

# London Borough of Ealing

## Housing Revenue Account Asset Management Strategy

March 2013

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## 1. Introduction and Vision

This Housing Revenue Account (HRA) Asset Management Strategy (AMS) has been developed to inform the strategic medium and long term approach to our housing assets. It sets out our vision for the housing stock and sets key priorities for the maintenance and improvement of the housing stock and how Ealing will continue to meet the needs of the borough, as well as looking at the key drivers in managing our assets. It has been specifically designed to meet Ealing's planning needs under the self-financing arrangements resulting from HRA reform. This will enable the Council to improve our existing assets and to increase the supply of new affordable housing.

The Council's housing stock are both the Council's most valuable assets and the repair and maintenance cost is our biggest liability. The housing stock has a market value of £2,475,755,823 and a social housing value of £ 615,543,455. Making sure our properties are kept to a high standard and of an appropriate type is key to a successful business plan, as it means that we are protecting our primary source of income. It is therefore vital to have an effective asset management strategy in place to safeguard the Council's interests.

### **Our vision is:**

Through effective asset management get the best value from our available assets, to create vibrant, sustainable communities and to continue to ensure that the housing stock meets current and future needs of residents.

The Strategic Objectives that flow from this vision are:

#### **a) Create vibrant, sustainable communities by:**

- Taking a strategic approach to energy efficiency and affordable warmth to:
  - Increasing the energy efficiency of new and existing housing
  - Providing affordable warmth to vulnerable residents and;
  - Reducing CO<sub>2</sub> emissions.
- Investing in Communal Areas and External Surroundings (to improve appearance and discourage anti-social behaviour)
- Maximising the local economic benefits to the borough by delivering jobs, skills and training opportunities from housing and regeneration investment

#### **b) Continue to ensure that the housing stock meets current and future needs of residents by:**

- Agreeing a locally determined accommodation standard and using this information to inform asset investment decisions
- Maximising opportunities for delivering additional affordable housing in the borough through public and private investment
- Determining long term priorities for investment that are financially sustainable with the resources available to ensure the Council makes the best use of council assets (stock, land etc)
- Delivering high levels of resident satisfaction with planned and responsive maintenance services
- Providing residents with opportunities to be involved in delivering and monitoring of planned and responsive maintenance services
- Fully consulting and involving residents in local investment decisions
- Addressing key health and safety issues in the housing stock

The Council's stock is well maintained and with the exception of refusals and regeneration estates meets the decent homes standard. The challenge is to continue to meet high standards, while making the most of the opportunities that HRA reform has presented.

## 2. Local and National Drivers

### National Drivers

#### 2.1 HRA Reform

The Housing Revenue Account covers expenditure and income relating to the Council's own housing stock. It is an account that is ring fenced from the Council's General Fund with statutory guidance about the items that can be charged and credited to it. In April 2012, the funding regime for local authority social housing changed radically when the national subsidy system was abolished and replaced with a locally managed 'self-financing' model. Local authorities are now able to retain the rental streams from their housing assets, alongside the responsibility for managing, maintaining and improving the housing stock.

In February 2012, Ealing Council agreed a medium term financial strategy for the next ten years and indicative business models for 10 and 30 years. Ealing Council had a settlement figure (the amount CLG pay the Council to reduce the level of housing debt) of £202m. This brings the total debt against our stock down to £150m against a total actual stock value of £200.5m. This in turn means that the Council's borrowing headroom stood at £50.5m in April 2012 (the difference between the stock value and existing debt).

The new HRA financial regime and associated rent income base will allow the Council to develop the HRA capital programme beyond the current level of planned maintenance and newly arising investment works. The medium term financial strategy (next 3 years) includes provision for Stock improvement capital programme (including £1.1m disabled adaptation), a Council New Build programme of £18.8m (offset by £3.7m Homes and Communities Agency (HCA) grant) and a Regeneration enabling programme. The Regeneration programme is cost-neutral over the 30 year business plan period.

#### 2.2 Social Housing Reform

The Government has undertaken a comprehensive programme of housing reform. Their approach is set out in a new national housing strategy 'Laying the Foundations' published in November 2011 and implemented through policy and legislative changes, including the Localism Act 2011. The key changes which will impact the Council's approach to asset management are as follows:

- **New fixed term tenancies:** social housing landlords can now offer fixed term tenancies generally for 5 years, alongside the existing lifetime tenancies (secure tenancies for council tenants and assured tenancies for registered provider tenants). This may mean that stock turnover is increased, with increased levels of voids and resulting increase in void costs, in particular capital costs
- **Introduction of 'Affordable Rent':** social landlords with an active HCA funded development programme can offer properties at 'Affordable Rent' at up to 80 per cent of market rent. This can help generate additional rental income which can be reinvested in new or existing housing stock.
- **Tenant Involvement:** The Social Housing Regulator's revised 'Regulatory Framework' strengthens landlord accountability to tenants. There is now a clear expectation in regulation that tenants will be able to scrutinise performance and the

Regulator will only intervene when there is a risk of serious harm to tenants. To fully comply with the standard on Tenant Involvement and Empowerment, we have set up a scrutiny panel and provide performance information to tenants, including annual performance report to tenants.

- **Tenant Right to Manage & Transfer:** the government has consulted on two sets of regulations and guidance to make it easier for tenants to take the lead locally through the Right to Transfer and Right to Manage.
- **Right to Buy-** the government has increased the cap on Right to Buy discount to 75% on 2<sup>nd</sup> April 2012. Local authorities who want to reinvest receipts from right to buy sales locally instead of turning them over to a central pool must sign an agreement detailing the terms under which they will spend the money. The receipts can only count as a maximum of 30% of funding for new homes and the funds must be reinvested within 3 years. Ealing Council has entered into an agreement to reinvest these receipts.

### 2.3 Energy Efficiency & Affordable Warmth:

There is a range of government initiatives which can be used to both generate additional income and invest in improvements to the energy efficiency of the housing stock and provide affordable warmth to residents.

- **The Green Deal** is the government's flagship energy efficiency policy. This is a market framework that is intended to deliver large-scale retrofit, mainly funded by the private sector.
- **Renewable Heat Incentive**-this is the government's initiative starting in 2013 where technologies, such as solar thermal panels, will earn payments for every unit of heat generated.
- **Feed-in Tariff**-investing in photo-voltaic panel installations can provide an additional income stream for the Housing Revenue Account
- **Revised Home Energy Conservation Act 1995 target**- local authorities are required to provide progress reports to DECC every 2 years on domestic energy efficiency improvements planned and implemented from March 2013.
- **Low Carbon Homes**-the government has a target for all new homes are to be zero carbon by 2016
- **The Code for Sustainable Homes** is the national standard for the sustainable design and construction of new homes. The Code aims to reduce carbon emissions and create homes that are more sustainable. All HCA funded affordable new homes are required to meet Code level 3.
- **Energy Performance Certificates**-show the energy efficiency of a home. Since 1<sup>st</sup> October 2008, it has been a requirement for all social housing providers to issue an EPC certificate each time a property is let. Each EPC is valid for 10 years from the date of issue.

**2.4 Homes & Community Agency's Affordable Housing Programme 2011-15-** aims to increase the supply of new affordable homes in England and provides the AHP provides £4.5b funding nationally. Ealing has a funding agreement with the HCA for £3.6m to deliver 135 new homes

**2.5 Decent Homes**-The Home Standard in the Social Housing Regulator's Regulatory Framework requires the Council to:

- ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard. Ealing Council currently has 100% decency, excluding refusals and estates due for regeneration
- meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard
- in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section six of the Government's Decent Homes Guidance. Ealing Council is looking to define a locally determined "Ealing Accommodation Standard" that is higher than the decent homes
- However, on estates where properties are due for demolition an alternative standard is proposed that keeps these homes to an acceptable standard, prior to the buildings being demolished.

## **Local Drivers**

### **2.6 Corporate Priorities**

The Housing Revenue Account Asset Management Strategy supports the key priorities of the Council's Corporate Plan 2010-14. The key themes of the plan are:

- **Make Ealing safer** – Make Ealing one of the safest places in London by lowering crime rates, reducing fear of crime and tackling anti- social behaviour and hate crime. Ensure that Ealing is a safe place for children and young people to grow up.
- **Secure our public services** – Deliver high quality public and community services which residents find easy to access.
- **Secure jobs and homes** – Improve the quality and supply of homes across all tenures and increase significantly the number of affordable homes. Confirm Ealing's position as a high quality metropolitan centre.
- **Make Ealing cleaner** – Improve the cleanliness, design and quality of our streets, town centres, housing estates and parks.
- **Deliver value for money** – Promote value for money and efficiency in service delivery by providing community leadership, working effectively with our partners, contractors and communities.

### **2.7 Corporate Approach to Asset Management**

- **Ealing Council's Property Strategy 2010** complements the HRA Asset Management Strategy and sets out the Council's overall approach over the next 5 years to developing its operational and non-operational property portfolio. The strategy covers the approach to Housing Revenue Account Community Centres located on housing estates.
- **Ealing Capital Strategy 2012-16:** outlines the Council's approach to capital investment. It is reviewed annually to reflect changing needs and circumstances. The resources to deliver capital strategy are allocated through budget review process that sets the four year rolling capital programme as part of the annual budget setting process.

### **2.8 Ealing Community Strategy**

The Council has a statutory duty to duty to prepare a community strategy which should seek to 'promote and improve the economic, social and environmental well-being of the borough and contribute to the achievement of sustainable development'<sup>i</sup> ' The strategy is delivered

through the Local Strategic Partnership which brings together key public, private and voluntary sector organisations in the borough.

Ealing Council's Community Strategy has 4 key priorities. All 4 priorities link in to the HRA Asset Management Strategy. The themes and relevant objectives are as follows:

- **Health:** Improve public health and support those with specific needs to achieve well-being and independence.
- **Safety:** Work with communities to ensure that everyone is safe and has the support they need
- **Prosperity:** Secure Ealing as a place where people are able, and want, to live and work
- **High quality of life:** Make Ealing a place where people enjoy a high quality of life

### 3 Context – Ealing’s Housing Stock and Housing Demand

#### 3.1 Ealing’s Stock Profile

A key issue for Ealing in planning its investment programmes and ongoing repairs and maintenance is the size of our stock and projections into the future. Our ambitious regeneration programme does mean that overall stock numbers will reduce year on year. While this removes from the HRA the least viable stock in terms of investment needs, as well as meeting other long term regeneration objectives, it does reduce the overall rent roll without necessarily having an automatic reduction in management costs.

In addition to this, the recent changes to the right to buy will have an impact at least in the medium term on stock numbers. This will further reduce the stock, and in the case of the right to buy is more likely to remove attractive properties from the portfolio. While the Council has signed an agreement with CLG to re-invest the proceeds of the RTB sales, this is unlikely to be enough to provide a like for like replacement.

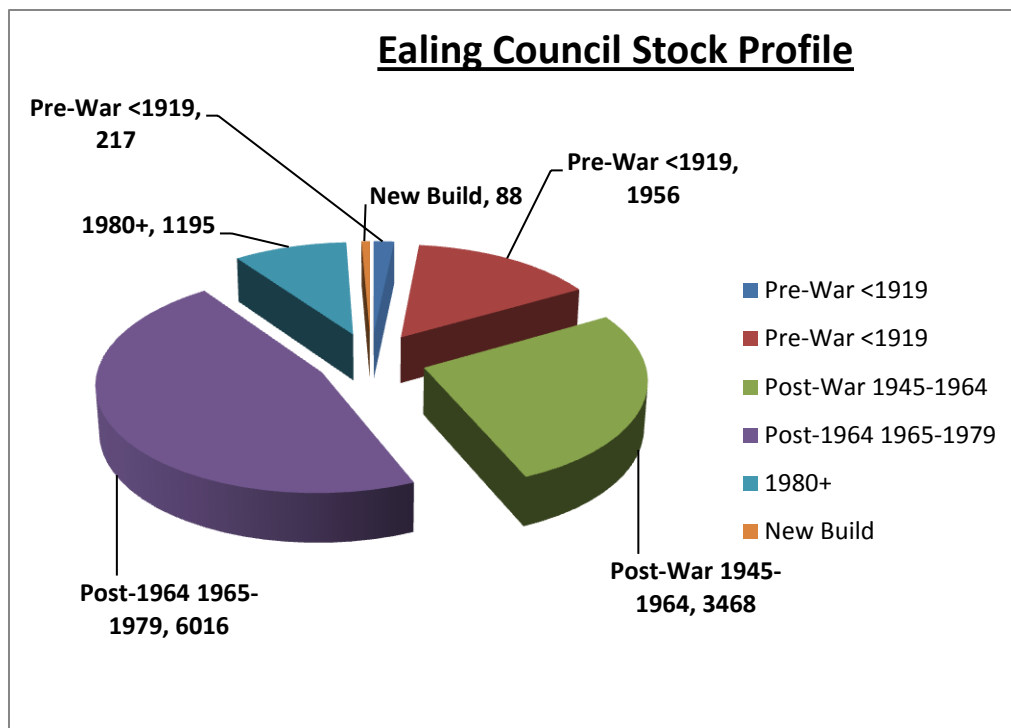
#### Stock Numbers

Year	Stock
2012	12,969
2013	12,555
2014	12,213
2015	11,877
2016	11,533
2017	11,487

Although stock numbers are decreasing through demolition for regeneration, these social rented units are replaced by our partners on the regeneration schemes.

#### Profile of stock by age and type

	Pre-War <1919	Interwar	Post-War 1945-1964	Post-1964 1965-1979	1980+	New Build
House	82	1262	726	426	97	31
Bungalow		35	71	10	94	
Flat	121	637	1985	3387	961	57
Bedsit	4	12	357	279	1	
Maisonette	10	10	329	1914	42	
Totals	217	1956	3468	6016	1195	88



### 3.2 Stock Condition and Repairs Data

The current stock condition survey (SCS) was originally produced in 2003 in anticipation of the Decent Homes Programme and subsequently updated in 2009.

The SCS should be the organisations overriding tool for assessing and planning repair and maintenance requirements. Added to that it should equip us with the ability to accurately report on any statistical returns we are required to submit. A good SCS will provide the organisation with a number of benefits

- Knowledge of the physical make-up and condition of our housing stock
- The effectiveness of current and previous work programmes
- The ability to develop an accurate Planned maintenance programme in order to reduce reactive maintenance.
- The ability to target our priorities
- The ability to plan future Capital and Revenue requirements
- The ability to plan our financial resource requirements
- The back-up to support any Capital Funding Bids
- The ability to achieve our statutory requirements

In order to meet the above objectives and In accordance with good practice a further sample stock condition survey should be commissioned over a 5 Year basis, allowing for a 20% sample per year, to update information and to reduce the reliance within the database of cloned information between property archetypes.

A new stock condition sample survey is due for completion in 2013.

### 3.3 Decent Homes



Ealing is in a good position for this following the completion of its Decent Homes Programmes and its achievement of 100% Decency in its stock (excluding refusals regeneration housing). These programmes have enabled us to accurately update large amounts of data on our Asset Management system "Promaster" and avoid the usual Asset issues around cloning of stock data. In addition other programmes of work such as Mechanical and Electrical replacements and upgrades provide valuable sources of data in more detail than available from a conventional SCS. Similarly there is a high turnaround of void properties each year of which some require major works prior to re-letting.

Some properties will fall out of decency and the capital investment programme must address this as part of meeting the Ealing Standard (Discussed below).

### **3.4 Stock Condition Survey**

During January 2009 a sample stock condition survey was undertaken, which consisted of a 10% internal and external sample of the houses and bungalows and a 10% internal and 100% external sample survey of flats and maisonettes to produce statistically reliable cost projections at a whole stock and area level.

The broad conclusion of the survey was that the stock had been reasonably well maintained but major investment would be required to meet the requirement in the short and medium term for replacement components.

The stock condition survey forecast the costs of achieving the total Investment requirement of the stock.

The Stock Condition Survey in 2009 concluded that:

1. Improvements with a total value of £66m - £46m for new components, and £20m to improve existing, were identified as part of the survey, these were being incorporated into the Decent Homes Programme.
2. Total works cost per property required over the following 30 years is an average of £37,133. Costs are inclusive of preliminaries, but exclusive professional fees, VAT, management and administration costs and are based on 2008 prices.

### **3.5 Future Stock Condition Surveys**

The Asset Management Team has procured the next SCS with the intention that the results are available in summer 2013. Once this has been completed a review will be undertaken to establish how such a survey might be conducted using in-house resources. Advances in information technology have made it relatively easy for staff visiting properties or estates to take with them copies of the relevant data with the intention of updating it during their visit. A greater use of this technology would reduce the reliance on externally provided Stock Condition Surveys.

The annual investment in the housing stock is managed through the Capital Investment Programme (CIP). The budget is agreed on a 3 year cycle and over the period 2013/14 to 2015/16 amounts to 54m.

The CIP focusses investment in a number of major areas such as internal works; external refurbishment; Mechanical and Electrical installations; Lift Replacements and Health and Safety.

Since the completion of Decent Homes programmes in March 2011 the focus of investment has moved away from kitchens and bathroom replacement to the upgrading and replacement of major electrical infrastructure and lift installations. Another significant area of investment has been in the remodelling of existing properties to better suit the needs of our customers. This takes a variety of forms including the extension of properties to provide more bedrooms either in loft conversions or rear /side extensions. In addition the alteration of properties to give disabled people appropriate adaptations within their family homes has become increasingly challenging and complex to provide.

Other categories of stock have benefitted from investment over the past year including the first year of internal and external refurbishment of hostels. In sheltered accommodation laundry facilities have been updated and work is planned to refurbish entrances and communal parts including a new alarm call system.

### **3.6 Management Costs**

Following the completion of the Decent Homes Contracts, which had been contract administered by consultants, it was decided that this function would be taken in house. Consultants would in future be used for specialist advice where this was not available through Council Officers e.g. Party Wall Surveying; CDM-C; Structural Engineering.

The approximate cost for managing the whole CIP for 2102/13 is £1.2m. This cost is capitalised within the programme and includes the cost of the Asset Management Team who deliver the programme with staff from the Repairs Team whose costs are also capitalised.

### **3.7 Local Standards – An Ealing Standard for Accommodation**

In March 2011 the Council completed its major investment programme to achieve the Decent Homes Standard in all properties. This did not include properties on the 8 Regeneration Estates which had been identified for demolition and rebuild.

Now that this standard has been achieved the focus of the Capital Investment Programme has changed. Some of the works are necessary because they impact upon the health and safety of residents e.g. lift replacement works, water or fire safety works. Significant sums of money are now being invested on Mechanical and Electrical System upgrades; lift replacements; fire safety works and the upgrade of sheltered schemes and hostels.

With the exception of properties where we have been unable to gain access there are only a very small number of properties classified as non decent. These can be made decent quite quickly and easily through replacement or repair of the component that has failed. Each year different numbers of properties have the potential to become non decent again through age and worsening condition.

It is best practice for landlords to demonstrate an appropriate balance between planned and responsive repairs. This approach should include:

- Responsive repairs

- Cyclical Repairs
- Planned Works
- Works on Empty Properties
- Adaptations
- Statutory Works – Gas / Electricity / Water / Asbestos / Lifts and Fire Safety.
- Maintaining and improving upon the Decent Homes Standard

Ealing is now in a position to maintain its stock at a higher level than Decent Homes, and one that includes the external environment too. To this end the Council has developed an Ealing Standard for Accommodation, on which future investment programmes will be based. More detail is provided in section four.

In defining a local standard for quality of accommodation extensive consultation work was carried out with residents resulting in a basis standard being agreed by the Council's Housing Forum and residents Scrutiny Panels. The resulting standard can be seen at Appendix 1 and form part of our local offer to tenants and our service standards.

### **3.8 Voids**

Void properties are unoccupied dwellings. This generally occurs when a property is being re-let through termination of the previous tenancy. Void works include statutory testing of gas and electrical systems, as well as the works required to make the property fit for in-coming residents.

Work to void properties is carried out in accordance with the Voids Standard. The void standard generally provides a new tenant with a fit for purpose “decent home” to start their tenancy. The Minimum Letting is attached at Appendix 6. This will need revising to reflect the new Ealing Standard for Accommodation.

Where a void property is considered to require major works then in addition to survey of the works required a feasibility study is carried out to ascertain the scope for extending the property to increase its size, to enable the Council to deliver larger family housing. Voids will also be subject to an options appraisal process to justify investment in the stock.

### **3.9 Post Decent Homes Capital Programme**

Following the completion of the Decent Homes programme the Council has identified a number of future investment schemes that will improve the viability of its stock.

- The full estate regeneration programme;
- Essential new investment in sheltered housing schemes – upgraded alarm systems, improved communal areas and common rooms, conversions of bedsits to one-bed properties.
- The vision for Copley close estate which includes a local investment standard and environmental improvements to the majority of the estate and a Council delivered and funded regeneration scheme on viable blocks on the estate.
- Interim maintenance works on Regeneration estates prior to their regeneration/ redevelopment.
- Disabled adaptations to council properties.
- A comprehensive lift replacement programme.
- Estate remodelling and environmental works on other priority estates not identified for regeneration
- On-going stock improvement programme to meet the Ealing Standard

**3.10 Properties on Regeneration Estates**

These have generally not received internal or external works to Decent Homes Standard, and are not planned to be included in the Ealing Standard. Essential Health and Safety works continue but capital investment works have to be considered against the remaining duration for which the blocks will be occupied before demolition. On parts of South Acton Estate and Havelock Estate residents will not be decanted from their current homes for 10 years, therefore an alternative standard is needed to moderate investments in these parts of the stock.

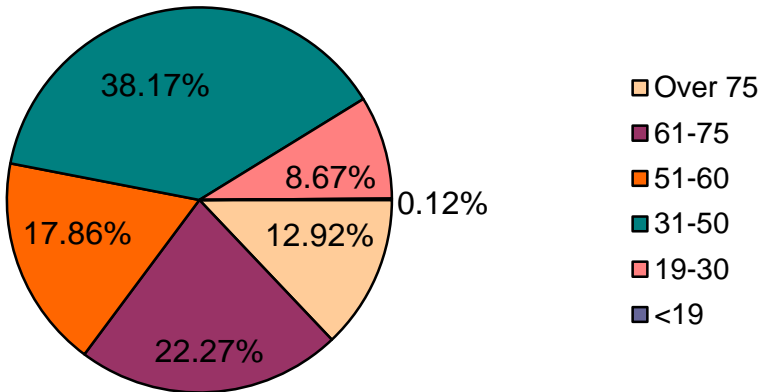
The CIP allows for limited continuing short term investment in estates where properties will continue to be occupied for a several years before decanting, demolition and replacement with new build homes. In 2012/13 this investment took place on Rectory Park Avenue. In 2013/14 and 2014/15 investment is planned on Havelock Estate and South Acton Estate.

**3.11 Demographics**

Ealing had a total of 124,082 households with at least one usual resident, with an average of 2.7 members per household. This is the third highest in London and is projected to increase by a further 19% over the next 30 years. However it is expected that the average household size will continue to decrease as a result of longer life expectancy and other social factors.

The most prominent age groups within the population are 0-14 years and 25 -34 years, with 12% of the population in 65+ age group.

In terms of our current tenant age profile this is shown in the Chart below, the age of the main tenant being that selected. As can be seen almost 47% are in the 19 to 50 age group while over 53 % are older than 50. This is a distinct difference from the general population and would indicate that the older population is more reliant generally on social housing and will remain so as life expectancy increases.



## Demand

There are currently 12,181 households registered for housing on the housing register and the chart below sets out the breakdown of registered applicants.

### Housing Register as at 4/11/2011 by bed-size

<b>1 bed</b>	<b>38%</b>
<b>2 bed</b>	<b>29%</b>
<b>3 bed</b>	<b>22%</b>
<b>4 bed</b>	<b>9%</b>
<b>5 bed</b>	<b>2%</b>
<b>6 bed</b>	<b>&lt; 1%</b>
<b>7 bed</b>	<b>&lt; 1%</b>

Source: LOCATA report

	Sheltered	1	2	3	4+
BAND					
A		208	92	20	9
B		147	95	141	129
C		951	1246	1209	652
D		1805	998	451	130

As of April 1<sup>st</sup> 2012, Ealing Council had 13,870 people on the housing register waiting for social housing. For 2011-12, there were 1065 lets into social housing. Of these, 729 were into Ealing Council properties and 336 were into registered providers properties. To add further light on the situation the breakdown of the Council properties available compared to demand is as follows:

	Sheltered	1	2	3	4+
2011/12 Supply			274	118	20
Current demand (Not Band D)		1306	1433	1370	790

Ealing's Allocations Policy sets out how we will prioritise and who is eligible for council homes. Fundamentally the Council has to give priority to households who attract "reasonable preference". This definition has been set out in legislation and is still the case after the amendments introduced by the Localism Act. The 'reasonable preference category of applicants includes homeless households, overcrowded households, households otherwise living in unsatisfactory housing conditions and people needing to move on medical or welfare grounds.

Within this, the Council's ability to respond in terms of the size of accommodation becomes increasingly limited in respect of larger families as the Council simply does not have anywhere near enough the required number of large family units. Imaginative use of smaller units and properties suitable for extending and conversion is part of our approach in terms of our capital programme. This is also reflected in the Council's current development programme, which although relatively small still ensures a supply of larger family social housing.

### **Temporary Accommodation and Hostels**

The demand for social housing combined with the reduced availability of private sector accommodation due to changes in the local housing allowance is also placing pressure on the Council's ability to discharge its housing obligations. There was a downward trend in the decade to 2011/12 in the use of temporary accommodation and bed and breakfast. However this has reversed and the Council is now forced to use B&B more frequently. As of March 2013 there were 300 households in B&B temporary accommodation. This has a direct cost on the General Fund rather than the HRA, and so the Council will need to consider how it can expand its supply of temporary accommodation and in particular may need to think about how it expands current hostel facilities or builds new ones.

### **Council New Build and HRA land opportunities**

The successful bid for the 2011/15 Affordable Housing Programme will enable Ealing to provide a further 135 dwellings

In addition to the above development, the Council has some small pieces of land designated as housing land that are either unused or inefficiently used. This land may be suitable for small scale residential development, and it is proposed that these sites are developed by the Council in a way that delivers additional council owned homes for social rent plus additional homes at a range of affordable or market rents or units for part or outright sale.

There are some 52 available /underused plots of land held against the HRA, most of which are only suitable for small developments. Officers have carried out further soft market testing and considered the most advantageous options for the development of these areas of HRA land. The council's preference is to use these sites to increase the supply of affordable municipally owned housing by marketing the sale of the land and negotiating the development of council homes as part of this, through an agreement with a developer or housing associations.

## 4 Strategic Priorities for Asset Management

### Introduction

Seven strategic priorities have been identified for the HRA Asset Management Strategy. These have been developed in response to the key issues for Ealing, our stock and future residents' needs.

As Ealing has already achieved 100% Decent Homes Standard, three of the priorities reflect this and are focused on improving the quality of the current stock and focusing on the way in which we invest in the stock.

Alongside the priorities will be an action plan setting out how Ealing will meet its priorities and when. Progress will be monitored against the action plan, and updated and revised as necessary.

Ealing's strategic priorities are:

1. To maintain well designed repair and maintenance systems that ensure the stock is kept in a good state of repair and meets the Ealing Standard for Accommodation
2. To maintain current, robust and accurate data about its assets and the necessary IT systems and processes to interrogate and use the data effectively
3. To develop a long term strategy to improve the thermal efficiency of HRA stock, reducing carbon emissions and fuel poverty
4. To get the best value from our stock by replacing obsolete or uneconomic stock with improved or new assets that are better designed to meet future needs and maintain a balanced portfolio
5. To regenerate Ealing's neighbourhoods and estates
6. To identify land (HRA, General Fund or non-council) to build additional homes and increase the number of Council owned homes available and identify opportunities for acquisition of properties and land to match housing need, location and type
7. To ensure that specialist housing continues to cater to the needs of particular groups, including housing for older people, special needs and hostels

### Priority One

**To maintain well designed repair and maintenance systems that ensure the stock is kept in a good state of repair and continues to meet required standards**

An efficient and effective repairs and maintenance system is an essential requirement of good asset management. A large part of the HRA budget is spent on repairs and maintenance and in 2013/14 Ealing anticipates spending £14.4m on R&M.

While the decent homes standard has been met, there remain challenges to meeting a higher Ealing Standard (detailed in appendix 1)

To meet these challenges the Council will **maintain well designed repair and maintenance systems that ensure the stock is kept in a good state of repair and continues to meet required standards**. This includes having the following systems in place:

- An efficient and effective responsive repairs service
- An efficient and effective voids service that acts as preventative maintenance and minimises rent loss during void periods
- Effective compliance programmes to meet asbestos, fire safety and other health and safety requirements
- A cyclical maintenance programme that reduces the need for responsive repairs
- A planned investment programme to ensure that housing stock continues to meet the decent homes standard and a higher Ealing Standard of accommodation

### Responsive Repairs

These are revenue funded works that are carried out when components fail and cannot wait to be undertaken during a planned investment programme.

Residents report the repairs through the Council’s call centre and repair link, and the call centre operator either arranges for a contractor to attend or if the repairs is more complicated or involves multiple trades a surveyor inspection is ordered. Responsive repairs are contracted out to a third party by Ealing, and the contract is divided into east and west. There are sub-contractors for specific areas of work (e.g. heating repairs).

Repairs are categorised according to the urgency of the job, and this determines the target time for the job to be completed.

Repairs standards were agreed with residents and are set out in the residents’ handbook, and are reviewed by the Housing Forum (the Ealing’s housing consultative body).

Repairs performance against benchmarks

Indicator	2011/12 Actual	National Benchmark Q3-2012/13	Target 2012-13	Dec-12	Jan-13	Feb-13	2012-13 Actual (YTD)
% of emergency repairs completed on time	98.93%	99.98% (Q3 2012)	<b>98.63%</b>	97.62%	99.34%	97.70%	<b>98.61%</b>
% of urgent repairs completed on time	99.31%	99.38% (Q3 2012)	<b>98.09%</b>	92.68%	95.97%	95.96%	<b>97.75%</b>
% of routine repairs completed on time	98.96%	99.04% (Q3 2012)	<b>98.62%</b>	97.36%	98.46%	95.83%	<b>98.49%</b>

[Average cost information. Number of repairs per property and how this relates to benchmarks to be inserted].



No major works should be undertaken and financed through responsive repairs; these should be covered by planned investment programmes.

Both performance against benchmarks and the robustness of existing systems will need to be reviewed in order to continue to meet this priority.

### Void Works

Void properties are unoccupied dwellings, which generally occurs when a tenancy is ended.

At this point electrical and gas testing is carried out and work is completed to the property to make sure that it meets the minimum void standard and can be let. This doesn't normally include decoration, and tenants are expected to decorate the property themselves.

There are two types of voids. Routine voids are revenue funded and expected to be returned for letting quickly. Major voids require more extensive works and are capital funded, requiring longer for the works to be completed. A void should be classed as a 'major works' void only if an existing tenant would have had to be decanted in order for the works to take place.

It is essential to the HRA that the voids process is efficient, minimising the time between the ending of one tenancy, the completion of any works and the start of the new tenancy. This ensures the minimum loss of rent.

As at March 2013, the average cost of a routine void in Ealing is £1200 and of a major works voids is £6500.

### Current Void Performance

Indicator	2011/12 Actual	National Benchmark Q3-2012/13	Target 2012-13	Dec-12	Jan-13	Feb-13	2012-13 Actual (YTD)
Average time taken to re-let local authority housing (Cumulative)	18.08	20.00 days (Q3 2012-13)	<b>20.00</b>	18.97	18.18	17.96	<b>17.96</b>
% of period's rent lost through voids (INT-07) (Cumulative)	1.51%	0.60% (Q3 2012-13)	<b>1.55%</b>	1.22%	1.22%	1.22%	<b>1.22%</b>
% of period's rent lost through voids including major works voids (Cumulative)	1.67%		<b>1.60%</b>	1.57%	1.57%	1.59%	<b>1.59%</b>

A void property also generates an opportunity for an inspection and a review of the property before considering investment. If the void is to be a major void, then the sustainability index and options appraisal process should be followed to determine whether there should be investment or other options should be pursued, set out in appendix 2.

A 'LEAN Six Sigma' review has been completed of the voids process. A summary of the results is shown in appendix 7.

### **Regulatory and Statutory Compliance**

Ealing has several key legal obligations to its residents related to regulatory and statutory compliance. These are:

- Asbestos management
- Fire risk management
- Legionella risk management
- Gas Safety

The Council has management plans for all statutory requirements, and will continue to monitor and review these plans for performance and robustness.

For asbestos, the Council has an Asbestos Management Plan and Asbestos Guidance and Procedures Manual that are designed to meet the Council's legal obligations. The Council has a database of communal asbestos and sample surveys of asbestos inside of properties, including drawn surveys. Repairs and Maintenance teams and Planned Investment teams can see this information when ordering work, so it can be shared with contractors.

The Council has an active fire safety investment programme, including in particular those properties identified as high risk following the Lakanal House fire. This compliments a fire safety management plan, which includes the responsibility of estate services and housing management team members to identify and manage fire risks arising from resident behaviour (e.g. unsafe use of storage areas).

For legionella, there is a database of components where this poses a risk (e.g. water tanks) and a programme of cyclical testing.

The Council has a programme of annual gas servicing. All tenants must provide access for gas servicing and the Council has a target of 100% completion rate. During 2011/12 The Council achieved a completion rate of 100%

These effective processes give maximum protection to tenants, the Council and contractors.

In addition to planned and managed plans, maintenance surveyor inspection visits should also include a risk assessment using the Housing Health and Safety Rating System (HHSRS) as standard practice. This will identify any other issues within a tenant's home that may require attention. This could also trigger a review of the investment needs of the property and an options appraisal process.

### **Cyclical Maintenance**

Cyclical maintenance is the regular servicing of mechanical and electrical equipment (such as lifts) and the regular inspection and decoration of internal and external areas.

Cyclical maintenance enables economies by replacing components before they fail, thus reducing responsive repairs or future requirements for planned maintenance. Regular inspection enables problems to be identified and planned for. In addition, regular decoration

enhances the appearance and value of our assets contributing both to residents' satisfaction with their neighbourhoods and the potential returns the Council can obtain on rents.

The Council currently has cyclical programmes for:

[Table of programmes]

One of the priorities in this strategy is to increase the frequency and type of cyclical maintenance. This is both a more efficient use of the HRA and responds to the demands of residents.

### **Planned Investment programmes – The Ealing Standard for Accommodation**

The Council has already met the Decent Homes standard. However the Decent Homes standard is a minimum standard and does not reflect the potential for higher levels of investment in Ealing. It also does not acknowledge that many residents have aspirations for a higher standard for their homes.

To this end, the Council wants to meet a higher local defined 'Ealing Standard, which is set out in appendix 1, when it invests in its stock and which should be used when planning investment programmes. This sets life cycles for key components such as windows, kitchens and bathrooms. However, it goes beyond this to look at standards for energy efficiency, improvements to communal areas and how any investment programme can improve neighbourhood facilities and the local environment such as better car parking, play areas, green spaces and lighting. There is also an acknowledgement that residents expect improving services alongside physical improvements.

The benefits of this approach are that the Council can improve its planning and have more consistent capital spend rather than spikes when multiple components fail and large scale programmes are needed; it is proactive as it anticipates failure rather than responding to a failing unit. It will also improve quality of life for residents, as rather than need to have multiple factors fail (as with Decent Homes) it means individual components can be replaced when they need to be. In addition it allows the Council to be clearer to residents about when they can expect their kitchen and bathroom to be renewed.

In addition, the standards can be extended to a local level as is being piloted at Copley Close. This could reflect a higher standard of investment, with better specifications, although this might require higher levels of rent to achieve this. This will also need careful consideration before implementation, as multiple standards will make consistent management more difficult.

The funding required to accommodate these revised cycles will need to be factored into the business plan. The Council will also develop a 30 year investment programme (the Asset Management Plan) to sit alongside this strategy, which is designed to deliver cyclical and planned investment works within a timescale that meets the needs of the stock, residents and that meets the Ealing Standard.

This will take the form of a 30 year plan, which is then broken down into 3-5 year and 1 year rolling investment plans.

### **Resident Re-charging**

The Council is proposing to invest to a higher standard than previously. In order to protect the majority of residents who respect their properties, the Council will need to improve its re-charging policy and its response to repairs that are caused by resident damage.

## **Priority Two**

### **To maintain current, robust and accurate data about its assets and the necessary IT systems and processes to interrogate and use the data effectively**

Robust data and IT systems will be essential to ensuring that all the Council's other Asset Management priorities can be met.

A key part of this is the Stock Condition survey information. This will be updated through a sample survey to be completed in 2013. Accurate data will enable the development of a successful 30 year investment plan.

The Council uses a number of IT systems for recording repair information. The primary system is OHMS (Open Housing Management System) through which all responsive repairs are logged and ordered. Asset management information is recorded on Pro-master and information recorded on OHMS is fed into Pro-master.

However, as important as the databases and software, is whether they are used effectively and data is inputted accurately. Information needs to be shared between different systems and teams so that up to date information can be presented. For example, the Voids team needs to update records when major void work is carried out, so that the Asset Management Team can see that improvements have been carried out to a property. Perhaps most significantly is the interaction between responsive repairs and planned investment, so that the repairs operators are able to see what investment is planned in the stock and prevent unnecessary duplication.

The repairs and maintenance recording and reporting system is used to monitoring service performance, for example the percentage of repairs completed within target time. However, it can also be used to analyse cost and frequency of repairs so that high cost properties can be identified.

This can be combined with information sharing with the housing management team, so that it can be clearly identified whether there is a problem property or if the fault lies with the tenant or tenants in an area (e.g. significant ASB is causing damage to communal areas, this could be dealt with in conjunction with the community safety team).

These processes will be linked with the options appraisal process. So where there are large numbers of repairs or expensive repairs to particular property types or blocks, this could trigger the options appraisal process.

The Voids LEAN review has also identified key IT improvements that will improve the efficiency of the Voids process.

### **Priority Three**

#### **To develop a long term strategy to improve the thermal efficiency of HRA stock, reducing carbon emissions and fuel poverty**

Climate Change is high on central and local government agendas. Ealing has a carbon reduction strategy and a sustainability strategy, and reducing carbon emissions and helping residents to make green choices are key parts of our Community Strategy. In addition, for Council tenants in particular, fuel poverty is a key issue especially in a time of rising utility bills. Cost in use to residents of any sustainability improvements must be a key factor when deciding on whether to proceed with the work.

New technology that is installed will also need to be financially sustainable, otherwise the Council runs the risk of installing technology that cannot be maintained in the long term.

There are a number of government programmes aimed at carbon reduction and energy efficiency, including the Green Deal and feed in tariffs for renewable energy reduction. The Council has already installed PV panels on over 200 properties with a further 200 planned and continues to improve energy efficiency as part of planned programmes.

New Council homes will be built in accordance with the code for sustainable homes, which sets carbon reduction targets beyond the current building regulations requirements.

The Council is also required to report to the DECC on our planned and implemented energy efficiency improvements.

However, much of the Council's stock is thermally inefficient despite decent homes work and improving thermal efficiency will be a challenge and resource intensive. A key priority will be to develop a longer term strategy to improve thermal efficiency. Important in developing this will be information that is provided by the stock condition survey and setting a SAP benchmark for the stock to achieve.

A minimum SAP rating should be set, below which a property will no longer be viewed as sustainable both in environmental terms and fuel poverty terms. A property that is below the SAP rating should then be reviewed as part of the options appraisal process. In addition from 2018 new regulations will mean that the Council will not be able to re-let properties that are below EPC level E. A key action will be to review the SAP and EPC ratings of these properties now and investigate the options for bringing them up to standard.

### **Priority Four**

#### **To get the best value from our stock by replacing obsolete or uneconomic stock with improved or new assets that are better designed to meet future needs and maintain a balanced portfolio**

Not all of the Council's stock is suitable in the long term and some estates or property types are either of poor design or construction type, and some are unpopular with residents. This would make long term investment in these properties either uneconomic or an inappropriate use of resources. Examples of this include non-traditionally constructed properties and some of the sheltered housing stock (e.g. studio flats). Bringing these properties up to the Ealing Standard may not meet the Council's overall goals. In addition, some properties may be very

expensive to refurbish, which calls into question whether this is an appropriate use of the HRA resources.

The Council has already identified 8 estates where an alternative approach is required, and this is summarised in priority 8. However, the asset management strategy provides a tool for reviewing the future of some of the Council’s assets through an option appraisal process included in appendix 2.

This sets a series of tests before investment in a property can be agreed. This would include:

- The net present value of the property versus the investment costs
- The total cost versus the average cost of investment for the property type
- Whether it is on a regeneration estate
- General property and neighbourhood sustainability, such as level of social housing in the area (for example) or the tenancy turnover on the property (indicating its popularity)

The property will be scored against these tests before being referred for a decision by senior officers and councillors on what course of action should be taken:

- Invest in the property, regardless of the NPV
- Dispose of the property
- Review the building and consider regeneration
- Charge a higher rent to make the investment viable

Where problems are identified with whole blocks (for example high cost structural strengthening) then this should also be subject to an investment test, with consideration given to regeneration.

Any decisions will have to be taken in the context of the impact of changes on the HRA business plan and any local strategies.

**Priority Five**

**To regenerate Ealing’s neighbourhoods and estates**

Ealing is delivering an ambitious estate regeneration strategy both directly and in partnership with housing associations and developers.

8 estates are in the process of regeneration following a review that identified that they were in need of more radical change beyond that available through decent homes Their progress is summarised below:

Estate	Existing Units	Proposed New Units	Procurement	Planning	On Site
Green Man	464	706			

South Acton	1800	c.2600			
Rectory Park	270	425			
Allen Court	65	89			
Golf Links	74	60			
Havelock	845	904			
Copley Close	70	213			
Dean Gardens	209	320			
Total	3797	5317			

The options appraisal process means that there is a dynamic way for the Council to keep the quality of its estates under review and to choose the most appropriate investment option for improving the quality of life for residents. Appendix 3 shows a pro-forma for a neighbourhood appraisal for Ealing, which enables them to be scored against a matrix and key performance indicators. This will be developed and updated as further information is gathered and will be an on-going tool in monitoring the success of estates.

In addition to this, the Council has identified a further four estates that may be considering further intervention, ranging from infill development to environmental improvements. There are a further 12 that will undergo further review. The full list of these estates is included in appendix 10.

As well as improving our assets and dealing with obsolescence, the estate regeneration programmes are delivering jobs on site and in the supply chain, as well as changing local neighbourhoods by providing greater diversity of tenure and new homes to meet local demand.

## Priority Six

**Increase supply of affordable housing by identifying land (HRA, General Fund or non-council) to build additional homes and increase the number of Council owned homes available and identify opportunities for acquisition of properties and land to match housing need, location and type.**

Public sector bodies own significant tracts of land that could be suitable for development. This ranges from the NHS to the ministry of defence. Ealing has reviewed its own land (HRA and non-HRA land) and has identified plots for development and disposal that will provide sustainable new Council homes. This will lead to a development programme of around 200 new units, mostly on smaller sites (of one to ten units), either directly by the Council or through our partners.

The Council property strategy and the Local Development Framework include identification of Council owned and privately own sites, and potential capacity of these sites.

Sites will need to be suitable and sustainable, in locations that match demand and need. These developments will need to link with the Council's other strategic priorities including the Local Development Framework and the Borough Investment Plan, both of which set geographic priorities for new development.

The Council could also look to purchase sites from the private sector. This would be best linked to wider regeneration priorities (e.g. town centre regeneration) where the private sector is currently not delivering, or on sites that have currently stalled.

The Council could also purchase street properties and ex-right to buy properties, in particular larger properties to try and alleviate the shortage of larger family accommodation. This could be linked to potential disposals as a result of priority four.

Over the course of the 30 year business plan the HRA is expected to generate surplus. This allows the Council to consider both the costs of estate regeneration. Council led new build and a purchase programme.

In addition, the Council can consider the use of General Fund resources to supplement the HRA, as part of mixed use Council led regeneration schemes or as stand-alone housing projects if it were shown to save general fund resources. For example, building specialised housing for those with disabilities would save the Council revenue costs for temporary accommodation.

### **Hostels and Temporary Accommodation**

Given the current pressures on temporary accommodation and the ongoing use of bed and breakfast accommodation the Council needs to increase its supply of hostel accommodation and temporary accommodation. While there is short term pressure given the economic climate, it is expected this is likely to be an ongoing demand in the medium term. Approximately 150 additional household spaces are needed in the medium term. The use of B&B has both statutory implications and cost implications, as it is funded from the General Fund.

Expansion of hostels of temporary accommodation could be achieved in a variety of ways:

- Expand our existing hostel sites – a number of our hostels have adjacent land that could be used to build additional units or could be remodelled (additional floors).
- Enter in partnership with private providers for the conversion of existing buildings into self-contained accommodation
- Identify sites that are suitable for temporary buildings, such as flat pack homes, for example currently undeveloped sites that have stalled in the current market
- Conversion of vacant commercial buildings into temporary accommodation

The Council will need to review all its current hostels and other sites to investigate if this is achievable.

### **Options for Increasing supply using Council land**



The options available to the Council for using its land are broadly split into the following:

**Developer led:**

The sites are developed for a mixture of affordable rent, social rent and private sale. Dependent upon the value created from the developments the developer will then provide a receipt for the land and the rented homes will be let through a sale and leaseback arrangement. At the end of the term the homes are then returned to the Council for the long term ownership.

This option creates cross subsidy through the sale of the private homes and will provide both a capital receipt that can be used for other investment in Council homes and also retains the long term asset for the Council (following the return of the property at the end of the lease period). The developer funds the build costs and so there is a nil impact upon the HRA. All nominations or the rented homes are offered to the Council and these are managed by the Council.

**Registered provider led:**

The sites are developed out by the RP at nil or deferred land value for a mixture of private sale and affordable rent linked to the decant needs of the borough's regeneration programme. A proportion of the homes are then returned to the Council on a freehold basis.

This option creates cross subsidy through the sale of the private homes and returns the freehold ownership of some new homes for the Council. The RP funds the build costs and so there is a nil impact upon the HRA in the short term. The freehold properties will contribute to the HRA through the long term rental stream. The RP owns and manages the other affordable homes offering all nominations to the Council at social rents.

**Council led:**

The sites are developed and managed by the Council for social rent, intermediate rent and private sale using HRA resources for the short term with long term funding through an investment partner.

This option creates cross subsidy through the sale of the private homes. The remainder of the development costs are funded through the HRA and repaid through the long term rental stream.

The next stage will be to identify the option which best maximises the supply of affordable housing and makes the best use of financial resources for the development of the small sites. Following a decision on the best option by Executive Director of Regeneration and Housing, in consultation with the portfolio holder, the preferred selection/procurement process will be undertaken the results of which will then be brought back to Cabinet for final approval.

**Disposal of surplus HRA land**

The Council owns a significant number of very small pieces of land within the HRA that no longer serve any housing function, and it is recommended that these are sold off to remove the Council's liability for these areas.

In the main these pieces of land are redundant footpaths and alleys that provided access to the rear of council houses, but also small land-locked areas, and some planting and landscaping patches that no longer serve their purpose.

Most of these areas of land are as a result of the sale of the adjacent houses under the right to buy – frequently most if not all of the surrounding land has been sold leaving the Council with land it has no use for, but for which it is still responsible. Many, the back alleyways particularly, have not been maintained, are long unused, overgrown, unsightly, littered, and in some cases inaccessible. Others have been unilaterally adopted by one or other of the neighbouring owners, or have been blocked off to reduce a security risk. These areas are a constant drain on the HRA

It is recommended that where possible these areas are sold to the neighbouring land owners in accordance with the following general principles:

- at a fixed sum, sufficient to cover the Council's costs of disposal;
- in the first instance the offer of sale would be made to those landowners whose property borders onto the land;
- where there is competing interest from more than one resident, the land would be apportioned in a way that recognises the layout of the existing properties;
- where one of the adjacent properties is still in Council ownership, that piece of land would be incorporated into the Council house's garden;
- the purchaser will become responsible for new fences and boundaries;
- where the land or alley is still in use by one or more of the residents, or where there is an existing right of way over the land, it will be retained in Council ownership;
- where there is no interest in the land it will be offered to other neighbouring property owners who can reasonably benefit from ownership of the land.

## **Sources of Investment**

There are a variety of investment sources available to the Council to increase the supply of housing and all these are being explored. This includes:

- Using existing HRA capital resources, as we do currently – however this is capped by central government
- Using General Fund prudential borrowing abilities – this would be relevant to invest to save options such as building hostel spaces
- Partnering with institutional investors for the delivery of private housing or in leaseback arrangements – this would be outside of the HRA
- Using private finance borrowed outside of the HRA.

## **Priority Seven**

**To ensure that specialist housing continues to cater to the needs of particular groups, including housing for older people, special needs and hostels**

There is likely to be an on-going demand for specialised housing. In particular, the Council's housing stock will need to respond to the needs of older people and disabled people.

### **Housing for Older People**

The Council continue to provide housing that is specifically for older people. While this type of housing is not appropriate for everyone, the Council believes that demand will continue for it.

The Council has taken a series of decisions to remodel its sheltered housing supply to better reflect the needs of older people. The Council appointed Savills in February 2011 to assist in carrying out a review of the suitability and sustainability of the sheltered housing schemes.

The review exercise covered an assessment of each housing scheme against an agreed sheltered housing index (covering Accessibility, Security, Appearance – internal and external, supporting independence, demand, location, supporting mobility, number of bedsits). It also undertook development appraisals on the poorly performing schemes and those on the regeneration estates and 30 year financial business planning on the portfolio.

The review concluded that many of the schemes do not meet current modern sheltered housing standards, and in particular:

- A number of schemes have a high proportion of bedsits
- Poor presentation of common parts
- Substantial refurbishment costs not helped by the lack of the investment over a long period

These factors have an impact on marketability and demand and therefore the time that it takes to let a vacant flat which leads to a loss of rental income. However the poor performing schemes have potential and may be of interest for other forms of housing.

The next stage was to review these schemes against options from remodelling to include more 1 bed flats to decommissioning. We will only decommission a scheme if we cannot remodel it to provide homes that would meet the future aspirations of existing and future sheltered housing residents.

### **Adaptations**

The Council also has an aids and adaptations service to enable residents in our general needs housing to continue to live in their home for longer. The Council will continue to carry out appropriate adaptations to meet the needs of the increasing number of older people within the stock.

The asset management database is used to record adaptations and adapted properties, so that the property can be re-let to a household with similar needs or to enable recycling of the adapted systems.

The Council's new developments are built to the Lifetime Homes standard. This means that should someone require adaptations later in their life then this has been factored into the construction, making it easier to adapt.

### **Specialised Housing**

The Council provides support to a number of groups including people with learning difficulties and people with physical disabilities. There is considerable unmet need for supported housing, and as a result Ealing has to rely on temporary accommodation for to house some of these people. Reductions in Supporting People have increased the pressure on mainstream housing providers to provide support to these groups.

The Council will continue to explore ways it can provide specialised housing for these groups, either directly or in partnerships.



## 5 Other Assets

### Hostels

The Council owns a number of hostels used for homeless families in the borough. In the current climate with the Council having an increasing demand in terms of homelessness our provision of hostel accommodation suitable for families is a key part of our rehousing capability. In recent years our hostels have undergone extensive works in terms of updating and making them fit for purpose. The current capital programme provides for ongoing maintenance and upkeep of these buildings to support their continued use into the foreseeable future. As noted above, the Council may need to consider expanding its hostel operations.

HOSTEL	SINGLES	DOUBLES	TRIPLES	QUADS	5-BEDS	TOTAL
19 OLDFIELD LANE	4	2	0	0	0	6
48 GORDON ROAD	1	1	4	1	0	7
WESTFIELD LODGE	0	14	3	0	1	18
64 HANGER LANE	2	3	3	4	0	12
1 BURLINGTON GDN	0	0	6	1	0	7
35 LYNTON ROAD	1	4	2	0	0	7
SOUTHFIELD LODGE	0	0	18	0	8	26
THE POPLARS	3	9	17	3	0	32
Total number of rooms	11	33	53	9	9	115

### Garages *(stock numbers & info to be checked)*

The Council has a stock of over 3000 garages mainly in blocks on estates. Only 1047 of these are currently let and a significant number are unused through disrepair or unsuitability eg underground, security issues etc. Landlord Services have an active policy to dispose of garages in poor condition as they attract vermin and ASB, although this is done in consultation with residents.

On the non-regeneration estates, feasibility studies are carried out in terms of the value and need for garages and parking facilities against other land use.

### Community centres

There are currently 12 HRA Community Centres across the borough all of which are on larger housing estates. Six of these are on Regeneration Estates where there is a high level of community involvement. In the case of these centres there is an established demand to retain them for community use and they are actively part of the wider regeneration of the estates. On the whole, community use of these buildings varies and income from them is relatively low.

There are three further community buildings that are leased to voluntary agencies.

**Gypsy and Travellers Site and Bashley Road**

## 6 Delivery

### 30 year Investment Programme

The Council will prioritise and programme capital improvement projects over a 30 year period. This will be established as part of the HRA business planning process to forecast expected expenditure and income.

The programme will set out a 30 year profile of annual expenditure, in the following principal categories:

Planned External Maintenance	Works to external parts of buildings (roofs, walls, windows)
Improvements to Ealing Standard	Internal modernisation to bring properties up to Ealing Standard
Heating and ventilation	Modernisation of boilers and heating systems
Energy Use and Thermal Efficiency	Improved thermal insulation and renewables
Asbestos Management	Removal of damaged or likely to be disturbed
Mechanical & Electrical Installations	Lift, Door Entry and other renewals
Disabled Adaptations	
Better use of Stock	Conversions, extensions etc.

The 30 year programme will then will be broken down into a rolling three year programme to match the star chamber process, and a one year live programme.

### Performance Management and Measurement

The performance of contractors is managed through a suite of monthly Key Performance Indicators [ KPIs ] which are identified in the contract documents. Each KPI has a minimum % which must be achieved and a target score identifying higher performance. The KPIs cover the following areas: -

- Quality and longevity of product
- Value of variations to original orders
- Amount of spend relative to forecast
- Number of completion events actual v planned.
- Number of complaints related to properties worked in
- Customer satisfaction
- Health and Safety - Accident and incident rate

The KPIs monitor the 5 key areas of project management which are common to all building projects: Quality / Cost / Time / Health and Safety / Customer Satisfaction.

The quality KPIs record the number of handovers presented by the contractor defect free, which are accepted first time by the council. In addition there is record of the number of handovers accepted on which the contractor is called back to rectify a defect.

The Value KPIs record the value of variations issued as a percentage of the base order value. Another KPI is included which compares forecast expenditure with actual expenditure

and this is a useful measure of progress to programme as expenditure has a close link with resource levels.

Customer satisfaction ratings are more easily recorded when the work has a direct impact in the resident's property. For works in communal areas of a block, such as lift replacements, a separate KPI records the number of complaints relative to the number of properties in the block.

Health and Safety is measured through the number of RIDDOR reportable accidents and the number of incidents. [ RIDDOR is - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 ]

Each month Project Managers are required to present KPI for the projects they are responsible for. These are then reviewed by the Major Works Manager who will agree with the Project Manager the requirement for remedial actions and these will be raised with the relevant contractor.

### **ICT systems**

Appropriate ICT is needed to maintain robust data and systems, and informs all relevant decisions on planned investment and routine maintenance.

The Council uses OHMS as the main repair and maintenance reporting and ordering system. Pro-master is used for asset investment information including stock condition information, surveys, decency scoring and so on. Information that is held on OHMS can be extracted to Pro-master and vice versa.

However ensuring that this is implemented fully will be beneficial, and will enable information to be shared across Housing Services. This would have operational benefits such as:

- Staff across housing services will be able to see details of investment completed and planned, which will inform housing management decisions on for example allocations or void repair works.
- Information on warranties, guarantees is available so warranties can be enforced, particularly in defect periods
- Servicing programmes can be managed pro-actively and take into account replacements that have been completed
- Housing management data and asset and repair data can be linked for more effective management , for example on number of re-lets, or actual life of components vs. projected life, so that asset management teams can adjust their plans or supply chain purchases

Appropriate training and quality processes will be needed to ensure information is shared effectively between different parts of the service.

### **Funding**

The Council will look to use the most optimal form of finance for all projects and to access outside funding opportunities to meet its objectives and meet the strategic objectives.

Finance will be provided by:



- HCA
- Private finance
- Prudential borrowing
- Capital receipts
- General fund
- Specific grants, such as 'Green Deal' programmes

### **Action Planning**

To deliver this strategy and the strategic priority an action plan has been developed. This pulls together the various tasks to achieve these priorities, with details of the work needed and responsibility for delivery, and the target timescales. The action plan will be iterative, reviewed on a six monthly basis.

## Appendixes

### Appendix 1 – Proposed Ealing Standard for Accommodation

#### 1. Inside your home

- **Kitchens 20 year cycle:** Modern fitted Kitchen units with space for appliances, food preparation, safe flooring, tiling and extractor fan
- **Bathrooms 30 year cycle:** Modern Bathroom with shower, tiling and extractor fan
- **Electrical Systems 30 year cycle with 10 year testing:** Modern wiring including adequate supply of sockets, outside light by front door and consumer unit
- **Central Heating;** Full controllable central heating

#### 2. Your Health, Safety and Security

- **Health:** Disabled Adaptations, safe steps, paths and handrails
- **Safety:** Hardwired smoke alarms, removal of asbestos, fire prevention works,
- **Security:** Window and door locks, front or side gates, to secure by design standards where possible

#### 3. Energy Efficiency

- **Double Glazing:** high quality PVCu windows with secure locking handles
- **Energy Efficiency:** All homes to have energy efficient boilers, draught and sound proofing (where cost effective) and roof/cavity/wall insulation, and properties will not fall below an agreed SAP rating

#### 4. Improving Communal Areas

- Package to include: Secure Door Entry to communal flats, C.C.T.V. and modern lifts for sheltered housing, communal aerial upgrades, safe flooring and security in communal areas and compliance with the Disability Discrimination Act

#### 5. Improving Your Neighbourhoods

- Package to include: Improved car parking, Improved lighting, fences and walls, improved maintenance and communal facilities

#### 6. Your Housing Services

- Improved repairs service including appointments
- Improved levels of grounds maintenance and estate management services

#### 7. Other Maintenance

- **Roofs/Chimneys 57 year cycle:** Safe and watertight including rainwater goods
- **Doors 40 year cycle:** Secure and modern GRP type entrance doors to 'secure by design' standard

**Appendix 2 - Sustainable Assets and Options Appraisal Process**

Sustainable Assets are those that:

- Contribute to meeting housing need in Ealing
- Contribute to mixed and successful communities
- Structurally safe and sound
- Sufficiently warm and affordable to heat
- Provides a living space that can be used by the resident living there (i.e. accessibility)
- On regeneration estates for properties that are awaiting demolition (potentially over a long period, e.g 5+ years) a different standard will be applied. This will acknowledge the need to:
  - Maintain health and safety standards
  - Keep the property wind and watertight
- Properties on regeneration estates will not see investment to the Ealing standard

**Investment Options Appraisal**

The Council will apply a series of tests before investment can be agreed, following the Green Book evaluation process. This relates to investment, for example, for component replacement and not responsive repairs, and relates to investment in individual properties (for example major voids) and whole programmes. Where properties are in occupation and there are standard routine repairs these will still need to be carried out.

**Key Investment Tests**

- A) Is the property on an existing regeneration estate?
  - a. If yes an appraisal should be carried out to determine whether to invest, considering:

What is the timetable to vacant possession?	If it is less than two years, do not invest unless property is in occupation and H&S works are required. If property is vacant consider use as temporary accommodation.
What is the condition of the property?	Consider early decant if works are expensive and the property is no longer habitable, but property is not in active decant phase.
How urgent are the works?	If property is in occupation, emergency and health and safety works must still be carried out.
What is the cost of the works?	When set against the rental income before the property is required vacant and the cost of homelessness for a tenant the works should be less than this.
What are the implications for the area if there is no investment?	If there is a risk that inaction might cause regeneration blight, discuss with the regeneration project manager.
Does the tenant have specific needs?	If there are for example disability needs,

	consider the wellbeing of the tenant and whether standard assumptions can be overridden.
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- b. Where investment is not deemed appropriate, the work should not be carried out. Alternatives to include re-housing of exiting tenant, options for speeding up regeneration, letting the property as temporary accommodation.

B) Is the Net Present Value (NPV) negative or positive? A viability test should be carried out that considers whether the proposed investment is recovered from the rental income, after considering all income and outgoing and financing costs.

The test can also be applied to a whole block.

The majority of properties will have a positive NPV and investment would be recommended on this basis.

NPV = Net Rents over 30 years allowing for inflation (Gross Rents – Voids – Management – Maintenance – Major Repairs) – financing cost – cost of investment now.

Alternatively, if the work is expensive for an individual property but it does not lead to a negative NPV, the cost of the investment versus the average cost for that type of property should also be considered, for example is the work double the average cost?

- a. If NPV is negative then a further appraisal should be carried out which considers whether disposal of the property would be appropriate:

Are there specific features that mean disposal should not be recommended?	If there are disabled adaptations, or the property is a larger unit, or suitable for extension then disposal should not be recommended in the first instance
What is the local tenure context?	If the ward has lower than average levels of social housing then retention should be considered to meet mixed community goals.
Would change of tenure or rent level make investment viable?	If changing to affordable rent can achieve viability, this should be considered.
What is the market value of the property?	If investment were to increase the capital value, this could benefit the HRA by providing more borrowing opportunities.
What would be the impact of disposal on the community?	Would it go to a buy to let investor, which may be detrimental to the local community.
Does disposal impact negatively on the HRA as a whole?	If so, then disposal should not be recommended

- b. Any decision on whether to dispose or not dispose in these circumstances will be reviewed by a panel made up of ED Regeneration and Housing, AD Landlord Services, Head of Supply, Cabinet Member and Corporate Resources rep.

C) General Sustainability Index

Properties not falling into the above two categories should be subject to the following reviews, with each question scored on a 1-5 basis (five is worse).

Does the property have a high capital value?	Properties worth over a set amount score automatic 5
Is the property of non-standard construction?	Yes = automatic 5
What is the energy rating for the property	Use gradings of SAP ratings with the highest = 1 and lowest = 5 If EPC is lower than E property should be automatically reviewed
Difficulty to let	Use average number of bids on LOCATA, as per neighbourhood appraisals
ASB, Crime and Security	Use ratings as per neighbourhood appraisals
Estate Environment	Use ratings as per neighbourhood appraisals
Local facilities	Use ratings as per neighbourhood appraisals
Socio-Economic performance	Use ratings as per neighbourhood appraisals
Management intelligence on turnover	Number of lettings in 3 year period
Reactive maintenance spending	In relation to average spending

Properties that score more than half (more than 25 out of 50) should be referred to an appropriate decision making forum with options to consider:

- Disposal
- Tenure change
- Enhanced investment with an increased rent
- Demolition
- Regeneration through demolition or remodelling either directly by the council or in partnership.

### **Appendix 3 - Neighbourhood Appraisals**

- Desktop and site review of stock at a neighbourhood level reviewed against benchmarks
- Identifies issues with estate/blocks/streets that LBE has control over outcomes for
- A scoring and evaluation system, with trigger levels that lead to a ranking of estates and discussion of options for the estate with tenants [an updating of the Estates Review process]

## Neighbourhood Appraisal

- **Part 1: Neighbourhood Profile**

Question	Type of Assessment	Who Assesses	Notes from Findings	Score (1-good-5-bad)	Traffic light
<b>1. Socio-economic Sustainability: Resident Profile</b>					
To what extent is unemployment a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Add as additional question in the STAR survey (tenant satisfaction survey)	Resident assessment			
Is the % of working age claimants of JSA higher than the borough average? (much higher-5, higher-4, about average-3, below average-2, well below-1)	Desk-top using ONS LSOA neighbourhood stats (benefits data)	Officer assessment			
Is the % of residents earning working age Claiming a Key Benefit higher than average? Yes-5, somewhat-4, average-3, below average-, very lower-1	Desktop, using ONS LSOA neighbourhood stats (Key Figures for Economic Deprivation)	Officer assessment			
Is the Education Skills and Training Score below the national average? Much lower (10% most deprived), below average, around average, above average, well above average (top 10%)	Desktop, using IMD 2010 stats	Officer assessment			
Is the percentage of pupils achieving 5+ A* -C GCSEs or equivalent lower than the borough average? (much higher, higher, about average, below average, well below)	Desktop, using ONS LSOA neighbourhood stats (Key Figures for Education, Skills and Training)	Officer assessment			
Are you or any household member's day	Specified question	Resident			

Question	Type of Assessment	Who Assesses	Notes from Findings	Score (1-good-5-bad)	Traffic light
to day activities limited because of a health problem which has lasted, or is expected to last, at least 12 months? (Yes, limited a lot, Yes, limited a little, No)	in the STAR survey (tenant satisfaction survey)	assessment			
Is the % of claiming Incapacity Benefits above the borough average? (much higher, higher, about average, below average, well below)	Desk-top using ONS LSOA neighbourhood stats (Key Figures for Economic Deprivation)	Officer assessment			
Is the % of disabled people above the borough average? (much higher-5, higher-4, about average-3, below average-2, well below-1)	Desk-top using ONS LSOA neighbourhood stats (Benefits Data: Working Age Client Group)	Officer assessment			
Is the age profile balanced, relative to the borough as a whole? (very imbalanced-5, a little bit imbalanced-3 pretty reflective-1)	Desk-top using ONS LSOA neighbourhood stats (Resident Population Estimates by Broad Age Band)	Officer assessment			
Is the ethnicity profile balanced and reflective of the borough as a whole? (very imbalanced- 5, a little bit imbalanced-3 pretty reflective-1)	Desk-top using ONS LSOA neighbourhood stats (Ethnic Group/KS06 from 2001 Census)	Officer assessment			
<b>2-Socio-economic Sustainability: Community Issues</b>					
Are crime levels high in the neighbourhood? (High-5, above average-4, average-3, below average-2, low or no crime-1)	Desk-top using Metropolitan Police Crime Stats (sub-ward data)	Officer assessment			



<b>Question</b>	<b>Type of Assessment</b>	<b>Who Assesses</b>	<b>Notes from Findings</b>	<b>Score (1-good-5-bad)</b>	<b>Traffic light</b>
To what extent is car parking a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent is Rubbish or litter a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent are noisy neighbours a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent is Dog fouling / dog mess a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent are other problems with pets and animals a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent are disruptive children / teenagers a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent is racial or other harassment a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			

<b>Question</b>	<b>Type of Assessment</b>	<b>Who Assesses</b>	<b>Notes from Findings</b>	<b>Score (1-good-5-bad)</b>	<b>Traffic light</b>
	survey)				
To what extent is drunk or rowdy behaviour a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent is vandalism and graffiti a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent are people damaging your property a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent is drug use or dealing a problem in your neighbourhood? ((Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent are abandoned or burnt out vehicles a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent is other crime a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
To what extent is noise from traffic a problem in your neighbourhood? (Major-5, Minor-3, Not a problem-1)	Specified question in the STAR survey (tenant	Resident assessment			

Question	Type of Assessment	Who Assesses	Notes from Findings	Score (1-good-5-bad)	Traffic light
	satisfaction survey)				
How satisfied or dissatisfied are you with your neighbourhood as a place to live? (Very satisfied, Fairly Satisfied, Neither, Fairly Dissatisfied, Very Dissatisfied)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
Do you agree with the statement that 'the neighbourhood is area is a place where people from different backgrounds get on well together'? Yes-0 , Somewhat-3, No-5	Add as additional question in the STAR survey (tenant satisfaction survey)	Resident assessment			
<b>3. Socio-economic sustainability: Access to services &amp; facilities</b>					
Does the neighbourhood provide (or is it close to) community facilities, such as shops, schools, workplaces, parks, play areas, pubs or cafes? (within 1000m) a whole variety-1, a good range-2, a fairly good range-3, a limited range-4, Little or none-5	Site visit, BFL12 Q2	Officer assessment			
How satisfied or dissatisfied are you with the level and quality of provision of community facilities in your neighbourhood? (Very satisfied, Fairly Satisfied, Neither, Fairly Dissatisfied, Very Dissatisfied)	Add as additional question in the STAR survey (tenant satisfaction survey)	Resident assessment			
How satisfied or dissatisfied are you with access to health services, such as GP's, in your neighbourhood? (Very satisfied, Fairly Satisfied, Neither, Fairly Dissatisfied, Very Dissatisfied)	Add as additional question in the STAR survey (tenant satisfaction survey)	Resident assessment			
Does the neighbourhood have an identifiable community focus? This could be a community centre, post office, pub,	Site Visit	Officer assessment			

Question	Type of Assessment	Who Assesses	Notes from Findings	Score (1-good-5-bad)	Traffic light
shopping centre) Yes, several focuses, a clear focus-2, some-3, limited-4, No-5					
<b>4. Community Engagement</b>					
How satisfied or dissatisfied are you with opportunities to influence decision making in terms of investment in your neighbourhood? (Very satisfied, Fairly Satisfied, Neither, Fairly Dissatisfied, Very Dissatisfied)	Add as additional question in the STAR survey (tenant satisfaction survey)	Resident assessment			
How satisfied or dissatisfied are you with the Council's communication with regards to keeping you updated with news about your neighbourhood? (Very satisfied, Fairly Satisfied, Neither, Fairly Dissatisfied, Very Dissatisfied)	Add as additional question in the STAR survey (tenant satisfaction survey)	Resident assessment			
<b>5. Physical Environment: Quality &amp; Safety of Open Space and the Public Realm</b>					
How satisfied or dissatisfied are you with the overall appearance of your neighbourhood? (Very satisfied, Fairly Satisfied, Neither, Fairly Dissatisfied, Very Dissatisfied)	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			
Does the scheme create a place with a locally inspired or otherwise distinctive character?	Site visit, BFL12 Q5	Officer assessment			
Does the scheme take advantage of existing topography, landscape features (including water courses), wildlife habitats, existing buildings, site orientation and microclimates?	Site visit, BFL12 Q6	Officer assessment			
Does the estate integrate into its surroundings by reinforcing existing connections and creating new ones; whilst also respecting existing buildings and land uses along the boundaries of	Site visit, BFL12 Q1	Officer assessment			

Question	Type of Assessment	Who Assesses	Notes from Findings	Score (1-good-5-bad)	Traffic light
the development site?					
Are buildings designed and positioned with landscaping to define and enhance streets and spaces and are buildings designed to turn street corners well?	Site visit, BFL12 Q7	Officer assessment			
Are the spaces in the neighbourhood green, with attractive landscaping, well maintained planted areas and trees?	Site visit	Officer assessment			
Are the spaces in your neighbourhood green, with attractive landscaping, well maintained planted areas and trees?	Add as additional question in the STAR survey (tenant satisfaction survey)	Resident assessment			
Are the public areas clean and clear of rubbish, litter & graffiti? (cross ref with residents response for STAR survey in s.4) Yes-1, a little bit apparent-3, very messy-5	Site visit	Officer assessment			
Are the public/open spaces well used? Yes-1, fairly-3, no-5	Site visit	Officer assessment			
<b>6. Physical Environment: Crime &amp; Safety Quality &amp; Safety in the Public Realm</b>					
Do you feel safe when outside in the neighbourhood during the day? (Yes, No, Unsure) (% saying yes)	Add as additional question in the STAR survey (tenant satisfaction survey)	Resident assessment			
Do you feel safe when outside in the neighbourhood after dark? (Yes, No, Unsure) (% saying yes)	Add as additional question in the STAR survey (tenant satisfaction survey)	Resident assessment			
Are public and private spaces clearly defined and designed to be attractive, well managed and safe?	Site visit, BFL12 Q11	Officer assessment			

Question	Type of Assessment	Who Assesses	Notes from Findings	Score (1-good-5-bad)	Traffic light
<b>7. Transport</b>					
Is it easy to find your way around the neighbourhood?	Add as additional question in the STAR survey (tenant satisfaction survey). Covers BFL Q8	Resident assessment			
Does the scheme have good access to public transport to help reduce car dependency? (within 800-1000m & frequent) Very well connected by a variety of means-1, fairly well connected-2, to a certain extent-3, limited access & infrequent-2 no-5	Site visit, BFL12 Q11	Officer assessment			
Does the layout promote walking & cycling? Yes-1, to a certain extent-3, no-5	Site visit	Officer assessment			
Are streets designed in a way that encourage low vehicle speeds and allow them to function as social spaces? Yes-1, to a certain extent-3, no-5	Site visit, BFL12 Q9	Officer assessment			
Are streets and open spaces easily navigable for visually or mobility impaired residents? Yes-1, to a certain extent-3, no-5	Site visit	Officer assessment			
Are the pavements and roads in the neighbourhood well maintained? Yes-1, to a certain extent-3, no-5	Site visit	Officer assessment			
<b>8. Physical Environment: Housing Stock Sustainability</b>					
How satisfied or dissatisfied are you with the overall quality of your home?	Specified question in the STAR survey (tenant satisfaction survey)	Resident assessment			

Question	Type of Assessment	Who Assesses	Notes from Findings	Score (1-good-5-bad)	Traffic light
Is the average void turnover above average? Yes-5, somewhat-4, average-3, somewhat below average-2, well below average-1	Desk-top analysis	Officer assessment			
Is the average number of bids per property through Locata above average? Yes-5, somewhat-4, average-3, somewhat below average-2, well below average-1	Desk-top analysis	Officer assessment			
Does the neighbourhood have a mix of housing types and tenures that suit local requirements? Yes plenty of options-1, fairly varied-2, average-3, little choice-4, mono-tenure-5	Desk top analysis, BFL12 Q4	Officer assessment			
Is resident and visitor parking sufficient and well integrated so that it does not dominate the street? Yes-1, fairly-3, no-5	Site visits, BFL12 Q10	Officer assessment			
Is there adequate parking provision? Yes-1, fairly-3, no-5	Site Visit	Officer assessment			
Do most properties meet the Lifetime Homes Standard? All-1, most-2, a good proportion-3, some-4, very little or none-5	Desk-top analysis	Officer assessment			
Is there adequate external storage space for bins and recycling as well as vehicles and cycles? Yes widely available-1, quite a bit-2, some-3, very little-4, none-5	Site Visit	Officer assessment			
Are properties energy efficient? Yes-1, reasonably-2, average-3, below average-4, no-5	Desk-top analysis using Energy Performance Certs	Officer assessment			

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- **Part 2: Development Potential-Planning Ahead for Improvements**

Question	Type of Assessment	Who Assesses	Notes from Findings	Traffic light
<b>9. Physical Environment: scoping benefits</b>				
Are there significant opportunities for delivering additional new homes on the estate? Yes-5, some-4, fairly-3, little-2, none-1	Desk-top analysis	Officer assessment		
Are there any major issues that are likely to present a barrier to development opportunities of the estate? Yes-1, some-2, quite a few-3, few-4, none-5	Desk-top analysis	Officer assessment		
Are there significant opportunities for improving the public spaces and realm of the estate? Yes-5, some-4, fairly-3, little-2, none-1	Site visit	Officer assessment		
Is there a good potential to improve the energy efficiency of the housing stock? Yes-5, some-4, fairly-3, little-2, none-1	Desk-top analysis	Officer assessment		
Are there cost effective opportunities available to reduce CO2 emissions? Renewable energy generation, maximising vegetation cover, waste & water recycling etc Yes-5, some-4, fairly-3, little-2, none-1	Desk-top analysis	Officer assessment		
<b>10. Physical Environment: Housing stock investment needs</b>				
Are the planned (responsive) maintenance costs per property high? Yes-5, fairly high-4, average-3, below average-2, low-1	Desk-top analysis	Officer assessment		
Are the estimated investment needs over the next 5 years to meet the Ealing Accommodation Standard high? Very high-1, relatively high-2, average-3, relatively below average-4, low-5	Desk-top analysis	Officer assessment		
Are the estimated investment needs over the	Desk-top analysis	Officer		



Question	Type of Assessment	Who Assesses	Notes from Findings	Traffic light
next 10 years to meet the Ealing Accommodation Standard high? Very high-1, relatively high-2, average-3, relatively below average-4, low-5		assessment		
Are the estimated investment needs over the next 30 years to meet the Ealing Accommodation Standard high? Very high-1, relatively high-2, average-3, relatively below average-4, low-5	Desk-top analysis	Officer assessment		
Is there a high estimated cost to meet Code for Sustainable Homes Level 4? Very high-1, relatively high-2, average-3, relatively below average-4, low-5	Desk-top analysis	Officer assessment		
<b>11. Neighbourhood development potential</b>				
Are there significant opportunities for improving the mix of property types and tenure in the neighbourhood? Yes-5, fairly high-4, average-3, below average-2, low-1	Desk-top analysis	Officer assessment		
To what extend would redeveloping or improving the estate create employment, education & training opportunities for residents? Generate many new opps-1, provide quite a few opps-2 to some extent-3, generate limited opps-4, not at all-5	Desk-top analysis	Officer assessment		
To what extend would redeveloping or improving the estate design out crime? Greatly-1, provide significant improvements-2 to some extent-3, limited improvements-4, not at all-5	Desk-top analysis	Officer assessment		
Are there opportunities to improve the community facilities and opportunities for residents to interact? Generate a range of new opps-1, provide quite a few opps-2 to some extent-3, generate limited opps-4, not at all-5	Desk-top analysis	Officer assessment		

Question	Type of Assessment	Who Assesses	Notes from Findings	Traffic light
Are there opportunities to improve links to neighbouring communities, either through improving transport routes or access to the public transport network? Generate a range of new opps-1, provide quite a few opps-2 to some extent-3, generate limited opps-4, not at all-5	Desk-top analysis	Officer assessment		

#### **Appendix 4 - Properties to be reviewed before any investment**

- Non-standard construction
- Subsidence
- Leased properties
- Sheds and garages

## **Appendix 5 - Resident Involvement**

The HRA asset management strategy and the Ealing Standard will be the subject of regular consultation with residents, through the Housing Forum. The Terms of Reference are below.

### **Housing Forum – Terms of Reference**

The Housing Forum is an interim advisory body for tenants and leaseholders of the London Borough of Ealing council stock and with a view to forwarding representatives to a potential borough wide cross tenure consultative body.

The primary aim of the Ealing Council Housing Forum is to complement and enhance the performance of the Housing and Regeneration function during and after re-integration of Ealing Homes.

The Forum will consist of a group of six customers, selected from our six customer panels that will review the performance of our key customer-facing services (aligned with the current regulatory standards). The Cabinet Member for Housing (or his appointee) will Chair the Forum. In addition an independent member will also sit on the Forum.

### **Key Objectives**

- Customers are placed at the centre of service delivery
- Ensure smooth transition of services during the period of re-integration
- Ealing Council's housing function has embedded systems across the department, which enable resident led self-scrutiny of services provided.
- Directors and Service Heads\* work with service scrutiny panels and the forum in maintaining high levels of performance against the Statutory Housing Regulatory Framework
- Residents have a formally recognised strategic body that can report its findings to the Cabinet Member for Housing and Director of Housing
- Examples of good working practice are learnt and shared across the department and with other social housing partners

### **Scope of the Forum**

The Housing Forum will:-

- Meet quarterly to review the performance of services, as reported by service scrutiny panels and against the current KPI suite (provided by the strategy policy and performance team)
- Initiate additional scrutiny exercises where performance could be improved subject to resources
- Consult on housing policy development, future strategies, service changes and the Housing Business/Improvement Plan
- Monitor risk using the Housing Health and Safety ratings system
- Develop effective engagement amongst tenants and leaseholders especially amongst underrepresented groups
- Influence proposals to develop a cross tenure consultative body

### **Membership**

The Forum is made up of six residents, one independent forum member and the Housing Portfolio Holder (Chair). The group may co-opt Officers of the council to assist with research around individual pieces of scrutiny. The Forum shall include;

- A representative from each of the service specific scrutiny groups
- The Cabinet Member for Housing
- An independent Forum member

## **Appendix 6 - Void and re-let standards**

### **MINIMUM LETTING STANDARD**

#### **Introduction**

The purpose of this document is to outline the standard (the "Minimum Letting Standard") of accommodation a Resident can expect when taking a new tenancy

#### **Rationale**

The aim of the Council is to provide all our tenants with a high quality, well appointed home, which they can be proud of.

#### **In General:**

- First impressions of the property are of high importance with any properties let by the Council – the property will look in good order and be clean, tidy and secure.
- The property will be in good repair, free from prejudicial damp, mould, wet and dry rot, timber decay or infestation
- Windows will be clean
- Gullies and grids will be clean, and manholes free from obstruction and covers easy to lift.
- Fencing and gates (where applicable) will be in sound condition
- Gardens will be tidy with any trees or bushes trimmed so as not to be a security risk.
- Gutters and downpipes will be intact and free from leaks
- Roofs should be in watertight condition
- Broken windows will be replaced

#### **On entering the property**

- There will be no old mail or papers left behind the entrance door
- A welcome pack will be available containing essential items
- Details of safety checks on electricity and gas will be provided
- Details on how to find the fuse box and water stop cock will be provided and they will have tags attached for easy identification.
- The property will have adequate heating facilities
- Doors and windows will be watertight and open and close with ease. (There is an on-going investment plan to install PVCu double glazed windows and doors. If the property has not yet had these installed you will be advised of when this will take place by the Asset Investment Team)
- Floors and stair, where applicable, will be in sound condition and have no loose floorboards.
- Balustrades and handrails will be secure
- Plaster work will be in satisfactory condition.
- No electrical outlets in any rooms have bare wires before a tenant moves in
- Leaks in all rooms will be repaired
- A gas safety check will be carried out by the gas maintenance contractor before the start of a tenancy and will be capped off. The new tenant will contact the gas contractor to commission your gas boiler.
- Floors will be clean and old carpets removed unless they are in an excellent condition

- Improvements made by the previous tenant will only be kept and maintained by the Council, if they are considered to be safe. Any improvements that do not meet these standards will be removed.
- Disabled adaptations that have been made to the property will normally be kept, but they may be removed rather than repaired.
- Sound wallpaper will be left in place, damaged wallpaper will be stripped
- Gloss paintwork will be cleaned

### **Kitchen**

- Kitchen units will be clean and in a sound condition
- Worktops will be in a good condition
- There will be at a double wall unit, a sink unit and a single or double base unit dependent on space.
- Where possible space will be available for a fridge/freezer, a washer with plumbing and drainage, cooker space with sockets below worktop and switches above. Note-due to space restrictions standard white goods may not be suitable – narrow goods are available. Undersized kitchens will be considered for alteration or extension as much as possible. In shelter units we would be putting lever taps
- Adequate number of sockets should be available above worktop level – with a minimum of 2 double sockets.
- Floor covering will be good condition and washable. In sheltered schemes non-slip flooring will be used and will replace the taps with lever taps.
- Where possible we will fit plumbing for automatic washing machines.
- Cupboards and worktops will be cleaned inside and out.
- If there is evidence of extreme condensation, extractor fans with humidistat's will be fitted
- Damaged floor tiles will be replaced or repaired
- Gas or electric cooking. If two types of power were originally provided we will maintain them.

### **Boilers and Equipment supplied**

- The specialist heating contractor will ensure that a qualified operative is present at a suitable time as soon as possible after tenancy starts to give instruction on how to operate the equipment.

### **Bathroom**

- All fittings will be clean and in good condition
- Toilet seat will be replaced
- Toilet will be clean and have fresh water in toilet bowl
- Bathrooms and toilets will have: a toilet, a bath or shower, a wash hand basin. We will also make sure you have at least two rows of tiles above the wash hand basin and bath and we will replace the taps with lever taps in shelter units.
- Tiling and grouting will be clean and sound
- Seals around bath and sink will be clean and in good condition
- Floor covering will be in good condition and washable. In sheltered schemes non-slip flooring will be used.

### **Decorations**

- Good decoration will be left in place
- Torn or damaged wallpaper will be stripped
- Gloss paintwork will be cleaned

- We want you to be able to make your home your own. To help you do this we may provide decoration voucher dependant upon the condition of the existing decoration. The decoration allowance is as follows per room:

Room	Allowance (£)
Hall	36.40
Hall/Stairs	81.90
Living Room	54.60
Dining Room	54.60
Living/Dining Combined	97.50
Kitchen	54.60
Bedroom 1	54.60
Bedroom 2	54.60
Bedroom 3	54.60
Bedroom 4	54.60
WC	27.30
Bathroom	45.50
Combined Bath/WC	54.60

- The Council is working in partnership with its decoration supplier, who will be able to advise on decoration issues and how to obtain the supplies.
- These decoration allowances will be amended from time-to-time.

### **Special Needs**

- Help with Aids and Adaptations or decorating services may be available if required. Please discuss this with Property Advisor at the time of the viewing.
- We recognise that older and disabled people may not be able to decorate themselves and so where needed, we will decorate for you before you move in.

### **Repairs after letting**

- To enable properties to be re-let earlier, we may be willing to complete repairs after you move in, providing they are completed within a reasonable timescale. Please discuss this with the Property Advisor at the time of the viewing

### **Quality Assurance Certificate**

- A signed certificate will be issued to you following the satisfactory completion of the works to confirm that the property meets this standard

### **Customer Choice**

- The Council is a customer driven organisation and recognises that our customers have a choice. It is acceptable if you wish to take the tenancy on a property which does not meet this standard to enable you to move in quickly as long as the minimum statutory safety checks have been undertaken.

### **Follow up visits**

- A member of the Area Housing team will make a follow-up visit after your tenancy has commenced to ensure that you have settled into the property and try to resolve any outstanding issues you may have.



## **Appendix 7 – Voids LEAN Six Sigma Review – Executive Summary**

The LEAN Six Sigma voids review undertaken between November 2011 and February 2012 was carried out with the aim of improving void turnaround time and reducing void rent loss. Specific objectives identified were to:

- Identify any barriers to reducing let times and void rent loss
- Align with good practice across the sector - visits to other landlords may be arranged
- Benchmark with other comparable landlords
- Develop an action plan to improve the process
- Develop a suite of shared Performance indicators and targets to measure performance and time at each stage of the process

### **Key findings**

#### **Causes of delay & rent loss**

- Availability of interview rooms for Landlord Services
- Repeat refusals and repeat non attendance at viewings
- Properties held for appeals of Homeless cases
- Sheltered bedsit flats are hard to let (recommendation?)
- No in-house OT causes delays in suitability of property assessment being carried out
- Supported bidding for vulnerable tenants removed
- Some delays in processes in teams

#### **Performance issues**

1. ICT does not meet current voids business needs (spreadsheets used because OHMS does not currently meet business needs)
2. Voids process flow would be improved if Central rents were located near to voids

#### **Quick Wins**

A number of quick wins were identified which could have an impact on improved performance in a short space of time

- Journal transfer payments arranged to pay for death certificates
- Pre signed or delegation of signing of tenancy agreements
- Publicising of our Tidy Clearance Scheme
- Addressing tenant's dissatisfaction with state of repair and cleanliness
- Revised procedure for tenants terminating tenancy
- Implement recharge policy across the department – Introduce PI to monitor
- Prioritise works to larger voids to reduce rent loss
- Review the sign up pack to shorten process
- Develop minimum let standard on HIE & hard to let
- Set up Information Boards
- Introduce prepaid recorded delivery bags for keys – sent to tenant when they give notice to the right office and arrival is recorded. (Much more cost effective than a lock change)
- Encourage use of texting and emails to communicate with applicants to speed up letting process
- Screening short listed applicants to ensure they are really interested – this avoids timewasters and opens the waiting list up to other applicants to improve the letting
- Switch all new voids to one utility provider who will resolve meter issues

- Introduce voids team taking 2 weeks rent payment on sign up before giving tenant keys
- Develop a register of entry phone keys/fobs and how to obtain copies

## Recommendations

The following recommendations are made with a view to improving the void process by:

- Having one system that records the process and produces performance information
  - Reducing the time from the time we receive notice and the tenancy starts
  - Making savings in staff time, postage costs, reclaiming costs of works to tenants
1. Work with ICT to develop new OHMS module to address gaps and changes in the current system this is needed to end use of manual records and spreadsheets and to improve monitoring and reporting
  2. Review procedures for all teams in line with IT ensure include timescales for work
  3. To reduce time wasted at the beginning of the void process have staff resources dedicated to dealing with tenants wishing to end their tenancies there are two options identified
  4. Staff identified become part of the voids team and deal with any queries relating to ending tenancies Notices and information to tenants, they could also input RTA dates and screen short listed applicants and administer recharges. 2 staff would be required to provide cover and deal with this volume of work in this option
  5. Dedicated CSA to deal with ending tenancies and liaison with the voids team and Housing Officers
  6. Relocation of central rents nearer to voids team (they will be part of the Homeownership team in May 2012 and this is closer to other teams in void process)
  7. Review of use of reception to improve access to interview rooms for sign ups (currently underway but ensure voids team participation in review)
  8. Review allocations /lettings policy to penalise time wasters (multiple viewings and non attendees)
  9. Publicise and re launch recharge policy – to change the culture that the Council will absorb the cost when tenants damage or misuse their homes
  10. Consider changing tenancy start date to the Monday of the following week in all cases in line with other RSL in the borough. This may require a policy change
  11. Consider how to support vulnerable tenants
  12. Review Homeless Appeals procedure so void properties are not held for weeks
  13. Implement recommendations in Sheltered Housing review relating to reconfiguration or decommissioning of sheltered bedsits.
  14. Review Sheltered-housing policy to exclude housing tenants with young partners or who are working. This is not straightforward we need to consider that the age of retirement has increased to a Pension age of 65. Should we raise eligible age for Sheltered Housing in line with this? Will this result in more voids/ rent loss?
  15. Recruit/ Procure OT to carry out assessments
  16. Performance framework set up to monitor each stage of void process so delays can be quickly identified and addressed. Information to be displayed on Information Boards and have RAG system (Red, Amber, Green), reported to a different managers of an appropriate level

## **Appendix 8 - Procurement VFM Strategy**

### Asset Management Strategy

#### Procurement

The delivery of the annual capital investment programme is dependent upon having in place contracts with a number of suppliers with the capacity to deliver significant projects within the programme.

The completion of the Decent Homes Programme in March 2011 and the coincident ending of the ALMO was an appropriate time to refresh contract arrangements for the Council. A concentrated focus on the procurement of new contracts led to a significant number of contracts being awarded in 2011. Contract procurement is undertaken by individual Council officers who have experience in this work as they are Quantity Surveyors. They are supported and advised by Strategic Procurement and Legal Contracts officers in drawing up tender documents and amendments to contract terms and conditions.

The repetitive nature of the works and a requirement for a flexible approach resulted in the setting up of Measured Term Contracts under which packages of work could be called off, as budget allowed and over a period of time. The fixed term for most of these contracts was 2 years, with the option to extend the term by a further year, or two years, subject to satisfactory performance. Value for Money is driven by the selection of contractors on the basis of Most Economically Advantageous Tender where the successful contractor is selected on the basis of both price and quality. As part of the quality assessment presentations and interviews have been used and selection panels include residents

These contracts were procured under the Council's Contract Procedure Rules, applied as appropriate to the value of contract. In many cases the contract value exceeded the £500,000 threshold and required full Cabinet approval.

As an alternative to competitive tendering the Asset Management Team has also arranged procurement from existing Frameworks. In particular use has been made of the LHC Framework with the process of mini-competition used to select from the existing framework contractors appointed by LHC. Other Frameworks are also under consideration and these are discussed as necessary with the Head of Strategic Procurement whose permission, under delegated authority is required to access such Frameworks.

## Appendix 9 - New Build

Site	Current Unit Mix	Current Status	No. of units
Epsom Close, Northolt UB5 4BH	5 x 3 Bed 5 person houses (2 to full wheelchair spec)	Unused garages	5
Hoylake Road, Acton W3 7NP	3 x 3 Bed 5 person houses	Derelict former scout hut on HRA land	3
Wallis Road, Greenford/Southall borders UB1 3LB	5 x 3 bed 5 person maisonettes 5 x 2 bed 4 person maisonettes 4 x 4 bed 7 person houses	Vacant HRA land	14
Site on South Ealing Road, W5 4BE	2 x 3 bed 5 person houses( 1 to full wheelchair spec) 2 bed 4 person flats  2 x 1 bed 2 person flat	Derelict HRA building	10
Golf Links	10 x 1 bed 2 person flats  20 x 2 bed 4 person flats  2 x 3 bed 6 person flats  2 x 4 bed 6 person flats  10 x 3 bed 6 person house  11 x 4 bed 6 person bed houses  5 x 5 bed 8 person houses	Current Council blocks need to be demolished due to structural problems	60
Eastcote Lane phase 2	12 x 1 bed 2 person flats  23 x 2 bed 4 person flats  3 x 2 bed 4 person wheelchair flats  1 x 3 bed 5 person wheelchair house  4 x 4 bed 6 person houses	Former school under temporary licence, now transferred to HRA	43
<b>TOTAL</b>			<b>135*</b>

## Appendix 10 - Medium intervention estates

## Medium Intervention estates

The Council's 2008 Estates Review identified 14 estates meriting retention rather than demolition and rebuild –these have had basic Decent Homes work yet they still require substantial external improvement. It is proposed that these estates will form the basis of the estate modernisation and remodelling programme. The proposed remodelling approach for Copley Close can also be extended in future to other suitable estates and could include altering entrances, installing better lighting and/or CCTV, reconfiguring underground and other underused parking areas adding new play and storage facilities. It could also extend to recladding blocks, enclosing or forming balconies, and possibly building new housing units where this would contribute to the quality of the built environment. Such infill development can provide passive surveillance or make a better use of a derelict or problematic piece of land.

The table below lists what have been described as Medium Intervention Estates (MIEs) and gives an initial assessment setting out their size, make up and characteristics in terms of build, layout and public realm.

Name	No of Units	No of tenants	No of lease holders	Non Traditional build (1)	Street layout (2)	Potential for public realm refurb. (3)	Need for public realm works	Priority
Cowgate Road	178	124	54	N	Y	L	M	2
High Lane	264	225	39	Y	N	H	H	1
Islip Manor	306	198	108	Y	N	H	H	1
Lime Trees	343	231	112	N	Y	L	M	2
Medlar Farm	384	263	121	Y	N	M	H	1
Mount Pleasant II	196	128	68	N	N	L	M	2
Northolt Grange	465	269	196	N	Y	L/M	M	2
Ravenor Park	181	108	73	N	Y	L	M	2
Smith's Farm	282	153	129	N	Y	L	M	2
The Vale	318	181	137	N	N	M	M	2
Trinity Way	142	115	27	Y	N	L	M	2
Wood End	217	194	23	N	Y	L	M	2
Yeading Lane I	461	318	143	Y	Y/N	H	H	1
Yeading Lane II	214	113	101	N	Y	L	M	2

- (1) Building types that are constructed predominately with loadbearing brickwork
- (2) Properties laid out in a traditional street pattern with low rise flats and houses
- (3) Public realm of poor quality that could be significantly improved by investment (H=High, M= Medium, L=Low)

Only two of the 14 MIEs (Lime Trees and Northolt Grange) are likely to require significant investment on external elements of work within the next 5 year period to prevent properties from becoming non decent. There will however need to be continuing maintenance and small scale investment to replace components on an ad hoc basis.

The condition and layout of the public realm on most of the estates is however poor and requires, in some cases, significant investment. Many also have significant design weaknesses which make them less pleasant places to live in than they could be despite the reasonably good condition and specification of the individual dwellings.

Post decent homes works it is now appropriate, to look at the condition of all these estates in more detail with a view to determining what improvements to the public realm and other changes should be made to make them better places to live.

The layout of the majority of these estates is on a traditional street pattern with low rise housing and flats. Consequently, the potential for environmental improvements is somewhat limited but there are meaningful improvements which can be made. With the estates of less traditional construction and layout there are generally more options for remodelling though in some cases not to the extent to which it may first appear due to planning and physical constraints. To start the process of reviewing what needs to be done to improve the liveability of the Medium Intervention Estate, four have been identified which are of non-traditional build, are not laid out in a traditional street pattern and have significant potential for improvement by investment in the public realm and communal areas. These are High Lane, Islip Manor, Medlar Farm and Yeading Lane 1.

The next stage of this process is to undertake a more detailed analysis of the condition of the housing stock and the public realm on these four estates and to investigate potential improvements and the benefits that might arise from the development of any land and buildings on each estate. This exercise will then be extended to the other estates so that there is a comprehensive assessment of all the medium intervention estates and potential interventions at differing levels are identified for all of them.

## Appendix 11 - Business plan Summary – 10 Year and 30 year Projections

All Stock Option		Stock															
		12,963	12,555	12,213	11,877	11,553	11,487	11,487	11,487	11,487	11,487	11,487	11,487	11,487	11,487	11,487	
£m	30 yr	10 yr	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
			2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rent & other income	2,587.9	621.5	61.1	60.9	59.3	59.3	59.4	60.8	60.8	63.8	67.0	69.0	73.5	75.6	77.9	80.2	82.5
Man & Maint	-1,231.2	-319.9	-31.5	-30.8	-30.5	-30.5	-30.9	-31.5	-32.3	-33.1	-34.0	-34.8	-35.7	-36.6	-37.5	-38.4	-39.4
Net Rent	1,356.6	301.6	29.6	30.1	28.8	28.8	28.6	29.3	28.5	30.7	33.1	34.2	37.8	39.1	40.4	41.7	43.2
Interest	-201.9	-72.3	-7.2	-7.2	-7.3	-7.6	-7.5	-7.1	-7.1	-7.1	-7.1	-7.0	-7.0	-6.9	-6.9	-6.9	-6.9
HRA resources	1,154.7	229.4	22.4	22.9	21.5	21.1	21.0	22.2	21.4	23.6	26.0	27.2	30.8	32.1	33.5	34.8	36.3
Stock Improvement	-833.3	-204.0	-21.7	-17.9	-18.0	-21.4	-18.5	-18.9	-19.4	-22.2	-22.7	-23.3	-23.9	-24.6	-32.2	-33.0	-33.9
Estate Regeneration	9.3	7.5	-9.9	-16.6	9.2	-9.4		3.2	13.7	3.7	6.6	6.9		-7.6		0.1	
Affordable Housing	-20.2	-20.2	-4.6	-7.7	-7.9												
Copley Redevelopment	-31.2	-31.2	-0.1	-17.2	-21.0	-6.4	13.5										
Total Capital Needs	-875.4	-247.9	-36.3	-59.4	-37.7	-37.2	-5.0	-15.8	-5.7	-18.5	-16.1	-16.4	-23.9	-32.2	-32.2	-32.9	-33.9
Surplus/(deficit)	279.4	-18.5	-13.9	-36.4	-16.2	-16.0	16.1	6.4	15.7	5.1	9.9	10.9	7.0	-0.1	1.2	1.9	2.4
Reserves b/f	60.6	60.6	60.6	49.5	15.8	7.3	4.3	7.8	17.0	35.4	42.8	55.0	68.1	77.3	79.5	82.9	87.1
Reserves c/f	411.0	68.1	49.5	15.8	7.3	4.3	7.8	17.0	35.4	42.8	55.0	68.1	77.3	79.5	82.9	87.1	91.8
Minimum reserve	6.4	3.5	3.1	3.0	3.0	3.0	3.0	3.0	3.0	3.2	3.4	3.5	3.7	3.8	3.9	4.0	4.1
Surplus reserves	404.6	64.6	46.4	12.7	4.3	1.4	4.8	13.9	32.4	39.6	51.6	64.6	73.6	75.7	79.0	83.1	87.6
HRA Debt			146.1	145.5	147.8	158.1	142.8	142.8	142.8	142.8	142.8	142.8	142.8	142.8	142.8	142.8	142.8
Borrowing limit			199.8	199.8	199.8	199.8	199.8	199.8	199.8	199.8	199.8	199.8	199.8	199.8	199.8	199.8	199.8
Headroom			53.7	54.2	52.0	41.7	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0

## Appendix 12 - Capital Programme budgets

	2012/13	2013/14	2014/15	2015/16	
SCHEMES	Revised Budget	Revised Budget	Revised Budget	Budget	TOTAL BUDGET
RETENTION & FINAL ACCOUNTS	100	100	100	100	300
KITCHENS , BATHROOMS MECHANICAL AND ELECTRICAL WORKS	2,460	4,980	3,730	3,000	11,710
EXTERNAL REFURBISHMENTS	3,964	4,314	4,004	4,000	12,318
CAPITALISED VOIDS	5,830	2,200	2,900	3,000	8,100
LIFT REPLACEMENT	2,100	2,000	2,000	2,500	6,500
HEALTH & SAFETY & DDA	1,100	800	800	1,000	2,600
DESIGN FEES FUTURE YEARS REGENERATION ESTATES - MEANWHILE WORKS	1,675	1,400	1,400	1,400	4,200
NEW SCHEME	400	200	200	200	600
	250	2,100	2,100	2,100	6,300
	500	500	2,325	3,000	5,825
<b>HRA</b>	<b>17,879</b>	<b>18,594</b>	<b>19,559</b>	<b>20,300</b>	<b>58,453</b>

Add Carryover from 2011/12 to 2012/13

1,423

Removal of monies included for Copley  
Close

-1,650 -1,650

-300 -1,000

Revised HRA - excluding Copley

Close

16,644

16,909

20,300

53,853

## Appendix 14 - Action Plan

[To Be Completed After Cabinet Report]

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