

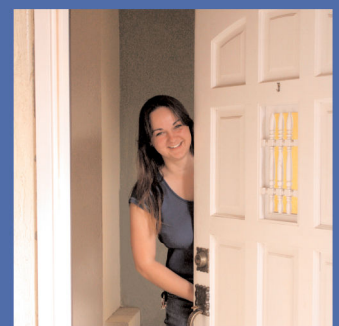
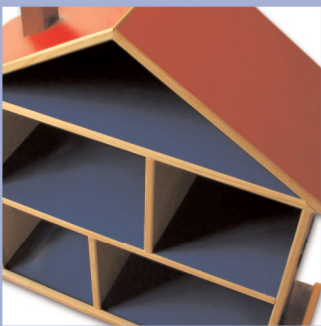


# ASSET MANAGEMENT PLAN

## HOUSING REVENUE ACCOUNT

2009 – 2016

**DRAFT**



"Listening Learning Delivering"



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## **1 INTRODUCTION**

### **1.1 Strategic view**

This Housing Revenue Account (HRA) Asset Management Plan is based on the strategic objectives and principles of the council's Asset Management Plan.

This plan also supports the Council's Quality Living and Quality Living Priority Plan, which aims to maintain all council housing to the decent home standard, to improve the energy efficiency of Council stock and to deliver value for money and customer satisfaction.

The Housing Consultative Group and the Resources Policy Development Group were consulted on the contents and structure of this plan.

### **1.2 Purpose of the Asset Management Plan**

This Asset Management Plan aims to complement and inform the Council's business plan and to set out priorities for the improvement of the housing stock.

In common with most Local Authorities, South Kesteven District Council has finite resources to spend on asset management, which must be managed efficiently to gain maximum benefit to:

- Keep dwellings in good condition in the most cost effective ways
- Bring properties up-to-date and in line with current and projected customer expectations and demand
- Ensure works comply with current and prospective regulations
- Provide a balance between response and cyclical repairs and capital investment
- Provide links to lettings, Supporting People, stock improvement and disposals strategies
- Meet the decent homes standard
- Achieve high standards of energy efficiency

### **1.3 Objectives**

The authority has a number of objectives, which underpin this document. They include:

- To provide good quality affordable homes to people in housing need and those requiring care and support
- Maintaining the stock to a standard comparable with that of other well managed Social Landlords
- Maximising use of existing housing stock
- Ensuring the stock complies with relevant regulatory requirements such as Decent Home Standards (DHS)

## 1.4 Asset Management Components

There are a number of components within this plan to ensure the housing stock meets the needs and standards required now and in the future.

- Refurbishment and remodelling of dwellings to ensure they remain attractive, meet modern requirements and tenant expectations
- A planned maintenance programme, achieving economies by replacing components just before they would otherwise require response repairs, anticipating changes in minimum acceptable standards, and reducing future requirements for cyclical maintenance
- Cyclical maintenance such as external painting, to prevent deterioration in the physical condition of the stock
- A responsive maintenance service, to ensure that tenants remain satisfied with the standard of repairs to their accommodation and to prevent unplanned deterioration in its condition.
- An efficient and effective voids repair service, helping to speed the repairs process and protect the council's revenue.

## 2 ASSET PROFILE

### 2.1 Introduction

South Kesteven District Council is a Local Authority, established in 1974 and currently owns 6,256 permanent rented homes which include 29 supported housing schemes.

### 2.2 Location

South Kesteven District Council has a property portfolio covering a geographical area of 365 square miles. *Appendix 1 displays stock by area.* The authority's reinvestment plan does not apply to shared ownership housing, except where it is in mixed blocks with rented homes; in this case, shared owners are consulted regarding proposals for reinvestment and agree their contribution to the costs.

### 2.3 Property Type

The four most common property types are:

- Bungalows with 1513 units (24.18% of stock)
- Houses with 3447 units (55.10% of stock)
- Bedsits with 56 units (0.90% of stock)
- Flats with 1240 units (19.82% of stock)

See *Appendix 2 for more details.*

### 2.4 Age

The Council has a varied portfolio with regards to stock age, ranging from 1849 to 2004 with a number of listed buildings and properties in conservation areas. *Appendix 3 details stock owned by age band.*

The majority of the stock has undergone improvement works and is generally in good condition. Most have benefited from new kitchens, bathrooms and energy efficient gas central heating systems. There were some tenants that refused the work and these are programmed to be completed when a tenant leaves the property or if they change their viewpoint regarding this matter. The current capital programme can be adjusted in future years to accommodate this.

### 3 DEMAND

#### 3.1 New Schemes

The Council covers areas where there is a high demand for housing for all tenures and the addition of new homes for affordable rent, through joint development with Housing Associations, where the authority has nomination rights, remains a key objective.

#### 3.2 Obsolete Property

The majority of the authority's housing stock is fit for purpose and in good condition, with many meeting the DHS. This is due to a number of years of consistent investment in major repairs and improvements. The remaining homes will be programmed to receive a defined programme of works to ensure they comply with the DHS. There is, however, a need to monitor house types and estates, which may become obsolete or unpopular.

There are a number of reasons why a property may cease to meet the strategic requirements of the Council and become obsolete. These are set out in the table below, together with some proposed factors that will be monitored.

#### Property Obsolescence Review Factors

Reason	Factor to be Monitored
A property may need a considerable amount of work to be done to bring it up to the Decent Homes standard or other relevant standard.	The work arising from the stock condition survey needs to be reviewed as it is carried out to ensure that the authority is investing in housing with a long-term future. In addition, sometimes a home can suffer considerable damage from an outgoing tenant and, in these circumstances; it may be uneconomical to repair it.
A property may, over time, cease to meet the needs for which it was originally constructed. For example, a sheltered housing scheme may suffer a loss of demand. Alternatively, a specific area may suffer from a lack of demand.	The number of people leaving the property, together with the time taken to re-let empty homes and the level of demand.

The way of dealing with potentially obsolete property would be to look at a number of key factors that could give an indication that there may be some difficulty with a particular property. As demand for most of the Council's property is considerable, this approach seems sensible.

It is proposed to monitor a number of key indicators. Where, on review, an indicator shows that there may be an issue; the more comprehensive review will be triggered. The indicators that will be reviewed are:

- All properties where they have been empty for more than 13 weeks and is empty as at the end of the quarter under review;
- All properties where there has been a re-let period of more than 13 weeks and where there have been more than four refusals during this period;
- Any individual housing unit where there is a need to spend a considerable amount on repairs in the next 12 months. *Appendix 4 outlines the process for dealing with obsolete properties.*

The authority are targeting stock condition information on properties where there is most spend on day to day repairs. This will be reviewed over the next year and the property appraisal process will be adapted to review the results of this analysis. Any decision to consider disposing of surplus property will be based on the principles detailed in Section 3 of the Council's Asset Management Plan.

## 4 STANDARDS

Listed below are the different standards which the authority must meet to comply with the law and government initiatives.

### 4.1 Minimum standard

South Kesteven are legally obliged to maintain property up to the standards covered by the following legislation –

- The Landlord and Tenant Act 1985, section 11(1)
- The Environmental Protection Act 1990 section 79 (1)
- The Defective Premises Act 1972, section 4 (1) and (2)
- The Housing Act 2004, part 1.

It is good practice to meet the following standards relating to repair, long term maintenance and improvement of stock by: -.

- Having an effective, efficient and responsive repair service to their residents, with published standards.
- Ensuring residents have access to a 24 hour emergency service and inform residents about this policy and the procedures used to provide this service.
- Meeting the requirements of the Right to Repair regulations.
- Monitoring and, at least annually, reporting performance to residents against service standards.
- Ensuring that the housing is in a reasonable and lettable condition, including having an approved lettable standard.
- Having reasonable methods for knowing the condition of the stock and up-to-date information on the condition, including its energy efficiency.
- Having costed plans for future maintenance and improvement of housing.
- Meeting the Council's obligations under the Home Energy Conservation Act 1995.
- Making adequate financial provision for planned maintenance and improvement works.
- Ensuring value for money and probity in the commissioning and execution of repair, maintenance and improvement works.

## 4.2 Decent Homes

The Decent Homes Standard was introduced by the Government in July 2001. The essence of this standard was to create a minimum standard of housing across all Local Authorities and Registered Social Landlords (RSL's). The target for making sure homes are made decent and are prevented from becoming non-decent is December 2010.

The standard is broken down into four main criterions (A-D). A decent home is defined as one that meets all the following four criteria:

- **Criterion A – Housing Health Safety Rating System (HHSRS)** – A property will fail the decent homes criteria automatically if it does not meet the HHSRS standards. A property should be free from serious health and safety hazards, which are classed as Category 1 failures and include problems such as damp/mould, asbestos, domestic hygiene, structural failures, electrical hazards, fire hazards and hot surface issues. Following completion of the 100% stock condition survey all those failing the standard are addressed as a matter of immediate priority. Continuous monitoring is then undertaken through the various inspection regimes associated with planned and reactive maintenance and in keeping the database up to date.
- **Criterion B – It is a reasonable state of repair** – With regards to this criterion, there are two components – key and other. In order for a key component to fail, one or more component must be old and in a poor condition. Key components include external walls, roof structure, roof covering, windows, doors, chimneys, central heating boilers, gas fires, storage heaters and electrics.

Other components (non-key) will fail if two or more components are older than the following in years and in poor condition:

- Kitchen which is 30 years or older
  - Kitchen in a poor condition
  - Bathroom which is 40 years or older
  - Bathroom in a poor condition
- **Criterion C – It has reasonable modern facilities and services.** For properties to fail this criteria, if three or more of the following are present at a property it will fail:
    - A kitchen which is 20 years old or older;
    - A kitchen with inadequate space and layout;
    - A bathroom which is 30 years old or more;
    - An inappropriately located bathroom and wc;
    - Inadequate insulation against noise;
    - Inadequate size and layout of common entrance areas for blocks and flats
  - **Criterion D – Provides a reasonable degree of thermal comfort.** Dwellings failing on this point are those without effective insulation and heating. Following the 100% survey (October 2009), 1,088 properties required loft insulation work up to 300mm and no other work required, in order to bring these properties up to decent homes standard. The majority of this work is being carried out in 2009/2010.

In addition to the housing stock, the authority manages 905 garages and 11 shops and these assets are maintained to a suitable standard. The garages and garage sites are reviewed regularly to determine whether they should remain in that use or be considered for housing development sites.

### 4.3 Programmed Maintenance

In order to ensure that properties are maintained to a high standard, a planned programme of maintenance is in place to ensure a high standard of quality living is continued for tenants. These works are detailed and carried out in consultation with tenants as detailed in item 10, page 16 of this report. The outcomes of the recent Stock Condition Survey will be a key driver for this programme going forward.

## 5 STOCK CONDITION SURVEY

Savill's were commissioned to undertake a 100% stock condition survey during 2009. In order to maintain robust projections for future planning stock condition data will be continuously updated through both responsive repairs and improvements work and by undertaking a programme of 10% new stock condition surveys every five years. The results will be used to update the asset management system and planned and cyclical schemes. The stock condition survey will also identify the extent of catch up repairs required in the stock.

## 6 FINANCIAL PLAN

### 6.1 Overall Conclusions

The financial plan looks at the resources required to meet the expenditure on the Council's properties over the next 30 years. This includes expenditure on:

- Responsive Repairs (including voids)
- Gas servicing
- Cyclical Painting and Repairs
- Reinvestment including meeting and keeping the decent homes standard
- Reinvestment that is outside the decent homes standard.

Based on stock condition information on 100% of the stock currently 66% of the Council's stock complies with the DHS. From the stock condition information, an insulation programme has been determined and from a total cost of £272,000, insulation works can be carried out, which will increase the decency percentage from 66 to 82%. The highest cost components requiring replacements in order to comply with DHS (excluding inflation) over the next five years are:

<b>Components</b>	<b>Current Remedial Costs (incl. VAT &amp; Fees)</b>
Kitchens and Kitchen Improvements	£4,270,100
Central Heating and Boilers	£4,199,150
Electrical Installations	£3,465,200
Roofing Works	£3,144,930
Bathroom and Bathroom Improvements	£2,410,500
Wall Finishes	£795,675
Chimneys	£489,600
Loft Insulation	£272,000
Windows	£145,000
External Doors	£80,200

Noise Improvements	£40,000
Improve Communal Areas	£4,500
<b>Totals</b>	<b>£19,316,855</b>

**The figures above are subject to final ratification.**

## 6.2 Budgets for DHS Works to 2016

Analysis of the stock condition survey data for DHS works needs over the next 5 years indicates an average annual budget requirement for capital works in the order of £3 million per year excluding inflation costs. These figures are based on decent homes requirements only and exclude other works. *Appendix 5 illustrates the capital programme for the authority for works necessary to achieve DHS.*

The chart below identifies the current projected costs of compliance with the DHS standards and other items of repair that the stock condition surveys have identified. **The figures below need final ratification and are subject to modelling.**

Element	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Grand Total
BATHROOM IMPROVEMENTS	153,000							153,000
BATHROOM	1,079,400	485,100	58,800	289,800	109,200	35,700	199,500	2,257,500
CHIMNEY	21,200	172,850		293,150			2,400	489,600
ELECTRICAL INSTALLATION	878,200	985,800	131,400	1,051,900	381,300	28,500	8,100	3,465,200
EXTERNAL DOOR	6,150	10,200	4,850	31,350	13,000	14,650		80,200
HEATING BOILER	511,200	1,458,000	93,600	860,400	158,400	100,800	3,600	3,186,000
HEATING OTHER	250	1,750	500	3,250	549,500	2,250	3,750	561,250
HEATING SYSTEM	375,000	14,400		16,600	11,600	25,600	8,700	451,900
IMPROVE COMMUNAL AREAS	4,500							4,500
KITCHEN	864,800	1,165,600	51,700	893,000	352,500	117,500	94,000	3,539,100
KITCHEN IMPROVEMENTS	731,000							731,000
NOISE IMPROVEMENTS	40,000							40,000
LOFT INSULATION	272,000							272,000
ROOF FINISHES	1,250	2,330		4,850				8,430
ROOF FINISHES IN 60 YEARS	122,500	896,000	10,000	1,682,000	90,000	25,000	5,000	2,830,500
ROOF FINISHES 80 YEARS	25,500	110,500		170,000				306,000
WALL FINISHES	21,690	65,060		587,475	51,290	27,855	42,305	795,675
WINDOW	5,800	60,900		69,600			8,700	145,000
<b>Total</b>	<b>5,113,440</b>	<b>5,428,490</b>	<b>350,850</b>	<b>5,953,375</b>	<b>1,716,790</b>	<b>377,855</b>	<b>376,055</b>	<b>19,316,855</b>

## 6.3 Priority of Works

The estimates for compliance with the Decent Homes Standards only allow for the minimum works to comply with the Standards. Thus, for example if a kitchen is old (over 20 years) and in poor condition, this in itself is not a cause for failure of the DHS. However if there are radiators, or a bathroom in poor condition and over 30 years then this will trigger a failure. The forecasts only allow remedying one of two items of non-key component failure in order to comply with the DHS. This will provide a Decent Home in accordance with the definition but may not satisfy the authority's desire to provide a "desirable" home as many elements will still be old and in poor condition. There are other matters outside the requirements of the DHS, such as lift renewals, or entry phone and door entry installations and upgrades for which renewal programmes will need to be funded.

On the assumption that there is a need to constrain the expenditure to suit available budgets, three options are to be considered during the financial year. These are:

- To maintain expenditure within the current business plan budget;
- To prioritise works;
- To set the budget to accommodate the concept of a “Desirable Home”

## **6.4 Financial Resources**

The financial plan to 2016/2017 has been updated to include the revised decent homes expenditure of £19,316,855.

## **6.5 Asset Sales**

The Council's strategy is to only sell property and HRA land where it is not required; however, option appraisals will be carried out on properties with high levels of past and forecast expenditure. Properties that then cannot be converted or used in other ways at viable costs may be disposed of in accordance with the principles contained in the Asset Management Plan.

Right to Buy (RTB) sales have declined in recent years with only 4 properties being purchased in 2008/09.

## **6.6 Service Charges**

Leaseholders are notified of future works in several ways. Firstly each Senior Project Officer will write to leaseholders advising them of any work being planned for their block of flats. Leaseholders are also notified as part of the section 20 procedures under the Landlord & Tenant Act. Stage 1, 2, & 3 section 20 notices are also sent to leaseholders notifying them of any works.

Before works can commence on site, the appointed contractors write to the leaseholders letting them have their contact details and notifying them of the work start and completion dates.

Leaseholders pay a service charge where they will be charged for works undertaken to their home/block/common areas.

## **6.7 Benchmarking**

The Council use the North Nottinghamshire and Derbyshire (NN&D) benchmarking group and Housemark to benchmark cost and performance and to identify and learn from best practice

In 2008/09 our benchmarking through Housemark showed that management costs per property for responsive repairs were in the lowest quartile however costs for major repairs were higher and were in the median-lower quartile. Our overall management costs per property were in the lowest cost quartile”.

## 7 IMPLEMENTATION

### 7.1 Planned Maintenance and Capital Improvements

The reinvestment, planned and cyclical maintenance programmes are presently delivered through tendering, with contractors installing building components and undertaking external painting, maintenance and refurbishment works.

In recent years, investment moved to 'whole house' improvements which included kitchen, bathroom and rewiring works. It is proposed that programmes for future years will undertake elemental programmes of central heating installations, roof, windows and kitchen/bathroom replacement packages. This approach tackles disrepair and lack of amenity across a larger number of homes.

The authority will continue with this elemental approach to reinvestment programmes of works, but will also try to concentrate activity on specific streets, postcodes or locations to bring about better economies of scale and more efficient management of output. Results from the Stock Condition Survey will help with this approach.

Whole Life cycle cost theory has been used to help formulate the costs relating to the condition survey, and to build a picture of potential future expenditure. Following the stock condition survey and as the condition information continues to be fed into the asset management system, a clearer picture will develop. The whole life cycle costing will then evolve to be more specific to properties in accordance with the principles in the Asset Management Plan.

### 7.2 Response Maintenance and Voids

Responsive Repairs maintenance is predominantly carried out in-house, supported by a small number of specialist contractors. A systems thinking review of the repairs service is currently being carried out. The purpose of the service has been agreed as **'Fix my house to an acceptable standard /quality in a reasonable period of time'**.

**Measures to monitor this objective have been agreed as:**

- Reactive repairs- First contact – job completed
- Void repairs - Keys received from lettings – job complete
- Combined - Repair request received – job completed

These measures are monitored by the Works team on a monthly basis to ensure that the redesigned system continues to meet the objective.

The Council is also steadily moving forwards in delivering the objective of a higher percentage of the repairs programme being undertaken on a planned rather than responsive basis as show in the table below:-

	Planned	Responsive
2005-06	53%	47%
2006-07	55%	45%
2007-08	60%	40%
2008-09	70%	30%

The authority has developed a robust void relet standard over the last 2-3 years and this will be continually monitored and developed.

During 2008/2009 the Council completed works to 425 voids (not including major works voids). Electric safety checks are carried out on all voids and a gas safety check is conducted where the gas safety record has expired. Measures are in place to constantly work towards reducing the void period; although ensuring that there is a balance between financial parameters and customer requirements.

### **7.3 Gas Service Contracts**

A new contract for Gas Servicing and repairs was introduced in July 2008.

Comprehensive management systems are in place together with monthly Key Performance Indicator (KPI) reporting relating to compliance on valid Landlord Gas Safety Records (LGSR) and responsive maintenance and repairs. Management systems are also in place to deal with properties where access cannot be gained to complete LGSR's.

The Council has an in-house gas safety compliance officer and make use of external consultants to undertake independent quality inspections (5%) on works completed by the Contractors.

During 2008/2009 an audit was completed by Price Waterhouse Cooper to identify further ways in which the service can be improved.

### **7.4 Service Contracts**

Service contracts are in place to cover both servicing (preventative maintenance) together with responsive repairs. Contracts are in place for:

- Lifts
- Commercial boiler plant and water hygiene
- Fire safety equipment
- Call Alarms
- Door entry and CCTV
- Gas servicing
- Electric testing
- Solid fuel servicing

### **7.5 Asbestos**

As part of the 100% stock condition survey, a type2 asbestos survey for each property was carried out. This data will be used to ensure asbestos is fully recorded and management plans are in place to deal with the presence of asbestos

The Council's approach to managing asbestos is in accordance with the principles of the Council's Asbestos Policy, which has currently been revised by a working group led by the Corporate Head for Resources and Organisational Development, in conjunction with the Health and Safety Officer and associated professional officers. This is available to all Council officers.

## 7.6 Risk Assessment for Legionella

The Council have statutory obligations under the requirements of the Health and Safety at Work Act, and this extends to non-employees, such as residents, independent contractors and members of the public. Guidance to fulfil these obligations is set out in the HSE Approved Code of Practice, commonly referred to as "L8". The authority has implemented the requirements of L8 for all sheltered schemes. This includes completion of risk assessments, water hygiene regimes and undertaking of necessary upgrade works.

## 8 ENERGY EFFICIENCY

The plans that are in place to improve the energy efficiency of stock support the Council's aim to reduce levels of fuel poverty amongst tenants. The Council's over-arching Asset Management Plan and Carbon Management Plan (2008-2013) underpin this objective.

As part of the stock condition survey SKDC has undertaken an Energy Survey to assess the energy efficiency of its properties against the Standard Assessment Procedure (SAP).

### 8.1 Standard Assessment Procedure (SAP)

SAP's are the Government's preferred energy rating for homes and assess if they conform to the requirements of the building regulations.

A home scoring 0 is very inefficient (very expensive to run), whilst a home scoring 100 is very efficient (cheap to run).

The average SAP for the housing stock is 61 which is higher than the national average of 46 for all stock and 56 for Social Housing (Figures obtained from NHER).

Whilst investment in the Council's stock has meant that a large number of homes are above average in terms of energy efficiency, the authority will continue to carry out works to improve this further.

In accordance with the Council's Priority Plans, the authority will concentrate on those with low values first and introduce energy efficiency measures to increase the energy efficiency of the home. Subject to budget constraints the programme of works will include:

- Increasing loft insulation to 300mm
- Providing more energy efficiency boilers as part of the Council's replacement programme
- Installation of double-glazed windows
- Cavity wall insulation to external walls

### 8.2 Energy Efficiency Targets

As can be seen from the above, the ratings within the Council's stock are relatively high when compared to the national average, but are below the average for social housing.

The authority's Priority Plans confirm its commitment to increase the energy efficiency of its housing stock.

### **8.3 Green Materials**

The maintenance of housing (materials, transport and waste) contributes significantly to the carbon emissions of the council's operations. The use of locally derived and sustainably produced products and materials will significantly reduce this negative impact on the environment. Full detail to our response to carbon measures is included in the over-arching Asset Management Plan 2009-2012.

### **8.4 Energy Efficiency Grants**

The Council aim to continually monitor grants that may be available and apply for those which are applicable.

The authority are currently piloting ground source and air source heat pumps to determine the suitability of alternative heating systems in rural areas which do not have gas supplies. The capital cost of these schemes is £226,628 with £97,641 being obtained from grants.

Grants are also claimed for all insulation works carried out, and in 2008/09 a total of £2,442 was claimed.

## **9 ADAPTATIONS TO HOMES FOR PEOPLE WITH DISABILITIES**

The Council are committed to addressing the needs of all customers and undertake measures such as aids and adaptations in order to enable residents to stay in their homes. In addition, the authority works closely with Occupational Therapists and the local Social Services Departments to identify and address disability issues.

The Council has a significant capital and revenue budgets to provide minor and major adaptations. In 2008/09 its capital programme expenditure of £125,500 provided 18 major adaptations and revenue expenditure of £711,000 provided 649 adaptations.

The authority is also currently undertaking a programme of improvements to the communal areas in the sheltered housing schemes to help residents stay in their homes and maintain their independence for longer.

The adaptations and lettings teams work closely to match suitable tenants to fully adapted properties in order to make best use of the stock and offer customers more choice.

## **10 CUSTOMER INVOLVEMENT**

### **10.1 Customer Consultation**

In line with the delivery of Decent Homes and a renewed reinvestment focus, the authority has commenced a fresh round of consultation with residents to seek their views on how the Council can best deliver maintenance and reinvestment services. This consultation and resident involvement will help the authority further develop its asset management plan and refine its work programmes.

The Council has a key objective of maintaining its properties to the decent homes standard. The authority has consulted its tenants on their priorities for improvements over and above this standard. In no particular order the tenants identified the following priorities:

- A new bathroom
- A new kitchen
- More insulation
- Showers over bath
- Blocking rat-run pathways
- Additional electrical sockets
- Improved security lighting
- A handyman service
- An external water tap

A Repairs and Improvements Working Group has been set up which meets monthly and volunteers from the group have put themselves forward for Workshops to develop proposals for improvements to the services. Residents are now becoming more involved with the selection of contractors and for the development of the targets and performance monitoring and consequent service improvement.

## **10.2 Customer Feedback**

The Council has various means to contact customers after they have had a responsive repair carried out to check that they are satisfied, and where they are not, appropriate action is taken. The satisfaction rate for completed repairs was 91.5% as of January 2008. Where a particular contractor or in-house team gets satisfaction ratings below their target, the results of the survey is fed back to the contractor/in-house team and work is then carried out with them in order to achieve improvements. In response to customer feedback, the Council's approach with its contractors/in-house teams has been to focus on the quality of the work, getting it right first time and setting and meeting appointments that suit the customer. The Council has set new performance measures to help ensure that these areas for improvement can be measured.

Customer feedback is being sought on priorities for work for the investment programme through consultation and this feedback will be used to ensure that the plan is informed by tenant priorities.

Surveys on the authority's cyclical maintenance and capital programmes are sent out in tranches throughout the programme. This is to ensure that defects and complaints are picked up and actioned as soon as possible after the works are completed. The questionnaire measures consultation prior to the start of works (notification, individual requests and responses from Contractor, consultants and SKDC) and Contractors performance (notification, how the works were carried out and defects).

## **11 ACTION PLAN**

This report includes a range of targets that have been set for improving the management of the Council's assets and directing investment in the most cost-effective manner. The Capital Assets Management Group and the Repairs and Improvements Working Group will monitor the delivery of the improvement projects detailed in Appendix 5.

The Asset Management Plan is designed to cover a five-year period. It will be refreshed annually and will be subject to a comprehensive review at the end of the five year period.

## 12 CONCLUSION

This Asset Management Plan sets out the authority's commitment to provide decent homes to residents through effective investment and planning. It provides the necessary strategic and measured approach to the delivery of key objectives, ensuring high performance and continued re-evaluation of asset management, whilst providing best value.

## APPENDIX 1

**TABLE 1 – STOCK BY AREA**

<b>Town/Village</b>	<b>Total</b>	<b>% by Location</b>
Aisby	2	0.03
Allington	19	0.30
Ancaster	99	1.58
Aslackby	12	0.19
Barholm	2	0.03
Barkston	45	0.72
Barrowby	67	1.07
Baston	40	0.64
Billingborough	63	1.01
Bitchfield	9	0.14
Boothby Pagnell	1	0.02
Bourne	479	7.66
Brandon	8	0.13
Burton Coggles	2	0.03
Carlby	19	0.30
Carlton Scroop	11	0.18
Castle Bytham	43	0.69
Caythorpe	52	0.83
Claypole	34	0.54
Colsterworth	99	1.58
Corby Glen	27	0.43
Creeton	10	0.16
Deeping St James	139	2.22
Denton	25	0.40
Dowsby	18	0.29
Dry Doddington	11	0.18
Dyke	16	0.26
Folkingham	37	0.59
Foston	10	0.16
Fulbeck	27	0.43
Gelston	2	0.03
Grantham	2461	39.34
Great Gonerby	174	2.78
Great Ponton	39	0.62
Greatford	7	0.11
Gunby	2	0.03
Haconby	15	0.24
Harlaxton	1	0.02
Honington	5	0.08
Horbling	37	0.59
Hough	10	0.16
Ingolsby	14	0.22
Kirkby Underwood	6	0.10
Lenton	6	0.10
Little Bytham	20	0.32
Long Bennington	48	0.77

Market Deeping	163	2.61
Marston	8	0.13
Morton	86	1.38
Normanton	6	0.10
North Witham	10	0.16
Old Somerby	9	0.14
Pickworth	5	0.08
Pointon	32	0.51
Rippingale	49	0.78
Ropsley	46	0.74
Skillington	17	0.27
South Witham	42	0.67
Stainby	7	0.11
Stamford	1262	20.17
Stubton	7	0.11
Sudbrook	12	0.19
Swinstead	33	0.53
Tallington	15	0.24
Thurlby	58	0.93
Twenty	6	0.10
Uffington	13	0.21
Welby	4	0.06
Witham on the Hill	9	0.14
Woolsthorpe	84	1.34
<b>TOTAL</b>	<b>6256</b>	<b>100</b>

## APPENDIX 2

**TABLE 2: PROPERTY TYPE**

<b>Property Type</b>	<b>Total</b>
Bungalow	1513
Houses	3447
Bedsits	56
Flats	1240
Shops	11
<b>Total</b>	<b>6267</b>

## APPENDIX 3

**TABLE 3: STOCK OWNED BY AGE BAND**

Town/Village	Construction Age Bands			Total
	1849 - 1920	1920-1970	Post 1970	
Aisby	0	2	0	2
Allington	0	19	0	19
Ancaster	0	48	9	57
Aslackby	0	12	0	12
Barholm	0	2	0	2
Barkston	0	45	0	45
Barrowby	0	67	0	67
Baston	8	32	0	40
Billingborough	2	63	3	68
Bitchfield	0	9	0	9
Boothby Pagnell	0	1	0	1
Bourne	85	279	173	537
Brandon	0	8	0	8
Burton Coggles	0	2	0	2
Carlby	1	18	0	19
Carlton Scroop	1	11	0	12
Castle Bytham	4	39	0	43
Caythorpe	0	52	0	52
Claypole	0	32	0	32
Colsterworth	0	75	0	75
Corby Glen	2	25	0	27
Creeton	4	6	0	10
Deeping St James	5	114	20	139
Denton	0	11	14	25
Dowsby	9	9	0	18
Dry Doddington	0	11	0	11
Dyke	0	14	0	14
Folkingham	3	34	0	37
Foston	0	10	0	10
Fulbeck	0	27	0	27
Gelston	2	0	0	2
Grantham	46	1741	800	2587
Great Gonerby	3	89	85	177
Great Ponton	0	39	0	39
Greatford	0	7	0	7
Gunby	0	2	0	2
Haconby	0	4	6	10
Harlaxton	0	1	0	1
Honington	0	5	0	5
Horbling	3	34	0	37
Hough	0	10	0	10
Ingolsby	0	14	0	14
Kirkby Underwood	0	6	0	6
Lenton	0	6	1	7

Little Bytham	10	10	0	<b>20</b>
Long Bennington	0	31	17	<b>48</b>
Market Deeping	1	105	57	<b>163</b>
Marston	0	8	0	<b>8</b>
Morton	0	78	8	<b>86</b>
Normanton	0	6	0	<b>6</b>
North Witham	1	10	0	<b>11</b>
Old Somerby	0	9	0	<b>9</b>
Pickworth	0	5	0	<b>5</b>
Pointon	2	30	0	<b>32</b>
Rippingale	6	38	5	<b>49</b>
Ropsley	0	42	4	<b>46</b>
Skillington	0	17	0	<b>17</b>
South Witham	1	31	11	<b>43</b>
Stainby	0	7	0	<b>7</b>
Stamford	17	798	358	<b>1173</b>
Stubton	0	7	0	<b>7</b>
Sudbrook	0	12	0	<b>12</b>
Swinstead	0	8	21	<b>29</b>
Tallington	0	15	0	<b>15</b>
Thurlby	4	27	27	<b>58</b>
Twenty	0	6	0	<b>6</b>
Uffington	0	8	8	<b>16</b>
Welby	0	4	0	<b>4</b>
Witham on the Hill	0	2	7	<b>9</b>
Woolsthorpe	8	45	0	<b>53</b>
<b>Total</b>	<b>228</b>	<b>4394</b>	<b>1634</b>	<b>6256</b>

## APPENDIX 4

### OBSOLETE PROPERTY PROCESS

South Kesteven will:

- Ensure that its properties meet the needs of customers and are likely to continue to do so for the foreseeable future
- Review its existing stock using key indicators to ensure that needs continue to be met
- Ensure that its housing stock meets the decent homes standard by 2010

When considering the Council's stock any proposals to dispose of properties will be made in accordance with the principles set out in the Asset Management Plan.

### THE REVIEW PROCESS

Properties will be reviewed by senior managers against the following criteria:

- All properties where there has been a vacancy lasting more than 13 weeks and is empty as at the end of the quarter under review
- All properties where there has been a relet period of more than 13 weeks and where there have been more than four refusals
- All estates or blocks where the rent losses due to voids have been more than 8% in the last year
- Any individual housing unit where there is a need to spend more than the following on repairs in the next 12 months (flats will be considered as a block). The properties with the highest projected spend will be identified through the stock condition database.

**Table 1**

Property Type	Expenditure Limit (including VAT & fees)
Property with 2 or more bedrooms	£30,000
Property with 1 bedroom or a studio/bedsit	£15,000

- Schemes where we have a full set of financial information and it shows that the scheme concerned has significant difficulties in meeting standards and improvements

Once a scheme has been reviewed, there are a number of possible outcomes:

- Do nothing
- Maintain a watching brief as, whilst there are concerns, the position is not yet clear
- Carry out improvements or repairs
- Reconfigure the scheme
- Dispose
- Demolish

## APPENDIX 5

**TABLE 4: CAPITAL PROGRAMME FOR WORKS NECESSARY TO ACHIEVE DHS**

Capital Programme following stock condition survey results. **The figures below need final ratification and are subject to modelling.**

Element	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	275,000
UPGRADING SHELTERED HOUSING SCHEMES	75,000			100,000		100,000		275,000
STRUCTURAL REPAIRS	105,000	105,000	105,000	105,000	105,000	105,000	105,000	735,000
PASSENGER LIFTS - SUPPORTED HOUSING	55,000				100,000			155,000
CENTRAL HEATING AND VENTILATION	886,450	1,474,150	94,100	880,250	719,500	128,650	16,050	4,199,150
BOILER REPLACEMENTS	315,000	315,000	315,000	215,000	215,000	215,000	215,000	1,805,000
GROUND SOURCE HEATING PUMPS	315,000							315,000
PROPERTY REFURBISHMENTS	105,000	105,000	105,000	105,000	105,000	105,000	105,000	735,000
RE-ROOFING	149,250	1,008,830	10,000	1,856,850	90,000	25,000	5,000	3,144,930
ELECTRICAL INSTALLATION	878,200	985,800	131,400	1,051,900	381,300	28,500	8,100	3,465,200
KITCHEN AND BATHROOMS	2,828,200	1,650,700	110,500	1,182,800	461,700	153,200	293,500	6,680,600
EXTERNAL DOORS	6,150	10,200	4,850	31,350	13,000	14,650		80,200
CHIMNEYS	21,200	172,850		293,150			2,400	489,600
WALL FINISHES	21,690	65,060		587,475	51,290	27,855	42,305	795,675
WINDOWS	5,800	60,900		69,600			8,700	145,000
NOISE IMPROVEMENTS	40,000							40,000
DDA COMPLIANCE/FIRE RISK ASSESSMENT	620,000			50,000	50,000	50,000	50,000	820,000
DISABLED ADAPTATIONS	55,000	55,000	55,000	55,000	55,000	55,000	55,000	385,000
<b>Total</b>	<b>6,481,940</b>	<b>6,008,490</b>	<b>930,850</b>	<b>6,583,375</b>	<b>2,346,790</b>	<b>1,007,855</b>	<b>906,055</b>	<b>24,265,355</b>

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