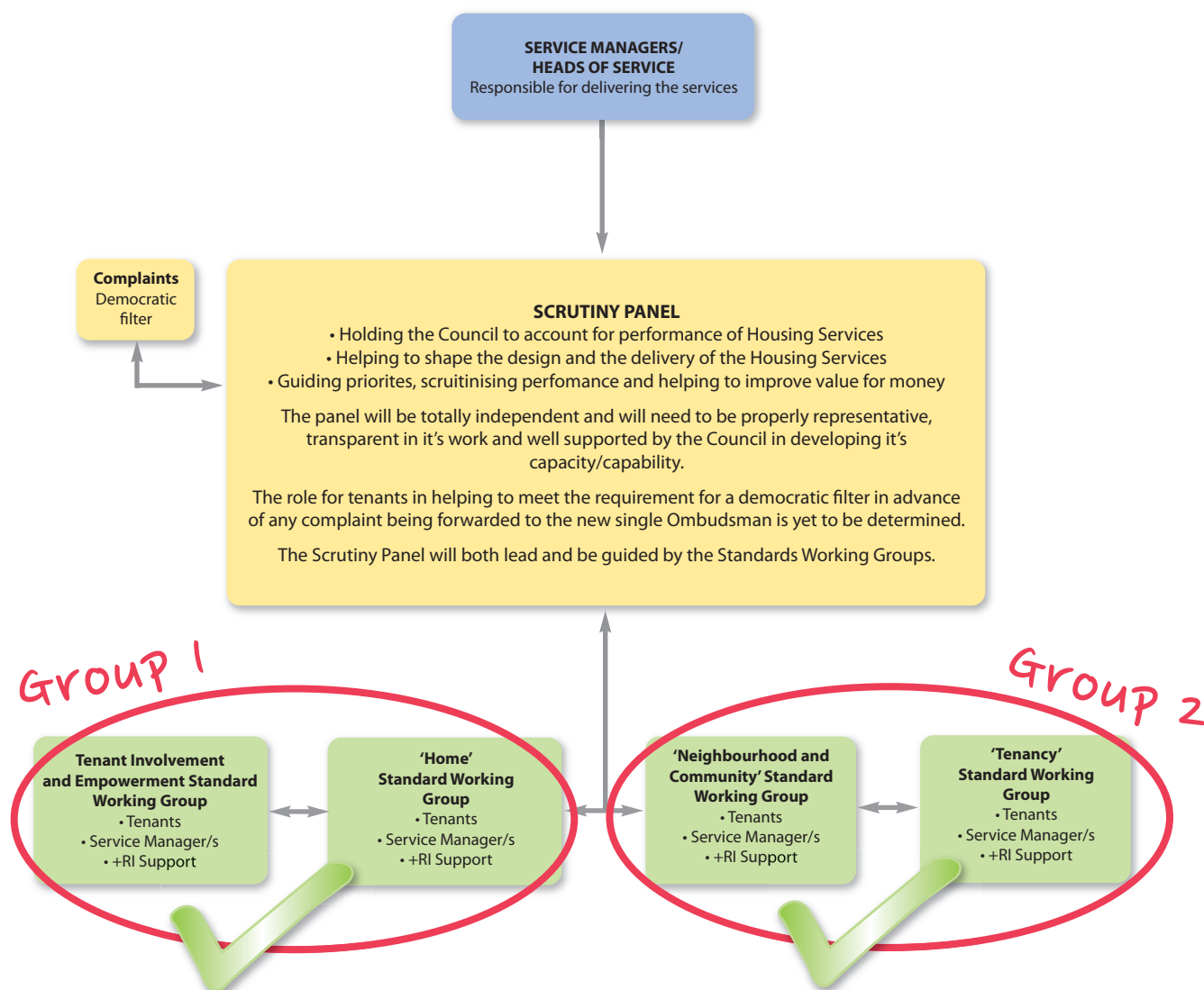
Involving Customers and Delivering our Priorities

SKDC has established approaches to tenant involvement that have been recently developed into (initially) four tenant service review groups. These have been combined to form two service review groups (SRG) which are the Home & Tenant Involvement & Empowerment SRG and the Neighbourhoods & Community & Tenancy SRG.

Repairs and improvements fall under the remit of the Home and Tenant Involvement & Empowerment SRG.

The Service Review Groups report to the Scrutiny Panel. The diagram below shows the tenant scrutiny structure.

SKDC Tenant Scrutiny Structure



Involving Customers and Delivering our Priorities



The Home & Tenant Involvement & Empowerment Service Review Group has the following main objectives:

- To provide a representative and objective view on policy and operational issues relating to a defined element of how SKDC provides, manages and maintains its homes.
- To review and challenge how the service meets the expectations of tenants.
- To identify and agree on recommendations for the improvement of the service area under review, having regard to policy, procedure, priorities and standards.
- To review and monitor the implementation of agreed actions arising from service reviews in terms of how implementation is impacting tenants.
- To report the findings of service reviews to the Scrutiny Panel, following which the Scrutiny Panel may make appropriate reports to the Portfolio Holder for Good Housing

The Home & Tenant Involvement & Empowerment Service Review Group has the following remit:

To work in partnership to review, challenge and seek to improve the design and performance of those services delivered to tenants of the Council.

The Home & Tenant Involvement & Empowerment Service Review Group has the following aim:

To ensure the design and delivery of housing services is effective, that the scope for improvement is identified and that actions are agreed to deliver those improvements having regard to the available resources, to performance benchmarking information and to information about sector best practice.

The Home & Tenant Involvement & Empowerment Service Review Group works closely with the Property Services Improvements and Repairs teams to ensure that their stated objectives are met. The group has an actively developing role in target setting, the annual programme and for reviewing and agreeing targets and areas for improvement.

In developing and implementing stronger asset management planning we intend to build on these arrangements. This will be achieved by developing partnership working with the Home and Tenant Involvement and Empowerment Service Review Group, gaining and using tenant insight, e.g. through satisfaction surveys and other mechanisms. The results of this work will be used to better inform future investment decisions and provide us with an indication of the tenants' and leaseholders' priorities.

Strategic Priorities for Asset Management

The Housing AMS has been built around two key subject areas under which there are a range of strategic priorities. These priorities have been developed specifically in response to the range of distinct issues for SKDC, the stock and future residents' needs.

An Action Plan has been prepared for delivering the strategic priorities and this clearly sets out what SKDC wants to achieve, and by when. The actions will be monitored, reviewed and revised during the life of the Strategy as works are completed and new actions are established.

The two key themes under which the priorities are organised are:

- Property & Service Standards – providing properties and services that meet defined standards that meet current and future tenant needs.
- Stock Portfolio Management – pro-actively reviewing, assessing and evaluating properties to inform investment, disinvestment and divestment decisions.

Under these two key themes SKDC has determined 7 priorities for the Asset Management of the housing stock:

Property & Service Standards

1. Our Standard - To ensure that all housing stock that has a long term, sustainable future is brought up to a locally determined Standard to ensure it continues to remain attractive and meets modern requirements & needs.
2. Energy Efficiency - To have in place a long term strategy and programme to improve the energy efficiency of the housing stock, at the same time helping to reduce fuel poverty.
3. Repair and Maintenance – To have in place well designed, repair and maintenance systems which ensure the stock is maintained to the agreed standard in an efficient, cost effective and responsive way and to use procurement and

contract management processes to best effect to ensure value for money is achieved.

4. Meeting Particular Needs - Subject to appropriate resources ensure the ongoing availability of housing stock that meets the particular housing needs of elderly, vulnerable, disabled or minority households through the provision of suitable attributes and facilities.

Stock Portfolio Management

5. Business Resilience - To profile, review and appraise the stock to fully understand its relative performance and contribution to the Business Plan and to identify obsolete or uneconomic stock and replace with new properties
6. Development Potential –To identify land whether HRA, General Fund or non-council, to build additional homes to increase the number of Council owned/managed properties available of the type and quality needed and in areas where people want to live and to identify potential opportunities for increasing the housing stock by acquiring properties, particularly if property types and location match housing need and management arrangements.
7. Managing Opportunities and Liabilities - To identify and dispose of properties where doing so would remove liabilities and/or generate funds for future re-investment in properties which are either better located, which better meet housing needs and/or are more efficient to manage and to put in place affordable, economic investment programmes that provide an appropriate balance between competing repair and investment requirements.

PRIORITY 1 - Our Standard - To ensure that all housing stock that has a long term, sustainable future is brought up to a locally determined standard to ensure it continues to remain attractive and meets modern requirements & needs.

Strategic Priorities for Asset Management

SKDC is committed to ensuring that the housing stock not only meets the national Decent Homes Standard (DHS) but that it meets a higher, locally determined standard that reflects the desire for properties to have good quality, decent facilities and amenities and that are affordable for our customers to live in.

To meet this objective, SKDC worked with the Home Standard Group to develop a bespoke stock standard – The South Kesteven Standard - designed to ensure that, over time, the housing stock not only continues to meet statutory and/or regulatory standards but offers a quality of accommodation that exceeds the Decent Homes Standard and meets the developing needs of current and future tenants.

In developing this South Kesteven Standard the following, and other, considerations will be incorporated:

- How best to secure a high quality of internal fixtures, fittings and conditions
- The need to meet a wide range of health & safety requirements
- How best to provide warm, energy efficient homes, with lower running costs, helping to reduce levels of fuel poverty
- How best to provide a good quality communal and external environment, ensuring that neighbourhoods are sustainable for the long term
- The need for ongoing programmes of planned investment

The South Kesteven Standard is incorporated in Appendix 2 of this document.

PRIORITY 2 - Energy Efficiency - To have in place a long term strategy and programme to improve the energy efficiency of the housing stock, at the same time helping to reduce fuel poverty.

Achieving high levels of energy efficiency in existing homes is increasingly important to tenants to help

protect them against rising fuel prices and the risk of fuel poverty given the considerable pressures on tenant's incomes. By 'greening' the stock, SKDC will also contribute to reducing carbon dioxide emissions and the associated risks of global warming.

Improving the Energy Efficiency of our Existing Stock

When considering investments in our existing housing stock, and in line with a strong steer from Involved Tenants, we will give a high priority to delivering substantial energy efficiency improvements. To date these improvements have included the installation of double glazed windows, cavity wall insulation to some properties, installation of 'A' rated condensing boilers, air source heat pumps where there is no mains gas and modern heating controls, including thermostatic valves on radiators. Together, these measures have helped SKDC bring 81% of all properties into Energy Rating Bands A to D.

SKDC will set progressive targets to ensure that, over time, all properties fall within Energy Rating Bands A to D. Delivering this target will be challenging but is designed to ensure that all our tenants are given the opportunity to live in a well insulated, energy efficient home. The meeting of this objective will feed into the wider sustainability



factors used in considering the future value and appropriateness of investing in particular schemes or stock types.

In order to deliver against the two new targets SKDC has set out a 'two pronged attack', securing 'easy wins' with the installation of inexpensive yet high impact measures that give a good return on investment and targeting those properties with the lowest SAP ratings.

SKDC's strategy is to:

- Continue to work with key organisations who provide free insulation and energy assessment advice to homes across the South Kesteven area
- Maximise income from funding sources, securing grants through government and/or utility company sponsored schemes to install energy efficiency measures
- Prioritise investment in energy efficiency measures in the development of asset management programmes and the use of HRA surpluses
- Explore the value and appropriateness of new solutions for improving the energy efficiency of SKDC's non-traditional house types, applicability of renewable energy sources and low-carbon impact approaches, such as Bio-mass Boilers and combined-heat-and-power plants
- Examining how we can help encourage reduced energy consumption, encouraging and educating tenants on how to optimise the use of energy.

Our progress in meeting the new target will be monitored through Energy Ratings which will be updated on SKDC's systems as appropriate when improvement works are undertaken to elements including cavity wall insulation, heating or other energy efficiency elements, together with the results of properties surveyed for Energy Performance Certificates (EPCs).

SKDC also expects its contractors to demonstrate the same level of commitment to environmental sustainability. Contractors are expected to ensure any resulting waste from works programmes is sorted on site for wood, plastic, metal and cardboard for recycling. This not only provides

environmental benefits, but also reduces the cost of waste disposal.

Building environmentally sustainable homes

The Code for Sustainable Homes is the tool used to assess the environmental performance of new-build homes. The Code contributes to the achievement of sustainable development and assists this by reducing the environmental impacts of the construction and use of new homes, particularly the reduction of CO2 emissions and climate change.

SKDC have developed a 'fabric first' approach based on the Code for Sustainable Homes. The 'fabric first' approach focuses on creating comfortable, easy to use homes with a high performing building envelope. This has a clear objective; to build high quality homes that will last for decades, being able to withstand the differing needs of consecutive tenant families over the life of the building. The homes are to be simple to use and comfortable to live in, and facilitate adaption where necessary. The Envelope should deliver excellent U-values and air-tightness, well above the Building Regulations minimum, whilst also keeping the cost of heat and power low. Ultimately SKDC wants to improve the image of social housing by creating aesthetically pleasing, high performing homes that are a credit to our members and a joy to our tenants.

In developing or facilitating the development of any new properties we will work towards achieving Lifetime Homes Standard. As part of this strategy we will also be developing an environmental code of practice with which contractors will be expected to comply.

PRIORITY 3 – Repair and Maintenance -

To have in place well designed, repair and maintenance systems which ensure the stock is maintained to the agreed standard in an efficient, cost effective and responsive way and to use procurement and contract management processes to best effect to ensure value for money is achieved.

Strategic Priorities for Asset Management

SKDC 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.

SKDC's aim is to have in place well designed repairs and maintenance systems which encompass the ongoing requirements for the efficient and cost effective delivery of day to day, cyclical, planned and improvement works.

Thus, we will ensure that we have in place:

- A responsive, effective and efficient day to day or 'responsive' repairs service.
- A voids service that is efficient and effective so as to help speed the repairs process and minimise loss of rental income.
- A range of 'service contracts' that provide for the effective maintenance of grounds and communal areas, as well as for regular servicing/maintenance of mechanical/electrical installations.
- A cyclical and planned maintenance programme that achieves economies by replacing components just before they would otherwise require responsive repairs, anticipating changes in minimum acceptable standards and reducing future requirements for cyclical or planned works.
- A planned programme of 'Improvement Works'

SKDC has recently invested in the latest mobile working technology to ensure our tenants receive a fast and efficient repairs service.

SKDC has signed up to the CIH Repairs Charter and is actively using this as the basis to develop a locally determined Repairs Charter. This demonstrates our commitment to delivering a high quality repairs service that is clearly focused on outcomes for tenants.

SKDC will regularly assess how cost effective its repair and maintenance services are in comparison with other Local Authority and Registered Social Landlords.

Repairs and Maintenance Categories

In line with the above, our repair and maintenance services are grouped into five main categories:

Responsive Maintenance

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

Void Works

This is the collective name for the range of repairs and checks that are undertaken prior to a property being re-let.

SKDC has developed a 'Property Standard' that clearly sets out the range of checks which will be carried out prior to the property being re-let and the minimum condition standard for a wide range of individual components and facilities including internal finishes, floors and floor coverings, windows, doors, kitchens, bathrooms and external areas.

A copy of the 'Void Property Standard' is provided at Appendix 3.

Service Contracts

These include for the range of estate management and health & safety arrangements that need to be in place to ensure SKDC meets its obligations. Specifically, service contracts are required for:

- Regular grounds maintenance of communal areas
- Cleaning of communal areas
- Regular inspection and servicing of plant and machinery, including fire alarm installations, emergency lighting, water storage systems, kitchen extraction systems and lift installations.

The service contracts provide for regular visits to properties to ensure service standards and health & safety requirements are met.

Cyclical & Planned maintenance

These are maintenance works that are carried out as routine preventative maintenance, in many instances at defined time intervals. The works are undertaken on regular planned cycles for servicing, inspection and testing of equipment, often as required by statute or regulations. Items covered include:

- Annual servicing of gas heating systems/installations, to include the statutory requirement for carrying out an annual gas safety check
- Communal boiler servicing
- Periodic inspection of electrical installations
- External painting and internal communal area redecoration
- Other planned works, to include the replacement or renewal of building elements or components due to them reaching the end of their life e.g. roofs, windows etc.

Improvement Works

SKDC maintain a 30 year programme of expenditure that meets the long term investment needs of its sustainable housing stock. The range of improvement works will be developed in more detail for the first 5 years of the rolling programme and will take into account the investment requirements identified in stock condition surveys, the priorities of current and future tenants and the need to ensure that incremental and sustained improvements are made to the homes we provide.

When replacing building components or facilities SKDC will aim to use superior quality items that are more sustainable, offer better value for money over time and improve the environment of estates and communal areas.

Improvement programmes will be developed in partnership with tenants and continually shaped by them to ensure that they meet their needs, demands and expectations.

Repairs & Maintenance Policies & Procedures

SKDC will ensure that detailed policies and procedures are in place that clearly set out its approaches to fulfilling its repair and maintenance

obligations as a landlord, whilst being clear about the service that tenants should expect to receive.

Corporate procurement is organised through Procurement Lincolnshire, a shared service arrangement with all Lincolnshire local authorities. Procurement Lincolnshire recognises that excellence in procurement is at the heart of its ability to deliver good quality, value for money services to the people of Lincolnshire. Together they spend in excess of £480 million per year on the procurement of goods, services and works and have a duty to make sure that this spending represents value for money. Their procurement strategy provides an ambitious framework in which Procurement Lincolnshire will work to deliver two clear priorities:

- Delivering year on year efficiencies, but not at the cost of quality;
- Developing and embracing socially responsible procurement that delivers value for money, engaging with local and regional suppliers to promote the local economy and taking account of the social and environmental impact of spending decisions.

Balancing these two priorities requires them to adopt a mixed economy approach, to evaluate tenders on the basis of whole life costs, and to break down the barriers to procurement opportunities. This requires them to develop new and innovative ways in which to procure goods, services and works and to work in partnership with suppliers to drive down costs and increase service quality.

PRIORITY 4 - Meeting Particular Needs -

To ensure the ongoing availability of housing stock that meets the particular housing needs of elderly, vulnerable, disabled or minority households through the provision of appropriate attributes and facilities.

It is recognised that there is likely to be an increasing need for the housing stock to cater particularly for the needs of older people (given the

Strategic Priorities for Asset Management

ageing population) and the specialist needs of people who are otherwise vulnerable or who have support needs. Therefore, the Housing AMS will be used as one of the key mechanisms to ensure that the stock profile and associated attributes respond effectively to these needs, especially given the likely ongoing lack of suitable, affordable accommodation in the private sector.

Our aim is to manage our housing assets so as to meet the need for suitable accommodation in three ways:

- i) To continue to provide a stock of older person's accommodation that has appropriate features and facilities.
- ii) To continue to allocate and, if necessary, convert or adapt existing general needs housing stock to meet the specific needs of other vulnerable people.
- ii) To undertake/facilitate specific new building projects.

Meeting the Needs of an Ageing Population

Britain has an ageing population. 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. In common with many authorities, South Kesteven District has a disproportionately large number of older people living in its homes.

Whilst the majority of older people will continue to live in general needs housing, SKDC is firm in its belief that specific older person's housing offers an appropriate, attractive solution for many and anticipates continued demand so long as the product on offer remains of good quality and responds to evolving needs. Therefore, SKDC will work to ensure that over the medium to long term it maintains an appropriate level of designated older person's accommodation and that it invests appropriately in this stock to ensure that it continues to respond effectively to people's housing and support needs.

SKDC owns 1,128 units of sheltered accommodation which is specifically reserved for occupation by older and otherwise vulnerable people. This stock accounts for around 18% of the stock.

SKDC intends to use the Housing AMS to ensure that its sheltered housing continues to meet the needs and aspirations of older people. We intend to do this by considering if the schemes remain fit for purpose examining issues such as property types, locations and demand in order to draw conclusions as to their ongoing sustainability.

We are already aware of some issues. There are 21 bedsits within the sheltered housing schemes and some schemes suffer from being in more isolated locations. These tend to be the most difficult to let sheltered accommodation and SKDC will therefore consider the appropriateness of various options such as conversions, remodeling or re-provision. SKDC also has some sheltered housing units that do not afford level access and some that are accessed only by stairs. It is likely that these units will gradually become more difficult to let or that existing tenants will find accessing their home increasingly difficult.

The aim is that all of the sheltered housing stock should be modernised and, if appropriate, re-structured as necessary to improve it over time and to ensure it is 'fit for purpose' to meet local needs. This process will ensure that we continue to provide attractive, appropriate housing that meet both the needs and aspirations of older people.

Adaptations

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. We will carry out adaptations to meet the needs of people with physical disabilities to enhance their lifestyle and, where appropriate, enable them to remain in their current home.

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

PRIORITY 5 – Business Resilience - To profile, review and appraise the stock to fully understand its relative performance and contribution to the Business Plan and to identify obsolete or uneconomic stock and replace with new properties

It is recognised that there is work to be done in developing a much greater knowledge and understanding of the 'performance' or 'viability' of the current housing stock. Using developing practice within the social housing sector, SKDC will therefore seek to assess the ongoing performance and viability of the stock through the following mechanisms:

- Review and analysis of stock condition survey information
- Use of projected income and expenditure profiles to inform Net Present Value assessments (NPV)
- Use of measures to calculate return on assets, investment performance and 'value for money'
- Examination of socio-economic and neighbourhood sustainability factors

The Assessment processes described above will be used to categorise our stock in terms of how 'fit for purpose' it is for the future. Our categories are as follows:

Category 1 – stock that is sustainable for the long term based on its sound financial and non-financial performance. Stock in this category will typically have some or all of the following characteristics:

- Lower than average repair costs
- An NPV above the median
- Above average investment performance with respect to yield
- High demand, and or low turnover

Category 2 – stock that exhibits some issues in terms of its financial and non-financial performance but that may, through some targeted interventions, be potentially sustainable. Stock in this category may exhibit some or all of the following characteristics:



- Higher than average repair costs (in the third quartile)
- An NPV below the median (in the third quartile)
- Below average investment performance with respect to yield
- Some demand and/or turnover issues

Category 3 – stock that gives cause for concern due to its poor financial and also possibly non-financial performance and where, due to its high investment needs may require more significant levels of investment such as remodelling, demolition & redevelopment or disposal. Stock in this category is likely to exhibit:

- Very high repair costs (in the fourth quartile)
- An NPV in the lowest quartile, and possibly negative
- Poor investment performance with respect to yield
- Some demand and/or turnover issues

Ultimately, decisions about which stock to retain or demolish, and where to build and for which client groups will be taken in the context of robust option appraisal work (including detailed financial analysis), assessment of future housing needs and analysis of local demand. In many areas there will be a mix of tenures, not least through the impact of the right to buy. Developing effective, workable

Strategic Priorities for Asset Management

solutions therefore often requires joint working with other stakeholders. The sorts of issues that need to be resolved include the following:

- Whether and on what basis we should retain and invest in the stock
- For what end use the stock is to be retained and whether the level of investment needed can be justified
- The alternatives to retention and investment in the stock
- The impact on tenants and other stakeholders of the alternative approaches
- The impact on applicants for housing of the alternative approaches
- The impact on the HRA Business Plan and SKDC's asset base

It is likely that the profiling, review and appraisal of the stock identified in Priority 5 above will determine that not all the current stock is sustainable for the long term and that some schemes, property types or individual properties are of either a poor quality design or of an age or type of construction 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 which is of a non-traditional construction and in respect of some individual listed properties. Rather than spend large amounts of money trying to improve this sort of stock SKDC intends to take the opportunity to either dispose of the property and reinvest the proceeds in replacement accommodation in another location or to redevelop the site, replacing the property/ies with new, high quality homes which are cheaper to maintain in the long term and which are better designed to meet the future needs of tenants.

In the assessment and planning of any demolition programmes it will be important to ensure that clear processes are in place for planning and consultation with tenants, working with them to secure appropriate re-housing which meets their needs.

Furthermore, determining the nature and type of re-provision work with strategic partners will be crucial to identify and respond to changing

demand, seeking to better understand and anticipate shifting patterns in the housing market.

PRIORITY 6 - Development Potential - To identify land, whether HRA, General Fund or non-council, to build additional homes to increase the number of Council owned/managed properties available of the type and quality needed and in areas where people want to live and to identify potential opportunities for increasing the housing stock by acquiring properties, particularly if property types and location match housing need and management arrangements.

SKDC is keen to identify land for the development of new, sustainable, social rented or 'affordable rented' homes as detailed within the Housing Strategy. In the first instance, the priority will be to identify and utilise land currently held within the Housing Revenue Account, but then to identify other Council owned land in the general fund and potentially other sites on the open market. What is key, however, is to ensure that any potential land is in a location which lends itself for the delivery of homes which are sustainable, not just environmentally but also in terms of how they meet current and future housing needs and demands. Thus, any development appraisal process will need to link closely with SKDC's strategic approaches in each neighbourhood. Appendix 4 details potential areas for land re-development.

There are a number of sites that have already been identified for possible development. These sites include:

- Underused garage site & car parking spaces
- Vacant land
- Land owned by other partners
- Land available on the open market

SKDC recognises that it may be appropriate and beneficial to identify potential development

partners to help facilitate the delivery of new homes on any identified land or sites, potentially exploring options for a local housing company or other forms of joint venture to secure additional funding.

Right to Buy has significantly eroded SKDC's stock since it was introduced in the early 1980s, albeit much higher property values have slowed the trend and sales are currently quite low. These losses have disproportionately reduced the stock of family sized homes. Therefore we will seek to use the Housing AMS to try and redress this situation through the active purchase of homes on its estates which have been previously sold under RTB, and perhaps through the purchase of disposals by private landlords and housing associations and the purchase of properties which are in the process of being repossessed by lenders.

Purchases of this kind will help counteract stock losses as well as helping to boost any new build activity and bring additional homes on-stream more quickly.

The following approach will be used on an individual property basis to identify and assess the appropriateness of purchasing a former council owned home.

1. Identification of properties
 - a. Direct mail to owners to identify potential vendors who may not have placed their home on the open market
 - b. Notification to estate agents of SKDC as a potential purchaser
 - c. Discussions with private landlords
 - d. Notification to organisations/agencies who help homeowners who are struggling to make their mortgage payments and/or facing repossession
 - e. Internet and on the ground search for properties available on the open market
2. 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 & investment needed in the property to bring it up to the South Kesteven

Standard

- 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, SKDC 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 SKDC's Housing Strategy.

PRIORITY 7 – Managing Opportunities and Liabilities

- To identify and dispose of properties where doing so would remove liabilities and/or generate funds for future re-investment in properties which are either better located, which better meet housing needs and/or are more efficient to manage and to put in place affordable, economic investment programmes that provide an appropriate balance between competing repair and investment requirements.

South Kesteven District is generally rural in character and just over a quarter (27%) of the stock is located outside of the four main settlement areas of Grantham, Stamford, Bourne and The Deepings. The character of the District leads to there being a significant number of quite isolated properties. SKDC on occasion finds itself owning and managing increasingly small numbers of isolated properties and/or some individual higher value, even listed, properties. These factors mean there are instances where properties can be difficult to let and more difficult to manage. As at May 2013 there is over 50 'harder to let' properties across a wide range of locations.

Strategic Priorities for Asset Management

Therefore, through the Housing AMS, we intend to consider on a case by case basis the potential merits of disposing of properties which fall into this 'hard to let' category, using the proceeds to provide funds either for re-investment in the remaining housing stock or for the acquisition of replacement properties which are in more beneficial locations in terms of their accessibility to shops and services and which better meet future housing needs.

Whilst not exhaustive, properties which may fall into this category for potential disposal would include those in:

- Fringe or isolated locations
- Locations which are poorly served by public transport
- Locations with poor access to shops/services
- Non estate locations
- Areas which are not served by mains gas

An additional criterion could also be that the individual property has a particularly high future investment requirement, even potentially being a 'drain' on the Housing Revenue Account if projected income is insufficient to support projected investment expenditure.

Importantly, properties will only be considered for disposal in this way: as and when the property becomes vacant due to the tenancy coming to an end or as a result of SKDC actively being able to assist a tenant to be re-housed through their own choice, whether this be to move nearer to family and friends, to downsize or to move to a property which better meets their needs in some other way.

On all occasions, an appraisal process will be carried out to determine the relative merits of each disposal.

The delivery of effective and efficient repair, maintenance and investment programmes is underpinned by reliable investment planning and providing suitable funding. It is therefore vital that robust asset data is the primary driver to investment programmes.

Our investment decisions need to be a balance

between responsive repairs, servicing, void property expenditure, planned programmes, renewals, new build schemes, acquisitions and disposals.

Fundamental targets for the investment planning process are:

- To minimise spend on responsive repairs by having effective planned preventative maintenance programmes in place
- To rationalise the planned programmes to fully deliver value
- To 'sweat' assets by maximising income and whilst avoiding unnecessary expenditure
- To have logical, clear volumes of work to drive current contracts and future procurement requirements
- To focus as far as reasonably practicable on more efficient, locational based programmes
- To respond effectively to wider policy decisions
- To provide greater certainty for our residents about works to their homes

SKDC will prepare a 30 year investment plan that is informed by, and informs, SKDC's HRA Business Plan and available funding. The plan will provide a more detailed breakdown for the first (rolling) five years to give both officers and tenant's certainty for planning purposes.

SKDC recognises that excellence in procurement is at the heart of our ability to deliver good quality, value for money services.

SKDC have a duty to make sure that this spending represents value for money. This strategy provides an ambitious framework in which Procurement Lincolnshire will work to deliver two clear priorities:

- Delivering year on year efficiencies, but not at the cost of quality;
- Developing and embracing socially responsible procurement that delivers value for money, engaging with local and regional suppliers to promote the local economy and taking account of the social and environmental impact of spending decisions.

Balancing these two priorities will require us to



adopt a mixed economy approach, to evaluate tenders on the basis of whole life costs, and to break down the barriers to procurement opportunities. This will require us to develop new and innovative ways in which to procure goods, services and works and to work in partnership with suppliers to drive down costs and increase service quality.

SKDC will work mainly within the Procurement Lincolnshire arrangements in letting its repair, maintenance and improvement works contracts. The arrangements recognise there is no single solution that can be applied in all cases and that different procurement approaches are needed to fit the circumstances of the type of works being procured. Effective procurement processes are key in helping to deliver the main objectives of the Housing AMS.

SKDC also understands the importance that sound

contract management can have on achieving value for money, ensuring that provisions and requirements for standards and compliance are maintained throughout the life of any contract. A robust scheme of contract management will therefore be developed, implemented and maintained to support the requirements written into contracts and agreements. These contract management arrangements will include for monitoring performance criteria and addressing issues as they may arise, at an early stage, before poor performance becomes accepted practice by either the contractor or SKDC.

Other Assets/Activities

SKDC is also involved in the provision of non-housing assets/activities involving properties which are contained within the Housing Revenue Account. We are keen to ensure that the Asset Management Strategy supports the efficient and effective management and maintenance of these assets/activities.

Garages

SKDC owns 913 garages of five key types that are located across the District. Approximately 23% are void, representing approaching a quarter of the garage stock. Of these voids, 122 (13% of the total number of garages) are void and available to let whilst 84 (9% of the total number of garages) are void and unavailable to let due to them being in process of being repaired or because they are not fit to let. There are wide variations in void levels with some locations sustaining sufficient demand but others in which there is only low, or no, demand.

Given the above, SKDC will develop a tailored approach towards the future of its garages and garage sites and will set this out in a Garage Plan. The approach will recognise the ongoing demand from tenants in some locations and the lack of demand in others.

It is likely that the new strategy will set out to:

- Retain and invest in the garages where it is economically appropriate to do so based on future investment requirements and ongoing, sustained demand.

- Find alternative uses for the garage sites which are beyond economic repair and/or for which there is insufficient demand.

Sites that are under-utilised and which are considered to be no longer economically sustainable may lend themselves for adaptation as surface parking areas to provide additional parking for tenants, subject to need/demand. However, where there is no requirement or the sites do not lend themselves for additional surface parking the sites it is likely that potential redevelopment will be considered.

Given the potential for changing levels of demand and the potential costs of bringing garages up to and maintaining them in a satisfactory condition the new strategy will provide for all garage sites to be the subject of regular review to assess their long-term viability.

Other Land Assets

In addition to the garages, SKDC also has the following further land assets that fall under the Housing Revenue Account. These assets fall under the following categories:

- Footpaths
- Access Roads
- Green areas
- Larger gardens with development potential

Through the Housing AMS we will seek to maintain these assets in a good, serviceable and safe condition or review those that offer significant development potential, linking this to the wider corporate objectives of SKDC.

Impact of the Strategy



We anticipate that the Housing AMS will have the following positive impact for our customers and for SKDC generally:

For our customers

- Homes which meet as a minimum a new, locally determined, South Kesteven Standard and which are well managed and maintained.
- Homes which are warmer, more energy efficient and which cost less to run.
- Homes which are in high quality and sustainable environments.
- Homes that meet the individual needs of tenants.
- A stock of properties which responds to the need for a balanced, sustainable portfolio.

For SKDC & stakeholders

- Supporting and facilitating wider objectives (e.g. regeneration, development of new homes, sustainability).
- Continuously improving tenant satisfaction with the homes provided and with SKDC.
- 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 future investment opportunities.
- Delivering new projects effectively and efficiently.
- Maximising returns on any “investment”.
- Delivering continuous improvement through performance management.

Delivering the strategy

30 Year Business Plan

SKDC has developed a 30 year HRA Business Plan which gives budget figures for capital and revenue repairs, maintenance and investment works. It provides a more detailed, annual programme for the early years with five yearly budget figures thereafter. Our aim is to review all relevant evidence to make objective, informed decisions about repair, maintenance and investment programmes.

In order to maintain our housing stock to a Decent Homes Standard the table below shows the investment required over the next five years as identified in the Stock Condition Survey.

Figure 8.1 – Asset Management 5 Year Forecast 2013-18

Category of Expenditure	2013/14	2014/15	2015/16	2016/17	2017/18	5 Year Total
Capital Works	5,756,000	6,161,000	3,467,000	3,430,000	2,418,000	£21,232,000
Revenue repairs	7,781,000	7,642,000	7,637,000	7,884,000	8,139,000	£39,083,000

Action Planning, Performance Management & Measurement

The range of actions required in order to deliver the Housing AMS are set out in an Action Plan that will be regularly reviewed and updated. The Action Plan will detail the tasks required to be undertaken under each of the seven strategic priorities. The Action Plan is provided at Appendix 1.

In addition, it is important that performance management processes are put into place. These need to be an explicit and integral part of delivering the Housing AMS and will be designed to show how delivery of the identified strategic priorities is progressing. The performance management processes will be designed to illustrate how the performance of SKDC's housing assets is improving over time and will, ideally, include comparisons with asset performance of similar organisations.

The principal way in which SKDC will measure its performance in achieving the strategic objectives set down in the strategy will be to use Key Performance Indicators (KPIs). KPIs are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organisation. In this case, these are the strategic priorities set out in the Strategy. The current KPI's are detailed in Appendix 5 of the document.

In developing the KPIs, and in line with best practice, we will ensure they are SMART:

- Specific – target a specific area for improvement
- Measurable – quantify or at least suggest an indicator of progress
- Assignable – specify who will do it
- Realistic – state what results can realistically be achieved, given available resources
- Time-related – specify when the result(s) can be achieved.

Thus, the KPI's will be aligned to the strategic priorities set out in the Housing AMS and will be designed to effectively capture and measure progress in meeting these over time.

In addition to the KPIs, we will aim to compare projects to out-turn a better return on Investment. This also enables SKDC 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.

SKDC will work actively with involved tenants to scrutinise, monitor progress against targets and work in partnership with the Improvement and Repairs Team to drive forward performance improvements.

Information Technology

The Housing AMS is underpinned by appropriate IT systems informing all relevant decisions on planned investment and maintenance. A robust and integrated system is in place with a Northgate Housing Management System and an Apex Asset Management system, the latter used for holding stock condition information, surveys, completions information, decency scoring and so on. SKDC's integrated approach allows key housing management data/information be linked with asset management data to ensure that relevant information on investment and SKDC's assets is shared across the organisation.

The operational benefits of the integrated approach are that:

- Staff across SKDC 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. is 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.

Human Resources

Our repairs, maintenance and assets team comprises of multi-skilled specialists including day to day repairs management, planned investment expertise and technical services. It is the remit of this team to plan and technically deliver day to day and capital expenditure in a way that underpins the aims of the Housing AMS.

Funding

SKDC's aim is to maximise the opportunities for accessing funding, 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 and Communities Agency
- Housing private finance initiative
- Prudential borrowing
- Capital receipts
- General fund
- Corporate resource pool
- Major repairs allowance
- Specific initiative grants (e.g. energy efficiency funding)

Responsibility for the strategy

Our Head of Community Assets has overall responsibility for the ongoing development of this strategy and ensuring the successful completion of the Action Plan.

Review of the strategy

The Housing AMS will need to be formally reviewed on an annual basis in consultation with tenants and leaseholders.



APPENDIX 1

Housing Asset Management Strategy Action Plan

AMS Strategic Priority	Actions	Desired Outcome/s	Delivery Date
1. Our Standard - To ensure that all housing stock that has a long term, sustainable future is brought up to a locally determined 'Standard' to ensure it continues to remain attractive and meets modern requirements & needs.	Develop and regularly update detailed, costed, programme of works for bringing the 'long term sustainable' stock up to the new South Kesteven Standard.	Robust plans are in place and maintained to secure substantial delivery of the new Standard by 2018.	March 2018
	Ensure that sufficient funds are in place to deliver the programme of works needed for all long term sustainable properties to substantially meet the new South Kesteven Standard.	Maximise use of financial resources, funding opportunities so that programme of works is completed within the timescale.	March 2014
	Regularly review and monitor progress in carrying out works programmes against agreed KPI's, adjusting the forward programme of works and associated costs accordingly.	Officers maintain a constant knowledge and awareness of programme delivery, with accurate, reliable forward programmes/costs in place. Programme is delivered on time and to cost.	Ongoing Monthly Review
	Provide quarterly update reports to tenants group/s and annual reports to all tenants on progress in delivering the South Kesteven Standard.	Involved tenants are provided with sufficient information to monitor progress and officers are held accountable for performance.	Ongoing Quarterly Review
	Update stock condition survey data in the asset management database as programmes of work are completed.	The asset management database remains up to date with accurate historical data and forward costs.	Ongoing
2. Energy Efficiency - To have in place a long term strategy and programme to substantially improve the energy efficiency of the housing stock, at the same time helping to reduce fuel poverty.	Put in place a system and procedure to ensure that the individual insulation needs of each property are identified so the scope, extent and cost of physical works are recorded.	Data and survey information collected on individual investment needs of each property, with associated cost of works calculated.	July 2014
	Develop and implement a programme of targeted works to improve the thermal insulation of properties and reduce energy consumption by modifying and adjusting repair and investment works programmes to prioritise investment in energy efficiency measures, concentrating on 'easy wins' and/or those where cost/benefit 'payback' periods are shortest.	Costed programme of works in place as part of a re-targeted planned investment programme which focuses on 'easy wins' and the more cost effective measures	March 2015
	Explore the value and appropriateness of new, cost effective, solutions for improving the energy efficiency of the Council's 'difficult to insulate' house types and the applicability of renewable energy sources and low-carbon impact approaches.	Review/s undertaken and results known.	March 2015
	Work with key organisations, including utility companies, to identify and secure funds to install energy efficiency measures or help subsidise the Council's own resources.	Organisations identified, funds secured and energy efficiency measures planned/undertaken.	Ongoing
	Work with colleagues across the Council and with external agency partners to put in place a number of approaches that, together, will help tenants maximise their ability to pay to effectively and efficiently heat their home (e.g. provision of advice on reducing energy use, reducing energy costs by securing the best prices and managing/monitoring energy use better).	Partnership working and assistance packages/approaches in place.	Ongoing
	Put systems in place to measure, monitor and assess progress in increasing the energy efficiency of the stock against the agreed KPIs	KPIs agreed and systems in place for measurement, monitoring and assessment of progress.	Ongoing Monthly Review

Appendix 1

AMS Strategic Priority	Actions	Desired Outcome/s	Delivery Date
3. Repair & Maintenance – To have in place well designed, repair and maintenance systems which ensure the stock is maintained to the agreed standard in an efficient, cost effective and responsive way and to use procurement and contract management processes to best effect to ensure value for money is achieved.	Finalise a comprehensive set of Repair & Maintenance Policies that clearly set out the Council's approaches and processes for maintaining the housing to the agreed standards.	A set of detailed, clear documents that demonstrate exactly what the Council will do, how it will do them and by when so that the wide range of statutory, regulatory and best practice requirements are suitably documented, allowing proper accountability to be maintained.	August 2014
	Consider a programme of fencing and car parking works to sites in Grantham, Stamford, Deeping and certain rural areas.	Costed programme of works in place as part of a re-targeted planned investment programme which focuses on 'easy wins' and the more cost effective measures.	August 2014
	Undertake reviews/assessments to ensure that the Council's day to day, cyclical, planned and planned improvement works are all specified and undertaken so as to meet the target of incrementally bringing the long term sustainable stock up to the new South Kesteven Standard	Programmes and systems in place that have been adjusted to incorporate the works needed to meet the required standard.	August 2014
	Put in place a programme for review of all asset management policies and strategies.	Management plan in place that identifies date of review for each strategy/policy.	June 2015
	To develop a Procurement Plan that meets the stated strategic objectives around sustainability, management of risk etc. and clearly sets out the contracts that are in place and key information relating to them (e.g. duration, structure, value, type of contract, procurement route and current status).	Procurement Plan in place and implemented up to date.	January 2015
	To put systems and approaches in place for effective contract management to help ensure optimum contractor performance and effectively deal with underperformance.	Effective contract management systems in place and operational.	January 2015
	To put systems and approaches in place to actively involve tenants in the procurement and contract management processes.	Tenant involvement approaches in place and operational.	March 2015
	To be proactive in putting steps in place to develop skills and capacity within the Council for the effective delivery of the Procurement Plan.	Skills programme in place and being implemented.	June 2015
	Put systems in place to measure, monitor and assess delivery of the Procurement Plan against agreed KPIs.	KPIs agreed and systems in place for measurement, monitoring and assessment of progress.	Ongoing Monthly Review
4. Meeting Particular Needs - Subject to appropriate resources ensure the ongoing availability of housing stock that meets the particular housing needs of elderly, vulnerable, disabled or minority households through the provision of suitable attributes and facilities.	Undertake a condition survey of all sheltered housing schemes.	Survey undertaken and results collated.	September 2013
	Develop and put in place a planned, costed programme of works - to be undertaken as part of other planned works programmes - for upgrading the sheltered housing schemes.	Necessary upgrading works identified and included for within planned works programmes as and when they are due to take place.	October 2013

AMS Strategic Priority	Actions	Desired Outcome/s	Delivery Date
5. Business Resilience - To profile, review and appraise the stock to fully understand its relative performance and contribution to the Business Plan and to identify obsolete or uneconomic stock and replace with new properties	Develop a Sustainability Assessment Tool, utilising best practice approaches that link to stock condition and other data to evaluate stock performance.	A robust assessment tool is in place that determines the viability of the stock taking into account stock condition and other socio-economic factors.	September 2014
	Use the Sustainability Modelling Tool to assess and evaluate the performance of the housing stock, reviewing the long term future of properties where investment may not be economically worthwhile or where the stock is obsolete.	Knowledge and awareness of the overall performance of the stock and the relative performance of different groups/archetypes of properties.	September 2014
	Identify individual schemes/estates for individual option appraisals and explore the options for re-investment or re-provision.	Completed option appraisals that give conclusions as to whether to retain and invest in the properties or seek an alternative solution such as remodelling or re-provision.	November 2014
6. Development Potential – To identify land whether HRA, General Fund or non-council, to build additional homes to increase the number of Council owned/managed properties available of the type and quality needed and in areas where people want to live and to identify potential opportunities for increasing the housing stock by acquiring properties, particularly if property types and location match housing need and management arrangements.	Develop and maintain a list of potential sites and assess their relative appropriateness for development.	Detailed, up to date schedule of potential sites with comments and conclusions on appropriateness for development.	September 2013
	Agree which sites to pursue for development and how best to achieve through the carrying out of option/feasibility appraisals.	Shortlist of appraised development sites, with notes on feasibility and plan of actions to secure delivery.	July 2014
	Develop delivery schedule and timetable.	Completed delivery schedule and timetable.	August 2014
	Set up systems/processes for identifying, pursuing and securing the acquisition of properties.	System/process in place.	October 2014
	Actively seek properties to acquire that fit into the housing portfolio.	Potential acquisitions identified and, potentially, made.	March 2015
	To use results of the Sustainability Assessment Tool analysis (see Priority 5 above) to identify specific properties/schemes/estates for disposal, calculating the liability that will be removed as a result and the funds that will be secured for reinvestment.	Potential disposals identified and potentially made.	March 2015

APPENDIX 2

The South Kesteven Standard

The Decent Homes Standard	The South Kesteven Standard
Kitchens to be replaced after 30 years, if it is in a poor condition.	Kitchens in a poor condition will be repaired or if beyond economic repair, replaced, providing the condition is due to normal wear and tear. Tenants will be consulted regarding worktops, floors and wall finishes.
Bathrooms to be replaced after 40 years, if it is in a poor condition.	Bathroom in a poor condition will be repaired, or if beyond economic repair, replaced, providing the condition is due to normal wear and tear. Tenants will be consulted regarding floors and wall tiling.
Homes will not meet the current Decent Homes standard if 50% or more of the roof covering requires repair or replacement. Homes will not meet the current Decent Homes standard if the chimney is in poor condition and needs to be partially or fully rebuilt. Homes will not meet the current Decent Homes standard if more than 10% of the wall structure requires replacement or 30% requires repair. Homes will not meet the current Decent Homes standard if 50% of the wall finishes require re-pointing or renewal.	Roof, Chimney and Walls will all be repaired/replaced at the same time under the External Works Programme. Survey to each property is carried out prior to any work commencing on a property.
The condition, repair and replacement of gutters and downpipes are not included.	All the gutters and rainwater downpipes will be inspected and, if necessary, they will be repaired or replaced.
There is no specific standard relating to redecoration in the current Decent Homes Standard.	As part of an ongoing programme the outside of properties and all the communal areas will be redecorated every 7 years.
If a property has a central heating boiler that is 15 years old or more and in poor condition, it will fail the current Decent Homes standard.	All boilers in poor condition and beyond economic repair will be replaced. All boilers are replaced with a modern equivalent that has an energy efficient A-rating.
Although this is not covered by the current Decent Homes standard, landlords are required to carry out annual gas safety checks by law.	There are annual checks of gas and oil-fired boilers. Solid fuel appliances and renewable appliances are also serviced annually, and chimneys swept.
Homes will meet the current standard if they have an electrical system that is less than 30 years old and free from major disrepair.	If electrical wiring in a property is in poor condition this will be repaired or replaced. An electrical inspection condition report for wiring in properties is carried out every 10 years (or at change of tenancy whichever is the sooner) to ensure that it is safe for tenants to use and that it complies with the current wiring regulations.
The current Decent Homes standard does not cover smoke detectors or fire alarm systems.	All properties will have a smoke detector installed. As part of the electrical rewiring programme these will be hard wired or lithium. If it is a mains operated smoke detector it will be inspected as part of the periodic electrical test and any annual service.
The current Decent Homes standard does not require carbon monoxide detectors to be installed.	Carbon Monoxide (CO) detectors will be installed to homes where there is a fossil fuel burning appliance. This forms part of the electrical rewiring programme.

The Decent Homes Standard	The South Kesteven Standard
The current Decent Homes Standard does not require asbestos surveys to be carried out. However, landlords are required to keep an Asbestos Register and let residents and contractors know where asbestos can be found in the home.	We have an Asbestos Register which records the type and location of asbestos containing materials in a property. Properties will be surveyed before any work starts.
If a home has a gas/oil fired central heating system, then the current Decent Homes standard requires that a minimum of 50mm (2") loft insulation or effective cavity insulation is installed. If a property is heated with an electric storage/LPG/programmable solid fuel central heating system, the current standard requires that a home has both cavity insulation (where possible) and 200mm (8") of loft insulation.	Loft insulation will be upgraded to at least 250mm (10") irrespective of the heating system. This meets the Building Regulations standard and will help to reduce energy bills.
If a home has been built with cavity wall construction, then the current standard requires a property to have effective cavity insulation, depending on the heating system installed in the home.	A survey will be conducted to check if a home can have cavity wall insulation. If a property can have cavity wall insulation, this will be installed irrespective of heating type. This will help reduce energy bills.
SAP stands for Standard Assessment Procedure and is the Government's recommended system for the energy rating of dwellings. Houses are rated from 0 - 100, 0 being very inefficient and 100 being highly efficient. The current standard does not require landlords to produce energy efficiency (SAP) ratings for properties.	A calculation of the SAP rating for homes is carried out in order to establish how energy efficient it is. SKDC will set progressive targets to ensure that, over time, all properties fall within Energy Rating Bands A to D.
The current Decent Homes standard does not include details of adaptations, although landlords are normally responsible for this work up to £500.	Minor adaptations will be carried out to the home to enable elderly or disabled tenants to live more independantly. Moderate and major adaptations are completed following a referral from an Occupational Therapist, which include widening doors, installing ramps, installing grab rails, installing a stairlift, installing a level access shower and moving light switches and electric sockets.

APPENDIX 3

The Void Property Standard

Our current Property Standard

What you can expect in your new home

We want to make sure that your new home is secure, meets all your basic needs and is in a reasonable condition when you move in. All our properties meet our 'property standard'. Here's what it covers:

Security

We will:

- Fit new locks to the main front and back doors
- Check any other security measures like window locks are working properly and give you the keys.

Electrics

We will:

- Check all electrical installations like sockets and switches
- Do repairs if necessary and certify them as safe.

Gas

We will:

- Check all gas connections and installations including boilers, gas cookers and fires
- Do repairs if necessary and certify them as safe.

Plumbing

We will:

- Make sure there is hot and cold running water and all taps are working properly
- Check all the pipe work inside and do repairs if necessary

Heating and energy efficiency

We will:

- Make sure the heating system is working properly
- Do an energy efficiency assessment and give you an energy performance certificate.

Kitchens

We will:

- Make sure the kitchen is adequate and has:
 - o A kitchen sink unit with cupboard under
 - o A gas or electric cooker point

- o An electric point for a fridge
- o At least two usable cupboards
- o Enough space for you to work

Bathrooms

We will:

- Make sure all toilets, showers, baths, sinks and taps are working properly.
- If a shower is checked and has not been fitted by SKDC we will ask you to sign a disclaimer that any repairs to this shower are undertaken by the tenant.

Roofs, guttering & outside maintenance

We will:

- Make sure the property is wind and weather-proof
- Check the roof and make repairs if necessary
- Clear the loft of any rubbish
- Check all the guttering and outside pipe work and make repairs if necessary
- Clear the garden of any rubbish
- Remove any garages or sheds which have been built using asbestos
- Fill in or remove any garden ponds unless you tell



us you would like to keep them.

We cannot be responsible for any ponds or garden features you decide to keep and we will ask you to sign a disclaimer.

Doors, windows & stairs

We will:

- Make sure all doors are in good working order and that any glass panels in doors and side panels meets current safety standards
- Make sure all windows are in good working order and any cracked glass is replaced.
- Check the window locks are working (if there are any) and give you the keys
- Check that staircases, banisters and balustrades are secure and safe
- Make sure there are curtain battens fitted above all windows.

Walls & ceilings

We will:

- Check the plasterwork on walls (including under wallpaper) and ceilings is in a sound condition
- Strip wallpaper and do repairs if necessary.

Floors and floor coverings

We will:

- Remove any fitted carpets and floor coverings unless you tell us you would like to keep them
- Secure and/or repair any loose or broken floorboards
- Remove any cracked or broken vinyl tiles.

We cannot be responsible for any floor coverings you decide to keep and we will ask you to sign a disclaimer.

Decoration & cleaning

We don't re-decorate as most people prefer to decorate to their own taste.

We will:

- Offer you a decorating allowance for some rooms if they are in a very poor condition.
- Have the property professionally cleaned before you move in and remove any graffiti
- Replace all toilet seats.

General maintenance and future upgrades

If there are any general maintenance or repairs to do, we will tell you if they will be done before or shortly after you move in

We have an ongoing programme of major upgrades and replacement of bathrooms and kitchens. We will let you know if and when we were planning to do any major work to your new home.

APPENDIX 4

Potential Areas for Land Re-development

Potential Development Sites

Which excludes five sites currently being developed

	m2	Hec	Acres	Proposed units
Totals	123,070.89	12.31	30.41	211

Area	Division	Postcode	m2	Hec	Acres	Proposed units
Barkston	Rural - North	NG32 2NL	1,490.45	0.15	0.37	3
Barrowby	Grantham	NG32 1DG	1,920.10	0.19	0.47	7
Billingborough	Rural - North	NG34 0QT	34,130.78	3.41	8.43	40
Brandon	Rural - North	NG32 2AW	1,701.46	0.17	0.42	1
Castle Bytham	Grantham	NG33 4SD	1,851.22	0.19	0.46	4
Colsterworth	Rural - Centre	NG33 5HZ	1,320.70	0.13	0.33	4
Denton	Rural - Centre	NG32 1LP	926.21	0.09	0.23	2
Dowsby	Rural - Centre	PE10 0TS	426.00	0.04	0.11	1
Edenham	Rural - South	PE10 0LP	909.73	0.09	0.22	3
Grantham	Grantham	NG31 7NT	5,739.22	0.57	1.42	10
Grantham	Grantham	NG31 7RH	2,934.00	0.29	0.72	5
Grantham	Grantham	NG31 9UB	22,550.00	2.26	5.57	40
Grantham	Grantham	NG31 7XN	6,032.00	0.60	1.49	10
Grantham	Grantham	NG31 7BH	23,298.91	2.33	5.76	40
Horbling	Rural - Centre	NG34 0PW	636.76	0.06	0.16	3
Market Deeping	Deepings	PE6 8BJ	815.85	0.08	0.20	2
Market Deeping	Deepings	PE6 8LF	8,259.34	0.83	2.04	10
Marston	Rural - North	NG32 2HR	1,193.39	0.12	0.29	3
Pointon	Rural - North	NG34 0NB	525.00	0.05	0.13	3
Ropsley	Rural - Centre	NG33 4BZ	1,140.16	0.11	0.28	3
South Witham	Grantham	NG33 5AF	1,846.87	0.18	0.46	9
Stamford	Stamford	PE9 1LW	770.66	0.08	0.19	2
Stamford	Stamford	PE9 1SS	1,686.27	0.17	0.42	3
Witham on the Hill	Rural - South	PE10 0JF	965.81	0.10	0.24	3

APPENDIX 5

Current Key Performance Indicators (KPI's)

DETAILS	TARGET
Percentage of properties without a current Landlords Gas Safety Certificate	0%
Percentage of tenant satisfaction rating gas servicing	99%
Number of working days taken to complete the repair from first contact to job completed	7
Percentage of repairs within the 'right to repair' regulations completed within the statutory timescales	100%
Percentage of jobs completed on first visit (Reactive only)	90%
Percentage of appointments kept	100%
Customers that are satisfied - Reactive Repairs	97%
Customers that are satisfied - Voids new tenants	97%
Number of days of total "void" lettings and repairs	28
Percentage of SKDC housing stock that is rated above the average energy efficiency rating (E/F)	78%
Percentage of calls that are abandoned in Repairs	5%
Proportion of planned works to responsive capital	70:30
Cost per property for capital planned works	£2,500



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