

1. Introduction & Vision

Safety and Sustainability
Investment and Improvement
Equalities and Engagement

*A vision without a plan is just a dream.
A plan without a vision is just drudgery.
But a vision with a plan can make a difference.*

A strategy for changing times

1.1 The Housing Asset Management Strategy ('The Strategy') sets out the Council's vision as a social landlord for the maintenance and improvement of our housing assets for the next five years, in the context of the 30-year Housing Revenue Account Business Plan agreed by Cabinet in February 2021.

The vision of the Strategy is 'Safety and Sustainability, Investment and Improvement, Equalities and Engagement'

1.2 The Strategy provides a roadmap for the maintenance and improvement of the Council's stock. It incorporates an Action Plan to ensure it serves a practical guide to action as well as putting property maintenance and housing investment in their strategic context.

1.3 The provision of excellent property maintenance services, and the optimal use of existing and new assets, will make a significant contribution to Ealing's key priority of providing **'good, genuinely affordable homes.'**

1.4 The delivery of the range of actions in the Strategy will have a strong positive impact on the Council's strategic aims, particularly:

- Ealing has an increasing supply of quality and affordable housing
- The borough has the smallest environmental footprint possible
- Ealing is a clean borough and a high-quality place where people want to live
- Ealing is a strong community that promotes diversity with inequality and discrimination reduces

1.5 The Strategy has been developed during a challenging moment for social housing providers. The after-effects of the Grenfell disaster in June 2017 continue to reverberate, resulting in two key pieces of legislation;

- **The Building Safety Bill**, putting into law the recommendations of the Hackitt Review into Building Safety, and

- **The Fire Safety Act**, making changes to the Regulatory Reform Order (Fire Safety) 2005 (RRO)

The impact of these legislative changes is set out below.

- 1.6 The Grenfell Tower fire also informed the contents of the government's White Paper, '*The Charter for Social Housing Residents*', which proposes changes to the regulatory framework in the context of ensuring that residents' views are heard and taken into account by their landlords. Further details of these new requirements and other aspects of the White Paper are highlighted in the strategy.
- 1.7 Although there is uncertainty in the longer term about the funding environment for social housing, there are no radical reforms which appear imminent. The ability to raise rents annually for social housing tenants, and the lifting of the HRA borrowing cap, have provided a degree of stability. The recently announced changes to the regulations governing the use of Right to Buy receipts have given some additional flexibility for social landlords in the use of these receipts. The financial elements of the Strategy reflect the assumptions in the HRA Business Plan that funding is relatively secure for the next five years, which will assist in the delivery of the Strategy.
- 1.8 Ealing's model for the development of new housing seeks to optimise the contribution of both the HRA and General Fund provision, and the developing partnership between the housing service and Broadway Living is highlighted within the Strategy. Joint working is already underway and it is critical that it continues moving forward.
- 1.9 In the context of this changing landscape both locally and nationally, the Strategy captures an ambitious vision for Ealing Council's housing stock. There is a focus throughout on high quality services informed by accurate data, and on the prudent use of the HRA to maximise the impact of the investment. The Strategy also reflects the importance of embodying as a landlord the Council's commitment to addressing inequalities, reducing disadvantage and supporting vulnerable people.
- 1.10 There is also a special emphasis on the contribution housing services can make to Ealing's response to climate and ecological emergency, moving towards greater energy efficiency across our homes, and delivering services through supply chains and working practices that reduce the carbon footprint.
- 1.11 The Strategy has two overarching aims;
 - to provide the context of the Council's activities as a social landlord for the next five years, and
 - to identify the specific aims and objectives which represent best practice and a compelling vision for the future development of our homes.

- 1.12 The Strategy gives the context of Ealing's overall approach to asset management, drawing on the wider context of national policy and legal frameworks which set the parameters for social landlords as asset holders. This section also includes details of the partnership with Broadway Living, the Council's new wholly owned regeneration and development company which is managing the delivery of regeneration programmes across the stock. As a Registered Provider Broadway Living will also be the landlord of a number of new developments being delivered within the programme.
- 1.13 Section 4 details the Council's housing stock and the various types of dwellings and other structures for which we have responsibility within the Housing Revenue Account. Section 5 describes the methodology and findings of the recent Stock Condition Survey to update data about the condition of the stock, enabling accurate assumptions to be made about the cost and impact of the planned capital works which form the basis of the Action Plan
- 1.14 There are seven key themes for the Strategy which capture the various workstreams to deliver the vision:
- 1) Resident safety – ensuring residents are as safe as possible in their homes and that all compliance requirements are met or exceeded
 - 2) Priorities for Investment – using the updated stock condition data and other data to plan and deliver a comprehensive 5-year programme of planned and cyclical capital works to maintain and improve the quality of our homes
 - 3) Resident engagement – involving and empowering our residents to play their full part in the guardianship of their homes and estates; making sure their voices are heard in relation to building safety and other concerns
 - 4) Sustainability – improving the energy efficiency of our homes; making the strongest contribution we can make across all services to reducing emissions and achieving the Council's environmental goals
 - 5) Value For Money – maximising the value of the Housing Revenue Account through robust procurement and contract management; reducing revenue spend through effective planning; spending budgets on 'properties not processes'
 - 6) Equalities – ensuring equalities considerations are at the forefront of our planning and services delivery; protecting vulnerable residents; advancing equalities wherever possible in the context of procurement and contract management
 - 7) Future challenges – anticipating the risks and opportunities which lie ahead; transforming asset management through leading-edge technology, transforming services and working more closely with residents
- 1.15 The Housing Asset Management Strategy is key to our ambitions as a modern social landlord. The Strategy outlines our approach to managing our assets in a time of change. It identifies the key priorities for housing property services for the next 5 years, including;

- the delivery of new affordable homes to meet a range of housing needs
- achieving and maintaining new standards for compliance and maintenance
- providing suitable homes for every stage of a resident's life, and
- enhanced resident engagement and consultation

1.16 The Strategy reflects our desire to build strength, stability and self-reliance in residents and to improve their life chances by ensuring that they have access to safe, modern and sustainable homes, located in vibrant neighbourhoods and communities that provide opportunities for a positive future. It also aims to ensure that the services we provide are inclusive and accessible for all.

2 The Strategy in context

2.1 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.

2.2 The Council as a landlord has limited discretion over the retention of its assets, since residents with the qualifying period of residence can apply to purchase the properties they occupy under the Right to Buy (RTB) provisions of the Housing Act 1980. In the context of effective asset management these 'involuntary disposals' create significant challenges to our objective of meeting housing need. Like most boroughs, Ealing has been required to sell many of its most desirable properties, particularly larger homes and street properties, while attempting to meet continuing high levels of need for such accommodation.

2.3 The Home Ownership service has a number of key objectives to fulfil in order to verify RTB sales and then to provide a good service to leaseholders, including:

- Robust investigations to ensure only tenants with a genuine entitlement to their properties are approved
- Effective consultation with leaseholders before major works contracts are awarded
- Efficient service charge quantification and collection, maximising the appropriate contributions of leaseholders to works on their estates
- Provision of up-to-date and accurate information, including compliant section 20 notices to enable full cost recovery
- Engaging with leaseholders outside the formal consultation framework to hear their views and give them opportunities to feed back and influence the work on their estates

2.4 Ealing does not have an active disposal programme for HRA assets outside regeneration programmes at present. There is a severe shortage of social housing in the borough relative to the needs captured through the housing

register and elsewhere, and any disposals need to be carefully considered in this context.

2.5 An options appraisal is in progress to consider whether to transfer the ownership and/or management of a very small number of properties held outside the borough (7 family-sized homes in Seaford, Kent), taking into account the costs of managing them at a distance and the potential for a revenue contribution or disposal receipt which might represent the best use of these assets, as distinct from properties within Ealing.

2.6 A wider review of all our assets, including non-residential is essential in order to determine if other changes to the asset portfolio will assist in delivering the vision. Any proposals for disposal emerging from the review will be considered and taken forward within the scheme of delegation and subject to consultation with ward members, any affected residents and other stakeholders.

2.7 Ealing's Climate and Ecological Emergency Strategy (CEE Strategy), adopted in January 2021, builds on Ealing's declaration of a Climate Emergency in 2019, and sets out a wide range of actions to achieve the objective of becoming a carbon neutral by 2030. The importance of these objectives, and the scale of the contribution as a landlord and a commissioner of building services, are acknowledged in the inclusion of 'Sustainability' as a key theme of the Strategy.

2.8 The Council is also currently consulting on a new Tenancy Strategy which has important areas of overlap with the Housing Asset Management Strategy, governing the type of tenancies which will be awarded in future to new tenants, as well as current secure tenants moving into new-build properties on regeneration estates. The draft Strategy makes clear that LB Ealing places a strong emphasis on long-term tenancies and affordable housing, reflecting the resident-focussed ethos of the Housing Asset Management Strategy.

2.9 The Council's ambitious programme of estate regeneration is the backdrop to many elements of this Strategy, alongside developing the strategic partnership between Broadway Living and housing services across Place Directorate, for the wellbeing of Ealing's residents for the next decade and beyond.

2.10 As stated within the Council Capital Strategy 2020/21 to 2023/24

' Cabinet approved a 5-year capital programme for HRA of £362.747m consisting of new schemes which include expenditure associated with the GLA grant funded programme. Together with regeneration, improvements to existing council properties is a key focus of council's HRA capital programme, ensuring that those properties that reside outside of the regeneration schemes are maintained to a decent standard, demonstrated by the allocation of £100.204m to these home improvement works between 2020/21 and 2024/25'

2.11 The Housing Asset Management Strategy reflects the ambitions of both of these significant capital allocations. The Housing Services within Place Delivery department will be commissioned by Broadway Living RP as a Registered

Provider to deliver repairs and maintenance service, including compliance obligations in accordance with the Estate management agreement, across the Broadway Living new-build programme as well as on regeneration estates as necessary.

2.12 The Open Housing Management System (OHMS), the main database for HRA functions, has been amended to reflect the various different arrangements through which Broadway Living has grown its initial portfolio. Work to refine the database in this context is ongoing, and will sit alongside a range of other improvements to ensure the partnership delivers for both parties.

2.13 The Action Plan for the Strategy reflects the importance of joint working arrangements to address some of the challenges which arise with new developments, such as moving smoothly to a Planned and Preventive Maintenance regime after handover, and ensuring a robust approach to identifying property defects during warranty periods to make sure developers accept their liabilities.

3. Legal and regulatory requirements

3.1 This section summarises the current legal requirements, whilst proposed new legislation is addressed under section 5 of the Strategy.

3.2 Section 21 of the Housing Act 1985 vests with the Council the function to manage homes which it owns.

3.3 The Homes (Fitness for Human Habitation) Act 2018 (sets out the basic standards which must be met in all rented residential properties. This Act amended the Landlord and Tenant Act 1985, setting out the overall duty to maintain tenanted properties in good repair.

3.4 It also uses the 29 hazards included in the Housing Health and Safety Rating System (HHSRS) since 2006 to determine the fitness of a dwelling.

3.5 A hazard is classed as Category 1 if it is deemed a serious and immediate risk to a person's health and safety. If a hazard is deemed less serious or less urgent, it is classed as Category 2. (The Stock Condition Survey included a section for the survey contractors to notify any such hazards identified during their visits).

3.6 As a social landlord the Council is also regulated by the Regulator of Social Housing (RSH), which has extensive powers to assess the performance against its Consumer Standards of any social landlord, with the power to conduct in-depth assessments of those with more than 1,000 homes.

3.7 The four Standards are the Home Standard, Tenancy Standard, Neighbourhood and Community Standard and Tenant Involvement and Empowerment Standard. (The Regulator also monitors Registered Providers against its Economic Standards – these will apply to Broadway Living as a Registered Provider, but not to properties managed by the Council).

3.8 The Regulator may issue formal Notices where it is satisfied that residents are at risk of 'serious detriment' due to a failure of inspection, compliance, etc

The Regulator's Home Standard refers to the Decent Homes Standard as a minimum standard for social rented homes, stating that landlords should

'ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance¹ and continue to maintain their homes to at least this standard'.

3.9 The Decent Homes standard was last revised in 2006, and states that to qualify as 'Decent'; a home must:

- be free of category one hazards,
- be in a reasonable state of repair,
- have reasonably modern facilities and services (Inc. kitchens 20 or fewer years old, and bathrooms 30 or fewer years old), and
- provide a reasonable degree of thermal comfort

The government's White Paper, 'A Charter for Social Housing' includes a commitment to review the Decent Homes standard and determine whether it is the 'right ask' of social landlords at this time.

3.10 The Regulatory Reform (Fire Safety) Order 2005 (RRO) sets out the requirements for specific precautions to be in place in all 'multi-household' occupied buildings, and places duties on the 'responsible person' (i.e. owner) to carry out Fire Risk Assessments and act on their findings. It also gives fire services extensive powers of enforcement in relation to these buildings. The new Fire Safety Act extends the provisions of the RRO in a number of respects and is dealt with under the Key Theme of Resident Safety.

3.11 There are a range of other statutes and regulations governing statutory compliance including:

- Gas Safety Installations and Use Regulations (GSIUR) 1998
- Control of Asbestos Regulations 2012
- Control of Substances Hazardous to Health Regulations (COSHH) 2002

The Council and its contractors are also required to comply with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013.

As set out in the Strategy, Housing services must have resident safety 'front of mind' at all times and ensure that all applicable regulations are being followed and that dynamic risk assessments are being undertaken for all capital works programmes.

4. Housing Needs and Stock Profile

4.1 The Council is the largest social landlord in the borough, with a total stock almost exceeding the total number of homes managed by other social landlords within Ealing. The overall number of dwellings is 16,689, comprising 11,851 properties occupied mainly by tenants, and 4,838 leaseholder properties, of which 45% are not occupied by the leaseholder themselves. The Council retains the freehold of these properties and leaseholders make a contribution to the cost of major works.

4.2 The tenanted properties can be broken down as follows.

Dwelling type	Number
Flats	8,704
Houses	2,809
Hostels (temporary accommodation)	264
Shared Ownership	55
Short Leases	19
Total	11,851

The vacant possession value of these dwellings is given in the Council's accounts as £3,183.6m – this is the notional value of all the properties as marketable assets, and includes a discount to reflect their use as social housing.

4.3 Most of our stock comprises purpose-built flats and maisonettes, with houses accounting for 23% of non-leaseholder dwellings as shown above. Flats are spread across 1,250 blocks, most of which are classed as low- and medium-rise, with 29 blocks currently classed as high-rise (6 storeys or 18 metres and above). This total also includes 43 sheltered housing blocks, which although mainly of medium height are deemed to be 'high risk residential buildings' by virtue of their occupants.

4.4 The stock overall is of relatively recent construction – over 9,700 of the flats and houses were built from the 1960s onwards. Around 500 properties were built in the late 19th and early 20th centuries.

4.5 Most of the properties are of traditional solid or cavity wall construction, although circa 1,200 properties are deemed to be of 'non-traditional' construction such as steel and timber framed. Most of these blocks are located on those estates earmarked for regeneration, and will be demolished as part of the redevelopment of those areas.

4.6 The stock profile is changing rapidly with a number of large estates being the focus of large-scale regeneration and plans in place to deliver up to 2,500 affordable homes. Housing Associations are also partnering with the Council on a number of regeneration sites, and the number of directly managed units is projected to fall by 7.8% in the next 10 years.

- 4.7 The overall condition of our retained stock is good, which reflects the considerable investment made to date in, for example, window and roof replacements and kitchen, bathroom and heating upgrades. Demand for most properties is high, although some categories are harder to let, particularly bedsits and some sheltered accommodation units.
- 4.8 As well as the 7 properties in Seaford Kent referred earlier there are 187 homes outside Ealing, in other parts of West London. While these do not present the management challenges of properties much further afield, it may be appropriate to review their role during the period of the strategy and consider whether they should remain in the stock or potentially be the subject of a full options appraisal.
- 4.9 In addition to residential units the HRA includes twelve Community Centre buildings, sixty retails units and circa, 3,300 garages across many of our estates. A partnership is now in place with SPS Ltd. to manage and maintain the garages and generate additional income from their use. As part of the Strategy a full review will be carried out of those non-residential assets which will not be affected by regeneration programmes, and decisions taken about how to optimise their value to the HRA in the next five years.

5. Stock Condition Survey

- 5.1 The recently completed Stock Condition Survey (SCS) is a key foundation for the Housing Asset Management Strategy.
- 5.2 The SCS provides an opportunity to establish a much more accurate baseline of actual and assumed costs. The results of the survey will provide a more reliable basis for deciding on the prioritisation of works within the planned capital programmes for the lifetime of the Strategy.
- 5.3 The advantage of refreshing our stock data through the SCS will also enhance the use of Promaster, the asset management database which is designed to provide a systematic means of monitoring capital spend against the various approved programmes.
- 5.4 The standard forms used to record the survey information were re-designed to make the process of loading the data onto Promaster as seamless as possible.
- 5.5 Following the procurement through the framework successfully appointed a contractor undertake the SCS programme of works. The survey programme was inevitably prolonged due to Covid-19 restrictions, but completed by the end of April 2021.
- 5.6 An article was placed in the Council's newsletter Housing News, an overview of both the stock condition survey and the draft Strategy and inviting tenants to contact the Asset Manager for further information.
- 5.7 The methodology for the SCS was scoped to include internal surveys of 17% of occupied properties and 100% of both external and communal areas. Properties

for internal surveys were selected to make them a representative sample based on the property archetype, size, location, and other attributes.

5.8 Following delays due to Covid restrictions which affected the timetable for the internal surveys in particular, the fieldwork for the Survey was completed in late April 2021. As restrictions were lifted tenants were increasingly willing to take part, and a number of residents made contact to ask if they could be included. There were no significant issues with access and that almost all tenants were co-operative and engaged throughout the process.

5.9 The survey's results did not identify any imminent risk of harm. However, a total of 25 Category 1 hazards were identified under the HHSRS, under the following categories; damp and mould growth (17); electrical hazards (6); flames and hot surfaces (1); and structural issues (1 a). Remediation works are underway in respect of these urgent issues.

5.10 The completion of the SCS has enabled a thorough review of current capital programme in order to align and inform the Asset Management.

6. Key Themes

There are seven key themes that support the vision for the Housing Asset Management strategy.

Residents Safety

- 6.1.1 The obligation to make homes and shared spaces as safe as possible is the most fundamental duty of the Council as a social landlord.
- 6.1.2 Since the tragic events at Grenfell the social housing sector as a whole has placed an appropriately greater emphasis on resident safety at the heart of its activities. Safety concerns are now a paramount consideration for every social landlord to an even greater degree than before the fire at Grenfell Tower, as reflected in the primacy of safety in this Strategy.
- 6.1.3 Ealing's commitment to resident safety is similarly reflected in the selection of safety in residential housing as a Gold Programme in the Future Ealing programme delivering transformation and service improvements across the borough.
- 6.1.4 The Housing Safety Executive Board, chaired by the Director of Place Delivery, brings together senior officers from across the Council to steer an ambitious cross-tenure programme aimed at making all residents as safe as possible in their homes.
- 6.1.5 The Board monitors progress towards this objective through the prism of six workstreams. The Private Sector workstream is outside the scope of this Strategy, but the following 5 workstreams within the Programme are all included here, here as bearing directly on asset management;

- Fire Safety
 - Large Panel Systems
 - The Stock Condition Survey (see section 4 above)
 - Data, Systems and Processes and
 - Legislation
- 6.1.6 As a landlord the Council has an overriding obligation to keep our residents safe. This breaks down into a number of workstreams, each of which is highlighted in the Strategy.
- 6.1.7 The Compliance team within Place Delivery Department has the overall responsibility for ensuring all social homes are safe and compliant with the safety standards which are applicable to each dwelling. This includes technical specialist responsible for each discrete area of compliance, including a Fire Safety, overseen by the Compliance Manager.
- 6.1.8 As part of the Data, Systems and Processes workstream in the Housing Safety Programme, a major exercise to move towards a 'consolidated approach for compliance data moving away from separate systems to ensuring all relevant data and documents are within the recently acquired OHMS compliance module.
- 6.1.9 This will be a step change in the management of compliance data, and will create a simple point of reference for the assurance that all properties subject to the required levels of compliance, with regularly reporting to the Housing safety Executive Board.
- 6.1.10 From a Fire Safety perspective, the following strands are being progressed:
- All 29 of the Council's high-rise blocks have in-date Fire Risk Assessments, and all have been externally surveyed to assess the likelihood of their containing combustible materials in their External Wall Systems
 - Two specialist contractors have been appointed to carry out a programme of fire door replacements, beginning with high rises and other high-risk residential buildings (sheltered, hostels) and progressing across the rest of the stock
 - Contractors for a programme of fire-stopping works will be appointed shortly to remediate compartmentation and other issues across the stock
 - A target has been set for new Fire Risk Assessments to be in place for all buildings requiring them by March 2022 – progress towards the completion of all necessary actions will be monitored using the enhanced OHMS system
 - Premises Information Boxes (PIB's) have been installed in nearly all high-rises, and an effective process is in place, led by Corporate Health and Safety, to update the information they contain about residents needing assistance in the event of an evacuation
 - updated Floor Plans for all of our high-risk residential buildings are underway to assist in the event of incidents and evacuations

6.1.11 The new Fire Safety Act received Royal Assent on April 29th 2021, and will extend the scope of the Regulatory Reform Order (Fire Safety) in the following areas;

- The RRO will apply to flat entrance doors, with annual inspections required
- The Order will also apply to external walls (and balconies, cladding etc. attached to them), with the Act introducing a requirement for information on the materials used to be made available to the Fire Brigade
- Monthly lift inspections are also made mandatory, with a duty to inform the Fire Brigade of any faults
- All residents to be provided with evacuation and fire safety instructions
- For new blocks a public register of Fire Risk Assessments will also be established

6.1.12 These are significant new duties, most of which apply to the 1190 blocks for which Ealing is responsible and a priority focus under the Housing safety programme to ensure compliance.

6.1.13 In addition, the Council's preparedness of the Building Safety Bill is also underway within the Housing Safety programme. This legislation will initially only apply to new high-rise blocks but may be extended in the future to other categories including existing high-rises. The requirements of the Bill will be kept under review so that the Council is in a position to provide the oversight necessary at each of the 'gateway' stages for new buildings.

6.1.14 Subject to capacity the service will move towards 'shadowing' some of the requirements of the Bill for our current high rise blocks, with the appointment of Building Safety Managers and production of both a building safety case and a resident engagement strategy for each building.

6.1.15 Compliance requirements for all the other key areas of compliance (FLAGEL) are also in scope of the strategy, with monitoring in place for each of the following;

- Legionella testing
- Asbestos surveys and removal (for buildings constructed before 2000)
- Gas safety certificates
- Electrical testing
- Lift maintenance and repair (a replacement lift programme is also included in the capital works programme)

6.1.16 Drawing together all of the above key strands and moving towards a culture of more pro-active compliance monitoring, and a 'zero tolerance' approach to non-compliance, is a fundamental aim of the Strategy.

6.1.17 The implementation of the Compliance module in Open Housing will create a fit-for-purpose database that delivers the information needed at a strategic and operational level as well as management and prioritisation of actions, alongside a detailed dashboard to present compliance information.

Key Theme- Investment priorities

6.2.1 The 30-year HRA Business Plan approved by Cabinet in Jan 2021 states that

‘Together with regeneration, improvements to existing council properties is a key focus of our capital programme, ensuring that those properties that reside outside of the regeneration schemes are maintained to a decent standard, demonstrated by the allocation of £110.524m to Housing Assets and Property works between 2021-22 and 2025-26. Whilst recognising that the COVID pandemic has severely hampered the Council’s ability to deliver improvement works to the Council housing stock with severe restrictions in the first 6 months of the financial year [2019-20]. It is anticipated some delivery of kitchens, bathrooms, boilers and other improvement works [will take place] in the second half of the year with the intention of the service having an increased programme of delivery in 2021-22.’

6.2.2 A full review of Planned Works has taken place to ensure the full budget allocation for capital programmes in the HRA is prudently spent each year to improve the condition of our properties. Thus, avoiding the use of underspends to reduce debt repayment levels and channelling resources where they are needed to maintain the balance contained in the 30-year plan between spending on new developments and on existing properties.

The Plan includes the following additions to the capital programme for the first 4 years of the Strategy:

	2021-2	2022-3	2023-4	2024-5	Total
External refurbishments	5m	5m	5m	5m	20m
Mechanical and Engineering .	5m	5m	5m	4m	19m
Health and Safety	5m	5m	4m	4m	18m
Internal refurbishments	1.2m	1.2m	1.2m	1.2m	4.8m
Capitalised works	3.2m	3.2m	3.2m	3.2m	12.8m
Regen. estates	0.5m	0.5m	0.5m	0.5m	2m
Specialist advice and investigation	1.2m	1m	1m	1m	4.2m
Energy/sustainability	2m	1m	-	-	3m
Fuel poverty and carbon reduction	2m	1m	-	-	3m
Total	25.1m	22.9m	19.9m	18.9	86,8m

6.2.3 A Priority Buildings Delivery Group has also been established to direct resources where they most urgently needed.

6.2.4 The remediation works of gas safety issues in a number of Large Panel Systems buildings which are of concern to the gas safety regulator, Cadent

Ltd. A new boiler has been installed in one block, while all gas cookers in another have been replaced with electrical appliances. The ability of the service to mobilise in response to such exigencies means that the delivery of planned programmes will not be at the expense of the most pressing priorities confronting the Council as a landlord.

6.2.5 Using the SCS data as a guide, work will continue this year to prioritise those buildings most in need of investment, and to perform the due diligence needed to make costs recoverable from leaseholders as well as proving safeguards for residents, such as engaging CDM specialists and working with the Building Control team to future-proof programmes which involve intrusive and structural works.

6.2.6 As reflected in the Action Plan, this measured approach to asset management will allow for consideration of some of the improvements which residents most often request, and potentially lead to targets being set to deliver over the next 5 years such long-held aspirations as the following;

- A progressive move away from gas (possibly targeting low-rise LPS blocks to completely eradicate any safety risks) through conversions to electrical supply
- Installation of new door entry systems in blocks experiencing Anti-Social Behaviour issues
- Installation of modern smoke, heat and carbon monoxide detection systems (possibly focussed on sheltered housing)
- Enhanced response to damp and mould issues (recently highlighted on national media in relation to conditions in another borough)
- 'Homes for Life' programme of adaptations (external and internal) to enable residents to remain in their homes
- Targeted programme for tenants in fuel poverty to reduce heating costs

Key Theme- Resident engagement

A partnership approach

6.3.1 As a social landlord our asset management activities are primarily aimed at improving the quality of life for our residents. An integral part of effective asset management in the future will be a respectful, enriching dialogue with the residents who live in our properties.

6.3.2 As with building safety, the need for many social landlords to redouble their efforts in this area has been thrown into sharp relief by the Grenfell Tower disaster and in particular the enquiry into the fire chaired by Sir Martin Moore-Bick. The need for landlords to listen to residents and take proper note of their concerns is a strong driver for the government's recent White Paper, 'A Charter for Social Housing'.

6.3.3 The White Paper is intended to make sure that all social housing tenants are treated with respect and dignity, and to empower them in specific ways;

- Tenants should be safe in their homes
- Tenants should know how their landlord is performing
- Tenants should have their complaints dealt with fairly and promptly
- Tenants should be treated fairly and with respect
- Tenants should have their voices heard by their landlord
- Tenants should have a good quality home and neighbourhood to live in

6.3.4 To fulfil these goals the 'Charter' sets out a number of individual measures, including strengthening the powers of the RSH to intervene on behalf of tenants, introducing a new Consumer Standard specifically for building safety, and introducing a statutory scheme for tenants to access performance information about their landlords.

6.3.5 As a landlord Ealing Council subscribes to the ethos of transparency, accountability and participation that underpins these suggestions. The Legislation Project Board will keep the progress of the White Paper under review, and respond to any new legal requirements as they emerge.

6.3.6 In the context of the Housing Asset Management Strategy, a number of areas have been identified through which we can strengthen our relationship with residents and move towards the kind of collaborate working with residents which is envisaged not just in the White Paper but also in the National Housing Federation's 'Together With Tenants' charter, and in the joint Chartered Institute of Housing and 'See the Person' report, '*It's Not OK – A Guide To Tackling Stigma in Social Housing*', which identifies the assumptions and perceptions that can lead tenants to feel under-valued and unheard when dealing with their landlords.

Residents' Building Safety Panel

6.3.7 As part of the Housing Safety Programme we are now in the process of establishing the first borough-wide Residents' Building Safety Panel for residents of social housing in Ealing. The initial impetus for the Panel came from the events at Grenfell Tower, and residents were asked to express an interest in joining a Panel dedicated to fire safety issues. A total of 15 residents came forward at that stage and said they might be interested in taking part.

6.3.8 When the Programme revived the proposal early in 2021 the decision was taken to extend the scope of the Panel to all elements of building safety, on the basis that there are wider issues of safety for the Panel to consider, and that the Building Safety Bill and other frameworks do not draw a neat line of separation between fire safety and other areas of concern.

6.3.9 Following this decision the first 15 volunteers are being contacted to confirm their interest. At the same time efforts are being made to make the Panel more representative of the residents in occupation across the stock, for example by recruiting more younger residents and increasing the proportion of leaseholders.

6.3.10 The April edition of Housing New included an item asking tenants to come forward and learn more about the Panel. A separate communication will be sent to leaseholders to make the Panel as close to a true cross-section of residents as possible.

6.3.11 The vision for the Panel is of a strategic advisory body with an independent chair which will play an important role in holding the Council accountable for its culture, practices, and performance in relation to all elements of building safety. Terms of reference are now being finalised, and it is hoped an inaugural Panel meeting will be held by the end of July.

Nicer Neighbourhoods Fund

6.3.12 In partnership with housing management staff we have now activated the Nicer Neighbourhoods Fund, a new initiative to let tenants and leaseholders identify their own priorities for improving their estates, with a budget of £1 million set aside each year to carry out works in shared spaces, based on applications submitted by residents and endorsed by a number of their fellow residents (particularly those who might be affected by the works being requested).

6.3.13 An officer Panel has been formed and residents are now being actively encouraged to put forward their ideas for improvements, such as those listed below.

- Crime Prevention Initiatives
- Communal Lighting
- Bin enclosures
- Pigeon deterrents
- Community garden/Allotment
- Landscaping
- Seating

6.3.14 The Panel will review all the bids on a monthly basis and approve those which meet an agreed set of criteria (must be improvements not repairs, no work in individual properties, etc.) Subject to the level of demand the Panel will ensure that the Fund is allocated fairly across all areas of the borough. The Panel's ability to reflect the expressed views of residents and to identify 'low cost, high impact' works should make the Fund a positive step in resident engagement.

Sharing more information

6.3.15 As part of developing the Strategy we will also consider other ideas for deepening our dialogue with residents. Fire Risk Assessments could be made available in advance of this becoming a formal requirement for existing buildings. We will also review with colleagues in other Housing services the safety information which is being shared with residents through signage, the Newsletter and other methods, and look for opportunities to more transparent about safety issues.

- 6.3.16 The Strategy will be shared with residents online, and a summary version produced. We will also attend Tenants and Residents Association meetings where possible to set out the key principles of the Strategy.
- 6.3.17 We will also communicate more informally with residents, and in particular leaseholders, sharing key data from the SCS about life-cycles and property condition. Through this and other informal channels we hope to take residents into our thinking around asset management, moving away from the traditional sense of services being 'done to' residents and communities, rather than emerging from a working partnership.
- 6.3.18 We will continue to take part in the Ealing Council Leaseholders Association Forum and the Campaign for Action on Sheltered Housing (CASH) – the Forum was successfully held online for the first time in April 2021, and included a presentation on the Strategy. We will also continue to work closely with the Council's only Tenant Management Organisation (TMO), the South Action Community Builders Cooperative (SCBS), seeking their co-operation on health and safety and compliance issues and attending regular liaison meetings where their concerns can be addressed.
- 6.3.19 With our housing management colleagues in Community Services we will also promote to tenants the use of the online repairs portal, giving them more control of the process and reducing the number of progress-chasing calls to the Council's Call Centre.

Key Theme – Sustainability

The climate emergency and Housing's contribution

- 6.4.1 The HRA Business Plan provides a high-level summary of the importance of this Key Theme;

'In response to the Council's declaration of a Climate and Ecological Emergency and commitment to achieving Net Zero Carbon Emissions by 2030, Ealing Council has made a commitment to deliver and enable the delivery of retrofitting its housing stock to achieve an average Standard Assessment Procedure (SAP) energy rating of B.'

The focus of activities is likely to be the decarbonisation of heating systems and the improvement of building fabric. Broadway Living and the regeneration teams are committed to designing and building all new council homes to net zero standards, with a design guide in place to shape this activity. These commitments form part of a broader ambition to scale up retrofitting in Ealing and upskill the local workforce, which will underpin the growth of the green economy.'

- 6.4.2 The Climate and Ecological Emergency Strategy adopted in January 2021 sets out Ealing's agenda for meeting the challenge under the themes of;

- Energy
- Nature

- Travel and
- Waste

Energy efficiency

- 6.4.3 The Council has already made significant progress on reducing the carbon footprint of our stock. Solar Panels have been fitted to 385 properties, including 12 corporate sites and 16 residential blocks, with the remainder installed on houses. A further 114 Panels have been installed, and are managed, by Eaga/Ecovision. This programme has delivered a reduction in excess of 3,191,671 KG CO2 since 2012, and has generated £990,000 in income.
- 6.4.4 Following a tender process a new partner, Revolution Energy, has been engaged to maintain the systems in a safe and operable condition to generate revenue and save energy costs for residents.
- 6.4.5 In another innovative project, Q-Bot Ltd. have delivered underfloor insulation through a process using small robots. To date 63 properties have benefited from this insulation, delivering an average SAP point saving of 3-4 per property and achieving a reduction of 76% in heat lost through the floor. The U value of the floors now complies with Part L1B requirements for upgrading thermal elements in existing homes.
- 6.4.6 The Energiesprong project to retro-fit 68 existing homes and create a carbon-neutral estate is also in the final planning stages.
- 6.4.7 We will continue to work with colleagues in the Climate Action team to implement transformational projects such as the above, providing information to support bids, and liaising with residents and the Housing Hubs to identify suitable properties. Alongside this there are actions we can take more incrementally to improve the energy efficiency of our stock and reduce emissions across the board, such as installation of more energy-efficient components when replacing light fittings, and considering the removal of gas appliances as part of the voids process.

Operationalising the strategy

- 6.4.8 Having embraced the aims of the CEE Strategy, the challenge is to make these aims manifest at the level of planning and service delivery, or to 'operationalise' the principles of the Strategy to make a difference.
- 6.4.9 As shown in section 6.5 above, the HRA Capital Investment Programme funds maintenance work to improve the sustainability of our stock, including improvements in thermal efficiency to reduce carbon emissions.
- 6.4.10 We are seeking wherever possible to replace gas boilers with more sustainable sources such as air or ground source heat pumps and electrical supply.

- 6.4.11 We will work with all our suppliers to move to more sustainable practices, such as using LED lighting in communal and external areas and void properties, and more environmentally friendly materials.
- 6.4.12 We will also increasingly embed sustainability and energy efficiency in our specifications, and in our procurement and planned maintenance processes. These criteria have been included in the recent procurement for external works. The partnership with City Electricals through which we supply our contractors directly with materials and appliances is an example of a model which reduces the impact of supply chains on emissions, reducing the number of journeys required to transport these supplies.
- 6.4.13 We will work with Broadway Living to maintain the integrity of the 'Passive House' standard being used for all their new-build properties.
- 6.4.14 We are also committed to improving our biodiversity and sustainable footprint by increasing the use of recycled and recyclable materials, planting wild-flower meadows, greening our estates, and increasing habitats for wildlife. We will work with and encourage our residents and our contractors to become involved in these initiatives and so benefit from cleaner air and a more attractive environment in which to live.
- 6.4.15 The Action Plan sets out some further targets to position the service as an exemplar in considering sustainability at all stages of commissioning, installation and maintenance as well as carrying out larger-scale conversions wherever possible to equip our stock for a more sustainable future.

Key Theme – Value for Money

Budget management

- 6.5.1 As a ring-fenced budget the Housing Revenue account is less affected than other core Council services by reductions in funding of the kind which have reduced base budgets by 64% over the last ten years. Notwithstanding this it is essential that the service achieves Value for Money (VFM) in all its operations so as to provide residents with the most efficient services possible, and to spend our income as far as possible on 'properties, not processes'.
- 6.5.2 The Housing Asset Management Strategy has an important contribution to make to this objective by reducing the amount spent on reactive 'fixing' of issues – often involving repeated repairs to the same property or system, and short-term 'make safe' repairs which do not represent a good investment in the stock.
- 6.5.3 At the level of service delivery we will keep the cost-effectiveness of our services under constant review, and seek opportunities to drive efficiencies through streamlining of processes, re-working, etc. The Service Plan for the Housing Property and Service Delivery department includes for example a

wide-ranging review of the Careline service to maximise the contribution it can make as a central point of contact.

- 6.5.4 VFM considerations are also an essential part of contract management. The service is now holding more regular meetings with contractors and analysing the recorded spend against budget, particularly where variations are requested which will increase the price of a repair. It is essential; that costs are rigorously monitored and that contractors are dealt with on a commercial basis so the maximum value of a contract is realised.
- 6.5.5 These principles also apply to the partnership which deliver the planned capital works programme. Contract Administrators and other managers and officers in the service are expected to invigilate costs at every stage and to challenge contractors where it appears, they may be adding unnecessary costs. This approach will be reflected at all levels in the performance framework for the service which is now being established, based on appraisal conversations with all staff.

Procurement

- 6.5.6 The importance of VFM in the Procurement process can hardly be overstated. It is important however to balance purely financial considerations with other consideration to achieve true best value. The split between price and quality in the evaluation for the Externals contract reflects this, with successful bidders being selected on the basis of a range of factors as well as price, including sustainability. This enabled success of tenders which are viewed as 'most economically advantageous' rather than simply the cheapest.
- 6.5.7 One of the successful companies is committed to prioritising the use of local supply chain and plans to employ local residents wherever practical. We are also asking the three successful bidders to facilitate collaborative working opportunities to develop a joined-up approach which supports the local economy and reduces the carbon footprint of their activities.
- 6.5.8 The tender process will also include full consideration of wider social value – how the services being procured might improve the economic, social and environmental wellbeing of the area. We will work with our contractors to ensure they deliver projects which improve wellbeing in Ealing with a focus on the Council's objectives for our communities.
- 6.5.9 Work is ongoing to consolidate the contracts through which the capital programme is delivered and to put in place the active contract management which will ensure these partnerships deliver improvements to our stock in a way which is cost-effective and efficient, creating the virtuous circle of investment which will reduce wasted costs and optimise the value of HRA budget allocations.

Key theme – Equalities

- 6.6.1 The launch of the Strategy coincides with a pivotal moment for equalities in Ealing following the Black Lives Matter protests which followed the murder of George Floyd in the summer of 2020, a more intensive focus has been placed on the issue of racial equality. At the same time the pandemic has further revealed the extent of inequalities in the borough through its disproportionate impact on minority communities and vulnerable residents.
- 6.6.2 The management of our housing assets has a key role to fulfil in providing safe, secure and decent homes to our residents, among whom minorities and groups subject to disadvantage are over-represented. The diversity of our residents in terms of ethnic origin is shown on the table below, based on profiling carried out by the Council's Resident Engagement service in the Community Services directorate.

Ethnic Origin Desc	No.	%
African	925	9.89%
Any other	690	7.38%
Any other Asian Background	482	5.16%
Any other Black background	207	2.21%
Any other mixed background	50	0.53%
Any other white background	325	3.48%
Bangladeshi	26	0.28%
British	2727	29.17%
Caribbean	750	8.02%
Chinese	34	0.36%
Indian	568	6.07%
Irish	308	3.29%
Pakistani	260	2.78%
Polish	98	1.05%
Prefer not to say	1258	13.45%
Somali	472	5.05%
White and Asian	36	0.39%
White and Black African	47	0.50%
White and Black Caribbean	87	0.93%
Total	9350	100.00%
	No.	%
Data	9350	83.61%
No Ethnicity Data	1833	16.39%
Total	11183	100.00%

- 6.6.3 In this context services and contractors must apply the highest standards to ensure that the disadvantages being experienced by BME households, disabled and vulnerable groups and others are not compounded by the experience of living in social housing.
- 6.6.4 As a service we will be responding to the findings of the recent DWC report into Ealing as an organisation, and to the future recommendations of the Equalities Commission reviewing progress across the whole borough, to provide services in a respectful fashion and to empower residents through meaningful engagement as set out above. We will also take steps to increase the diversity of our workforce and to address any 'hot zones' which might be identified within the service, or in the culture and practices of any of our suppliers.

Key Theme – Future Challenges

Beyond 2026

- 6.7.1 The Strategy captures our main ambitions for the next five years, and the Action Plan sets out the specific milestones which will measure our progress. It is important also to take a longer-term view, and to anticipate some of the challenges which will confront us as we move into the next phase of the 30-year Business Plan.
- 6.7.2 With the data from the new SCS as our guide, and in the context of the significant amount of regeneration which will be taking place, we can begin to plan for the future of asset management, and to lay the foundations for an approach which will maintain financial viability and an ethos of continuous improvement.

Transforming asset management

- 6.7.3 The current Strategy includes plans to move towards more digital forms of asset management over the next five years. Building on this, we need to assess what further advances will be possible to automate and digitalise key processes in future.
- 6.7.4 The use of Building Information Management (BIM) systems is increasing across the sector, and the Building Safety Bill includes expectations that building owners will be making use of such systems to establish a 'golden thread' of building information for safety and compliance purposes.
- 6.7.5 The BIM vision is based on the use of virtual geometric models (such as videos of a building filmed while it is under construction) and intelligent structured data (i.e. data-sets which capture every detail of a building's fabric, installations etc.). This enables owners to manage the building more effectively on a remote basis, and to drive replacement installation

programmes, upgrades etc. on the basis of verifiable information about the building as it has actually been constructed.

- 6.7.6 The potential advantages of this model are clear, including reductions in the number of visits to a property needed to establish its state of repair, and the guarantee that departures from specifications will be captured at the outset. Moving on from the improvements in data collection and capture which are now in progress, the BIM model might represent a paradigm shift in the Council's ability to manage its assets in a paperless, predictive and fully digitalised way. It is recommended that these models are further investigated in the context of Ealing's overall digital strategy.
- 6.7.7 There are a number of other innovations which might form part of the future asset management model, such as greater use of mobile apps by staff and contractors to provide asset data in real time, and fault diagnostics technology.
- 6.7.8 Although our immediate priority is to ensure that the OHMS system functions effectively as a recording and performance platform, there is no doubt that we will want to grow our use of other IT solutions in future as a modern social landlord.

Strategic asset reviews

- 6.7.9 As well as improving the condition and performance of our residential properties in the short and medium term, a strategic approach also involves taking a longer-term view of the purpose and viability of our assets.
- 6.7.10 While it is clear that the demand for social housing in Ealing will continue to exceed the supply, there may be a justification in some cases for disposing of particular properties on the basis of their overall utility. As stated above a review is in progress of the 7 properties the Council owns remote from Ealing. The same principles of cost versus benefits can be applied to other properties as part of an ongoing strategic approach to the stock.
- 6.7.11 The Council plans to set aside a total of £1.9billion from 2013 to 2043 for investment in its housing stock. This averages roughly £39m (plus inflation) each year. The actual amount that the council will spend annually will vary depending on the actual work that needs to be done each year. The age of each home and its components is used to project the amount of investment required, an approach known as 'component depreciation' which is approved by the Chartered Institute for Public Finance and Accounting (CIPFA).
- 6.7.12 Within these parameters more analysis could usefully be done of the performance of individual assets to make decisions for the future. By analysing the performance of assets using a matrix of indicators – for example the number of relets/refusals, number/cost of responsive repairs, issues with leaks, cost to maintenance compared to an average property of the same type

and size, depreciation relative to property size, etc. – we can map out ‘trigger points’ for focussed investment, and/or options appraisals.

- 6.7.13 It is proposed that the Asset Management Strategy Core Group leads on developing the tools required to carry out strategic reviews of this kind. The findings of such exercises will also be useful to Broadway Living in considering options for future re-developments across our estates.

7. Delivering the strategy

- 7.1 The Action Plan appended to the Strategy is the means of ensuring that the Strategy stays ‘on track, not on the shelf’.
- 7.2 The Action Plan sets out a comprehensive suite of projects, targets and aspirations, grouped under the seven Key Themes of the Strategy, and will be the practical tool through which progress towards our aims is reviewed and reported. The Plan will form part of the performance management framework for the service, and identifies the managers with lead responsibility for each action.
- 7.3 An Asset Management Core Group has been responsible for the production of the Strategy, and the members are listed below at the top of the Action Plan. This group will continue to meet regularly to review progress against the Action Plan, and to add, remove or adjust the items listed as a response to changing circumstances.
- 7.4 Managers and staff from other services are heavily involved in the delivery of many elements of the Action Plan. These colleagues will be invited to join the Core Group on an ad hoc basis to discuss particular issues, and will be invited to input into the Action Plan itself in a model of continuous evaluation and review.
- 7.5 If the Strategy is approved by Cabinet, it will be circulated to all key partners and stakeholders, and added to the Council’s website along with an Executive Summary version of no more than 5 pages of text and graphics to convey the key messages.

8. Action Plan

8.1 Overall responsibility for monitoring and delivery of this Action Plan rests with the members of the Housing Asset Strategy Core Group, comprising the following roles in the Housing Property and Service Delivery department;

- Assistant Director, Housing Property and Service Delivery (ADHPSD)
- Planned Works and Maintenance Manager (PWMM)
- Capital Investment and Planned Works Manager (CIPWM)
- Asset Manager (AM)
- Assistant Director, Building and Surveying Services (ADBSS)

Theme	Objective	Target/success measure(s)	Lead Manager(s)	Timescale for delivery	Comments (partnerships, dependencies etc)
Resident safety	Ensure full compliance with legislation and relevant guidance for the key FLAGEL areas of compliance	All KPIs for compliance met including; In-date Fire Risk Assessments for all blocks. 100% gas safety certification, etc.	ADHPSD (ADBSS)	December 2021	
	Ensure all Premises Information Boxes include accurate information on building and residents required by firefighters	Floor plans for all high rises included Person-Centred Risk Assessment completed for all vulnerable residents	Health and Safety Consultant ADHPSD Operations Manager, Tenancy and Involvement (OMTI)	September 2021/ongoing	Overseen by Fire Vulnerability Panel

	Deliver full programme of fire door inspections and replacements through appointed contractors	Completion of survey programme Replacement of all deficient doors over term of programme	PWMM CIPWM Contract Administrators (CA's) Fire Safety Team (FST)	June 2021-March 2025	
	Appoint accredited contractors to deliver programme of fire-stopping works across all blocks	Appointment of contractors through tender process Scoping and monitoring of programme Delivery of all required new works to achieve high standards of compartmentation etc. across stock	PWMM CIPWM CIPVM FST PWMM CIVPM FST	October 2021 December 2021/ongoing March 2025	
	Appoint specialist contractor(s) to complete intrusive surveys of all external wall systems required under RRO as amended by Fire Safety Act 2021	Compliance with requirements of Fire Safety Act by provision of information re design and materials all external walls as part of FRA programme	PWMM CIVPM ADBSS FST	March 2023	

	Ensure partnership with BLRP delivers high safety standards in all new-build properties	Joint sign-off for all new developments Planned and Preventive Maintenance Programmes agreed for warranty periods and beyond	ADHPSD ADBSS Compliance Manager (CM)	July 2022 (Westgate) Ongoing	
	Respond effectively to all Fire Safety Notices through prompt action planning and liaison with LFB	Operational protocol agreed for immediate response and information-sharing Compliance with timescales for all actions needed prior to rerun date	ADHPSD ADBSS OMTI Careline Manager (CM) ADHPSD ADBSS OMTI Careline Manager (CLM) Estate Services Manager (ESM)	July 2021 Ongoing	
	Consider piloting production of Building Safety Cases for all high-risk residential buildings to increase	Business case produced New staff recruited BSC's produced for all relevant buildings	August 2021 October 2021 June 2022		Reflects potential extension of duties in Building Safety Bill to existing buildings

	resilience of safety arrangements				
Investment priorities					
	Achieve 100% Decent Homes Standard in all properties not scheduled for demolition	Improvements completed across stock	CIPWM AM CA's	March 2024	
	Embed process of identifying all actual capital spend by category	Completion of data capture exercise Use of all data to inform capital works programmes	CIPWM AM	July 2021	
	Ensure budget allocations for capital works are spent on necessary works through planned and cyclical programmes and other planned projects	Capital budget spent year-on-year in accordance with VFM principles	PWMM CIPWM CA's AM	March 2026	
	Review and respond to all Capital Works Request Forms submitted by third parties within 15 working days	A response is given in 15 working days	PWMM CIPWM AM	September 2021/ongoing	

	Use SCS data to prioritise buildings most in need of investment and to recover costs from leaseholders as appropriate	Production and delivery of 5-years schedule for major works Completion of consultation with leaseholders where necessary	PWMM CIPWM AM Home Ownership Manager	March 2026	
	Review Decent Homes standard in context of Ealing's properties and SCS findings and consider recommending an enhanced/adjusted Standard	Complete review of current standard based on guidance and benefits of amending standard	AM ADHPSD	September 2021	Potential changes to national DH Standard following consultation on Social Housing White Paper
	Review priorities for investment in sheltered housing blocks, using SCS data in the context of the Older Adults Accommodation Strategic Brief	Produce full set of recommendations and consult with residents in all potentially affected blocks and their ward members	BLRP ADHPSD AM	Ongoing / dates to be aligned with Brief	
	Review all properties outside Ealing and make	Review completed, recommendation made and Key	AM ADHPSD PWMM	December 2021	

	recommendations on retention, future use, etc.	Officer Decision/Cabinet report produced			
	Review all non-residential assets in HRA and make recommendations on retention, future use, etc.	Review completed, recommendation made and Key Officer Decision/Cabinet report produced	AM ADHPSD PWMM CLM	March 2022	
	Establish process for strategic asset reviews of all stock not scheduled for demolition and create programme of review to inform future decisions	Agree methodology and scope for strategic asset reviews Being rolling programme of reviews to coincide with HRABP cycle	AM ADHPSD PWMM	March 2022 June 2022	
Resident engagement					
	Establish resident-led Building Safety Panel with independent chair and commence quarterly meetings	Panel in operation and making recommendations to services	ADHPSD Resident Engagement Manager (REM) Future Ealing Project Management Officer (PMO)	September 2021	

	<p>Implement Nicer Neighbourhoods Fund, approving bids that meet the criteria and allocate the budget fairly across all areas of the borough</p> <p>Subject to extension of fund, continue with above</p>	<p>Completion of works to value of £1m p.a. across borough</p>	<p>PWMM CIPWM CA's AM ADHPDS OMTI</p>	<p>June 2022</p> <p>Ongoing</p>	
	<p>Develop and implement a new strategy to engage in a dialogue with tenants and leaseholders in advance of formal consultation regarding major works</p>	<p>Dialogue established and residents' views and preferences taken more fully into account when shaping planned programmes</p> <p>Reduction in number of enquires and objections at formal consultation stage</p>	<p>HOM PWMM CIPWMM</p>	<p>March 2022</p> <p>September 2022</p>	
	<p>Implement all new requirements for resident engagement introduced following Social Housing White Paper, 'A</p>	<p>Full compliance achieved with new framework(s) for engagement</p>	<p>REM ADHPDS</p>	<p>As applicable (by enactment dates)</p>	

	Charter for Social Housing Tenants'				
	Continue attendance at Ealing Council Leaseholders Forum with follow-up and resolution of all issues raised	<p>Delivery of 4 Forums (online/in-person) each year</p> <p>Substantive response to all enquires issued within 5 working days of Forum</p>	HOM	Ongoing	
	Maintain partnership with SCBC through regular meetings and constructive engagement	<p>Partnership meetings held throughout the year</p> <p>Substantive issues resolved and reflected in feedback from SCBC Committee</p>	ADHP PWMM Ealing Repairs Service Manager (ERSM) CM	Ongoing	
	Attend meetings of Campaign for Action on Sheltered Housing and respond to concerns	<p>Input into all meetings</p> <p>Substantive responses to all enquiries issued</p>	ADHP PWMM Ealing Repairs Service Manager (ERSM) CLM	Ongoing	

		within 5 working days of meeting			
	Promote the Strategy and key messages through communications and outreach;	<p>Short version available on website</p> <p>Follow-up article in Housing News newsletter for tenants</p> <p>Attendance at Tenants and Residents' Associations, Residents' Forums etc</p>	ADHPSD Communications Business Partner (CBP) REM		
Sustainability					
	Future proof the energy performance of all existing buildings	Install solar panels on 50 homes	PWMM/CIPWM/AM	March 2025	
	Achieve average of B SAP rating across stock	Achieve average rating of B SAP across stock	PWMM/CIPWM/AM	2021 - 2025	Budget, funding, external data analysis of stock

	Minimum SAP rating of C for all properties	Achieve a minimum SAP rating of C for all properties	PWMM/CIPWM/AM	2030	Budget, funding, stock analysis
	Energiesprong project complete	Project completed: 40 homes 2021/22 24 flats 2022/23	ADHPSD/Energy Officer (Sustainability Team)/AM	2024	SHDF/BEIS grant spend by Dec 2021 (second round of funding available autumn 2021), EU Interreg MUSTBE0 grant spend by Oct 2022, ESUK, GLA, Retrofit Accelerator-Homes
	All homes as carbon neutral as practical and affordable	All homes that can be are carbon neutral	PWMM/CIPWM/AM	2021-2030	Funding, budget
	Sustainable, energy efficient alternatives to gas boilers rolled out Work with other services to bid for all	Progressively install low carbon, energy efficient alternatives to gas boilers (ground/air source heat pumps/communal heating) Collaborate with other services to bid for relevant funding	PWMM/CIPWM/AM Sustainability Team/PWMM/AM	2021-2030 2021/ongoing/2030	SHDF, GHG:LAD, HUG funding (all through BEIS) available in next round of funding this autumn. GHG:LAD and HUG are open to private and social properties, SHDF is for social only, but offer can be extended to leaseholders.

	relevant funding available from central government and other bodies to improve sustainability				
	Work sustainably with contractors/suppliers e.g. partnership with city electricals, using LED lights in communal areas; use of recycled materials	Contractors/suppliers have used the most sustainable option when possible Sustainable footprint improved	PWMM/CIPWM/AM procurement; M&E	2021/ongoing	
	Work with Broadway living to maintain 'Passive House' standard	Passive House standard maintained	Broadway Living	All new builds to be designed and built to PassivHaus standard by 2021.	LBE/Broadway living are using the LETI guide as a starting point for new build, as it is the most comprehensive tool available.
	Increase biodiversity, wild-flower meadows, greener estates, wildlife havens/nesting	Biodiversity and sustainable footprint improved across estates	AM/CIPWM/Parks	2021/ongoing	Estate services; parks; contractors "Green Infrastructure Guidance" naturalengland.org.uk
	Work collaboratively with the West	Explore new funding models; Best practice shared;	Climate Action Programme Manager/ADHPSPD/AM	2021/ongoing	Sustainability Team

	London Sustainability Forum	collective lobbying of govt			
	Implement a “fabric first” approach to reduce carbon emissions in the housing stock – external/ internal/underfloor insulation	SAP improvement, thermal comfort improved, target fuel poverty	CL/PV/ML	2021/ongoing	
	Implement ongoing energy and sustainability awareness training for all staff	All staff involved – better advice given to residents	Sustainability Team	2021/ongoing	Sustainability Team
	Ensure Decarbonisation of heating System of Housing Estate by opting for Ground Source Heat Pump , which is considered the most commercially viable option in the long run – pay back period over 40 years	Aim for a pilot programme in a new housing development			

Value for Money					
	Reduce expenditure of responsive repairs by at least 2.5% per annum – stretch target 5%	Expenditure reduced by at least 2.5%	PWMM CIPWM	March 2022 / Ongoing	
	Monitor spend by contractors and ensure adherence to rates applied in the tender process	Identified savings against contract achieved Additional efficiencies identified and delivered All savings re-invested elsewhere in capital programme to reduce cost pressures, bring forward high-priority works, etc.	PWMM CIPWM CA's	Ongoing	
	Coordinate works programmes to reduce repeat visits to properties and minimise spending on scaffolding and other ancillary items	Reduce number of contractor visits per block/estate Ancillary and logistics costs reduced	PWMM CIPWM CA's	Ongoing	

	Procurement focusing on 'most economically advantageous' rather than the cheapest	Tenders chosen on range of factors as well as price for the most economically advantageous	PWMM CIPWM Quantity Surveyors (QS) Other service leads on individual procurement exercises	Ongoing	
	Carry out full review of external contracts and in-house provision across service and make recommendations for optimising VFM	Review completed looking at all delivery arrangements to arrive at best model for future services based on; VFM Balance of in-house/contracted services Active contract management Opportunities for local businesses Options appraisal completed Recommendations to members	ADHP Category Lead (Place) (CL,P) PWMM CIPWM ERSM	June 2022	
Equalities	Respond to		All managers in HPSP	TBC	

	a) DWC report into EDI at Ealing Council b) Future recommendations of the Ealing Equalities Commission	Recommendations acted upon within agreed timescales			
	Increase the diversity of the service's workforce	Workforce more reflective of diversity of Ealing's communities	ADHPSD All managers in HPSP	March 2023	
	Ensure composition of Building Safety Panel is as representative as possible	All equalities groups, tenures and areas of borough represented	REM PMO Independent chair of BSP	September 2021 / ongoing	
Future challenges					
	Deliver provision of high-quality wi-fi on estates through	Delivery of broadband services to all tenants at no cost	ADHPSD AM REM	March 2024	

	partnerships with providers				
	Develop use of Building Information Management (BIM) systems for remote asset management	BIM systems utilised by in-house teams and most contractors	ADHPSD PWMM CIPWM CA's CL,P	March 2025	
	Mobile apps and IT solutions as provide asset data, record and perform	Mobile apps and IT solutions utilised	ADHPSD PWMM CIPWM CA's CL,P	Match 2022 / ongoing	
	Ensure budget available for new sustainability targets	All new initiatives to reduce emissions, increase biodiversity etc. adequately resourced from HRA as necessary	ADHPSD AM	2023-2026	
	Annual review of Housing Asset Management Strategy conducted to ensure Strategy remains fit-for-purpose	Aims, objectives and progress against Action Plan reviewed Amendments agreed and implemented	Director of Place Delivery (DPD) ADHPSD PWMM CIPWM CA's CL,P Etc.	January 2022 then annually to January 2026	
	Consult residents and other stakeholders on priorities for new	Consultation completed	Asset Strategy Core Group	January 2026	

	Housing Asset Management Strategy 2026-31	New draft strategy produced			
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