

Housing Services

Asset Management Strategy

2013-2018



GOSPORT
Borough Council

**Gosport Borough Council
Housing Services
Asset Management Strategy
2013-2018**

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INTRODUCTION

Asset management is the long-term planning, provision and sustainability of Gosport Borough Council's (GBC) Housing Services' assets linking wider strategic aims to operational and technical delivery. The housing stock represents the Council's highest value asset and its repair and maintenance its largest liability. The property owned has been valued on the basis of Existing Use Valuation for Social Housing (EUV-SH) and is worth £106,539,000 in revenue generation; therefore planning for its sustainable future is essential.

As at 31 March 2013 the Housing Service is responsible for 3193 council owned dwellings and manages 292 leasehold properties in Gosport. The Housing Service has a number of non-housing related assets that include garages, play areas & car parks. A more specific breakdown of these related assets is provided in this report.

The Asset Management Strategy has been drawn up to complement and inform the Housing Service Business Plan, and will set out the longer term financial implications of maintaining the stock, with regard to good practice in value-for-money, procurement, and partnering. In turn this will assist with annual budget setting.

The Housing Service Asset Management Strategy complements Gosport Borough Council's Corporate Asset Management Plan of 2013, which sets out corporate priorities and objectives for Council-owned assets. The Housing Service has a number of strategic objectives, which underpin this document, forming a comprehensive strategic approach to both investment (the provision of new assets, or development) and re-investment (the maintenance of existing assets). They include:

- To provide good-quality affordable homes to people in housing need and those requiring care and support;
- To comply with relevant legislative and regulatory requirements such as health & safety, asbestos management, energy efficiency and sustainability;
- To maintain the housing stock in good condition, and invest in it to meet future housing demand;
- To work with partners to provide best value, quality solutions and continuous improvement across all repair maintenance & improvement services;
- To provide customer-focused services to tenants, and use customer feedback to improve services;
- To work with and involve tenants to provide excellence and choice in service delivery, within the context of value for money;
- To consult on, and publish clear and measurable standards for all service areas, and seek to meet or exceed those targets;
- To promote equality and diversity in all aspects of service provision.

The Asset Management Strategy has been informed by a Stock Condition Survey, undertaken by Savills in 2012. GBC will develop a rolling (5 year) programme of stock condition surveys to continually improve this essential information.

The document also refers to and incorporates draft and published policies and procedures and sets out a clear set of actions for the forthcoming twelve months in order to develop and take this strategy forward (Appendix 1).

CONTEXT

Gosport Borough is located in South Hampshire on the western side of Portsmouth Harbour opposite the city of Portsmouth. The Borough is a peninsula of 2,750 hectares surrounded on three sides by The Solent and Portsmouth Harbour with almost 39 kilometres of coastline. It is predominately urban in character and contains two principal settlements, Gosport and Lee-on-the-Solent, separated by the Alver Valley.

Gosport has a diverse range of biodiversity and geological assets which include important European designated sites and nationally important Sites of Special Scientific Interest (SSSIs). Gosport is an important location for feeding and roosting Brent Geese and wading birds. The quality of Gosport's environment is also reflected in its built heritage with 16 Conservation Areas, 534 Listed and 14 Scheduled Ancient Monuments as well as historic Parks & Gardens.

The population of the Borough is 82,600 (based on data from the 2011 census) persons making it one of the most densely populated areas in the South East Region, with an urban density of 32.6 people per hectare. The Borough's population is ageing due largely to longer life expectancy and a low birth rate, in line with the national trends. There are approximately 35,400 households with the average household size being 2.33 persons which is projected to decrease to 2.24 persons by 2029.

Historically, Gosport developed primarily as a support base for the Royal Navy providing significant employment for local residents. There have been significant changes in the employment structure in the Borough over last 15 years. Employment at Portsmouth Naval Base has fallen while several other Ministry of Defence establishments in the Borough and around the Harbour have closed. As a result of these changes a large number of residents of the Borough now work in different locations, particularly along the A27-M27 corridor in areas where the journey to work is predominantly by private car.

In the 2011 Census it was estimated that Gosport had 59,499 people of working age between ages 16-74. The economic activity of residents in the Borough was 46% in full-time employment, 13% in part-time employment and 14% were retired. The remaining 27% of the population is made up of the self-employed, students and people either unemployed or looking after home and family.

Whilst the unemployment rate remains lower than the national average it is one of the highest in the region. In certain areas of the Borough there are pockets of higher levels of employment deprivation as shown by the Indices of Deprivation. Gosport also has lower education attainment levels than the Hampshire average.

ASSET MANAGEMENT AIMS AND OBJECTIVES

In order to achieve best practice in the stewardship of its stock, the Housing Service requires an Asset Management Strategy to set out the vision for the future of its housing provision.

The Asset Management Strategy document sets out:

- The Housing Service's position with regard to asset management and how this aligns to core business objectives
- How we deliver all planned/cyclical maintenance, repairs to empty properties and responsive repairs
- How we will engage with our tenants at every opportunity to target services where they are needed
- How we define the stock, its current condition, use, and required investment over the next 30 years
- The investments that will be required in the short, medium and long term
- To identify the risks and issues relating to the assets and how these may be mitigated
- A strategic framework from which informed decisions can be made about the investment in and maintenance of our housing assets
- How we will establish frameworks and templates for monitoring, recording and evaluating performance.

This strategy complements and informs our Business Plan and our Thirty Year Financial Plan. It aims to set out priorities for the physical care and improvement of our housing stock and the local environment.

EXECUTIVE SUMMARY

This document establishes the framework through which the management of Gosport's Housing Revenue Account assets will be delivered. It sets out a number of key actions that it is believed will further improve service and operational delivery, as the Service strives towards providing an excellent service.

This Asset Management Strategy;

- Recognises the need to direct resources to works that are defined within the stock condition survey data used to inform the HRA Business Plan
- Recognises that most of GBC's housing stock is in high demand, with only small pockets of low demand, mainly sheltered bedsits and smaller units of accommodation.

Stock Investment Priorities

- Housing Services will introduce a programme of assessing sustainability and re-investment priorities through a Re-investment Model that takes account of a range of

factors including demand and projected costs. This appraisal process results in individual properties being allocated a **red**, **amber** or **green** re-investment status (RAG).

Asset Management Database

- Cost information is provided from the Housing Service Asset Management Database, this system will be maintained up-to-date with stock condition and attribute data. Robust stock condition information forms the cornerstone of this strategy and gives rise to programmes of re-investment designed to maintain the stock appropriately.
- Condition data will be enhanced and validated by an on-going programme of stock surveys and feedback from other repairs and maintenance activities.
- By regularly reviewing component costs and updating the Asset Management Database, Housing Services will ensure that its budgets and Business Plan are aligned with the requirements of the stock

'Gosport Standard'

- The Housing Service will develop a 'Gosport Standard' for each element of its business. The standards are designed to bring clarity and consistency to Planned Maintenance Works, in terms of scope and specification.

Consultation & Communication

- The Housing Service will develop an Asset Management Group to assess progress, develop wider initiatives, monitor and review performance and take ownership of the Gosport Standard, reassessing it from time to time in the context of the Business Plan.
- The Housing Service will continue to promote resident involvement through its involvement policy.
- The Housing Service has long understood the importance of effective procurement and the requirement for good working relationships with partner providers, whilst delivering high standards and good value for money.
- The Housing Service will encourage improvement and efficiencies with its partner provider in terms of cash savings and non-cash benefits.
- The Housing Service will aim to undertake a greater proportion of its work in a planned way, aiming to benefit from the potential for lower costs and improved consultation and communication.

The staffing structure has been reviewed to facilitate a clear division of responsibility for 'planning' as opposed to 'delivery'. In this way the Housing Service aims to encourage best use of resources, whilst allowing continued focus on high standards of delivery.

The Asset Management Team will oversee its implementation, in conjunction with the Technical Services team, our partnering contractor and the stakeholder (Contracts Monitoring) group

DIRECTIONAL OBJECTIVES AND STRATEGIES

The Asset Management Strategy is designed to support the Council's Vision, its Core Values and to meet the objectives of the Business Plan. The Council's Mission Statement (Appendix 2) sets out in more detail the core values and strategic priorities.

The Plan describes the Council's vision for the Housing Service under self-financing and provides details on how the Council intends to finance investment in stock. The Plan sets out the long term priorities, objectives and actions for council housing in the Borough for the coming years. Within the HRA Business Plan the following business principles have been reflected:

- Excellent services: ensuring the delivery of accessible, high quality housing services that provide good value for money
- Customer driven: putting the needs of individual customers at the heart of all that we do
- Local focus: making a positive difference to the quality of life in communities across Gosport Borough
- A dynamic organisation: a housing service that is innovative, forward thinking and focused on results.

Housing is a valuable asset and maintaining peoples' homes to a decent standard is essential for the authority to meet its statutory obligations and meet the expectations of its tenants.

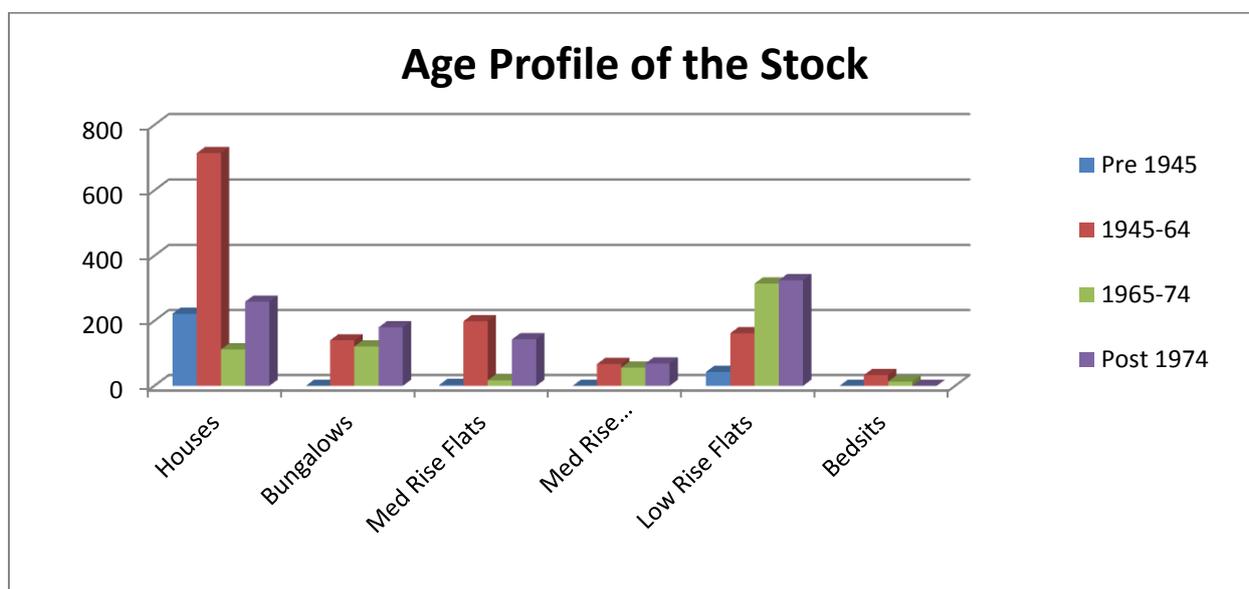
THE HOUSING STOCK

As at 1st April 2013 the Housing Service is responsible for 3193* council owned dwellings and manages 292 leasehold properties in Gosport.

The age profile of the stock is:

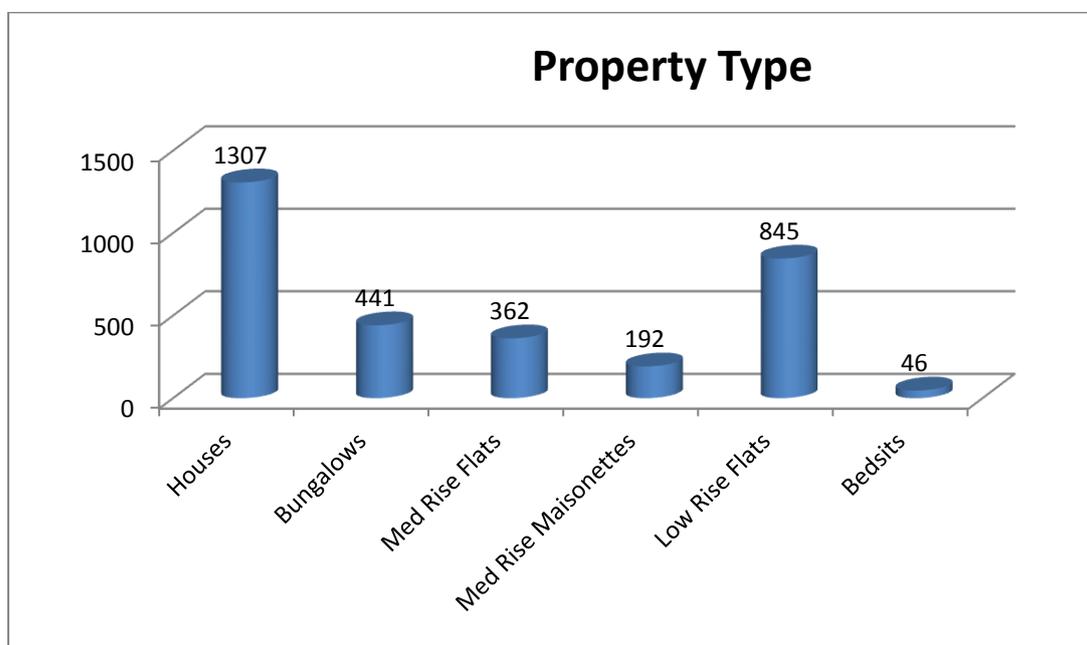
Property Type	Pre 1945	1945-64	1965-74	Post 1974	Totals
Houses	222	714	112	259	1307
Bungalows	0	140	121	180	441
Med Rise Flats	3	199	17	143	362
Med Rise Maisonettes	0	67	56	69	192
Low Rise Flats	43	162	315	325	845
Bedsits*	0	33	13	0	46
Totals	268	1315	634	976	3193

* This includes 23 units of bedsit accommodation at Barclay House, Homeless Hostel



The profile of stock by property type is:

Houses	1307
Bungalows	441
Med Rise Flats	362
Med Rise Maisonettes	192
Low Rise Flats	845
Bedsits*	46
Totals	3193

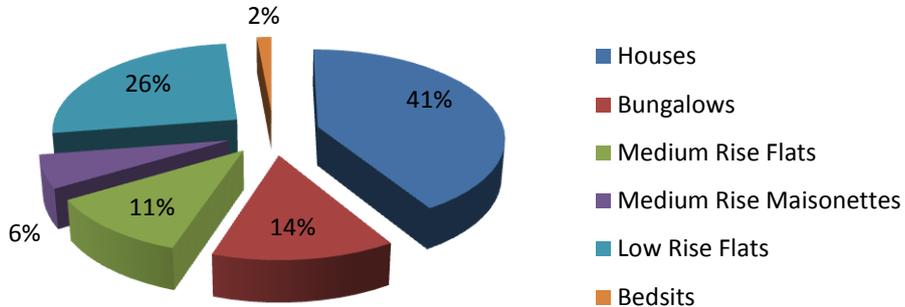


* This includes 23 units of bedsit accommodation at Barclay House, Homeless Hostel

Our stock is currently made up of 55% houses and bungalows, 43% flats and maisonettes and 2% bedsit accommodation

Houses	41	1307
Bungalows	14	441
Med Rise Flats	11	362
Med Rise Maisonettes	6	192
Low Rise Flats	26	845
Bedsits	2	46
Totals	100%	3193

Property Type - percentage of stock

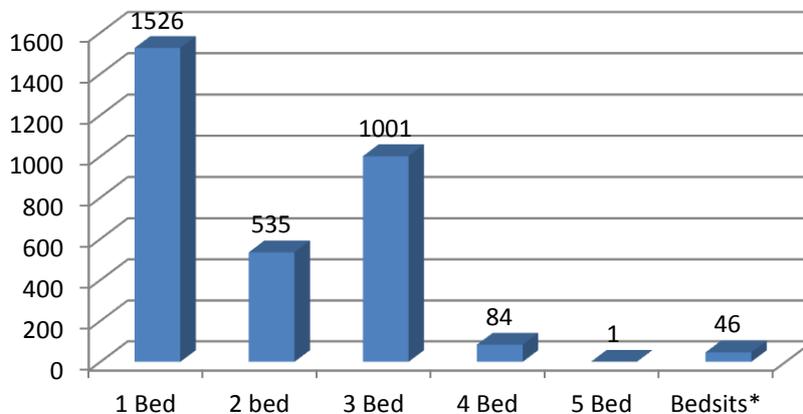


The accommodation according to bedroom size is

1 Bed	1526
2 bed	535
3 Bed	1001
4 Bed	84
5 Bed	1
Bedsits*	46
Total Stock	3193

* This includes 23 units of bedsit accommodation at Barclay House, Homeless Hostel

Stock by Bedroom Size



Property age & design

Historically, Gosport has embraced new designs and construction types, which means it has a varied housing stock, which presents different challenges. The housing stock varies in age from properties constructed in the late 19th century to those built in the early 1990s, with no new build council housing for over 20 years.

Non-traditional build types

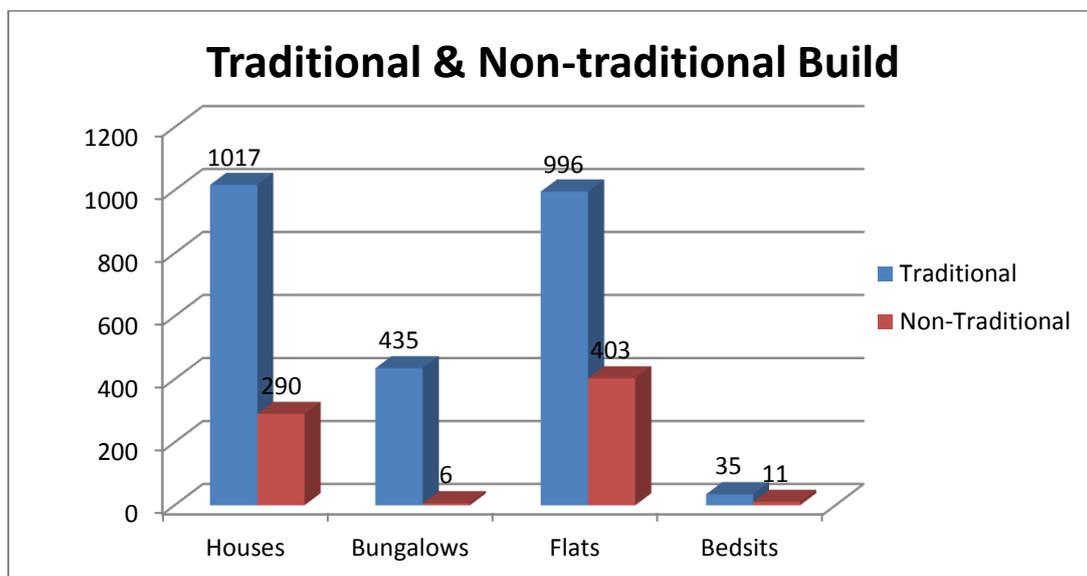
During the post-war period national demand for housing was high with an anticipated short-fall of 200,000 homes. The government of the day addressed this need by building 300,000 pre-cast reinforced concrete (PRC) and steel-framed houses with a planned life of up to 30 years. These are known collectively as non-traditional homes and were built as a means of quickly and cheaply providing quality housing as a replacement for housing destroyed during the war.

Construction of traditional housing being brick and block with cavity walls.

GBC Housing Services stock has 710 'non-traditionally' constructed properties, this equates to 22% of our total stock profile.

Type	Non Trad
Houses	290
Bungalows	6
Flats	403
Bedsits	11
Total	710

These properties are spread throughout the Borough and include the flats at Forton St John, Forton Road, Nyria Way, Southway and Northway



They comprise 248 Selleck Nicholls Cornish Construction properties, 104 Laings Easiform and 358 others; of which the majority are Wimpey No Fines.

Type	Number
Sellick Nicholls Cornish Units	248
Laings Easiform	104
Wimpey No-fines & Crosswall	358
Total	710

Cornish Unit (Selleck Nicholls) Construction - these houses came in type1 and type2 designs, incorporating variations of a bungalow with mansard hipped roof or two-storey semi-detached terraced layout.

The first floor is Pre-cast Reinforced Concrete clad over a single-storey concrete frame, while the type1 house has the Mansard roof over timber trusses. Internal walls are made of PC wall block or brick. So successful was the design, 30,000 Cornish Unit houses were eventually constructed.

Common defects are:

- Horizontal and vertical cracking of PRC columns
- High rates of carbonation and significant levels of chloride in PRC columns
- Cracking of first floor ring beams

Wimpey no fines – the houses could be produced rapidly and cheaply, ‘no-fines’ refers to the type of concrete used; concrete with no fine aggregates.

By the 1980’s there were concerns about the long-term structural soundness of the houses due to their construction. A report commissioned by Parliament highlighted that health issues were due to poor windows and poor heating. Improvements to insulation have brought these buildings up to modern living standards.

Laing Easi-form - is a type of construction design where the concrete is poured in situ and were built in the early 1900s to the 1960s. They were intended to be cutting edge, fast and cost-effective to build. These properties are not especially thermally efficient, although cavity insulation and roof insulation can be incorporated into external cladding and insulation upgrades.

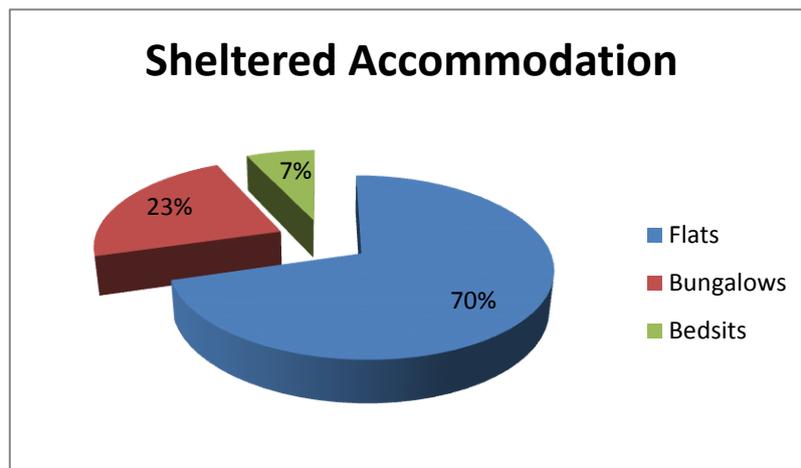
An important aspect of asset management is determining how to invest in this ageing stock to meet current and future housing need.

All of GBC Housing Services ‘non-traditional’ housing stock is currently considered to be in a good condition with no known major structural issues affecting the structural concrete; however, to validate this, a specialist survey will be carried out within the next 5 years (2013-2018).

SHELTERED HOUSING

The Housing Service has 186 units of sheltered accommodation consisting of:

- 123 one bed flats
- 8 two bed flats
- 42 one bedroom bungalows
- 13 bedsits



Following a Best Value Review carried out in 2006/07 a 5 year programme of improvements to retained sheltered housing units commenced. The criteria for decision making on which schemes would be retained and which would be disposed of was based on finance and capital investment of the stock. The ability to convert existing stock and to ensure their financial viability was also taken into consideration.

As a result of the review the 8 sheltered schemes were assessed as follows:

- **Green** – retained schemes; Alec Rose House, Fortune House, Gloucester House and Woodlands House
- **Amber** – needs further investigation; Behrendt House
- **Red** – develop/dispose schemes; Agnew House, Rogers House and The Leisure

The Working Group was in agreement on a number of general principles and plans, to:

- increase sheltered housing in Gosport
- increase the range of service/support levels available to tenants
- commit to removing bedsits and upgrade to a modern standard
- the Service be cost effective and competitive
- provide the highest possible Service Standards

Current issues

- Use of bedsit accommodation (Behrendt House)

Although Behrendt House contains bed-sit accommodation, each property has its own shower and is not considered a hard to let scheme. The design of the block does not make it suitable for conversion of small units into a reduced number of larger units. The block is in a quiet location and is popular with tenants. It will remain within housing stock in the interim but will be reviewed after 5 years (2018).

- Mobility Scooters

There has been an increase in the use of mobility scooters amongst sheltered housing tenants. Scooters are considered a fire risk if stored in open communal areas in a sheltered scheme; there is a need to explore options for correct internal and external storage.

- Demand for sheltered housing

A review of demand for sheltered housing will be undertaken in 2013-14 that will assess the barriers that may exist for older people bidding on these properties.

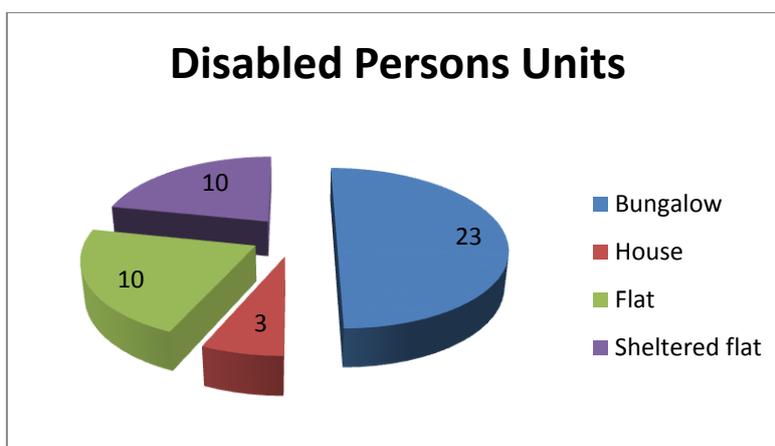
DISABLED ADAPTED PROPERTIES

Within the overall stock figures there are 46 (1.4%) properties that have been constructed to the standards of a Disabled Persons Unit (DPU) throughout the Borough, with the highest concentration in one area being Blackthorn Drive, Elson. The units in sheltered housing are mainly as a result of redeveloping former resident warden accommodation within the blocks.

Build type	Number
Bungalow	23
House	3
Flat	10
Sheltered flat	10
Total	46

The DPUs include facilities such as widened doorways and sufficient wheelchair turning space between rooms; handrails, level access showers and lowered kitchen units.

These figures relate solely to those properties constructed as DPU.



RELATED ASSETS

In addition to domestic dwellings Housing Services is responsible for a considerable number of non-housing assets, for example:

Garage blocks and forecourts

Housing Services has responsibility for the maintenance and management of 811 (down from 834 at the time of the 2008 review) garages in the Borough.

In March 2009 the Board approved the following strategy and action plan for the garage stock:

- Programme priorities are set according to structural condition and unit cost of replacement – a 'worst first' strategy
- Consideration is to be given to all available options for the management of the garage site assets
- Officers considered the condition survey results and made recommendations for the garages that were deemed to be uneconomic to repair accompanied by a phased priority action plan. The sites proposed for action were identified as those where the unit cost was greater than £500 per garage. They were then individually assessed for best use, options included:
 - Demolition and replacement with new
 - Demolition and creation of off-road parking areas
 - Redevelopment
 - Sale to existing licensees and/or households neighbouring the site.

The option to demolish and subsequent rebuild following consultation has been progressed well, in line with the original action plan.

However, as part as the future strategy and development potential of the garage sites the following actions are proposed:

- Delay any further works to the current garage action plan
- Agree an overall strategic approach, which ensures that all garage sites are considered for their development potential
- Plan for appropriate use of sites after demolition.

Un-adopted roads and footpaths

The Housing Service manages approximately 4.3 miles of un-adopted footpaths and 3.4 miles of un-adopted roads. GBC Housing Services are currently developing a rolling programme to maintain and review these assets.

Drying areas

There are a total of 72 (approximately 6874 m²) drying areas around the Borough, which are inspected monthly. Based upon data in the stock condition survey the Housing Service is developing a comprehensive plan to upgrade these areas and introduce a maintenance programme.

Play areas

The Housing Service has responsibility for three play areas in the Borough; they are at St John's Square flats, Barclay House and White Lion Walk estate.

The inspection of the equipment, grounds and fencing of these areas is managed by Streetscene with work carried out by Sodexo (contractor). Streetscene carry out weekly and monthly inspections, there is also an annual inspection by an external organisation, arranged and managed by Streetscene on our behalf.

Areas of communal land

There are significant parcels of communal land and soft-landscaped areas throughout the Borough funded by the Housing Revenue Account. These areas are maintained and monitored by Streetscene on behalf of Housing Services.

Housing Services Tenancy Management Officers undertake 'estate walkabouts' jointly with Councillors, tenants and other stakeholders, to assess and address any issues relating to the condition of the estate as well as discussing community welfare issues.

Housing car parks

Housing Services has responsibility for the repair and maintenance of a range of car parks including four car parks where permits are issued for resident parking. These sites are at Trinity Close, The Mews, Watergate and North Cross Street.

Recent demolition of garage sites has meant that there are areas of land that are being used as open, non-enforced parking areas, they are: Shamrock Close, Stoners Close, Laphorne Close, Nyria Way, Prideaux-Brune Avenue, Norman Road, Nobes Close and Rowner Close.

The Housing Estate Warden Team carry out monthly and quarterly inspections of all garage areas, car parking sites, housing land communal areas including bin sheds and drying areas.

A long term maintenance plan will be developed for all housing car parking areas by 2015.

Summary of related assets

Related assets including undeveloped spaces will continue to be assessed with respect to their sustainability, utility and contribution to their environment. In some instances redevelopment or change of use will be considered to provide a balanced environment, which enhances estate appearance and provides appropriate facilities.

Where not essential to the operational delivery of Housing Services or to the provision of future development opportunities, related assets such as roads and paths and garage sites will continue to be reviewed and where practicable, transferred to the appropriate department or organisation.

LAND MANAGEMENT GROUP

Gosport Borough Council is currently undertaking a review of the land it owns and is working with Housing Services to map these assets. It has set up a Land Management Group to oversee this review. The aims of the group are to:

- Collate all existing records and plans for the Borough in relation to land ownership.
- Monitor the development of a comprehensive Geographical Processes (GGP) record for land in the Borough (highlighting Departmental ownership and responsibility).
- Monitor the development of a comprehensive map of all land
- Oversee land management policy & processes and make recommendations for changes

The purpose of the Land Management Group is also to rationalise ownership and management of the Council's land portfolio.

ISSUES AFFECTING STOCK

Property – The Housing Service recognises that property requires regular maintenance and that over a period of 30 years, changing demographics, and other social factors will influence the re-investment required as a result of changes in demand. The Housing Service continues to lose properties through the right to buy, although this process has slowed in recent years.

People and Demographics – The aspirations and diverse needs of tenants and prospective tenants are key to strategy. It is important that tenants are involved and consulted with as the Asset Management strategy is implemented, as there is risk associated with their ability to exercise choice in terms of property type, tenure and location. Aspirations, ethnic preferences, demographics and other social factors can significantly influence the demand for specific types of property resulting in re-investment being required.

Funding – As a Local Authority, GBC's funding is derived from its rental income and needs to be maintained at a level that is sufficient to fund its investment programme. There is a competing demand on the income between maintaining the stock, via planned and reactive maintenance and future development. Changes to welfare benefits will put pressure on the Councils ability to maintain a high percentage of rental income.

Each of these risk areas has been considered in determining GBC's aims and objectives to ensure long-term sustainability.

DECENT HOMES

All our homes continue to meet the Governments Decent Homes Standard

The Housing Service recognises that Decent Homes is a 'minimum standard' and has implemented a 'Gosport Standard' that will provide an enhanced standard for the benefit of its tenants.

We have in place a 30 year Financial Business Plan which is designed to ensure that all homes will be kept decent or continue to meet the higher 'Gosport Standard' by providing funding to deliver the planned investment programme, which covers repairs, planned maintenance, improvements and adaptations.

RE-INVESTMENT IN STOCK

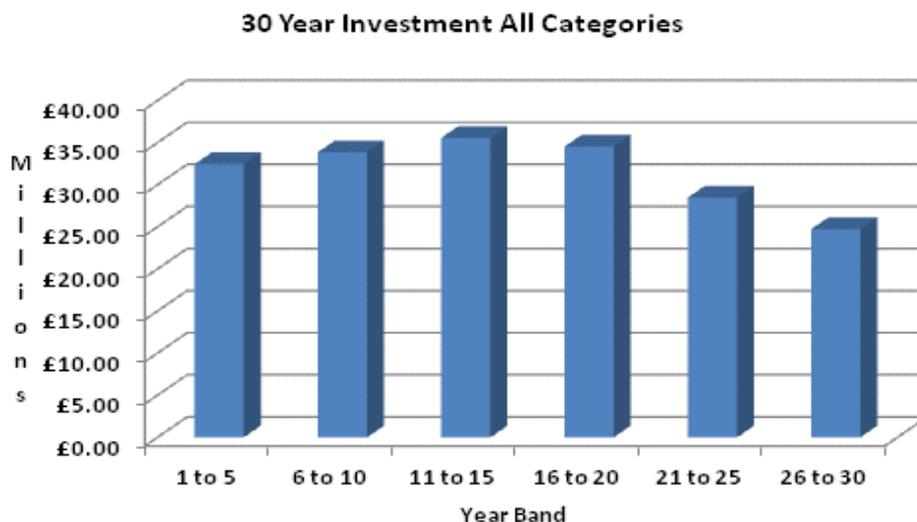
Re-investment in the housing stock may be undertaken either by planned programmes of specific types of work, in reaction to immediate repair requirements or when a property becomes void. Although budgets for 'reactive' or 'response' repairs can be set in advance,

the precise scope and nature of the works required cannot be accurately predicted as it is demand led.

Industry best practice suggests that a 60/40 or 70/30 ratio of planned maintenance to responsive repairs give the most value for money use of resources, because of savings made through economy of scale, and consistency of products and standards. Planned programmes of work also have robust pre- and post- inspection and monitoring processes to ensure quality and value for money.

In 2012 Housing Services engaged specialist surveyors, Savills, to undertake a 20% sample survey its housing stock. This survey was undertaken during August 2012; the main objective of the survey was to provide the Housing Service with robust information relating to the level of investment required in relation to the stock over a 30 year period (2013-2043) across all areas of investment. This information will in turn be used to inform the overarching business plan (Appendix 3).

The total forecast expenditure to improve and maintain the stock including revenue expenditure over 30 years is estimated at approximately **£189.6m**. This equates to **£59,512** per dwelling or **£1,983** per dwelling per annum. The costs are at a base date of September 2012 and comprise items of capital and revenue maintenance expenditure. It includes contract preliminaries, but excludes professional fees, leaseholders, management costs and VAT. This expenditure is shown graphically on the chart below.



The stock condition survey indicates that a significant programme of work is required to maintain the stock over a 30-year business plan term.

Externally, the fabric of the properties is generally sound with a majority of dwellings benefiting from replacement windows (albeit that a number of these windows were replaced over 15 year ago). Only limited roof replacements have been identified in the short term, however the survey has identified investment over the next 5 years for associated roofing works such as fascia, soffits and gutters etc. In addition to this the survey has also

identified early investment to external areas such as fencing and paths etc. The survey has also recommended a series of external improvements such as additional wall insulation measures.

Internally, a large majority of properties have full central heating systems and cavity/loft insulation where appropriate. Whilst the Council has invested in areas such as kitchen and bathroom replacement over the years the survey has identified the need to continue investing in these areas as they become old and in need of replacement.

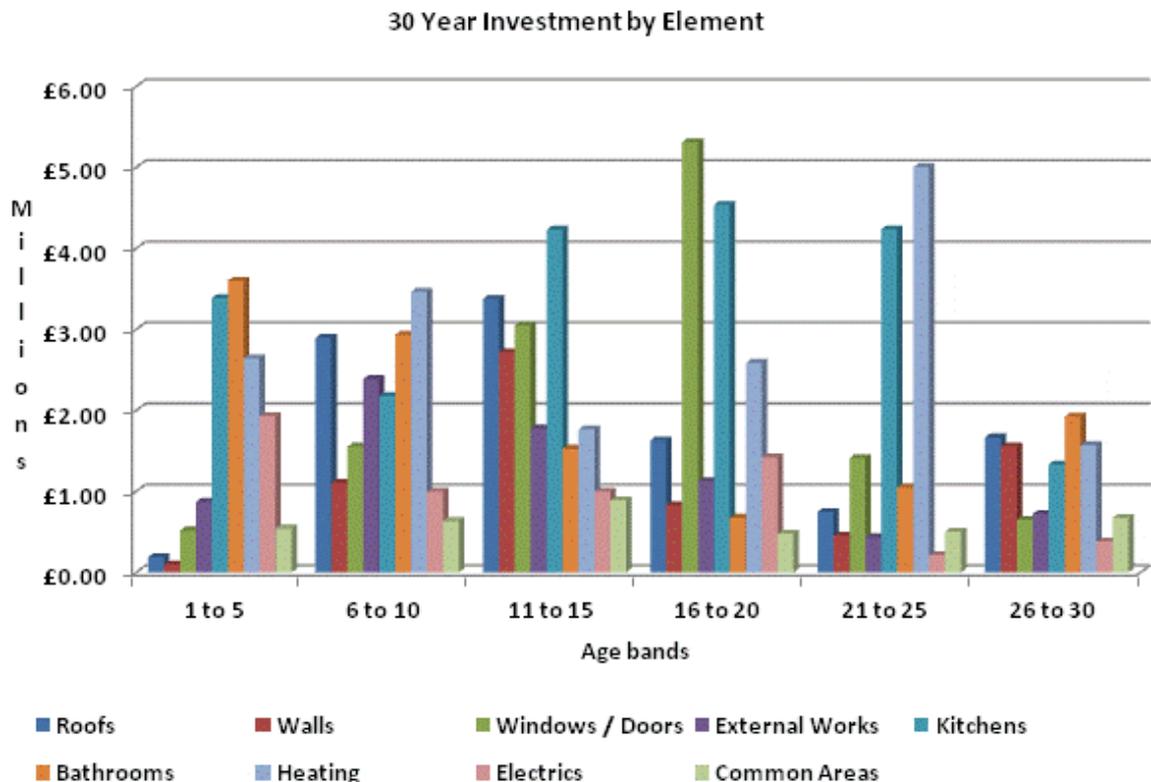
The spread of costs for Future Major Works (capital replacement works) is split over the 30 year forecast period with approximately **£40.7m** (43%) required for external works and approximately **£54.6m** (57%) for internal works. However over the first 5 years approximately 83% of the investment is to the internal areas.

The main elements are grouped together to present the costs under larger grouped headings, as shown below:

Main Elements Over 30 Years	
Roofs	£10.50m
Walls	£6.75m
Windows / Doors	£12.48m
External Works	£7.32m
Kitchens	£19.90m
Bathrooms	£11.71m
Heating	£17.04m
Electrics	£5.94m
Common Areas	£3.72m
Total	£95.35m

As can be seen from the table above, substantial investment is required for all groupings with kitchen and heating works being the most prominent.

The following graph illustrates the investment across each of the above main elements across the 30 year horizon:



As can be seen from the above, the internal elements dominate the early investment, and reflecting life cycle assumptions the second replacements of elements such as kitchens also repeat themselves over the longer term.

HOUSING DEMAND

The Housing Service Joint Housing Register reflects the trend in social housing, particularly in the south of Britain, where demand generally outstrips supply.

At 1st April 2013, there were 3598 applicants on the Housing Register. In 2011-12, **220** units became available to applicants on the Housing register, demonstrating how the demand for housing on the register vastly outweighs the supply. Below is a table that breaks down the demand by bed size and category of customer.

Bed size	Transfer	Waiting List	Homeless	Total
1 bed	294	1587	88	1969
2 bed	225	739	105	1069
3 bed	108	282	36	426
4 bed	50	68	16	134
Total	677	2676	245	3598

There is a need for all types and sizes of affordable housing in the Borough; however the biggest need is for one bed properties. The highest demand within Gosport's stock is for general needs rented units, whilst the lowest is for sheltered accommodation.

The number of vacancies falls far short of the demand from people with a housing need; this makes it essential that we manage our properties to make the best possible use of them.

Lettings profile

Gosport Borough Council operates a Choice Based Lettings (CBL) system in partnership with local Housing Associations. This provides a new way of allocating council and partner housing association properties for rent. CBL allows people applying for a home, including existing tenants who want a transfer, to bid for properties that become available on a points based system.

Hard to let properties

Determining what is and is not a 'hard to let' property has become more difficult since the introduction of CBL.

Traditionally there were areas/estates within the Borough that were harder to 'let' than others; the issue of hard-to-let properties has been addressed in a variety of ways. For example:

- Historically, the sheltered planned maintenance programme included funding to convert adjoining bedsits into 2-bed sheltered units, for which there is increasing demand from couples needing separate bedrooms, or tenants with a family carer.
- Some bedsits within the 'general needs' stock have been converted into 1 bedroom flats by creating a single bed space separated from the living room, such as at Nyria Way and Marine Cottages. These conversions are carried out on an individual basis when the properties become void.

It is evident that hard to let properties as such no longer exist. However, there are a number of challenges with bedsit accommodation and a comprehensive plan will be developed to tackle all remaining bedsit accommodation and a formal review carried out of those bedsits that were previously converted.

SUSTAINABILITY OF STOCK

Future investment need is dependent on the condition of the stock and the expectation of tenants to live within sustainable communities in modern homes, maintained to a modern standard; however, this has to be balanced against the resources available to deliver it.

Despite an ageing housing stock, the majority of dwellings owned by the Housing Service are fit for purpose, however, effective asset management requires a rigorous procedure for determining when a property is obsolete and its retention is no longer value for money.

The Housing Service will be establishing an Asset Management Group that will analyse the performance of the stock through a 'Sustainability Model'.

This model will be developed to consider a range of inputs, including income, demand and projected costs. Properties will then be classified as **Red**, **Amber** or **Green** (RAG status).

Each property will be assessed and categorised into one of the following:

1. **Red** – Those properties deemed to be of high risk (i.e. requiring higher than average levels of re-investment [or cost] in order to maintain them in a good lettable condition) and/or that are in low demand (i.e. are difficult to let or which have an unjustifiably high void turnover rate).
2. **Amber** – Those properties that offer peripheral performance and that require further investigation to be reclassified as either red or green.
3. **Green** – Those properties that are high in demand and that require average or below average levels of re-investment. This category may otherwise be described as 'core stock'.

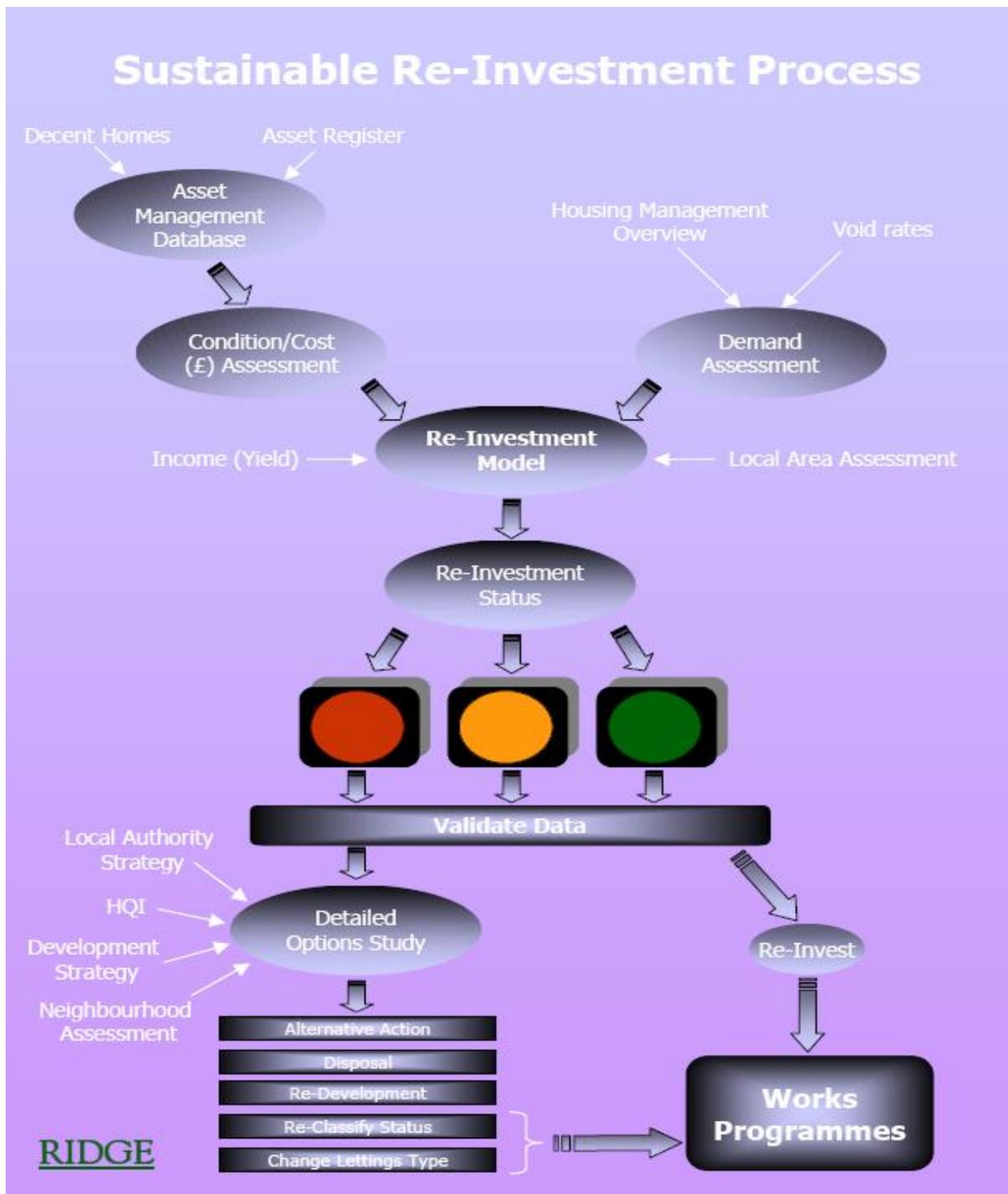
Re-investment is influenced by these categories as below:

1. **Red** (on hold/under review) – No major expenditure permitted. To be maintained on an 'essential only' limited responsive basis, plus essential cyclical (e.g. statutory gas servicing) work.
2. **Amber** (under review) – No major expenditure permitted unless an options appraisal has been undertaken to assess the impact of any re-investment on future works requirements and the likely impact on demand. Otherwise to be maintained on a responsive and cyclical regime only.
3. **Green** (go ahead) – All expenditure permitted, subject to agreement of the Asset Management Group.

Properties in Red or Amber status are subject to further investigation, or review, through an options appraisal, under the supervision of the Asset Management Group, until they are either re-classified or until such time as an alternative strategy is agreed (e.g. disposal or re-development).

Demand is assessed with reference to the Housing Needs Register; Choice Based Lettings (CBL) information about bids; Housing Management input; void turnover rates and associated performance indicators.

Sustainable Re-Investment Process



Disposal of assets will be assessed on a number of factors of which the sustainability model is only one. Others are:

- Location;
- Environment;
- New build and refurbishments in the area;

DEVELOPING NEW HOMES

The combination of strong demand for housing within the Borough and a more rigorous approach to the longer term viability and sustainability of existing stock will lead to a need to provide investment in new housing.

Over the course of 2013-14 the Housing Service will develop a development strategy/plan setting out what to develop (no of beds, design, energy, fabric, layouts, standards), where to develop, how to deliver the development (OJEU procurement, framework), and how it fits into the Gosport Vision.

REPAIRS AND MAINTENANCE

Repairs and Maintenance Principles

The need to undertake work arises either through a planned approach, cyclical requirements or in reaction to immediate demand (responsive). Whilst budgets for reactive works can be set in advance, the precise nature of works required cannot be defined in terms of scope, location or quantity. The Housing Services responsive and void budgets fall under the reactive category, whereas all other work is planned.

The requirement for cyclical maintenance, including the servicing of gas appliances, is derived from attribute and servicing records held within the Asset Management Database.

The requirement for improvements or planned maintenance is derived from the Asset Management database, which has been informed by the stock condition survey. The survey was undertaken on the basis of identifying and assessing the current and future repairs and maintenance liability based on industry standard component lifecycles.

As the condition information continues to be fed into the database, a clearer picture will develop. The database will then evolve to be more specific to individual properties as more data is collected.

Responsive repairs

Responsive repairs are issues that arise on a day to day basis, typically being small scale and of a low cost. They include work such as fixing a plumbing leak or re-fixing a loose roof tile.

In some circumstances larger repairs are instructed through this budget, although Housing Services recognises the need to avoid 'double counting' with the projections made under other budgets. The Housing Service will reduce the amount of works undertaken through responsive repairs, therefore no major works or component renewals should be financed by

this budget, unless it represents a significant health and safety issue, in favour of adding such works to large scale planned works.

Repairs that are not Housing Services responsibility or which arise through the unreasonable actions of a third party are recharged accordingly.

The Housing Service working with its contracted partner has established service standards for repairs and maintenance: operatives work to a code of conduct; a free repairs reporting service for tenants; and a choice of appointment date and time for all repairs and pre-inspections.

The number of appointments kept, and customer satisfaction with operatives and quality of work is all recorded as performance indicators and currently shows high levels of performance.

The Housing Service aims to follow best practice advice to reduce the percentage of repairs carried out as emergencies, in order to reduce costs. Moving from a reactive service delivery to a more planned programme of delivery should give better value for money

10% of all response repairs are post-inspected to check quality of work, successful remedying of the defect, and customer satisfaction.

Void Works

Void properties are unoccupied dwellings and typically arise when there is a change of tenancy. Void works include statutory testing and certification of gas and electrical systems, as well as the works required to make the property fit for incoming tenants.

The extent of works undertaken during the void period is defined within the Voids Standards (Appendix 4).

The Housing Service wishes to minimise the amount of time that any dwelling is unoccupied in order to faster provide homes to those waiting faster and to maximise revenue income. Turnaround should be as short as possible and the target set for 2012-13 was 28 days and remains the same for 2013-14, although this objective, along with cost will be reviewed on a regular basis.

Void works are the subject of a review the results of which will determine future processes. The void period will not be used as an opportunity to accelerate works to a dwelling, as costs for one-off works are less efficient than larger planned programmes. Housing Services also wish to avoid disadvantaging existing or neighbouring tenants who would not receive required works at the same time.

Prospective tenants will be given information about forthcoming programmes of work and planned improvements to their home.

To help support new tenants, Housing Services will offer a discretionary decoration voucher scheme, whereby they may obtain material from local suppliers to improve the internal decorative order of their homes.

The contractor will decorate sheltered properties and Disabled Persons Units during the void period.

Cyclical Maintenance

Cyclical maintenance occurs on regular pre-defined intervals. The records of testing and servicing of gas appliances and electrical installations provides a valuable source of data to help inform the projected renewal for these components.

Cyclical maintenance occurs on regular pre-defined patterns, for example boiler servicing/gas safety check annually and external painting once every 7 years.

Current cyclical maintenance programmes are as follows:

- Boiler servicing, including GBC appliance testing (Landlords gas safety check)
- Electrical safety inspections
- Lift servicing
- Maintenance of warden call systems, emergency lighting and fire alarm systems in sheltered housing schemes
- External decoration of properties
- Legionella testing

Planned Maintenance

Planned maintenance is undertaken in accordance with the following principles:

- Planned component renewals
 - Age, based on agreed component lifecycle
 - Streets with most properties
- External works - aim to co-ordinate roof works with fascias, soffits and gutters, if not possible then must be done before external painting programme. This is determined from the Asset Management Database and from visual inspections.
- No external decoration work to be raised if any external component renewal is proposed within 5 years of the redecoration cycle.
- Kitchen and Bathroom replacement can be done together BUT any heating system replacement and re-wire to the same property will be done separately
- Heating system is to be replaced before bathroom and kitchen

Planned maintenance has advantages of economies of scale; effective planning and project management; and opportunities to involve tenants in choices.

We have a five year programme of works (Appendix 5) which prioritises work according to the principles above and based on information from the asset management database.

In recent years planned investments have concentrated on improvements to meet the Decent Homes standards, such as heating, double-glazing and external wall over-cladding.

The stock condition survey and the asset management module will determine future planned programmes.

The Housing Service has consistently carried out effective planned maintenance investment programmes in its housing stock. The flexibility of the partnering arrangement means that where planned programmes are completed ahead of schedule, staff resources and budgets can be reallocated to other areas of the partnership.

The partnering approach encourages good working arrangements and helps to reduce the requirement to regularly produce specifications, thus enabling works to start on site sooner and staff to concentrate upon proper planning and the key aspects of delivery:

- Customer Service Standards;
- Health and Safety
- Time;
- Quality; and
- Cost.

IMPROVEMENTS

Improvements are defined as the provision of components that do not currently exist.

Some improvements are required to ensure that the Decent Homes Standard and the Gosport Standard is met, including the installation of heating where none exists, or adding insulation to appropriate levels. Other improvements may be termed 'aspirational' and for example would include the building of 'buggy' storage facilities at sheltered schemes.

Housing Services has set aside estates improvement budgets that are managed by the Housing Officer Team, to enable tenants and officers to work together on projects to improve their local environment. Examples include raised flowerbeds and seating in communal areas. This is supplemented by Environment Improvement funding for larger projects.

AIDS AND ADAPTATIONS

The Housing Service administers requests for adaptations received from Social Services, in partnership with the Occupational Therapy Team. The purpose of providing aids or adapting council stock is to enable independent living for tenants who may reside within a

disabling environment. A 'one-size fits all approach' is not adopted in delivering adaptations. Works are tailored to meet individual needs and requirements.

The Housing Service works in partnership with Social Services Occupational Therapist Team to deliver a responsive aids and adaptations service which meets the needs of the customers and provides good value for money. Performance is monitored using the following criteria:

- Average time taken in calendar days from the initial referral to the date when a decision is reached whether or not the work may go ahead.
- Average time taken in calendar days between a confirmed decision and the completion of the work requested.

The performance standard also exists to ensure that cases are effectively prioritised; work is carried out in a timely manner subject to OT assessment criteria and tenants are satisfied with the work.

In 2011-12 Housing Services dedicated a budget of £180,000 (£130,000 HRA funding & £50,000 capital funding) to carry out adaptations work, such as the installation of a ramp, grab rails, and window winders through to larger works such as stair lifts or level access showers.

Wherever possible when any property with an existing adaptation becomes void the adaptation will remain in the property and will be featured on Choice Based Lettings adverts to meet the needs of potential new tenants. It is accepted however that matching applicants to suitably adapted dwellings can be problematic. When adaptations must be removed at the end of a tenancy, they are, where feasible recycled for re-installation in another property.

HEALTH AND SAFETY

There are a number of legislative and regulatory obligations for social landlords to ensure the health and safety of tenants, members of staff and operatives. In order to ensure compliance with such requirements, the Housing Service employs contractors to carry out specialised health and safety checks, and has internal procedures to guide housing staff in these matters.

Housing Health and Safety Rating System (HHSRS)

The Housing Service is committed to ensuring its properties are safe and that tenants are protected

The Housing Act 2004 (Housing Health and Safety rating System) HHSRS was introduced by the Government and replaced the Fitness Standard, which was the first element of the Decent Home Standard and assesses 29 categories of housing hazard.

Under the HHSRS, a residential property should provide a safe and healthy environment. It should be designed, constructed and maintained with non-hazardous materials and should be free from unnecessary and avoidable hazards.

Each hazard has a weighting which helps to determine whether the property is rated as having Category 1 (serious) hazard or Category 2 (other). Category 1 hazards mean the home fails the Decent Homes Standard.

The 29 hazards are broken down into 4 categories:

- **Physiological** – this includes hazards such as damp and mould, excessive cold or heat, asbestos, biocides, carbon monoxide, lead and radiation; uncombusted fuel gas and volatile organic compounds
- **Psychological** – this includes hazards such as overcrowding; entry by intruders, lighting and noise
- **Protection against infection** – this includes hazards such as domestic hygiene, pests and refuse; food safety; personal hygiene, sanitation and drainage and water supply.
- **Protection against accidents** – this includes hazards such as falls associated with baths, on level surfaces, on stairs and between levels; electrical; fire; flames and hot surfaces; collision and entrapment; explosions; position and operability of amenities; structural collapse and falling elements.

The most common health and safety risk in our stock is the presence of damp and mould growth. The Housing Service proactively manages cases of damp, dealing with any disrepair issues in cases of penetrative damp, and ensuring adequate heating, insulation and ventilation in cases of condensation, alongside advice for the customer about lifestyle changes to inhibit mould growth.

The Housing Service does not have any known Category 1 properties in its ownership. As soon as any hazard is identified that may fall into this category work is carried out to fix the problem and reduce the risk.

Asbestos

The Housing Service complies with current legislative and regulatory requirements for the management and safe removal of asbestos.

The Housing Service follows procedures for dealing with asbestos that are detailed in the GBC Housing Asbestos Procedures document (Appendix 6). By following these procedures the Housing Service will fulfil its responsibilities for ensuring the health and safety of employees, tenants, members of the public and any others who may be affected by its actions.

The policy statement ensures that there is a robust process to identify, survey and sample materials suspected of containing asbestos. It also covers safe systems of work and notification to the HSE as well as removal and safe disposal.

The database is consulted prior to work being carried out in our properties and is designed to protect operatives from exposure to asbestos.

Housing Services maintains a database of identified asbestos locations. It is acknowledged that surveys and sampling must be undertaken in order to update the existing register. The mechanism for updating the register is through void inspections, planned programmes and responsive repair requests. In 2012 as part of their stock condition surveys, Savills carried out asbestos management surveys to each property they surveyed.

Our aim over the next 12 months (2013-14) is to develop a comprehensive and up to date asbestos management plan and to review current processes and procedures.

Electrical Safety

The Housing Service fulfils its electrical safety obligations by carrying out electric safety tests to sheltered housing schemes and hostel accommodation, in accordance with the recommendations of the NICEIC (minimum 5 year cycle split into an annual rolling programme, wherever practicable).

Whilst electrical testing is not a statutory obligation within domestic dwellings a 10 year testing cycle will be developed in 2013-14, in line with industry best practice, with our partnering contractor ensuring that appropriate records are kept and maintained.

All domestic properties have an electric safety check when there is a change of tenancy (void or mutual exchange), or when it receives a significant improvement such as a bathroom, kitchen or heating upgrade.

Fire Safety

In accordance with the Management of Health and Safety at Work regulations 1999 and the Fire Precautions (workplaces) regulations 1997 the Housing Service has a programme of carrying out fire assessments of communal areas to flats, sheltered housing and multiple occupation dwellings.

Housing staff have completed training to enable these inspections and assessments to be carried out in-house. As these inspections are completed they are recorded on a register. The work to mitigate the risk is undertaken and a management inspection/monitoring process put in place.

Current trends would suggest that there is a lack of security to electrical cupboards and that the use and number of large 'wheelie' bins in communal areas has the potential to increase the risk of fires due to arson.

Other areas of work that need to be remedied are emergency lighting and signage in communal areas.

Significant work is required over the next year (2013-14) to identify which properties have mains hard wired smoke detectors with battery back-up and to implement a programme of installing them where required once identified.

Robust maintenance procedures are in place for the testing of fire alarms, emergency lighting systems and heat and smoke detectors in sheltered schemes.

A review of the current Fire Safety Plan will be undertaken in 2013-14

Gas Safety

The Housing Service complies with gas servicing regulations by employing its contracted partner, to carry out Landlords Gas Safety checks to the gas carcass and annual servicing of all GBC owned gas appliances to all relevant housing stock. Housing staff work in partnership with our contractor to proactively manage instances of non-access, using a combination of home visits, phone calls, flexible appointments and correspondence to arrange access. In a handful of cases the team has to take legal action to gain access.

As at 5th April 2013, 99.6% (3180) of properties (total of 3193 dwellings) had a valid safety certificate.

Annual checks of the combined heat & power (CHP) units at sheltered schemes and homeless hostels are managed by the contractor.

Where a property is identified as having an open-flued appliance a CO detector will be installed. Housing Services needs to agree and embed a set of principles for the installation of CO monitors to all properties, where there is deemed a potential risk.

Water Safety

Housing Service obligations come under the requirement of the Health and Safety at Work Act and extend to non-employees, such as tenants, contractors and members of the public.

At this current time there is a formal structure in place for the regular monitoring, maintenance and testing of water systems.

In 2012 testing of the water systems at all GBC sheltered schemes was carried out. As a result an action plan will need to be drawn up to carry out improvements to areas of concern highlighted in the report.

Our aim is to develop a comprehensive policy ensuring that an on-going prioritised programme of controls is in place and covers the following areas:

- Identification, assessment and regular review of risk
- Implementation of the plan by authorised and trained operatives
- Maintenance of records and monitoring of controls
- Provision of appropriate training

By carrying out the recommendations it is understood that the relevant legal obligations will be satisfied.

ENERGY EFFICIENCY AND AFFORDABLE WARMTH

The Housing Service's Energy Efficiency strategy 2002-05 (Appendix 7) identifies the ways in which energy efficient housing supports the Council's corporate priorities to develop a healthy, safe and prosperous community. Energy efficient housing reduces the carbon emissions harmful to the environment, and helps to combat fuel poverty.

From 2013 we aim to have a comprehensive affordable warmth strategy which will set out how we propose to:

- Increase the average energy rating of the stock starting with those properties with the lowest rating and/or single point heating;
- Provide information and advice on energy saving measures and using energy;
- Attract additional sources of funding and maximise the use of existing resources.
- Maximise tenants income by ensuring that they are claiming all the benefits they are entitled to.

The Energy Efficiency Strategy aims to increase the average energy rating, measured through the Standard Assessment Procedure (SAP), by targeting those properties with the lowest rating. In 2011-12, Blakes Property Consultants Limited was commissioned by the Housing Service to provide an energy assessment of the existing housing stock. The remit was to provide the following data:

- Average estimated Current and Potential Energy Efficiency ratings for the housing stock.
- Average estimated Current and Potential Environmental Impact (CO₂) ratings for the housing stock.
- An estimate of the amount of CO₂ that is currently emitted by the housing stock.
- An estimate of potential savings in CO₂ emissions.

An overall rating for our stock, based on 2935 properties (total stock figures 3186) was calculated using data derived from current Energy Performance Certificates (EPCs) carried out for GBC between October 2007 and March 2012 and assessed under all applicable conventions from Rdsap 9.83 to Rdsap 9.91.

Results were as follows:

Tonnes per annum of CO2 emitted by 2935 properties	7570.93
The average estimated Current Energy Efficiency rating for 2935 properties	66 (D)
The average estimated Potential Energy Efficiency rating for 2935 properties	70 (C).
The average estimated Current Environmental Impact (CO2) rating for 2935 properties	64 (D)
The average estimated Potential Environmental Impact (CO2) rating for 2935 properties is	69 (C)
A property average of Tonnes per month	2.58

An Energy Performance Certificate (EPC) is provided for each new letting; as well as updated energy efficiency advice in the Tenants' Handbook.

Increase Tenants Awareness

The Housing Service encourages the use of low-energy light fittings and provides tenants with energy saving ideas through the following methods:

- Offer tenants quality face to face advice in their home;
- Provide all tenants who receive a new heating system with an Energy Advice Handbook containing system specific information;

It is our aim to:

- Offer tenants training in energy efficiency;
- Provide regular energy efficiency information for tenants.

Housing Services will continue to seek funding to supplement programmes of work and energy efficiency initiatives wherever practicable.

STOCK SURVEY AND DATA MANAGEMENT

Housing Services stock condition data is held within the Capita Open Housing bespoke asset management database. This software includes the full range of asset management functionality required i.e. the asset register which holds all data on our stock, the scenario planner and the asbestos register.

The Housing Service has gathered stock data over the past 10 years, however, it is acknowledged that much of the current data on the asset register is based on historic works and attribute programmes.

In July 2012 Housing Services commissioned specialist consultants, Savills to carry out a sample stock condition survey of 20% of the housing stock, the results of which will be fed into the asset management database alongside the historic data in order to provide a comprehensive single data source for condition information, works programmes, renewals and cyclical and maintenance history.

The intention is to build on the stock data provided Savills and to carry out a rolling programme of surveys over the next four years, surveying approximately 20% of stock each year so that we build up a comprehensive and complete picture of the Boroughs stock.

Housing Services recognises the importance of effective record keeping and works planning and the future gathering, maintaining and improvement of the stock condition database will be the responsibility of the Principal Asset Management Officer.

The Principal Asset Management Officer has a key role in the analysis and collation of information to formulate planned works programmes based on established and agreed principles. The Principal Asset Management Officer also performs an 'overseeing' role to ensure that programmes and budgets are being adhered to and that all work undertaken is recorded, this includes essential elemental renewal upgrades undertaken by the responsive and void team.

The role also includes the development and maintenance of the Gosport Standards, the Asbestos Register and an awareness of new initiatives and possible funding sources for projects.

The accuracy of the stock condition data will be further improved by ensuring feedback from contract works (planned works & void inspections) as well as cyclical gas and electrical testing contracts.

Information extracted from the stock condition database informs short, medium and long term forecasting (1yr, 5yr & 30yr respectively) in relation to programme and business planning.

FUNDING POSITION/PARAMETERS

The Housing Service finances are outlined in its Business Plan. The Business Plan takes into account many factors including income and expenditure requirements. The requirements for repairs and maintenance are assessed with reference to the Asset Management database, which is informed by the stock condition survey.

Currently stock investment is financed primarily through the Housing Revenue Account; on-going stock data validation will ensure that the information driving the investment is up to date and can be relied upon to accurately inform the Business Plan.

There are a number of constraints imposed on the Business Plan including:

- Borrowing limits
- Rent levels
- Marketplace costs (e.g. salary levels)
- Government policy

The Business Plan is reviewed annually and will take into account this Asset Management Strategy and future development plans.

THE GOSPORT STANDARD

In order to promote consistency in the work that is carried out and to define the expectations of key stakeholders, the Housing Service has recorded specifications and material selections as well as policy standards.

The 'Gosport Standards' are a suite of documents, which have been designed to bring clarity and consistency to the Housing Service's Planned Maintenance Works; in terms of the scope of the work and the detailed product specification.

The aim is to reduce ambiguity as to what is expected of our partner contractor, when undertaking this improvement work.

It is hoped that they will help tenants to understand better the full range of choices that they have available to them including any opportunities they have to purchase additional items, or have their own fixtures fitted.

The end result is that it will enable us to provide a consistent, fair and equitable service to our tenants.

So far four standards have been developed (Appendix 8), however it is the intention for Gosport Standards to be put in place for all elements of Planned Maintenance Works.

The current Standards cover:-

- New Kitchens
- New Bathrooms
- Heating and Hot Water Systems
- Rewiring/Electrical Upgrades

These have been developed through consultation with stakeholders (staff, tenants, and partner contractor Kier)

From a financial perspective the Housing Service has worked with Kier to establish what can be achieved within the agreed 'average unit cost' in order to ensure Value for Money.

The Standards and the cost of work arising will be reviewed regularly by the Principal Asset Management Officer to ensure that database predictions used to inform the business planning and works programmes are correct.

PROCUREMENT

Gosport's corporate procurement strategy ensures procurement complies with the principles of best value, diversity and sustainability. It also fulfils the recommendations of the National Procurement Strategy for Local Government, and complies with the EU Directive on procurement.

Procurement in the Housing Service complies with the Corporate Strategy, and uses partnering arrangements to achieve savings in procurement and with the supply chain.

PARTNERING

The Housing Service has developed partnering arrangements over a number of years, following the recommendations of the Egan report, to deliver improved services and reduce overall costs. In April 2011 following a comprehensive and compliant procurement process the Housing Service entered into a long-term partnering contract with Kier Services.

This partnering contract allows planned, cyclical, responsive and voids maintenance to be managed by one contractor for a 10 year period (2011-2022) with an option to extend for a further 5 years.

The Housing Service has developed a Partnering Charter for agreed working relationships; as well as open-book accounting; agreed profit margins; and joint working on new initiatives.

The Housing Service is working with Kier to develop benchmarking data through the use of performance indicators relevant to key areas of service delivery.

RESOURCES

Housing Services is suitably resourced to ensure consistency with the overall aims and objectives of the Housing Service in accordance with the Business Plan

The current structure differentiates the requirement for a 'planning' function and a 'delivery' to enable effective implementation of the Asset Management Strategy. Pre-planned maintenance (major works) is the largest spend area of the annual budget.

The Housing Service aims to maximise the benefits of working within a close partnering arrangement, addressing skill gaps through joint and targeted training.

RESIDENT INVOLVEMENT, CONSULTATION AND PARTICIPATION

The Housing Service continues to work hard to ensure that all tenants have an opportunity to be involved in the way their homes are managed, and to the standard to which they are maintained. This may mean collective decisions on specifications or individual choice about their own home, for example choosing colour and design of kitchen units.

The Housing Service provides information for tenants on a wide variety of issues:

- Information on service levels and agreements
- Data on current performance standards
- Written statements of policy and procedure
- Regular, informative newsletters
- Relevant information on reports, minutes and agendas of the Board
- Details of repair and improvement plans

Tenants are encouraged to participate through the Customer Opinion Panels. The involvement of tenants in the shaping of services we provide is crucial, and it demonstrates a genuine commitment to providing both generic and where practicable tailored services in response to the needs of the local community.

ASSET MANAGEMENT DATABASE

The Housing Service currently utilises the 'Capita' Open Housing Asset Register module to hold and maintain key aspects of stock condition data. The database enables Housing Asset Management to combine all condition data within it, to provide a comprehensive and easily maintainable system.

All planned works records will be maintained in a single system, access to this data will be available to all staff involved in the asset management and repairs and maintenance of the housing stock.

The Principal Asset Management Officer (Housing) is responsible for ensuring that the database is maintained and updated, including;

- The management and improvement of survey records;
- The replacement of 'cloned' records with 'actual' surveys; and
- Updating of 'works undertaken' as a consequence of relevant works undertaken through planned, cyclical and responsive maintenance activity.

The Asset Register and the data held within it underpins the Asset Management Strategy and provides data and information for individual programmes.

IMPLEMENTATION PLANS AND METHODOLOGIES

The Principal Asset Management Officer reviews and maintains stock data and produces proposed programmes for work designed to meet the re-investment needs of the stock.

This data within each planned programme is reviewed by Asset Management, Technical Services and Kier, taking into consideration:

- Any impact on day to day repairs
- Historic data
- Knowledge of stock
- Political impact

Kier and the Principal Surveyor will develop a delivery programme for monitoring. Data from delivery programmes are fed back into the database.

RISK MANAGEMENT

An important part of Asset Management is to identify and understand the risks that can influence or change strategy in the short, medium and long term.

During period 2013-14 work will take place to introduce a comprehensive risk register specifically for Asset Management, which will feed into the wider Housing Services & Corporate Risk Registers where appropriate.

FUTURE OF THE ASSET MANAGEMENT STRATEGY

This Asset Management Strategy sets out the Housing Services commitment to providing good quality affordable homes through effective investment and planning.

It provides the necessary strategic approach to the delivery of key objectives, which will ensure high performance.

The Strategy will be formally updated every five years and in line with the Business Plan.

Key actions required to deliver the Housing Services Asset Management Strategy are set out in the [Asset Management Action Plan \(appendix 1\)](#). This action plan will be monitored regularly and reviewed annually.