

CABINET (HOUSING) COMMITTEE

22 MARCH 2016

DEVELOPING A HOUSING ASSET MANAGEMENT STRATEGY

REPORT OF ASSISTANT DIRECTOR (CHIEF HOUSING OFFICER)

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REFERENCES:

[CAB 1336](#) – Disposal of Vacant Dwellings – 15 November 2006

[CAB 1720](#) – Disposal of Vacant Council Dwellings -17 September 2008

[CAB 1892](#) – Disposal of Vacant Dwellings – 16 September 2009

CAB2095 - Disposal of Vacant HRA Dwellings – 8 December 2010

CAB2618(HSG) - Disposal of Vacant Housing Revenue Account Dwellings - 1 October 2014

EXECUTIVE SUMMARY:

As part of preparing an overarching asset management strategy for the Council's Housing Revenue Account (HRA) assets, the Committee has already approved long term maintenance investment plans and the New Build programme.

This report seeks to review policies in two key areas; the limits and extent of the Council's obligations with regard to maintenance and repair work to Council dwellings and also the current policy in relation to disposals and acquisitions of dwellings.

It is likely that the policy in relation to disposals will require further review in light of announcements in relation to "High Value Sales". However, it is recommended that consideration be given to bringing forward sales of certain properties should they become vacant ahead of further policy announcements, but only within the limited scope of the existing policy.

RECOMMENDATIONS:

1. That the proposals and recommendations for the Council's Repairs Programme as set out in the Appendix to the Report be supported.
2. That the continuation of the previous policy regarding the disposal of vacant dwellings against the following criteria be supported:
 - High value properties of non-standard stock which have a high asset value compared to a relatively low income stream which no longer make a significant positive contribution to the Council's housing strategy aims or community development priorities, reviewed on a case by case basis.
 - Other HRA dwellings with exceptional maintenance liabilities including cases where costs exceed £50,000 (the estimated cost of grant needed to support the building of a new dwelling) or where the very rare event of the Council not being able to get a property up to the Decent Homes standard occurs.
3. That the definition of "High Value be set in accordance with paragraph 2.7 of the Report.
4. That two additional disposal criteria be added to the policy as set out in 2.9 of the report as follows:
 - Where dwellings become vacant in villages where the Council only retain 5 or less Council dwellings
 - Where flats become vacant where the leasehold for 70% of units in the block has already been disposed of.
5. That the approach to future property acquisitions as set out in paragraph 3 of the report be endorsed.
6. That a review of all garage sites be completed as detailed in paragraph 4 with priority being given to the potential for Housing development.
7. That, until further notice, any funds generated from future disposals in accordance with this policy be retained to meet any "High Value Sales" levy applied to the Council.
8. That a detailed HRA Asset Management Strategy be prepared for consideration by the Committee in October 2016.

CABINET (HOUSING) COMMITTEE

22 MARCH 2016

HOUSING REVENUE ACCOUNT ASSET MANAGEMENT STRATEGY

REPORT OF ASSISTANT DIRECTOR (CHIEF HOUSING OFFICER)

DETAIL:

1 Introduction

1.1 As part of formalising a long term strategy for managing all housing property and associated assets, this report seeks to clarify policies in relation to:

- a) Disposals and Acquisitions of housing stock
- b) The repairs, maintenance and improvement works to dwellings.

1.2 The final draft Asset Management Strategy will be prepared for consideration by Cabinet (Housing) Committee in October 2016. This will include policies in relation to all housing types, registers of land holdings, future use of garage sites and non-operational assets, energy management and estate improvement and regeneration.

1.3 The Council has already approved the long term investment plan for repairs and maintaining the Decent Homes standard, and for the New Build programme. This will remain under review and can be amended in light of any changing policies in relation to 1.2 above.

1.4 Whilst the Council will continue to dispose of dwellings through the Right to Buy and in response to any future national "High Value Sales" policy, the current New Build programme provides the opportunity to ensure that the Council continues to achieve a "net increase" in stock numbers over time.

2 Disposals and Acquisitions

2.1 The Council's existing policy for disposing of housing assets was revised in 2014. CAB2618(HSG) set out the policy and the restrictions within which it operates. The disposals of vacant HRA dwellings are considered against the following criteria:

- (i) High value properties of non-standard stock which have a high asset value compared to a relatively low income stream which no longer make a significant positive contribution to the Council's housing strategy aims or community development priorities, reviewed on a case by case basis.

- (ii) Other HRA dwellings with exceptional maintenance liabilities including cases where costs exceed £50,000 (the estimated cost of grant needed to support the building of a new dwelling) or where the very rare event of the Council not being able to get a property up to the Decent Homes standard occurs.
- 2.2 Two properties have been marketed recently in line with this policy. One was finally sold for £619,000 and another is still subject to final bids. Whilst £1m of the receipt for the two properties is already included as funding for the new build programme, any receipts over and above this sum will be retained to contribute to the first year High Value Sales levy if and when it is introduced.
- 2.3 Government proposals to force councils to dispose of “high value” stock when it becomes vacant are expected to come forward in the second half of 2016. Little detail is available on how this scheme will impact on each stock-holding council. It is likely that each such council will be required to pay a “levy” based on a calculation which makes assumptions on numbers. No information is available on possible exceptions although it is possible that supported and sheltered housing and new build will not be included within assumptions. The Housing and Planning Bill does also indicate that there will be no obligation to sell specific properties and that it will be for individual councils to determine how best to respond to funding the levy.
- 2.4 Officers are currently reviewing all assets and land holdings to determine potential sites which could be disposed of at market value directly to generate income to cover any potential levy. Such an approach could result in a reduction in potential sites for future new build development. However, it is likely that the Council’s own programme will focus more on larger sites rather than sites for single dwellings. The Council is also required to establish a register of land available for development and also a register of potential “self-builders” looking for sites.
- 2.5 However, whilst it will be possible to identify other assets for disposal, the Council will not be able to avoid some disposals of vacant dwellings and has no obvious alternative means of funding any future levy.
- 2.6 It will obviously be necessary to review any disposal policy once final details of the national High Value Sales policy are known. However, the Council can at least prepare for the introduction of a levy in 2016 by disposing of the small number of dwellings that become vacant and which are in line with the existing policy set out in 2.1 i) above.
- 2.7 To assist with providing further clarity to the policy, it is suggested that the term “high value” be further clarified as follows:
 - a) One Bed - Above £300,000
 - b) Two Bed - Above £350,000
 - c) Three Bed - Above £400,000

d) Four Bed + - Above £450,000

2.8 At these values, rental income is not sufficient to generate a positive net present value over the life of the Business Plan.

2.9 Two additional disposal criteria that the Committee could consider include:

a) Where dwellings become vacant in villages where the Council only retain 5 or less Council dwellings

b) Where flats become vacant where the leasehold interest of 70% of units in the block has already been disposed of.

3 Acquisitions

3.1 Investment to acquire new units is currently focussed on the New Build programme, particularly for development on Council land where the total unit cost of increasing property numbers will be significantly less than purchasing completed units from the market.

3.2 Some councils have achieved quick gains in numbers by purchasing ex-council properties directly from the market. However, not only are unit costs higher, the properties would usually not be as efficient and have higher repair bills. It also results in some of the cheaper, more affordable, properties being removed from the market.

3.3 However, the Council has purchased properties where they offer potential access to larger developments. Other circumstances where acquisitions may be worthy of consideration include:

a) In rural areas where “off-site” contributions have been made relating to affordable housing provision, but where the Council does not have access to appropriate development sites, it may be appropriate to consider purchasing properties from the market.

b) In communal blocks where values are relatively low and re-acquiring properties would assist with the balance of tenanted/leasehold units.

3.4 Limited provision for direct purchases is included within the HRA Business Plan and budget. It is not recommended that this be increased. However, it does allow for consideration of direct purchases where appropriate. Any decisions would be taken under the Portfolio Holder decision notice procedure.

4 Garage Sites

4.1 In addition to the review of land holdings referred to in 2.4. above, officers are also currently assessing all existing garage sites with a view to identifying sites most suitable for development and to support the Council's New Build programme. Consideration will be given to how sites contribute to the parking

provision in a locality. However, Members will be aware that on many sites, the proportion of garages used for parking a car is low and their contribution to the surrounding community is often limited. When reviewing sites, it is proposed that priority be given to the scope for development. Investment in long term repairs of garages will then be focussed on those sites that do make a positive contribution to the local community and where development opportunities are limited.

5 Property Repairs, Maintenance & Improvement Works

- 5.1 Whilst the Council has approved investment plans for the repair and maintenance of Council assets, there are a number of issues that still require additional clarification to ensure Housing teams are able to deliver services consistently. Appendix 1 brings together and consolidates a range of topics which have been the subject of discussion and debate over more recent times. Some of these issues have been the subject of more prolonged and protracted debate than others (e.g. kitchens and bathrooms), whilst others have already been the subject of previous dedicated Cabinet reports on specific issues (e.g. External Wall Insulation; Solar PV; condensation; discretionary programmes etc.). In addition, some topics have been included where, for example, the current approach does not present value in terms of officer time, and therefore this opportunity has also been taken to recommend a more fundamental change to policy and/or measures (e.g. ad-hoc fencing requests).
- 5.2 Whilst the vast majority of these topics were re-debated at the recent informal Members Briefing (July & November 2015), Appendix 1 seeks to draw all the recommendations and proposals together in one summary so Members are up to date and agreed on the Council's priorities and on the broad principles which underpin the service as a whole.
- 5.3 For completeness, all areas of the service where "no change" is being recommended are also included at the end of the Appendix.

OTHER CONSIDERATIONS:

6 COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO):

- 7 Developing new homes is a key priority for the Council as it seeks to promote active communities: 'to support local people in accessing high quality and affordable housing which meet their needs'. It also facilitates the District's economic prosperity.

8 RESOURCE IMPLICATIONS:

- 8.1 The recommendations and proposals in the Appendix in relation to maintenance and repairs have no additional resource implications over and above that already approved through the HRA Budget for 2016/17 and

beyond. In fact, clarifying the issues will assist with containing future spend within the agreed budgets.

- 8.2 Any specific proposals for sales brought forward in the coming months will each consider specific resource implications. As stated in the report, bringing forward limited disposals ahead of the Government clarifying any rules in relation to High Value Sales will assist in meeting future obligations.

9 RISK MANAGEMENT ISSUES

- 9.1 The clarification of policies in relation to maintenance seeks to mitigate risks associated with issues which can often be beyond the Council's control.
- 9.2 Whilst commencing sales in relation to a small number of high value properties will assist with preparing for any future levy applied to the Council, it will not fully mitigate against it and a further review of policy will be required as soon as more information is available on this issue.
- 9.3 The risks associated with Government policy changes, disposals and acquisitions and in the long term management of assets have all been incorporated in the HRA operational risk assessment which has been used to inform all key decisions relating to the budget and business plan. The assessment will be included in the final Strategy in October and also with future HRA budget reports as required by the Council's Audit Committee.

10 TACT/Tenant Comment

- 10.1 The proposals and recommendations in relation to maintenance issues set out in the Appendix have been prepared in light of tenant feedback through the bi-annual tenant survey, which included additional tailored and specific questions on tenants' aspirations in relation to repairs. Officers will present this full report to TACT at its next meeting on 16 March 2016 (which is after the "dispatch" date for the report). TACT representatives will provide a verbal response to Members at the Committee meeting. .

BACKGROUND DOCUMENTS:

Appendices

Appendix - Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
Kitchens/ bathrooms	<p>Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015</p> <p>CAB2704HSG (30/6/2015) Decent Homes & Investment Planning to Council Housing – Kitchens and Bathrooms</p> <p>CAB2619HSG (1/10/2014) - Decent Homes & Investment Planning to Council Housing</p>	Joint 2 nd highest	£2,000k	Planned replacements determined by condition assessment (SCS)	<p>Existing backlog</p> <p>Available resources to accelerate programme/ reduce cycles</p> <p>High priority for tenants (particularly kitchens), but non-key components under Decent Homes</p> <p>Current average replacement cycle - K30/B34 (i.e. close to Decent Homes "Repair" timeframes).</p>	<p>Kitchens to be moved to 20 year replacement cycle forthwith</p> <p>Planned/cyclic replacements of bathrooms to be suspended indefinitely. Individual bathroom facilities (bath; basin; toilet) to be replaced/maintained on ad-hoc responsive basis only (and impact on responsive kept under review)</p> <p>Kitchens/bathrooms in voids to be given no higher replacement priority than existing sitting tenants (i.e. units to be made serviceable wherever possible and SCS replacement due date conveyed to prospective tenants at CBL advertisement stage)</p>

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

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					<p>General view that cycle should be K20/B30 max.(Decent Homes “Modern Amenity” timeframes)</p> <p>Many kitchens have missed-matched units</p> <p>Some opposition to white only units</p> <p>Kitchens/ bathrooms fitted in voids for new tenants causes friction with existing long-standing WCC tenants (still waiting for their</p>	<p>Walk-in showering arrangements not to be reversed (i.e. to baths) for new tenants - tenants to accept property as offered</p> <p>Provide better tenant information at CBL advertisement stage</p> <p>White only units - deemed reasonable and appropriate - no change</p> <p>Mis-matched units - as long as units are serviceable, deemed reasonable and appropriate - no change</p>

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
					upgrade) Some new tenants want existing "walk-in" showering arrangements reversed (i.e. bath reinstated)	
Showers (outside of those fitted for medical need/ disabled adaptations)	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015	Low	Nil	Not offered/provided	Generally regarded as not an unreasonable request in this "day and age" - particularly for those with larger families Showers save water (and money, for those on water meters)	Not to be provided/ offered WCC to focus on maintaining just one form of bathroom washing facility (i.e. bath or shower, not both) Existing showers to be decommissioned/capped off at every opportunity unless continuing medical need, or new/existing tenant prepared to adopt and retain at own

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					<p>Provision would present very significant capital and ongoing revenue costs to HRA</p> <p>Low priority for WCC when weighed against other competing needs</p>	cost
Measures to reduce condensation/ damp	CAB2388HSG (19/9/2012) – Measures to address Condensation/ mould in Council	Low	<p>£300k (within existing kitchen/ bathroom budget)</p> <p>Funded commitment to</p>	Extractor fans to kitchen and bathrooms offered to all existing tenants, and included in minimum void standard	Tenants still reluctant to use additional natural ventilation due to security concerns	<p>Continue to fit mechanical extract fans in kitchens/ bathrooms, and/or whole dwelling solution if deemed appropriate/necessary</p> <p>Consider retro-fitting trickle</p>

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

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	Properties (Options for additional investment)		provide and maintain mechanical extract ventilation to kitchens and bathrooms	<p>Stage 1 - tenant sent condensation information pack (incl. BRE DVD + humidity gauge etc.) and asked to follow advice for 2 months</p> <p>Stage 2 - if problem persists, APS visit booked to carry out full damp/ condensation survey + report left with tenant</p> <p>Stage 3 - if tenant disagrees with survey findings, tenant/s advised to commission own independent advice + WCC will reimburse tenant if WCC proved at</p>		vents to windows (provides continuous and secure trickle ventilation) - cost implications being investigated

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
				fault/incorrect diagnosis		
Fencing	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015	Low	£200k	Ad-hoc fencing requests received and actioned on a case by case basis Tenants Handbook clearly states that responsibility for fencing lies with tenant although, over time, this has been carried out by the Council on an ad-hoc and inconsistent discretionary basis	Discretionary Inconsistent sale agreements - some boundaries "T" marked, others shared/deeds silent Commands an inordinate and disproportionate amount of officer time/resource (both Legal Dept. and Property Services) Some private owners cannot	Discretionary assistance to end forthwith Tenant to be advised to maintain existing and erect new fencing (with our permission) at their own cost in accordance with existing Tenant Handbook guidance Shared/dividing/joint fences - tenants to be advised and encouraged to broker and fund joint solution with neighbour/s Where the Council has a legal requirement to do so, to make safe and/or to address H.& S. concern (i.e. to prevent falls) then to do so with least

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					<p>pay, or will not pay</p> <p>Multiple shared ownership along same boundary - often takes months to resolve, and/ or ends in impasse due to conflicting demands</p> <p>In trying to broker options/solutions WCC is currently contributing to poor maintenance options</p> <p>No legal requirement to fence (the rights of secure tenants</p>	<p>expensive maintenance free option (i.e. 1.2m post and wire/chainlink/equivalent)</p> <p>Remainder /balance of current monies to be re-directed to, and prioritised within, broader estate/street scene improvements</p>

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

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					<p>to repairs is contained in s.96 of the Housing Act 1985, but the repairs detailed do not include fencing)</p> <p>Council has duty to establish /mark boundary only (unless express duty in deed)</p> <p>Timber fences not currently maintained/ painted</p> <p>Patchwork/ inconsistent solutions - more holistic and structured approach needed</p>	

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

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					to estate/street scene improvements Monies better spent in higher priority areas of the service	
Primary/ secondary heating systems	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015 CAB2418HSG (10/12/2012) – Winnall Flats – New Heating & Hot Water Services (Consultation	Low	£1,500k	Planned replacements determined by age, condition and spares availability On (gas) grid - systems replaced/ upgraded with gas balanced flue arrangements or electric energy efficient quantum heaters. Secondary/ focal fires removed .	High installation costs of solid fuel, oil and renewable options (even after grant aid) High running costs of air source heat pumps; biomass; solid fuel appliances and open fires;	Options offered to tenants restricted to gas systems and energy efficient quantum heaters /equivalent Establish programme to start upgrading existing storage heaters with energy efficient quantum heaters Solid fuel appliances, open fires and associated fluing/chimneys to be decommissioned and/or removed at every opportunity

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
	& Financial Appraisal)			<p>Off (gas) grid - various options offered/ trialled e.g. energy efficient quantum; air source heat pumps; biomass; electric boilers; solid fuel back boilers; etc.</p> <p>Secondary heat options decommissioned when properties empty and/or at ever other opportunity</p> <p>Tenants requests to re-open solid fuel fires/chimneys refused</p>	<p>Practicalities of bulk fuel storage (e.g. oil, LPG) - payment options for tenants; tenancy changes; etc.</p> <p>Heat loss from solid fuel appliances and open fires (very inefficient, and impacts negatively on SAP)</p> <p>Tenants like secondary solid fuel option as back up should there be a power cut</p>	<p>Continue to refuse tenant requests to re-open solid fuel fires/chimneys</p> <p>Tenants reminded that WCC is not responsible for power supplies (or therefore any cuts in supply) and advised to have their own emergency arrangements in place (i.e. should there be a power cut)</p> <p>Remove/decommission secondary heating/hot water systems at every opportunity Focus resources on providing good/better service to one core system</p> <p>Provide better tenant information at CBL advertisement stage</p>

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
Energy efficiency/ thermal comfort/ insulation/ SAP	<p>Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015</p> <p>CAB2680HSG (25/3/2015) – Winnall Flats - External Wall Insulation</p> <p>CAB2619HSG (1/10/2014) - Decent Homes & Investment Planning to Council Housing</p> <p>CAB2230HSG (22/9/2011) –</p>	Low	£2,500k (total of contributing measures)	<p>All new boilers are “A” rated</p> <p>All new uPVC doors/windows comply with current building regs.</p> <p>Loft insulation - ongoing programme to upgrade all to current building regs.</p> <p>Cavity insulation - ongoing commitment to fill all that can be filled</p>	<p>External wall insulation (EWI) cost prohibitive without significant external grant funding</p> <p>Benefits of EWI limited to lowering tenant bills (and then to a relatively few tenants) and lower carbon footprint - no direct benefits to WCC.</p> <p>EWI is a low priority when compared against other competing housing service</p>	<p>Continue to replace associated key elements (boilers; doors; windows; etc.) with units meeting current building regs. (+ see secondary double glazing recommendation below)</p> <p>Wherever practically possible, continue to upgrade/enhance insulation to lofts and cavities</p> <p>Photo Voltaics (PV) - only to be considered in relation to New Build . Continue to review options and funding opportunities for the existing stock as they arise. Consider PV in ad-hoc cases where it would significantly improve a property with a low EPC/SAP rating</p> <p>Educate and advise tenants on</p>

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
	Installing Solar Photo Voltaic Panels onto Council Dwellings				<p>needs and monies can be better and more effectively spent to benefit greater numbers and with better CO2 impact</p> <p>Photo-voltaic (PV) - insufficient resources to support any large scale self-funded scheme to existing council housing stock</p> <p>Fuel poverty - although current investment measures already make a significant and positive</p>	<p>energy saving tips within the home and promote the use of Winacc HET (Home Energy Team)</p> <p>Council average SAP (65) already above national average (60) - therefore dispense with chasing low average SAP scores as a goal in itself , and concentrate on practical and achievable targets relative and compatible with the Council's established core maintenance priorities</p> <p>Continue to review options and funding opportunities for EWI as they arise. Unless/until significant external grant funding available, EWI not to be considered further.</p>

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
					contribution, the key determinant remains the energy supply cost itself (gas; electricity) which is beyond the control of WCC	
Discretionary Works Scheme (DWS)	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015 CAB316HSG (4/4/2012) - Discretionary Works Scheme for Council Tenants	Doors/ windows - joint 2 rd highest Internal decorations - 3 rd highest	£350k	Offered to 1/5th of tenants every 5 years (if not in rent arrears)	Discretionary Popular with tenants where taken up, but under-subscribed overall Significant administration/ officer time involved	Duty and responsibility to decorate to remain with the tenant (in accordance with existing Tenancy Conditions/Tenant Handbook guidance) Scheme to be abolished after 2016/17 (final year of first 5-year cycle). From 2017/18 onwards, £100k of current DWS budget to be moved to supplement

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
						existing window/ door capital programme, and re-allocate/save remainder
Windows and external doors	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015	Joint 2nd highest	£600k	Planned replacements determined by condition assessment (SCS)	Decent Homes key components No programme in place to fit secondary double glazing to properties in conservation areas, and/or where PP has been denied	Existing plans and programmes to continue unabated/unaltered Where effective and permissible options for replacement of existing single glazed units not available, and/or where PP has been denied, secondary double glazing to be offered
Lightbulbs/ fluorescent tubes	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2)	None	Nil/negligible	Currently only replaced for those in sheltered schemes (who pay for this via their service charge)	Bulbs/tubes less easy to change in some modern fittings Total loss of light	Duty and responsibility to replace bulbs/tubes to remain with the tenant (in accordance with existing Tenant Handbook guidance)

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

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	Jul & Nov 2015				in key rooms (kitchens; bathrooms;) Some tenants less able to change bulbs/tubes	Tenant to be directed to other providers (eg. handyman scheme) WCC to fit more customer-friendly fittings and options that help to prevent /reduce risk of total loss of light (e.g. dual tube fluorescents, LEDs, etc.)
Asbestos	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015 CAB2619HSG (1/10/2014) - Decent Homes & Investment Planning to	None	Full impact /effect not easily identifiable (included with associated works elements)	Asbestos products in poor condition are removed Asbestos register held and updated in accordance with best practice, but no plans, or investment set side, to proactively remove asbestos Asbestos is dealt with	Asbestos is present and common within stock Best left undisturbed wherever possible	No change/s planned to current approach

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

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	Council Housing			and managed as and when it is likely to be disturbed by existing maintenance works /operations		
External Repairs & Painting	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015	None	£300k	All properties currently repaired and painted once every 5 years	<p>Cycle could be extended to 6/7/8 years with corresponding revenue savings</p> <p>General view that current frequency affords real benefits to maintaining stock</p> <p>Value of pre-painting surveys in current form questioned due</p>	<p>That properties should continue to be repaired and painted once every 5 years</p> <p>That better value should be gained from the officer survey - so scope of pre-paint surveys should be extended to include all external elements so that Keystone can be regularly updated and more works moved from responsive to planned (i.e. packaged – up, and formally tendered)</p>

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

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					to so few elements now requiring repair/painting (i.e. with the advent of PVCu windows; PVCu doors etc.)	
Loft/extension programme	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015 CAB2617HSG (1/10/2014) - Loft Conversions and Extensions	None	£250k	Scheme to help growing families, and those in over-crowded accommodation, to “stay put” by producing additional bedroom space	Discretionary Loft conversion option has not proved successful due to (i) negative impact on remaining accommodation and (ii) space created less flexible/useable for future households -	Scheme to be abolished after 2016/17

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
					particularly those with disabilities Significant budget , but benefitting relatively few	
Sheltered Housing Conversions (creation of new units)	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015	None	£200k	Various schemes identified following sheltered housing review/re-classification	Discretionary General consensus that communal areas should be put to good use by tenants, or lost (i.e. to create new units wherever possible)	Scheme to form part of , and be funded from, new build programme after 2016/17 (programme has inherent limited life as opportunities naturally reduce)
Estate Improvement Programme	Housing Maintenance Priorities -	1 st (top)	£250k	Monies set aside to improve condition and appearance of housing	Discretionary No negatives -	Programme to remain indefinitely and at current funding levels

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
	Member Briefings (Parts 1 & 2) Jul & Nov 2015 CAB2426HSG (10/12/2012) - Estate Improvement Programme			land/street scene throughout the district Schemes initially proposed by tenants, and/or Members, and then feasibility assessed, consulted upon and prioritised	generally very popular with tenants and Members	
Sheltered housing upgrades/ improvements (i.e. improvements to existing facilities; access; etc.)	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015	None	£200k	Various schemes identified following sheltered housing review/re-classification	Discretionary Improvements needed to modernise facilities and to improve attractiveness to potential tenants	Programme to remain, but scaled down to £100k p.a. from '16/'17 onwards

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
Responsive Repairs	Housing Maintenance Priorities - Member Briefings (Parts 1 & 2) Jul & Nov 2015	Low	£2,300k	Ad-hoc repairs	Demand-led	No change
Change of Tenancy (Void) Repairs			£500k	Ad-hoc repairs	Demand-led	No change
Heating Appliance Servicing			£400k	Cyclic programme/s	Statutory/best practice	No change
M.& E. Service Contracts			£100k	Cyclic programme/s	Statutory/best practice	No change
Electrical Testing			£300k	Cyclic programme/s	Statutory/best practice	No change
External Envelope Works			£2,200k	Ad-hoc repairs & planned programme/s as prioritised by SCS	Statutory/Decent Homes	No change
Internal Structure & Finishes			£250k	Ad-hoc repairs	Demand-led	No change

Property Repairs, Maintenance & Improvement Works - Recommended Priorities

Subject	Member Consultation (Cab reports; Member Briefings; etc.)	Tenant Priority/ Ranking (STAR Survey 2015)	Typical annual spend (15/16)	Current approach/ arrangements	Issues/ considerations	Proposals/Recommendations
External Works (incl. works to garages/ sheds)			£800k	Ad-hoc repairs	Demand-led	No change
Sewage Treatment Works			£100k	Planned programme/s	Statutory/best practice	No change