

Report for Information

Report to Executive
21 January 2008

Report of Head of Housing Property Services

Subject Housing Asset Management Plan 2008/09

10

Purpose

This report outlines to members the current performance of the Councils housing stock and the operational targets for the remainder of 2008/09. It also outlines the main issues to be addressed over the next 6-12 months.

Recommendations

1. To note the content of the Housing Asset Management Strategy.
2. To note that the Asset Management Group is now working to include housing assets and a Corporate Asset Management Plan is being presented separately.

Financial Consequences

There are no financial decisions required by the presentation of this plan. However funding for asset management is an ongoing requirement as identified in this plan, and it should be noted that this will be subject to and considered in the budget setting process.

Risk Assessment

A risk analysis is included in the report with the main risks identified as being the effect of the 'credit crunch' in reducing RTB sales, staff resources, future funding for the capital programme and the effect of reducing interest rates.

Mitigation measures will be a key focus for 2009/10.

Strategic Priority and Outcome/Service Priorities

This report helps to meet key strategic priorities within:
Safe and healthy neighbourhoods; by maximising the use of our housing stock and providing good quality affordable housing.

Executive Member: Cllr Brenda Arthur

Ward: All

Contact Officers

Chris Rayner

01603 213208

Background Documents

None.

Report

Housing Property Asset Management Plan 2008/09

Introduction

1. Unlike the Non-Housing Asset Management Plan, which is an annual update, the Housing Asset Management Plan is very much a first version and provides a snap-shot of the position as it is today. It is a document in development, as are all such strategies, and, in line with the non-housing plan, in future will be updated annually.
2. Over the coming months work will be undertaken to develop cross linkages between the non-housing and housing plans through the Asset Management Group.
3. The strategy outlines the key issues and actions that will need to be taken in the next financial year and this work will inform the budget setting process.
4. The key work for 2009/10 will be to identify the core and non-core housing stock in order to be able to identify with certainty the property types that perform well, cost less to maintain and are located in “high demand” areas with low levels of turnover.

Conclusion

5. Members are asked to note the content of the Housing Asset Management Strategy.



NORWICH
City Council

NORWICH CITY COUNCIL
Housing Property Services

ASSET MANAGEMENT STRATEGY
2008/09

Contents

EXECUTIVE SUMMARY
SECTION 1 – BACKGROUND AND CONTEXT
<ul style="list-style-type: none">• Purpose & key objectives of the Asset Management Strategy• Profile of Norwich City Council• Links to key corporate strategies• NCC Corporate Vision
SECTION 2 – PROFILE OF THE NCC ASSETS
<ul style="list-style-type: none">• Numbers of residential dwellings by archetype• Numbers of dwellings apportioned geographically• Property size & construction details• Future stock projections• Garage stock
SECTION 3 – ASSET PERFORMANCE
<ul style="list-style-type: none">• Stock condition data• Component replacement projections• Decent Homes position• Response repairs• Void numbers and costs• Cyclical Maintenance
SECTION 4 – STOCK SUSTAINABILITY
<ul style="list-style-type: none">• Demand for the housing stock• Lettings, housing waiting list information, demand & future demographics• Tenant perceptions• Economic sustainability• Local neighbourhood Assessments
SECTION 5 – CLIMATE CHANGE & ENERGY PERFORMANCE
<ul style="list-style-type: none">• Improving SAP performance• NCC Climate change plan

SECTION 6 – FUTURE INVESTMENT PLANS
<ul style="list-style-type: none"> • Short, medium & long term priorities for capital investment • Tenant involvement in setting investment plans • Services for older people
SECTION 7 – STRATEGY FOR GARAGES
<ul style="list-style-type: none"> • Performance and sustainability issues • Strategy proposals
SECTION 8 – DELIVERING ASSET MANAGEMENT
<ul style="list-style-type: none"> • Value for money • Procurement strategy • Planned v reactive approaches • Planned Preventative Maintenance project • Monitoring & control of the Asset Management Strategy
SECTION 9 – TARGETS & FUTURE DEVELOPMENT PLAN
<ul style="list-style-type: none"> • Data capture and stock condition information • Performance targets and objectives • Monitoring and review • Asset management strategy action plan
SECTION 10 – RISK ASSESSMENT
SECTION 11 – EQUALITIES TEST OF RELEVANCE
APPENDICES

EXECUTIVE SUMMARY

This executive summary is not designed to cover all aspects of the strategy but is designed to highlight the key issues that have been included

Following the restructure of the landlord service in 2005/6 a revised investment plan was developed with the primary aim to deliver of the Decent Homes programme by 2010. Since then there has been significant progress in the delivery of Decent Homes and improvements in the quality of the stock.

- Well over 5000 properties have been improved as part of the Decent Homes programme
- Levels of non-decent stock have fallen from 36% to 22% since the start of the programme.
- All homes will have UPVC double glazed windows by March 2013
- Improvements have been made in the thermal comfort and energy performance of the stock. The average SAP rating has increased from 67 in 2005/6 to 71 in 2007/8

This is the 2008 update of the NCC Housing Asset Management Strategy. It reflects the improvements that have been made in the stock as well as developments that Housing Property Services (HPS) are making in their approach to asset management. These developments include,

- A focus on long term investment plans spanning over 30 years
- Progress and changes in the delivery of the Decent Homes programme
- The merging Climate change and energy efficiency agenda
- Updated stock condition & sustainability data
- Planned preventative programme of works
- Review strategy for garages (sections 2&7)

Section 1 provides some background and contextual information to the Asset management strategy. This includes demographic and employment information about Norwich as well as links to other local and regional strategies.

Section 2 provides a profile of the council owned residential stock and garages that is managed by NCC. The total residential stock stood at 15,990 at 1st April 2008. NCC also has an ongoing responsibility for 2594 leasehold properties and 4644 garages. There is also data on future stock projections. As with other similar stock owning Local Authorities', the total council stock has reduced by almost 997 in the 5 years since April 2003. Stock levels will continue to reduce through a combination of Right To Buy's (RTB's) and stock disposal.

Section 3 tackles asset performance and condition. The 2005 stock condition survey concluded that, although generally in good condition, many key components were approaching the end of their serviceable life. This included electrical wiring circuits, heating systems, kitchens, bathrooms and windows.

The introduction of the Decent Homes programme has started to address this requirement. A lot of components have already been replaced and NCC have produced updated projections on future component replacements. The key priorities over the next 5 years remain PVCu windows, kitchens, bathrooms, heating and electrical components.

NCC also has targets to reduce the level of response repairs and has made some good progress with this as well as reducing the amount being spent

Section 4 provides important data on the non-stock condition related performance of the assets, with data produced at a local neighbourhood level.

It is clear that there will continue to be very high levels of demand for the council housing stock in Norwich. Demand is particularly acute in the Heartsease area where the situation is greatly exacerbated by low property turnover. There remain some pockets of low demand properties, specifically sheltered accommodation and bedsits.

Sustainability data largely confirms again that the poorer performing neighbourhoods are predominantly located in the west of the City. The data really serves to identify potential problem areas and can then be used as the basis for more detailed investigation and to help inform operational approaches. In some areas, such as voids, detailed action plans are already in place which will address issues arising from the sustainability information.

Section 5 deals with NCC's approach to climate change and energy efficiency. In particular it sets out SAP performance and issues highlighted in the environmental strategy and carbon management project

NCC has clear targets for SAP performance and has produced analysis of how various property archetypes are performing. Although NCC are committed to improving SAP ratings, current improvement targets are modest and reflect the profile of the stock. NCC recognise that any meaningful improvements in the SAP rating are likely to require significant levels of investment and NCC will need to explore this in more detail as part of the future asset management strategy.

Section 6 gives full details of NCC's future investment plans. Over the last 2 years, NCC has developed a much longer-term view of its future investment requirements. In order to make them meaningful they have been split into 3 segments

- Short term – 2008 to 2013
- Medium Term – 2013 to 2023
- Long Term – post 2023

The overriding priority over the short term will be the delivery of the Decent Homes programme and this forms the largest area of expenditure. There will be some other non-Decent Homes related work but given limited resources this will in the main be restricted to essential legislative & health and safety related work – PVCu windows, composite doors, digital TV, new bin stores, water hygiene, asbestos survey & removal, adaptations, structural surveys and repairs etc. There will be some expenditure on improving communal areas but this will be on a relatively low scale

The short-term focus on Decent Homes means that there is little scope to commit large-scale resources to other important works that fall outside of the Decent Homes remit. A number of important issues will therefore need to be addressed once the Decent Homes programme is complete. These include major works such as kitchen and bathroom replacements, boiler replacements and structural issues to non traditionally constructed properties.

It is important that refusal properties from the Decent Homes programme are also tackled immediately post Decent Homes, to ensure that all of the stock complies with the standard. We are also proposing to implement annual programmes to replace key components that may not get done as a result of choices made under the existing Decent Homes delivery. Specifically this will be aimed at replacement kitchens and bathrooms.

Tenants have identified from the 2005 options appraisal that the above issues are the higher priorities.

It is difficult to plot long term investment with any great certainty. Circumstances will inevitably change and this is why more detailed focus has been given to the short and medium terms.

Our current projections for the long term centre around key components reaching the end of their serviceable life. Many of these are components that have been replaced as part of the current Decent Homes programme.

Section 7 deals with the garage review. Whilst it is clear that many sites could benefit from more substantial investment, this has to be assessed in the context of void rates and levels of demand.

Section 8 deals with the way in which NCC delivers asset management and the approaches designed to secure better value for money. It also covers the structure of Housing Property Services and the remit of the different teams within the service.

As with other similar organisations there is a big emphasis on achieving value for money in both the procurement and delivery of asset management activity.

A key objective for the future will be to operate in a more planned and therefore productive way. A number of activities are already being developed in our Contract Development Team including batched repairs and service checks.

Section 9 sets out the key targets and objectives that impact on asset management activity. There are a number that are specifically linked to the corporate value for money strategy along with those relevant to operational areas. All of the targets support the improvements and developments that NCC is trying to achieve in asset management

Section 10 outlines the main risks identified in delivering this plan.

Section 11 relates specifically to the initial equalities impact assessment carried out on the asset management strategy.

SECTION 1 – BACKGROUND & CONTEXT

1.1 Purpose of the Housing Asset Management Strategy

The nature of property is that it is expensive and immovable. The nature of buildings is that they are expected to last a long time and can be costly to alter and maintain.

Asset Management is the effective targeting of resources to where they can have the greatest effect in raising standards in our homes and delivering value for money. The aim is to deliver good quality homes for those people that live in them as well as sound neighbourhoods and local environments. This all contributes to building sustainable communities.

Through its Housing Asset Management Strategy, HPS needs to ensure that its homes are what current and future tenants will want, are of the right type, in the right location, affordable, energy efficient and environmentally responsible. To achieve this our investment plans must be well considered and designed to meet future changes in demographics, demand and aspirations.

The Housing Asset management Strategy describes the framework within which decisions are made about NCC's stock improvement and investment programmes. The strategy also seeks to provide an understanding and analysis of the sustainability of the assets and provides a sound basis for determining investment priorities

The strategy seeks to ensure that our customers and stakeholders are fully engaged in investment decisions and planning programmes.

1.2 Key Objectives of the Asset Management Strategy

- To bring all Norwich City Council's Housing up to the Decent Homes standard
- Provide a clear picture of the overall performance of the property portfolio
- Inform future investment plans, ensuring that these are sustainable and support local neighbourhoods and communities
- Deliver value for money and efficiency improvements in all areas of asset management and investment activity
- Ensure that there is continuous customer involvement & participation in relation to asset management services

1.3 Norwich City– Background & Profile

Appendix 1 contains detailed background and context information relating to the Norwich City Council area. The following provide some headline statistics and data,

- Norwich has a population of 132,200 (2007 figures)
- The unemployment rate is 3.2% (at September 2008).
- There are currently around 61,700 residential properties in the city of which 51% own/are buying their home with around 26% renting from NCC
- Average earnings are £20,946.
- 20 Housing Associations/Trusts manage properties throughout the Authority including:

Anchor Trust	96
Broadland	1490
Circle Anglia	53
Cotman	583
English Churches Housing Group	44
Great Hospital	76
Guinness Trust	42
Hakinteg	46
Haig Homes	37
Hanover	61
Housing21	71
Norwich Housing Society	269
Orbit	448
Orwell	83
Peddars Way	514
Places for People	302
St Matthews	29
Stonham	32
Swan	63
Umbrella	36

- The average weekly rent for a council house in 2007/8 was £55.43 (based on a 50 week rent period)

1.4 Norwich City Council's Corporate Vision

NCC has established a clear corporate vision for its business, underpinned by a set of aims and core values with "Safe and Healthy Neighbourhoods" being most relevant to social housing.

For 2008-10 the following 5 corporate priority areas have been identified and outcomes will focus on these areas. These are:

- Strong and prosperous city
- Safe and healthy neighbourhoods
- Opportunities for all
- Aiming for excellence
- Unitary Status.

The Corporate plan 2008-10 sets out the priorities, actions and performance indicators for each of these.

There are a range of corporate strategies that the Council is committed to delivering and that have been and are being developed and implemented. These are:

- Customer Access and Customer Care
- Equality and Diversity
- Environment
- Community Engagement
- Financial inclusion.

In addition to the above within Norwich, delivery of the Sustainable Community Strategy and Local Area Agreement (LAA) priorities is co-ordinated through a statutory Local Strategic partnership, known as the City of Norwich Partnership

(CoNP). The CoNP brings together a wide range of key public, private and voluntary sector organisations, which make a major contribution to the economic, social and environmental success of the city. The CoNP is steered by a small strategic board, but overall the partnership includes around 150 local individuals and organisations, all committed to working together to make Norwich a better place. It is truly a team effort.

The overall citywide vision is: "To make Norwich a world class city in which to live, work, learn and visit". Within this the partnership has established the following priority themes:

THEME 1 - City of economic growth and enterprise

To make Norwich a premier UK city with a thriving, diverse and sustainable economy, providing all its citizens with opportunities and a great quality of life

THEME 2 - City of environmental excellence

To make Norwich a place where resources are used in a sustainable manner, and the natural and built environments are protected and enhanced for the benefit of local people and wildlife

THEME 3 - City of culture and creativity

To make Norwich a lively, creative and energetic city, a place where culture and creativity are a means to raising aspirations and improving well-being

THEME 4 - City of safe and strong communities

To make Norwich a place where everyone feels safe and secure, and can play an active part in the local community

THEME 5 - City of health and well being

To make Norwich a city where everyone can enjoy a healthy life with access to good health facilities, housing and social care

THEME 6 - City of learning and personal development

To make Norwich a place where people reach their full potential.

The partnership strategic board has also set four overarching strategic priorities which are to:

- Develop the knowledge economy
- Raise educational attainment and improve skills
- Tackle deprivation
- Improve environmental sustainability

1.4.1 Greater Norwich Housing Partnership

The Greater Norwich Housing Partnership (GNHP) brings together a range of organisations who work in Housing within the Broadland, South Norfolk, and Norwich City boundaries.

The strategic aims of the partnership are:-

1. Moving towards a balanced Housing Market.
2. Building sustainable and thriving communities.
3. Maximising opportunities for delivering more affordable housing.
4. Achieving decent, healthy, and environmentally sustainable homes across all tenures.
5. Providing choice and fair access to services.
6. Delivering outcomes through effective partnership working.

An action plan has been developed in order to meet the above and there are a number of sub-groups that have been formulated to achieve this.

The three local authorities are looking at how they can bring sites forward for affordable housing. This involves considering council land holdings, looking at regeneration opportunities, negotiating section 106 agreements with private developers for on site provision or if necessary contributions that can be used to provide affordable housing elsewhere within their boundaries in order to ensure the sub-region is meeting the housing need the partnership has undertaken a strategic housing market assessment identifying the future requirements up to 2016.

1.4.2 HPS Mission Statement

'To effectively manage the Housing Assets by delivering a quality repairs and maintenance service, whilst still providing best value for money.'

We Shall Achieve This By.....

- ❖ Providing a first class service to tenants
- ❖ Delivering Stakeholder Commitments
- ❖ Conducting ourselves in a professional and business like manner at all times
- ❖ Investing in staff and resources
- ❖ By striving for continuous improvement

- ❖ Effective communications both internally and externally

1.4.3 Governance

This Housing Asset Management Plan is essential to assist the Council get the best for the community from its housing asset resources, and it directly informs the Medium Term Finance Plan and future investment strategy.

The plan is embedded as part of the Strategic Framework.

The management of the plan and the control mechanisms surrounding it must be clear, understood and effective.

This plan will be refreshed and presented to Executive annually to feed into the Medium Term Plan.

The Housing Asset Management Plan will be a public document identifying the threads and work streams necessary to deliver its objectives (in other words it will not deal with the detail of individual properties).

The Asset Management Plan will measure progress and performance and benchmark these measures.

Various groups and boards exist within the Council that all have a key role in assets management.

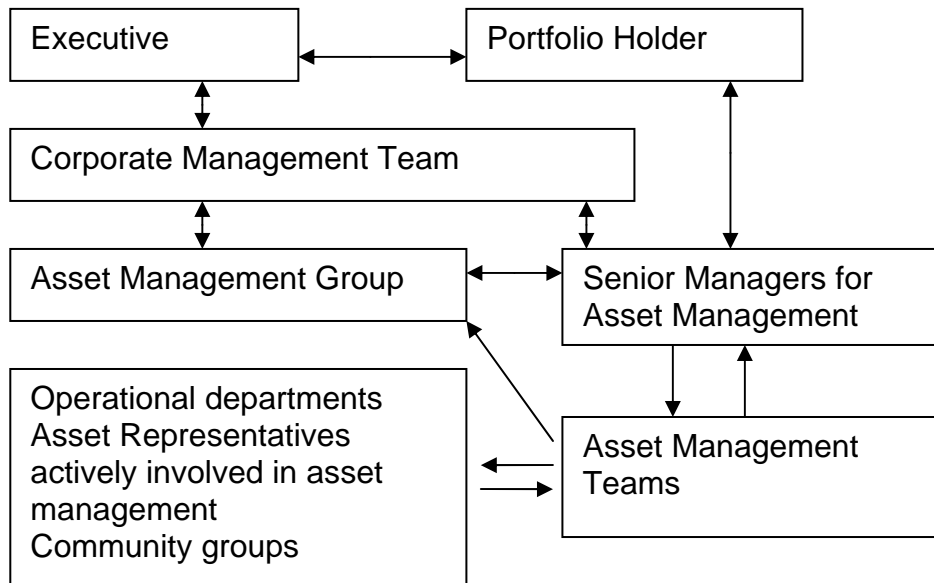
Examples are:

- Capital Resources Board – this oversees the capital generation and spend;
- Premises Group – a member group this looks strategically at the occupied property;
- Accommodation Board – takes a strategic overview and acts as a control group for moves and changes related to the occupied portfolio.

In addition there is an 'Asset Management Group' that takes a strategic overview of the whole portfolio, general fund and housing, and links the various asset holding and using departments and members.

The guidance for Asset Management issued through the RICS (Royal Institution of Chartered Surveyors) sets out the 'organisation for delivery',

and in the Norwich City Council context this is:-



This Asset Management Group will be initiated with the following membership:

- The Resources Portfolio Holder;
- The Head of Finance;
- The Head of Asset and City Management;
- The Heads of Community Services, Housing & Strategic Housing;
- The Strategic Asset Manager.
- Head of Housing Property Services
- Housing Property Services Asset Manager

This Group will meet at least quarterly, and will review all the strategic work streams, projects and issues, and take a financial, risk and performance overview.

The Head of City and Asset Management and Head of Housing Property Services will be responsible for day to day management of the plan, working within the agreed delegated authority levels.

This Asset Management Plan will carry its own risk register.

A clearly defined way of ensuring that the opportunities are dealt with at a strategic level is essential, and best practice needs to be developed around the strategic management of the portfolio.

If we are to get the best from the portfolio there needs to be an ongoing overview process, the structure to achieve that through an Asset Management Group is set out.

Refreshing the Asset Management Plan and presenting to Executive each year, and utilising the Asset Management Group, are essential to provide

the structure and impetus to ensure excellent governance and improving delivery performance.

SECTION 2 - PROFILE OF NCC ASSETS

2.1 Average Stock Value

The latest version of the HRA Business plan identified the average stock value as £55,678.

2.2 Residential Dwellings

Appendix 2 provides a detailed profile of the residential stock managed by NCC. This can be summarised as follows,

- The total council owned residential stock stood at 15,990 properties as at April 2008. This excludes the 2594 leasehold properties.
- All of the housing stock is located within NCC's boundary
- The stock comprises a high proportion of flats, approx 9000
- The current stock was built between 1900 and 1985 and includes approximately 2396 council owned non-traditional constructed properties and 458 leasehold properties of this type.

2.3 Future Stock Projections

As with other public sector housing bodies NCC has seen a significant reduction in the size of its housing stock mainly as a result of the Right to Buy (RTB) sales

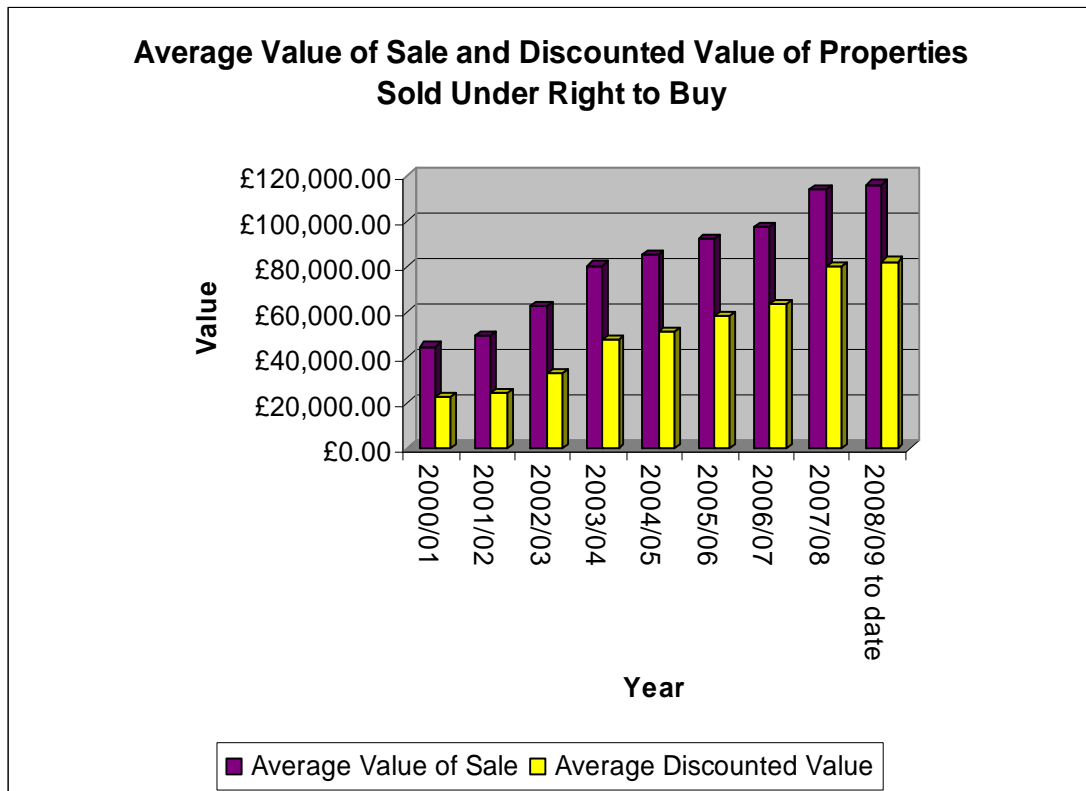
Council housing stock projections 2008/9 – 2012/13

	2008/9	2009/10	2010/11	2011/12	2012/13
Total stock @ start of year	15990	15884	15813	15742	15671
RTB sales	71	71	71	71	71
Disposals/Demolitions	35	-	-	-	-
Total stock @ end of year	15884	15813	15742	15671	15600

Since April 2003 the following numbers of properties have been sold as a result of the RTB's;

Year	Numbers of properties sold
2003/04	408
2004/05	257
2005/06	137
2006/07	124
2007/08	71
2008/09	15 (to date)

The table below outlines the average sale value and discounted value of properties sold as RTB's since 2001:



2.4 Garage stock

Garage Review 2007 Executive Summary

A review of Norwich City Council's garage stock is being conducted to establish the usage, condition and financial viability of all our garages in order to make recommendations for the future use of the sites.

The report will detail the methodology of the review, the key findings and makes recommendations for the future of the stock.

Currently

- The council owns 4,366 garages which are spread over 316 sites across the city.
- The condition of garages varies considerably across sites and these will be rated accordingly
- A future option for garage sites may be redevelopment to provide affordable housing.

The condition rating will be an important factor in determining the future recommendation for each site. A score will be given to enable an overall recommendation score to be calculated. The age of the garages will clearly affect the condition and the period of construction of the stock is shown in the below table:

Period of construction	Number of sites	Number of garages
1940 -1949	1	1
1950-1959	50	801
1960-1969	137	2156
1970-1979	104	1255
1980-1989	24	153
Total	316	4366

In addition to residential dwellings NCC undertake the day to day management of its stock of garages. There are currently 4366 garages. These are broken down geographically as follows,

Ward	Number of sites
Bowthorpe	15
Catton Grove	10
Crome	39
Eaton	14
Lakenham	37
Mancroft	49
Mile Cross	36
Nelson	9
Sewell	14
Thorpe Hamlet	19
Town Close	43
University	12
Wensum	19

The vast majority of garages are located in separate off road courts. The garage courts range in size from 1-2 garages accessed directly off the street, to large courts of up to 30 garages. Garages are let to both existing council tenants and to private residents. The split of rentals is as follows,

Council & Private rented	78%
Void	22%

SECTION 3 – ASSET PERFORMANCE

3.1 Stock Condition

HPS has responsibility for maintaining data on the condition of the Council's housing stock. The last sample stock condition survey was carried out in 2005 by Savill's. NCC has since adopted an alternative approach to the collection of stock condition data, designed to provide a more comprehensive picture. Detailed information is now compiled as part of the delivery of the Decent Homes programme

The key finding of the 2005 survey was that the stock was generally in good condition but that a lot of key components were starting to reach the end of their serviceable life and unless this is addressed will create a backlog of repairs. Over the previous 5 years investment activity has reflected the profile of our stock,

focusing on key essential works linked to health and safety and structural integrity. This included:

- A programme of refurbishment work to our high rise blocks, including PVCu window replacements and new roof coverings
- Lift replacement and refurbishment programmes.
- Prior to Decent homes a programme to replace electrical wiring and heating systems

At the point of the stock condition survey it was noted that the bias for future investment activity would need to focus more on internal components, particularly kitchens, bathrooms, electrical wiring circuits and heating systems.

A review of the business plan is currently being undertaken (as is carried out periodically), which will identify the investment requirements over the next 30 years. Included within the review will be the investment requirements of the stock using data collected from rolling stock surveys and as produced from NCC's asset database, Codeman. The information from the review will then inform the medium and long term investment plans the outcomes of which will be included in the next update of this strategy.

3.2 Non-Traditionally Constructed Stock

A sample survey of NCC's non-traditional stock has recently been undertaken in order to attempt to forecast the future investment needs of this type of stock (clearly in some cases this can be very different to traditionally constructed stock). The final report has recently been received and work to identify additional investment required over and above that already identified in the investment plan will take place over the next month. As mentioned in 3.1 above the outcome of this exercise will then be included in the next update of this strategy.

3.3 Data Capture & Stock condition information

Good quality and comprehensive stock condition data is critical to the future effectiveness of NCC's asset management and investment strategy. It will allow us to improve our investment decision making and ensure that we concentrate resources on areas of priority. Improving the level of data and intelligence we hold on the stock also helps inform our business plan projections and will be important when looking to take advantage of potential future funding opportunities.

Effective stock condition data also contributes to improving value for money, through better predictions on component replacements as well as helping to identify opportunities to do work in a more planned way.

Whilst stock data has been collected in the past, it has only been in a limited form. To address this a much more comprehensive approach was introduced as part of the current Investment programme.

We now capture stock condition data as part of a rolling 5 year stock condition survey programme. These surveys provide an up to date assessment of the stock as well as projecting the future lifespan of components and when they will require replacement.

We are carrying out a lot of work to improve the way in which stock condition data is recorded and kept up to date. We have integrated our stock condition database “Codeman” with our main Housing IT system (Academy). This integration provides a two-way exchange of information, relating to certain key components and property attributes. Any future changes to these attributes arising from Day to Day repairs (recorded in Academy) or programmed work (recorded in Codeman) will be updated in both systems. This will ensure that accurate & up to date information is available to general Academy users and that our stock condition data remains current.

3.4 Decent Homes

At the start of the full Decent Homes programme in April 2005 there were 3486 non-decent council homes equating to 21% of the total stock. These figures were based on a 15% sample survey cloned across the entire database and held on a “Keystone” asset data base. After the first year of our rolling stock surveys, 2006/07 and a switch to our new “Codeman” database the figures reported were 3542 non-decent council homes equating to 22% of the total stock. Significant progress has been made in the last 3 years to reduce this. Our target for 2008/09 is to have 1719 non-decent council homes at the end of the year equating to 11% of the total stock.

The number of Decent Homes completions to date, including potentially non-decent properties, is as follows,

2005/6	2500*
2006/7	2000*
2007/8	1987

** Based on data sets from “Keystone” database used prior to “Codeman”*

Plans for delivering the remainder of the Decent Homes programme are set out in Section 6 – future investment plans.

3.5 Standard Assessment Procedure (SAP) Performance

The SAP rating for the social housing stock for the last 3 financial years is as follows,

2005/6	69
2006/7	70
2007/8	71

The following table provides a breakdown of SAP performance for different property archetypes in their respective age bands

	Bungalows	House	Flats	Bedsits	Tower Block Flats	Maisonettes	Total
Pre - 1918	-	54.00	88.00	-	-	-	71.00
1918-1929	58.48	60.94	73.36	54.27	-	46.20	58.65
1930-1949	63.09	62.81	75.32	-	-	59.00	65.06
1950-1963	65.85	64.45	78.68	81.03	87.91	70.09	74.67
1964-1974	67.46	64.51	79.71	77.35	90.29	75.34	75.78
1975-1982	66.24	64.20	79.95	-	-	86.00	74.10
1983-1990	67.06	65.38	80.53	81.00	-	75.00	92.24
1991-1997	64.00	63.00	87.72	-	-	-	71.57
Totals	64.60	55.66	69.41	73.41	89.10	68.61	

3.6 Response Repairs

The day to day maintenance and upkeep of the stock is delivered through the response repairs service. Spending on response repairs for the last 3 years is set out below

2005/6	£6,254,735
2006/7	£6,119,116
2007/8	£7,479,566

Figures provided from "Oracle" FIMS

As part of its value for money strategy, NCC aims to reduce the amount of money that it spends, and orders generated, on response repairs in favour of more planned maintenance. This is monitored through a number of key performance indicators as detailed in the table below,

	2005/6	2006/7	2007/8
Average no. response repair jobs per property	3.2	2.9	2.7
Average cost per job of response repairs	£165.05	£156.20	£166.02
% of responsive repairs completed on emergency priorities	N/A	34%	31%

3.7 Void Properties

NCC operates with a relatively stable and consistent level of void properties each year, with relatively small variances over the last 2 – 3 years. The following table illustrates void turnover for the last 3 years,

Year	No. of voids	Average Cost per void
2005/6	1259	£1,339
2006/7	1227	£1,770
2007/8	1266	£2,080

Figures taken from HPS performance dashboard

3.8 Cyclical Maintenance

NCC have historically undertaken annual programmes of cyclical maintenance including,

- Planned works to the external components
- External painting and repair programmes
- Internal decorations to communal areas

The new planned preventative maintenance programme (spend to save) will in future supersede a large proportion of these programmes, with the installation of new PVCu components that will be maintenance free. The spend to save proposals are set out in detail in Section 8 of this Strategy.

We also have in place comprehensive servicing and maintenance programmes. These include,

- Annual servicing to gas appliances (to include offer of service to Leaseholders)
- Lift servicing and maintenance
- Annual service contract to inspect, clean & re-chlorinate stored water facilities against Legionella
- Half-yearly inspection and service of dry risers in high rise blocks

SECTION 4 – STOCK SUSTAINABILITY

As part of the development of our Housing Asset Management Strategy we have produced a set of indicators designed to help us assess the sustainability of our stock and local neighbourhoods.

4.1 The Asset Management Framework

If an asset management strategy is to be effective it will need to be comprehensively introduced across the Council and will need to be specific to each property owned by the Council.

It is proposed that an Asset Management Framework is created, which would be address driven and would include: -

Identification of locality status

- Priority investment area
- Long-term sustainable area
- Transitional area
- Residual area

Identification of address status

- Core stock
- Refurbishment stock
- Redevelopment Stock
- Redundant stock
- Identification of planned maintenance and repairs programme over next 30 years
- Identification of improvement programme (if any)

- Identification of development strategy (if appropriate)
- Identification of disposal strategy (if appropriate)

Stock Classification - Locality status

Priority investment area

Priority investment areas are those that, in partnership with other agencies and directorates within the Council have identified as requiring priority investment in its stock in order to support social investment objectives. These areas will have broader regeneration requirements and will have localities where neighbourhood renewal is achievable. To support this the Council may have to identify special housing management initiatives to support the long-term objective of creating a more cohesive and viable community.

Long-term sustainable area

These areas are popular with tenants and there are no threats to that popularity. Properties in these areas will require ongoing responsive, cyclical and planned maintenance and normal day-to-day management. In essence properties in these localities epitomise those that require the traditional maintenance approach of a Council. In other words, in the past there has been an assumption that the stock will be held in perpetuity and maintained throughout that period to the highest achievable standard, irrespective of the demand for those properties.

Transitional area

Transitional areas are those where demand is potentially low and the future is uncertain. The future potential of the community lies in the joint decisions with other stakeholders, agencies and directorates within the Council. These areas will require careful monitoring to ensure that the area classification is changed when appropriate. In the meantime the Council will only normally invest in responsive and cyclical maintenance programmes.

Residual area

These areas are those where demand is low and turnover is high. The Council will not have identified the district as being a high investment zone. The Councils management and maintenance costs will be higher than normal. These properties would be considered for disposal by the Council, either to a local housing provider (stock rationalisation) or to the owner occupied sector.

Identification of address status

The identification of the address status is the second tier classification.

Core stock

Core stock will normally only occur in priority investment or long term sustainable areas. Properties will be popular with tenants and easy to let. Turnover will be comparatively low. The design and layout of the properties will be adequate to meet the needs of tenants. The nature of construction will not involve any major refurbishment liability during the next 30 years.

Plot sizes, for houses, will be sufficient, but not over generous. If plots are larger than normal, there will not be any potential for demolition and redevelopment with a higher density scheme.

These properties would receive a full responsive, cyclical and planned maintenance service. Improvements and modernisation programmes will be applied to this stock.

Refurbishment Stock

Refurbishment stock will again normally only occur in priority investment or long term sustainable areas, although properties may be identified within transitional areas as having potential for refurbishment in the future.

Properties within this classification will probably not currently satisfy the Decent Homes Standard or will fail within 10 years, due to the age of some elements, such as kitchens or bathrooms.

These properties will be retained and will be identified for a relatively high level of investment over the next 10 years to either remodel the property to meet currently acceptable standards or at least to replace the elements causing failure.

Redevelopment Stock

These properties are again in priority investment or long-term sustainable areas. The condition of the individual property might suggest that replacement is the better option than refurbishment or alternatively the property might be in a good condition, but sited within a larger redevelopment site. For example, many properties built prior to 1960 have large gardens. On occasion it is possible to provide considerably more social housing by carrying out some selective demolition and redevelopment.

In addition it will be important to look at neighbouring properties to identify where, through careful acquisition and redevelopment, additional social housing might be provided. For example, by demolishing one property it might be possible to open up undeveloped land to the rear of our ownership that could be developed in partnership with the landowner.

Redundant stock

As the classification suggests these properties are probably located in residual areas, although it is possible to find them in all area classifications. In addition to the characteristics found in residual areas these properties may experience higher responsive maintenance expenditure that removes the potential to "break even". These properties will be disposed of when vacant, and whilst tenanted the Council will only maintain them to an agreed standard.

Classification

The long-term objective would be to classify each property using the classifications described above. The result will be that each address will have a two-character code as below.

	Core Stock	Refurbishment	Redevelopment	Redundant
Priority Area	A1	A2	A3	A4
Sustainable	B1	B2	B3	B4
Transitional	C1	C2	C3	C4
Residual	D1	D2	D3	D4

Implementation

The strategy will take considerable work to implement and a key role of the new Housing Property Service will be to manage the progression of the strategy to form a framework to address the specific strategy outlined above.

The sustainability criteria reviewed as part of this asset management strategy are,

- Housing need and demand
- Void property turnover levels
- Void turnaround times
- Void property termination reasons and how they link to turnaround times

4.2 Property Options Appraisal Model

A model has been developed to better inform and justify decisions about the future of individual properties (as opposed to blocks). These properties are usually presented as void properties that require high levels of investment to bring them back into circulation to an acceptable level that meets tenants expectations.

In the past the main decision making criteria has tended to be the cost of the work, however clearly a more holistic view must be taken in future. A copy of the model is attached as Appendix A (for the purposes of this strategy property details have been entered to indicate how the model works).

The range of criteria now being considered includes:

- Stock classification (outlined in 4.1 above).
- Tenure type
- Age
- Construction type
- Void/repair costs
- Tenancy turnaround in that area
- Development/site assembly potential
- Responsive repair costs
- Planned maintenance
- Demand
- Decent Homes
- Risks
- Effects on HRA
- SAP
- NHO comments

Each criterion is weighted according to the level of impact and score are then allocated against each criterion to give an overall score out of 100. At present work

is ongoing to identify the point (score out of 100) at which the property is taken out of the system and consideration given to other options (disposal on the open market, sale to RSL etc).

4.3 Housing Supply & Demand

The social housing sector in Norwich continues to exhibit high levels of demand, with a shortage of suitable accommodation available to meet this demand. The number of properties becoming available each year has remained static over the past 3 years at around

Year	Total Lettings
2005/06	1259
2006/07	1227
2007/08	1266

There are currently record numbers of people listed on the Housing Register in Norwich.

Number of households on NCC's common Housing Register

Unit type	2005	2006	2007	2008
CLUSTER UNIT LIST	50	44	34	20
INELIGIBLE APPLICANT	180	219	268	308
HOMELESS LIST	55	21	8	8
NO FIXED ABODE LIST	1	1	1	1
QUOTA NOMINEES	365	320	285	174
NORWICH RESIDENTS STATUTORILY HOMELESS	3328	3278	2742	2867
OUTSIDE OF NORWICH	1414	1711	1732	1922
TRANSFER LIST	1735	1862	1706	2110
SPECIAL TRANSFERS	38	25	27	3
WAITING LIST	11	15	29	1415
Total	7347	7574	6875	8849

Average waiting periods are significant for all types of property but are particularly acute for large family accommodation, which is always in very limited supply.

Average time of those on Housing Register by number of bedrooms required as at 31.3.07

Number of rooms applicant households assessed for	Average time on Housing Register
1 bedroom home	1 Year 21 weeks
2 bedroom home	1 Year 22 weeks
3 bedroom home	1 Year 10 weeks
4 bedroom home	2 Years 17 weeks

Waiting time for 4 or more bedroom properties is further exacerbated by the very small proportion (2.49%) of this size of property within the council housing stock.

4.4 Future Demand

There is an acknowledged lack of affordable homes to buy and rent in Norwich. The gap between earnings and entry-level owner occupation have been at an all time high. However, due to the current economic climate house prices are estimated to have fallen by around 13% over the past year.

Overall demand for Council housing in Norwich will continue to exceed supply. There is a mismatch between supply and demand for housing in terms the location, number of bedrooms and type of properties available.

Opportunities for future remodelling could be gained through redevelopment of aging non-traditional stock

A key area that NCC will need to look at in terms of future demand is the availability of larger, 2 bedroom bungalows for the elderly. It is becoming increasingly clear that a lot of elderly residents desire more space than is offered by many of the existing 1-bedroom bungalows. The availability of larger bungalows may in turn allow elderly residents currently under occupying family accommodation the opportunity to move and release family accommodation that is in demand.

4.5 Future demographics

Mid 2007 population estimates were released by the Office for National Statistics at the end of August. These are produced for all local authority areas by 5 year and other age bands.

Norwich population

The 2007 mid year estimate for the Norwich City Council area is 132,200. This is an increase of 2,700 (+2.2%) from 129,500 in 2006. The Norwich City Council area now has more residents than ever before.

This is a faster rate of increase than both the Norfolk and the national averages.

The Norfolk population as a whole is estimated to have increased by 1.0% from 2006 to 2007 and nationally the rate of increase was 0.6%.

Components of change

The estimates show that the change in population is made up of the following elements:

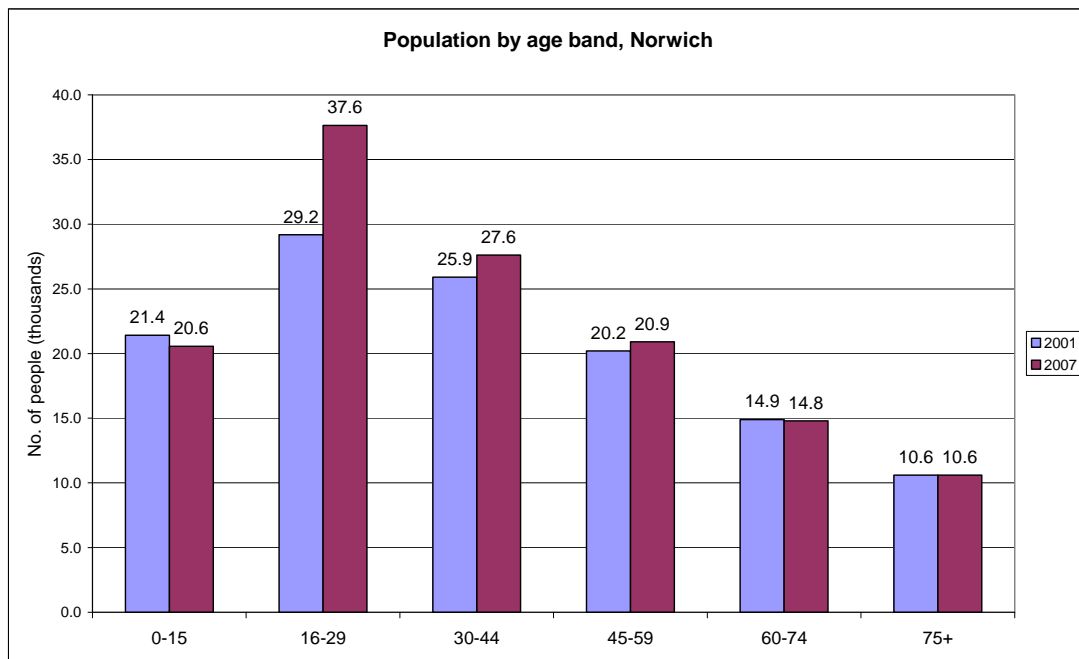
- Natural change (births minus deaths) +600
- Net internal migration (i.e. moves within the UK) -700
- Net international migration (i.e. moves between the UK and elsewhere) +2,800

Change since 2001

Since 2001 the population of Norwich has increased by 9,800 (+8.0%). This change has varied dramatically between different age ranges:

- The population in the 20-29 age range has increased by 7,900 (+34.8%). This accounts for the bulk of the increase in population.
- The population in the 5-14 age range has fallen by 1,700 (-12.7%).
- The population aged 55-64 increased by 1,800 (+16.5%). This is due to the aging on of the post war “baby boomers”.
- There was a 10% increase in the population aged over 80 (+600) but a very small decrease for all people aged over 60.
- The population aged 0 (i.e. those born in the year before the estimate was produced) increased by 30.8% (however, based on relatively small numbers i.e. +400 overall).

The graph below illustrates the change in population from 2001-2007 in broad age bands:



Greater Norwich population estimate

Local estimates for the population of Greater Norwich for mid-2007 have been produced giving a population of 223,200. This figure is derived from the estimate for the Norwich City Council area along with simple estimates for the parishes in the Broadland and South Norfolk parts of the Greater Norwich area.

Using the same broad age bands as in the graph above and comparing the Norwich City Council area with Greater Norwich:

- There is a higher proportion of people in the Norwich City Council in the 16-29 age band (28.5% compared with 22.9% in Gtr Norwich).
- There are lower proportions in the City Council area in all the other age bands except age 30-44 which is the same proportion in both areas (20.9%).
- The biggest difference in terms of a higher proportion of people in an age range in Greater Norwich is for the 60-74 age range. This makes up 13.8% of the

population in Greater Norwich compared with 11.2% in the City Council area.

4.6 Tenant Perceptions

When assessing the sustainability of the stock and local neighbourhoods, it is important to take account of the views and perceptions of local residents.

In 2006 NCC carried out a general satisfaction survey of its tenants. The status survey was based on a representative sample of the tenant population and tested their views on a range of topics, a number of which help in assessing sustainability. General satisfaction with accommodation is high, with 82% of tenants stating that they were satisfied or very satisfied. Tenants also expressed views about the overall condition of their home. Again satisfaction levels are over 73%.

In terms of priority issues to address in local areas, the Status satisfaction survey indicated that residents were most concerned about crime and safety as well as tackling anti-social behaviour.

Results from the 2008 status survey remain consistent with those from 2006 but most residents were concerned about the time taken between reporting a repair and the repair being carried out. Clearly this is an area that will require addressing both in terms of better communication and reducing the delay.

4.7 LOCAL NEIGHBOURHOOD ASSESSMENTS

The data on future need and demand clearly indicates that the council stock will continue to be sustainable. It therefore becomes important to ensure that the stock is managed in an effective way. For this reason NCC also collect additional sustainability data, relevant to housing management activities. The key aim is to provide this at a local level, to try and reflect the different issues at an estate-based level.

4.7.1 Void Property Turnover and Turnaround times 2007/08

Target – Void turnaround not to exceed 35 calendar days

Neighbourhood Area	Total NCC Properties	Total voids	Average turnaround time (days)	Turnover Rate %
Angel – Mile X	1126	85	27	7%
Barrack – Mousehold	1198	116	27	10%
Catton	1186	103	47	9%
Central West	765	59	27	8%
City North West	1042	104	38	10%
Cloverhill - Marlpit	1027	108	31	11%
Colman	1221	85	32	7%
Heartsease	1105	95	25	9%
Mansfield Queens	1394	32	53	2%
Mile X	1309	105	24	8%
North Earlham	1115	86	36	8%
Thorpe Hamlet – Rouen	1032	84	31	8%
Tuckswood – Old Lakenham	946	142	34	15%
Vauxhall	714	54	39	8%
West Earlham – Chapel Break	832	45	29	5%

4.7.2 Property Turnover Reasons

Analysis of the data showed that there were some clear links between the termination reason and the length of time it took to relet the property. The following table shows this data, ranked in terms of longest void time.

1. Eviction	15%
2. Abandoned	14%
3. Resident deceased	27%
4. Moved into care	3%
5. Transfer (internal)	23%
6. Moved to RSL/HA	2%
7. Moved to private rental	3%
8. Purchase in private sector	6%
9. Taken into custody	1%
10.Moved with family / friends	3%
11.Moved into Supported (internal)	3%

4.7.3 Voids & Property turnover – conclusions and action

Conclusions

- Relet times are high and need to be improved.
- A lot of elderly persons accommodation is either too small or is adapted, and therefore requires more detailed selection of suitable tenants.
- A large proportion of the longest voids include cases involving eviction, the death of a resident or absconsion from the property. In these cases personal possessions have to be moved to secure storage for a period of time resulting in additional costs.
- Transfers still feature as a significant reason for property turnover. This continues to indicate a general mismatch between tenant requirements and property supply.

Action

NCC has developed a detailed improvement plan in relation to void re-let times. The plan is highly detailed and addresses all parts of the void and relet process with the highlight areas including the following:

- Formation of a specialist void team.
- Consultation process with tenants on the minimum void standard.
- Improve customer satisfaction processes.
- Reduce void costs.
- Best practice visits to 3* organisations.
- High level void workshops with CityCare.
- Co-location of NCC and CityCare staff.

- Commercial review of cleaning processes and standards.

4.7.4 Arrears Sustainability Data

Cases over 13 weeks in arrears by property type

Total arrears @ 03/11/2008 = £1,593,219

	>13 weeks (gross)		> 13 weeks (net)	
Bungalow	3	£3,522 (0.2%)	18	£6,788 (0.4%)
Flats and bedsits	169	£200,277 (12.6%)	764	£377,255 (23.7%)
Maisonettes	14	£17,973 (1.1%)	62	£32,338 (2.0%)
Houses	94	£122,126 (7.7%)	461	£239,298 (15.0%)
Total	280	£343,898 (21.6%)	1305	£655,679 (41.2%)

4.7.5 Summary of cases owing 7 weeks or more Arrears – June 2008

Tenants over 7 weeks in arrears

2008/09 Target = Number of tenants over 7 weeks (gross) arrears should not exceed 5.46%

	Tenancies @ 03/11/2008	Tenants >7 weeks (gross) @ 03/11/2008		Tenants > 7 weeks (net) @ 03/11/2008	
Arrears patch 1	977	49	5.01%	170	17.40%
Arrears patch 2	992	37	3.73%	91	9.17%
Arrears patch 3	1024	34	3.32%	110	10.74%
Arrears patch 4	1848	28	1.52%	112	6.06%
Arrears patch 5	1129	64	5.67%	147	13.02%
Arrears patch 6	1223	54	4.42%	151	12.35%
Arrears patch 7	1031	53	5.14%	133	12.90%
Arrears patch 8	1088	40	3.68%	125	11.49%
Arrears patch 9	1050	66	6.29%	158	15.05%
Arrears patch 10	1314	113	8.60%	239	18.19%
Arrears patch 11	961	82	8.53%	173	18.00%
Arrears patch 12	1082	42	3.88%	122	11.28%
Arrears patch 13	1051	46	4.38%	125	11.89%
Arrears patch 14	972	64	6.58%	137	14.09%
TOTAL	15742	772	4.90%	1993	12.66%

4.7.6 Summary of formal Arrears Actions – 2007/8 NSP Served

Target – note the target set for this indicator is for the proportion of tenants in arrears served an NSP not total tenants as set out below. Therefore target is not applicable. Also data below will differ slightly to that reported for BVPI66C.

	Tenancies (@ 04/11/2008)	2007/08 NSPs Served	%
Arrears patch 1	977	133	13.6%
Arrears patch 2	992	124	12.5%
Arrears patch 3	1024	104	10.2%
Arrears patch 4	1848	142	7.7%
Arrears patch 5	1129	116	10.3%
Arrears patch 6	1223	138	11.3%
Arrears patch 7	1031	159	15.4%
Arrears patch 8	1088	105	9.7%
Arrears patch 9	1050	107	10.2%
Arrears patch 10	1314	180	13.7%
Arrears patch 11	961	166	17.3%
Arrears patch 12	1082	113	10.4%
Arrears patch 13	1051	92	8.8%
Arrears patch 14	972	117	12.0%
TOTAL	15742	1796	11.4%

Evictions Carried Out

2007/08 Target = Evictions should not exceed 0.45%

2007/08 Outturn = 0.54%

2008/09 Target = 0.40%

	Tenancies (@ 04/11/2008)	2007/08 Evictions	%
Arrears patch 1	977	5	0.51%
Arrears patch 2	992	6	0.60%
Arrears patch 3	1024	6	0.59%
Arrears patch 4	1848	5	0.27%
Arrears patch 5	1129	3	0.27%
Arrears patch 6	1223	5	0.41%
Arrears patch 7	1031	7	0.68%
Arrears patch 8	1088	3	0.28%
Arrears patch 9	1050	13	1.24%
Arrears patch 10	1314	10	0.76%
Arrears patch 11	961	4	0.42%
Arrears patch 12	1082	8	0.74%
Arrears patch 13	1051	6	0.57%
Arrears patch 14	972	4	0.41%
TOTAL	15742	85	0.54%

4.7.8 Arrears – conclusions and action

The councils policy on rent arrears must be flexible enough to provide and appropriate response to a variety of arrears levels and causes. No two circumstances will be the same.

There are two key aims in the Councils rent arrears policies:-

- To reduce the amount of arrears owed to the council
- To maintain tenants in their properties if at all possible

There are three key ways to achieve these aims:-

- To recover the debt as quickly as possible by establishing early contact and maximising income for rents
- To recover the debt without resorting to court action but accept that this is not always possible
- Be flexible in response – possession is not always the answer an eviction is a failure

4.7.9 Anti-social behaviour conclusions and action

The data confirms that incidents of serious and high level anti-social behaviour remain greatest in the estates within the Mile Cross, Angel/Mile Cross, Mansfield Queens and Catton neighbourhoods. Although other areas do suffer higher incidents relating to specific categories, in general these are not as widespread as others.

Although the levels of ASB are not in themselves leading to low demand or large areas of difficult to let accommodation, there is clearly a need to manage ASB effectively. NCC are working hard to address these issues in conjunction with other members of the Partnership Tasking & Co-ordination Group (PTCG). In particular we are trying to develop a greater focus on more pro-active approaches and preventative strategies, especially in ' hotspot ' areas, with preventative work such as door entry systems, AIMS projects etc. The area based sustainability data will help inform future investment both in terms of type and volumes and designating hotspot areas in which to focus action.

4.7.10 Ongoing sustainability assessments and referral arrangements

A GIS based reporting tool has been developed to help produce sustainability data at a local level. The data is drawn directly from key operational information.

It is important to ensure that the data collected is of relevance and value to operational managers. As part of the process of regularly updating its asset management strategy, NCC will also carry out a review of the type of sustainability information that is collected.

SECTION 5 – CLIMATE CHANGE & ENERGY PERFORMANCE

5.1 Energy Performance & SAP

NCC has developed a new affordable warmth strategy and the main objectives of the strategy are,

- To improve the energy efficiency of the housing stock
- To reduce the number of households in fuel poverty

There are set incremental targets to improve the SAP rating of its stock and these are closely linked to the improvements that will be delivered through the Decent Homes programme. The SAP targets are as follows,

YEAR	SAP Rating
2007/8	71
2008/9	73
2009/10	74
2010/11	75
2011/12	76

SAP data will be analysed in further detail, in particular those property types that exhibit low performance. It will also provide useful information for the implementation of the new Climate Change strategy.

The Decent Homes programme will improve the thermal and energy efficiency value of the social housing stock through the installation of new heating systems, PVCu double glazed windows and insulation. Over the 5 years period from 2005 to 2010 NCC will be installing around 5000 new heating systems and a further 7747 homes will benefit from new double glazed windows

NCC are committed to improving the SAP performance of the stock. However the profile of the stock, with a high proportion of non-traditional properties, means that any meaningful improvements in the SAP rating rely on substantial levels of investment in schemes such as overcladding. Other high performing organisations are already implementing these types of programme, but they do not necessarily share the same stock profile and investment requirement.

It is noted that with the introduction of Energy Performance Certificates (EPC's) from 1st October 2008 NCC will have an additional source of data to enable better targeting of low performing properties

5.2 Work with private sector and EON

Norwich City Council Housing Property services department has recently joined with Private Sector Housing Team and E-On to form a tri-star partnership. This partnership will identify both Council and non Council assets that would benefit from insulation works and to offer information on carbon reduction and energy conservation. Our main goal is to maximise income thus enabling us to bring forward future initiatives to reduce our carbon output and increase energy efficiency for the city of Norwich.

5.3 Corporate climate change plan – Energy efficiency, climate change and environmental management

Landlord Services are aware of the need to adapt to the effects of climate change via the implementation of the Environmental Strategy 2008-2010. The Environmental Strategy is an inward facing document which addresses service improvements with reference to resource use and environmental management. The service is aware of the councils' need to drive sustainability across all operational aspects via the city councils' environmental policy and the LA's inclusion to the Carbon Trusts local authority carbon management programme.

To assist the work of the Environmental Strategy team the service will continue to increase energy efficiency in Council owned property as well as the provision of promotional materials which provide advice to tenants regarding energy and water consumption. This work forms part of NI186 (CO2 emissions in LA area).

In addition the service understands its part in the wider picture by helping the authority to reach its own targets in waste and fuel reduction within service operations. The service will continue to work in a way that achieves our shared objectives to work more efficiently with existing resources, to reduce waste and to recycle where possible. The service will also promote protection of the built and natural environment during contracted works and general day to day operations.

HPS will continue to work with other services areas to identify risks associated with climate change such as minimising storm damage to assets from flooding or high winds or the provision of shade areas in open space areas. HPS will also identify ways in which it can contribute to the Environmental Strategy 2008 – 2010 as an Estate Manager, a Service Provider and as a Community Leader.

As an Estate Manager – the council is a large employer and a major consumer of energy and other resources. Through better management of transport and buildings the council can cut emissions save money and manage the estate so that it can be better adapted to the changing climate.

The energy efficiency of the city's council houses is above the national average, due to the council's long-term programme to improve heating and insulation in these houses. Landlord services will continue to roll out its work programme of window replacement and general asset improvements. Where possible and feasible environmental considerations will be given to new purchases such as lighting upgrades.

As a Service Provider – the council can ensure that the impacts of climate change are properly taken into account and emissions are cut as far as possible through the operation of all services provided.

As Community Leaders – through the Sustainable Community Strategy and the Local Strategic Partnership. The service will provide and direct enquires to information sources.

Examples are:

Establish a baseline carbon footprint for landlord services

Establish energy consumption and performance data for assets and operations as part of the LACM (Local Authority Carbon Management Programme) You have completed this for 2007 – This is a requirement of NI 186

Establish Environmental Champions and implement the “One Small Step” campaign

To work with asset and city management and the environmental strategy teams to reduce the operational costs of facilities by implementing the “one small step” campaign and to identify environmental champions for the service to promote energy efficiency within the work place as well as any new recycling services or adhoc promotions.

Assess areas for carbon emission reductions

Identify high-energy consumption areas and opportunities for reduction with the Environmental Strategy Manager via the Local Authority Carbon Management Programme. Consider ways of engaging tenants and local communities in these carbon reducing initiatives.

Climate Change Adaptation requirements

To work with the environmental strategy team to identify any service requirements and adaptation needs with respect to climate change. Adaptation could include risk analysis for fluvial flooding within estates, monitoring of storm damage to assets or adapting planting for drought.

SECTION 6 - FUTURE INVESTMENT PLANS

6.1 NCC's Investment priorities

The Asset Management strategy takes account of the following priorities and guiding principles when determining future investment plans,

- Addressing the requirements of national housing policy and priorities along with our own strategic objectives
- Ensuring that all of the stock achieves the Decent Homes standard by 2010
- Ensuring that the stock complies with relevant regulatory requirements and health and safety standards
- Prioritising works that contribute to the national climate change agenda and improve energy performance
- Giving priority to investment that delivers greater value for money and reduces ongoing maintenance liabilities
- Tackling issues identified by housing need data, future demographics and local neighbourhood assessments

To make its plans more meaningful NCC has separated them into 3 parts,

- Short term – 2008 to 2013
- Medium Term – 2013 – 2023
- Long Term – post 2023

In terms of detailed investment strategy the focus of attention will be on the short and medium terms

6.2 Short term Investment plan 2008/9 – 2012/13

The HRA Business plan sets out the following income and expenditure profile for capital investment over the period 2008/9 – 2012/13 (it should be noted that the business plan is currently under review and the results of this review will be included in the next revision of this strategy).

Income & expenditure Profile

The Business Plan assumes capital expenditure of:

Year	Year	Catch up Repairs	Planned Maint	Improve ments	Other	Total Expenditure
		£,000	£,000	£,000	£,000	£,000
1	2008.09	4,363	10,113	3,021	(1,445)	16,051
2	2009.10	5,515	10,577	3,094	1,690	20,875
3	2010.11	5,643	12,485	3,173	1,191	22,493
4	2011.12	2,559	8,250	3,280	0	14,089
5	2012.13	900	5,706	3,362	0	9,967

The Business Plan then assumes use of capital resources as:

Year	Year	Supported Borrowing	RTB Receipts	Other	Major Repairs Allowance	RCCO	Total Financing
		£,000	£,000	£,000	£,000	£,000	£,000
1	2008.09	2,300	1,029	0	9,478	3,245	16,051
2	2009.10	2,300	1,086	0	9,682	7,807	20,875
3	2010.11	1,600	1,143	0	9,886	9,864	22,493
4	2011.12	0	1,201	0	10,117	2,770	14,089
5	2012.13	0	1,259	0	10,343	0	9,967

Clearly the key investment focus over this period will be on delivering the Decent Homes programme. There is provision each year for non-decent homes related work although given the overall financial position this will be fairly restricted.

6.2.1 Delivering Decent Homes

Achieving the Decent Homes target remains the overriding priority for NCC in terms of the future management of the assets. The delivery of the current decent homes programme involves tackling potentially non-decent properties at the same time as those that are known to be non-decent homes

In order to achieve these targets, the annual programme numbers will be as follows,

2008/9	2000*
2009/10	1400*
2010/11	514*

* Target numbers from Codeman asset database

6.2.1a Component replacement Scenarios

The following table provides a breakdown of the projected numbers of key components that are likely to need replacing over the next 4 years,

	2008/9	2009/10	2010/11	2011/12
Gas heating systems / New boilers	1000	1000	1000	1000
Full rewires	594	600	600	600

Data in relation to the condition of kitchens and bathrooms is less well developed and is in event difficult to quantify accurately given the ongoing wear and tear of these components, especially kitchens. However some projections have been made based on an assessment of existing take-up rates in the Decent Homes programme,

	2008/9	2009/10	2010/11	2011/12
Kitchen improvements	526	550	550	550
Bathroom improvements	256	250	250	250

6.2.2 Decent Homes Operational Delivery

In addition to extending its programme, NCC also undertook a review of how it delivers its Decent Homes programme. This was driven by a requirement to improve customer satisfaction, reduce costs and increase efficiency in supervisory and administrative structures. The key principles that apply to the new delivery arrangements are,

- A more streamlined operational structure removing the distinction between client & contractor
- Wider choice and better targeted delivery programme for tenants within a managed budget.

6.3 OTHER SHORT-TERM CAPITAL INVESTMENT

Whilst the overriding emphasis up to 2010 will be on delivering Decent Homes, there are a number of other important areas in which NCC will need to invest. Much of this relates to essential health, safety and legislative work as well as upkeep and maintenance through cyclical programmes

6.3.1 Planned Preventative Maintenance Proposal

The full details behind this proposal is contained in section 8 of this strategy

6.3.2 Structural Improvements

It is becoming clear that a large number of structural improvements will be required over the coming years. In the main this is as a result of issues not being addressed in the past (perhaps due to a lack of funds). The issues are varied and affect both traditionally and non traditionally constructed properties

6.3.3 Replacement PVCu Windows

Tenants identified replacement windows as their top priority in the 2005 Options Appraisal and this still appears to be the case. As a result the Councils' Executive approved additional finances to enable the acceleration of the completion of the programme from 2015 to 2012. This programme will continue to be the largest single investment programme.

6.4 MEDIUM TERM INVESTMENT PLAN

The following table sets out some current investment plans once the Decent Homes programme has been completed in 2010.

Medium Term 2011/12 – 2021/22	
Electrical rewire	£4,331,000
Adaptations	£15,600,000
Water testing & treatment	£16,800
CLIMATE & ENERGY	
Boiler replacements	£27,198,000
MAINTENANCE & IMPROVEMENTS	
Window replacements	£15,563,600
Kitchen replacements	£30,655,000
Bathroom Replacements	£17,600,000
Replacement doors	£7,675,000
CRIME & SECURITY	
Landlords Lighting	£4,251,000
TOTAL	£122,890,400

The HRA Business plan is currently under review and totals for income and expenditure will be included in the next revision of this strategy. However, it is already known that much of the expenditure in this period relates to items projected to reach the end of their component lifespan, based on industry standards. There are also proposals that will assist in improving the energy performance of the stock and reduce ongoing maintenance liabilities.

6.4.1 HEALTH / SAFETY / LEGAL

6.4.1a Decent Homes Refusals

Current assumptions and projections for the Decent Homes programme are based on a property refusal rate of 11% (base on 2006/07 figures). Provision will be made as soon as possible after completion of the programme for those properties to be brought up to the Decent Homes standard.

6.4.1b Lift Refurbishment

Historically there has been regular programmes of lift replacements in the high rise blocks and sheltered accommodation scheme. This is obviously an important health & safety issue.

6.4.1d Water Mains

This is an ongoing programme that will continue post Decent homes

6.4.1e Electrical Testing Programme

As part of the Decent Homes programme we will be inspecting all properties surveyed during the 5 year rolling stock survey programme. If required an electrical upgrade or full rewire will be carried out in accordance with the DH policy. From 2010/11 an additional a sum needs to be included in the annual programme to undertake future rewires identified as part of the testing programme.

6.4.1f Mains Operated Smoke Detectors

Replacement smoke detectors are being fitted as part of the rewiring programme & also at the end of their component life.

6.4.1g Adaptations

Annual provision to undertake adaptation work under the terms of the Disability Discrimination Act 1995

6.4.1i Stored Water Treatment & Testing

Annual testing programme of stored water facilities against Legionella

6.4.2 CLIMATE & ENERGY

6.4.2a Boiler Replacement Programme

The Decent Homes programme provides for the replacement of a number of gas warm air heating systems, which will include new condensing boilers. However the programme does not include wholesale boiler replacements in properties where the heating will not be changed this will be carried out under our existing "just in time" replacement regime

Condensing boilers have a significant impact on SAP ratings and improve the energy performance of the stock. NCC will therefore undertake a programme to install condensing boilers in those properties not covered as part of the Decent Homes programme.

6.4.2b External Insulation Schemes

Implement the first phase of a programme to externally insulate solid wall properties to improve their thermal comfort and energy performance

6.4.3 MAINTENANCE & IMPROVEMENTS

6.4.3a Re-roofing Work

Replacement of roofs at high and low rise blocks previously completed during the 1990s that are projected to reach the end of their component lifespan.

6.4.3b Window Servicing & Maintenance

A window replacement programme was in place prior to the start of the Decent Homes programme. Windows installed as part of this programme (i.e. during the 1980's, 1990's and early 2000's) will technically reach the end of their component life. Whilst in reality the whole glazed unit may not need replacing, it would be prudent to make financial provision for servicing and maintenance of the various components e.g. catches, handles, hinges etc. As such an annual amount of £100k has been built into the investment plans

6.4.3c Kitchen Replacement

It is notoriously difficult to predict the condition of kitchen units and when they may need replacing. The shift to the Decent Homes menu system is likely to reduce the number of full kitchen replacements. The likelihood is that these will start to impact on day to day repairs once the Decent Homes programme is complete. It is therefore considered prudent to set a sum aside annually in the capital programme to fund future programmed kitchen replacements. This type of arrangement will also represent better value for money than delivery via day to day repairs.

6.4.3d Composite Doors

A programme to replace existing timber doors and frames

6.4.3e PVCu Replacements to Communal Areas

A programme to replace communal window and door frames in blocks of flats.

6.4.4 CRIME & SECURITY

6.4.4a CCTV Hardware

Replacement hardware installed as part of the recent CCTV project.

6.4.4b Door Entry Systems

Provision to replace and upgrade door entry systems

6.5 LONG TERM INVESTMENT PLANS – POST 2021/22

There is obviously less certainty about investment plans in the long-term future, as circumstances will clearly change. However NCC has provisionally set a number of priorities.

Long Term 2022/23 - 2033/34	
Electrical rewire	£8,969,625
Adaptations	£24,000,000
Water testing & treatment	£19,000
CLIMATE & ENERGY	
Boiler replacements	£42,660,000
MAINTENANCE & IMPROVEMENTS	
Window replacements	£46,755,000
Kitchen replacements	£30,655,000
Bathroom Replacements	£22,703,000
Replacement doors	£7,178,750
CRIME & SECURITY	
Landlords Lighting	£4,251,000
TOTAL	£187,191,375

Our current long term plan includes fairly substantive and costly work. However if SAP and energy performance are to become a key priority, then this type of work should realistically feature earlier in our investment plans.

6.6 Tenant involvement in setting investment plans

Tenant representative groups have been involved in agreeing the future investment plans for NCC. However, it is recognised that more work has to be done on this to ensure that tenants really are at the heart of the decision making process with regard to investment in the stock. As part of the work that has been done to date there have been a number of issues raised by residents in relation to future investment plans. Two of the main ones being:

- Tenants agreed that the priority and focus for the next 5 years should be on delivering the Decent Homes standard. However there were some concerns at the lack of funds available for stronger investment in communal areas i.e. estate security which was a high priority in the tenants satisfaction survey. If additional funds were to become available then this would need to be reviewed.
- Tenants were appreciative of the pressure on the limited resources available, however made it clear that if possible the acceleration of the window replacement programme should be considered.

As a result of these discussions with tenant representative groups NCC has increased investment in the window replacement programme bringing forward the completion of the programme from 2015 to 2012 and increased the amount of money made available for AIMS (environmental improvements) and door access control projects In addition to these changes there are also 2 further actions that will be taken in relation to the issues raised by tenant representatives,

6.8 SERVICES FOR OLDER PEOPLE

Norwich has an increasingly elderly population and this will have future implications for the type of services provided and the suitability of the housing stock to support those services. The emphasis on preventative measures will continue in the future, to enable people to either stay in their own homes in partnership with health, social care and the third sector.

NCC is developing a sheltered housing project plan, in line with the recent Norfolk County Council Supporting People review of sheltered housing services across the County for 2008-2010, subject to local government boundary review. The key objective for undertaking this was prompted following changes in the delivery of supported housing services, along with ongoing problems with low demand for properties in a number of schemes which were no longer conducive to tenants needs or expectations. NCC does not provide housing with care scheme which is provided by Norfolk County Council Adult Social Services in partnership with registered social landlords.

One of the key objectives of this plan is to ensure that the housing stock portfolio, including sheltered housing, remains relevant to the needs of older people in Norwich. These include,

- Grouped flat schemes with individual units and communal facilities
- Sheltered housing schemes, comprising bungalows and flats, with purpose built community facilities.
- Sheltered good neighbour schemes of bungalows and flats without communal facilities
- Grouped schemes with access to communal facilities located in nearby schemes
- 2 high rise schemes comprising individual flats and a communal lounge

SECTION 7 - STRATEGY FOR GARAGES

7.1 Garage Stock Performance

As mentioned previously a review of the entire NCC garage stock is currently underway. This review will consider income and expenditure, demand, future management of garages etc and will be at neighbourhood and site level. It will also consider whether NCC are making the best use of the land or whether alternatives should be considered in future.

Various options for the future management of the garage stock will be considered along with alternative uses for certain low demand sites, linked to their potential for residential development.

SECTION 8 - DELIVERY ARRANGEMENTS & VALUE FOR MONEY

8.1 SECURING VALUE FOR MONEY IN ASSET MANAGEMENT

The way in which asset management is delivered will have a major impact on the organisations ability to delivery improvements in value for money.

8.1.1 Procurement Strategy

NCC has developed a high level corporate procurement strategy and HPS and Corporate Procurement are currently developing a detailed housing procurement strategy. In developing a housing based procurement strategy the aim of the will be to promote & implement effective procurement across housing ensuring value for money is obtained. The strategy will provide the framework for procurement activity in the future and will be supported by a delivery plan detailing how the strategy objectives will be implemented.

The key themes and objectives of the strategy will be:

- Delivering the business plan
- Providing leadership and capacity
- Partnering & collaboration
- Doing business electronically
- Stimulating markets & achieving community benefits
- Innovation
- Cultural change
- Value for Money

8.1.2 Procurement Consortia

NCC are members of "Procurement for Housing" (P4h) and are also investigating the Eastern Procurement Consortium pioneered by Saffron HA.

All consortia are being considered for the re-provision of the current Citycare contract in 2010

8.1.3 Value for Money from Service Providers

NCC delivers its responsive repairs through its partnered service providers CityCare and Lovell Partnerships Ltd. It is essential to understand the value for money provided by the service providers and in order to do this NCC, in collaboration with both CityCare and Lovells, has created a suite of performance indicators to measure the true cost and performance of the provision of responsive, planned and improvement works. In addition to this a true open book approach has been embraced by all parties, which it is true to say is still bedding in and developing, however, the information provided so far has enabled substantial savings to the authority to be delivered, such as the reduction in the average order value (for repairs costing less than £250) from £46 originally to £39 and following the latest review to £41.

8.1.4 Early Relet of Contracts

NCC and CityCare have accepted that in some areas value for money is currently not being delivered. As such work is ongoing to identify efficiency savings and/or improvements in service delivery in order to address this. In addition, and in principle, agreement has been reached to examine whether it would be in both organisations interests to terminate certain contracts earlier than the 2010 contracted date in order for NCC to 'go to the market' and achieve improved value for money. Work on this project is ongoing.

8.1.5 More Planned Programmes

NCC recognises that delivering repairs in a responsive way is not the most effective approach to maintaining the assets. Reducing the level of response work in favour of more planned approaches is a key priority. As such there are a number of approaches being developed to address this.

8.1.6 Service Checks

The concept is to take a proactive approach to the upkeep of components in the property. The contractor will inspect the property components during his/her visit to identify any existing disrepair as well as components that may fail in the future and would trigger a response repair request. The operative who inspects the property will carry out any work (within a specified time periods or level of authority) that is required or report back to NCC to generate a works order or include in a future programme of work.

8.1.7 Batched Work

NCC are developing a system whereby certain types of work are batched together for completion as part of a rolling planned programme. The repairs are those identified as low risk and routine. These programmes will be carried out on a 3-month cycle.

8.1.8 Planned Preventative Maintenance (PPM)

HPS are developing a proposal with the aim of achieving the two key objectives of:

- Ensuring a long-term maintenance-free external environment for all of its properties
- Improving security of properties through the replacement of doors with a high-security, low maintenance solution.

The initial drivers for the proposal were better value for money, smarter ways of working and changes on H&S including the introduction of the Working at Heights Regulations effective from April 2005. This placed a new requirement on NCC (along with all other housing organisations) to use full scaffolding when carrying out any works that would previously have used ladders and similar access methods. This is expected to increase the cost of carrying out the same work by around 75%, with the window replacement programme put under particular financial pressure. In order to minimise the impact of the regulations as well as delivering greater efficiency, NCC has accelerated the window replacement programme and complete all outstanding properties by the end of 2013.

HPS have identified an opportunity to make further cost savings in relation to planned maintenance work. The principle behind this will be to undertake key external works on a 5 year rolling programme (to include external redecoration) thus preventing the need for future reactive maintenance. The savings will more than offset the initial outlay for the work. The package of works will include,

- Encapsulating or replacing soffits, fascias, barge boards and cladding with uPVC
- Replacing rainwater goods
- Replacing external doors with new composite doors and frames
- Removing redundant chimney stacks
- Repairing or relaying defective footpaths
- Repairing boundary walls

The programme will not apply to high rise blocks where the work requirements are significantly different.

8.1.9 Reducing High Priority Jobs

NCC need to make significant reductions in the level of emergency work it carries out. It has set a target for 2008/9 to reduce this proportion to less than 25%

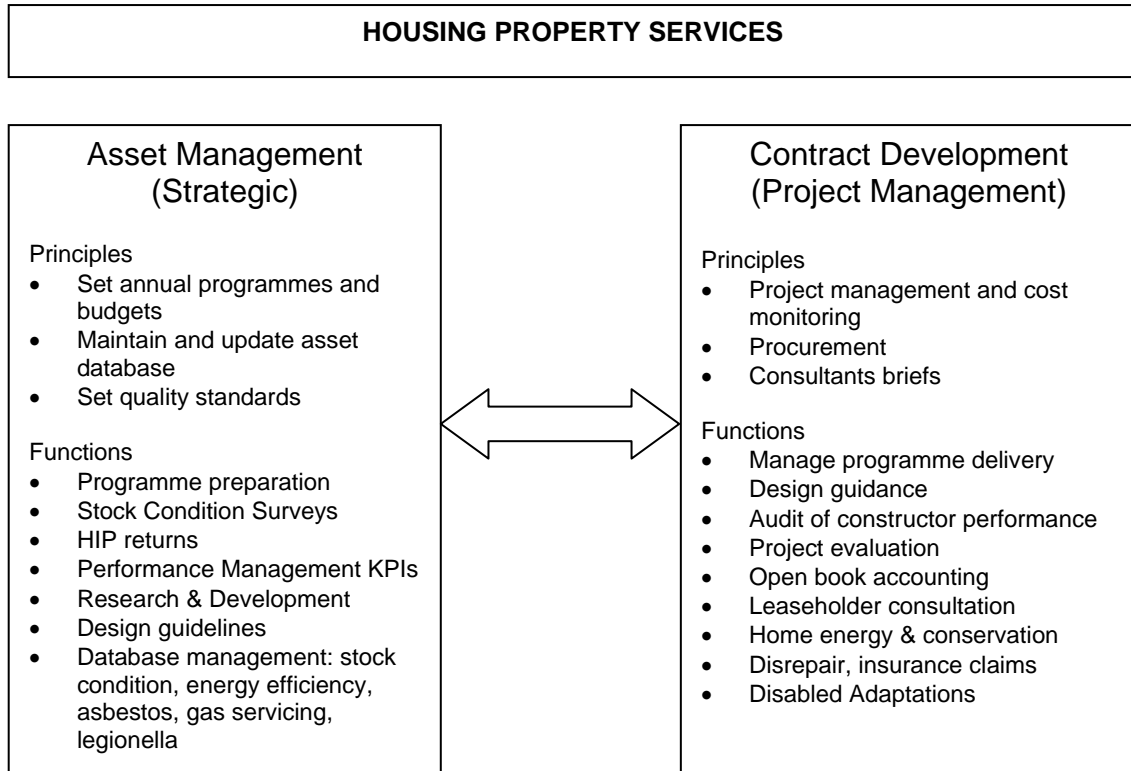
The focus of work in this area will continue to be on better diagnosis of repairs at the point in which they are reported to ensure that we are not unnecessarily carrying out certain repairs as an emergency. In addition NCC will be carrying out much more detailed analysis of emergency works to identify any patterns and establish whether there are alternative ways of dealing with these repairs.

8.1.10 Cyclical Maintenance Programmes & Servicing

NCC will continue to operate comprehensive programmes for cyclical maintenance and servicing. This is clearly important both from a safety perspective but also to help reduce future repair liabilities. Servicing data also identifies those components that are nearing the end of their serviceable life and where future capital investment should be targeted.

8.2 MONITORING & CONTROL OF ASSET MANAGEMENT

Overall responsibility for asset management and the asset management strategy falls within the remit of the Head of Housing Property Services.
Housing property services is split into the following function areas



8.2.1 Housing Asset Management Team

The remit of the group covers the following areas.

- Developing housing asset management strategy, policy and service standards
- Monitoring standards of performance
- Monitoring financial data and budgets
- Implementing national policy and regulatory changes relating to asset management
- Advising Senior Management team & members on asset management issues

8.2.2 Contract Development Team

The remit of the group covers the following areas.

- Programme delivery for the annual capital programme
- Budget management and control for both revenue and capital budgets
- Quality and post inspections
- Open book reviews and process development
- Leaseholder consultation
- Disrepair and insurance claims

8.2.3 Tenant Consultation & Involvement

Consultation and involvement are an integral part of the management and delivery of Asset Management services. This takes place at both an operational and a strategic level and will be strengthened going forward.

SECTION 9 – TARGETS & FUTURE DEVELOPMENT PLAN

9.1 Asset Management Performance targets & Objectives

9.1.1 Value for Money

Objective	By when
Identify baseline for maintenance costs per stock unit and 5 year improvement targets	End March 2009
Drive the proportion of repairs completed under immediate & emergency categories to below 25%	End March 2009
Improve the level of first time completions to above 70%	End March 2009
Identify all properties with 6 or more orders in last financial year and establish a new planned regime for attending to routine repairs (excluding emergency repairs) on a quarterly basis	End March 2009
Achieve upper middle quartile (from BPSA return data) for the average number of repairs per property annually.	End March 2009
To reduce the average void cost to below £1,500 excluding major works under the BVPI 212 definition	End March 2009
To reduce void relet times to no more than 28 calendar days per property	End March 2009
Review position with regard to non traditional properties and recommend future strategy	End March 2009

9.1.2 Operational Performance Targets

The following performance targets have been set for HPS for 2008/9

The proportion of non-decent homes	11%
The average SAP rating	72
% of properties with a valid gas safety certificate	100%
% of repair jobs for which an appointment was both made & kept	70%
% of repair jobs for which an appointment was kept	95%
% of response repair completions on target (all priorities)	95%
The average number of reactive jobs property	< 2.5
% of response repairs completed on immediate & emergency priority	< 30%
% of all response repair jobs completed in 1 st visit	70%
Customer satisfaction with completed work	95%
Average cost of lettable voids (excluding major works)	£1,500
% urgent repairs completed within Government time limits	95%
Average time taken to complete non-urgent response repairs	20 days
Proportion of planned to reactive repairs (revenue budget only)	70/30

9.2 Action Plan for future development of the Asset Management Strategy

Activity	Timescale
Carry out a full review of the business plan to identify future issues with stock investment	Within six months
Develop revised Monitoring & Review Arrangements for the strategy	Half-yearly
Ensure the Decent Homes targets are achieved	DH targets set
Incorporate the requirements of the new Climate Change plan	End March 2009
Undertake analysis of SAP performance by property archetype	End March 2009
Adopt the asset management-related issues arising from the introduction of the NCC Older peoples' strategy	December 2008
Consult and involve customers in reviewing investment priorities and producing the next version of the strategy	July 2009
Carry out an annual review of the Asset Management strategy	September 2009

9.3 Strategic Risks

NCC operates both corporate and asset management risk registers via the joint management and housing tactical boards. There are a number of key strategic risks that are assessed and monitored within these groups. Section 10 of this strategy contains a risk assessment

9.3.2 Decent Homes Funding

Measures have recently been taken to ensure that NCC will be able to deliver its Decent Homes targets within its available resources. In addition to the regular quarterly monitoring updates provided to GO East there are also systems in place for detailed monthly monitoring through the HPS dashboard.

9.3.3 Future Reductions in Income for Investment

In common with all other businesses, NCC has had to make some assumptions about future income. These could be adversely affected by falling RTB sales or reduced subsidy determinations.

SECTION 10 – RISK ASSESSMENT

Risk Management

The following assessment has highlighted a number of risks that will require close monitoring and control going forward.

A key piece of work will be the identification and amalgamation of these risks into the corporate risk registers, including assessment of each risk.

This exercise will be reported back to the Asset Management Board as appropriate.

Key risks identified within this plan are:

Risk	Likelihood	Impact	Total Score
Resource levels not adequate (identified in HQN inspection) <i>Mitigation – review structure and carry out benchmarking exercise</i>	5	4	20
Lack of finance to fund capital programme <i>Mitigation – carry out review of stock to identify core stock and inform future investment</i>	4	5	20
Impact of lower interest rates <i>Mitigation – monitor closely and build new assumptions into short term business plan</i>	5	4	20
Impact of replacement legislation following Decent Homes Standard <i>Mitigation – Continue to assume investment required for decent homes or similar</i>	5	3	15
Impact of a credit crunch on RTB sales <i>Mitigation – adjust business plan accordingly</i>	5	4	20
Robust data quality from stock surveys <i>Mitigation – quality control processes carried out and regularly reviewed</i>	1	3	3
2010 contract relet may increase costs <i>Mitigation – market testing to assess likely cost of proposals</i>	3	5	15
Poor environmental performance of current stock <i>Mitigation – investment & repair programme</i>	4	3	12
Average SAP may fall back when compared to developing organisations <i>Mitigation – carry out review of stock to identify core stock and inform future investment</i>	4	3	12
Low demand due to stock falling behind other social landlords in the area <i>Mitigation – carry out review of stock to identify core stock and inform and target future investment</i>	3	5	15
Reduced subsidy determinations <i>Mitigation – timely reviews of business plan</i>	4	4	16

*Score 1-5, 1 nominal risk, 5 high risk

The Council has developed its corporate risk management framework and register, and the asset management risk log is managed as part of the Asset Management Plan feeding in to the Corporate Risk Register as appropriate.

This plan is subject to the resource availability following the budget review for 2009/10.

The Asset Management Plan highlights some key activities that need to be undertaken to ensure a robustness of approach in order to ensure the remains in a good state of repair and in high demand.

SECTION 11 – EQUALITIES TEST OF RELEVANCE

NCC has carried out an initial equalities test of relevance (TOR) on its updated asset management strategy. This has helped identify key areas of the strategy that impact on diversity issues and potential risks associated with these. The TOR has initially assessed the A copy of the test of relevance is contained in Appendix B.

The asset management strategy clearly has widespread implications for diversity and equality, particularly in the way that services are delivered. A full impact assessment will be carried out as part of the future development plan for the strategy. This will incorporate more detailed customer profile data that is being assembled corporately by NCC.

APPENDIX A

Property Options Appraisal

APPENDIX B

Diversity Impact Assessment - Test of Relevance Pro Forma

NAME OF THE FUNCTION/POLICY:

Asset Management Strategy – HSGPOL05

DATE RELEVANCE TEST CONDUCTED:

November 2008

Is the policy or function

New	
Under review	✓
Existing	

Can the delivery of this policy or function help the council deliver the following equality duties?	Equality Strands																	
	Race			Gender			Disability			Age			Sexual Orientation			Religion/Belief		
1. Promoting Equality of Opportunity	H			L			H			H			L			M		
2. Eliminating Discrimination	L			L			L			L			L			L		
3. Preventing Harassment	L			L			L			L			L			L		
L4. Promoting good relations	L			L			L			L			L			L		
5. Encouraging participation in public life	L			L			L			L			L			L		
No. of relevant elements per strand	H	M	L	H	M	L	H	M	L	H	M	L	H	M	L	H	M	L
	1	0	4	0	0	5	1	0	4	1	0	4	0	0	5	0	1	4
Total:	H 3						M 1						L 26					

Priority Level:

Low Relevance: The policy or function is relevant to **0 or 1** elements of the general equality duty.

Action required: Complete an initial screening by **year 3**

Directorate:

Regeneration and Development

Name and contact details of relevant assessor:

Gary Atkins
Asset Manager – Housing Property Services
Pilling Park Area Office
(21)3165

Comments or recommendations:

APPENDIX C

Neighbourhood Area Map of Norwich

