



The City of London Corporation Housing Asset Management Strategy

2015-2020

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1. Summary

The City of London's Housing Asset Management Strategy sets out a strategic framework within which we will build, develop, manage, maintain and invest in our housing assets. It aims to deliver capital investment, in new and existing properties, planned maintenance and responsive repair programmes, in a structured and sustainable way. The Asset Management Strategy identifies the required outputs and outcomes, while seeking improvements in performance and value for money. It covers all rented and leasehold stock, managed by the City of London's Housing Service excluding the Barbican Estate. It includes all building components, all delivery methods (from major capital projects to responsive repairs), and both capital and revenue sources of funding.

2. Strategic Context

2.1 National Context:

a) Supply of homes: In the 2011 strategy "*Laying the Foundations: A Housing Strategy for England*", the government identified that the lack of available housing meant that too many families were struggling to meet their housing needs. It also reasserted earlier commitments to develop sustainable communities, zero carbon housing and the introduction of financial initiatives such as the Green Deal to support the implementation of energy efficiency in homes.

Under the government's *Localism* agenda – Localism Act 2011 and National Planning Policy Framework, it is now up to individual local authorities, working alongside their neighbours, to decide how to calculate and plan for housing need for the future with a view to meeting the Government's key strategic goal, which is to "ensure that everyone has the opportunity of living in a decent, affordable home in a community where they want to live".

b) Provision of decent homes: Delivering decent homes is a commitment in the national strategy for neighbourhood renewal and has a key role to play in narrowing the gap between deprived neighbourhoods and the rest of the country. The Department for Communities and Local Government expected 95 per cent of all social housing to be decent by 2010 and the remainder to be improved as fast as possible after that date. A decent home is defined by meeting the following four criteria (further definition is provided in Appendix A):

- a) It meets the current statutory minimum standard for housing
- b) It is in a reasonable state of repair
- c) It has reasonably modern facilities and services
- d) It provides a reasonable degree of thermal comfort

2.2 City context

The City's Corporate Strategy seeks a world class City which supports our communities through the appropriate provision of housing, and supports a safer and stronger City through supporting community cohesion. This strategy supports the delivery of that vision, delivery of the Corporate Plan that underpins it, and the City's drive to deliver high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

The City's Housing Asset Management Strategy sits alongside the Housing Strategy and Housing Allocations Policy, and supports the Homelessness Strategy through the supply of new housing. The Housing Strategy includes within its strategic aims a commitment to:

- increase the supply of homes
- make better use of existing homes
- prevent homelessness
- address the impact of welfare reform

The Housing Asset Management Strategy aims to provide new and existing homes that are decent, safe, affordable and ones which can be adapted to meet the changing needs of our residents and as such this strategy also supports the City's wider role and strategic priorities, including the:

- **City Together Strategy: The heart of a world class city 2008-2014** which identifies the challenge of supporting our communities, including those experiencing homelessness and rough sleeping;
- **Corporate Plan 2013-2017** in which responding to the implications of welfare reform, the Localism Act and NHS and public health reforms is a key priority;
- **Department of Community and Children's Services Business Plan** in which protecting and safeguarding vulnerable people through better prevention and early intervention is a priority;
- **Joint Health & Wellbeing Strategy** in which the improving health and wellbeing of those homeless and rough sleeping is identified as a priority, and which sets out plans to reduce health inequalities between local communities, and
- **Safer City Partnership Plan 2013-16** which sets out the City's response to domestic abuse, a significant cause of homelessness.

3. Background

The City of London owns and manages 11 housing estates, two within the Square Mile and the other nine across the London boroughs of:

- Golden Lane, City of London
- Middlesex Street Estates, City of London
- Windsor House, Hackney
- Holloway Estate, Isleden House, York Way Estate, Islington
- William Blake Estate, Lambeth
- Sydenham Hill Estate, Lewisham
- Avondale Square Estate, Southwark Estates, Southwark
- Dron House, Tower Hamlets.

We have 2,761 properties in total, of which 1,889 are lived in by our tenants and 872, which have been bought and are lived in by leaseholders or their tenants.

3.1 The Strategy is based on:

- Resident and Corporation priorities.
- The delivery of the City of London's Housing Letting Standard
- The findings of the 2008 Stock Condition Survey and earlier survey information held on our asset management database
- Completion of the requirements of Communities and Local Government Decent Homes standard.
- Relevant Performance Indicators, Value for Money and findings and recommendations from previous inspections and audits
- Learning from Excellent Corporations and Housing Associations.
- Best practice guidance for asset management.

Up to 2010 the City of London has used the Government's Decent Homes standard as its guideline for investment decisions. However, we recognise that the Decent Homes Standard should be seen as a minimum standard for housing and that ongoing maintenance and improvements are required to prevent homes from becoming non-decent and to meet tenant aspirations for their housing and local neighbourhood needs.

In view of this our strategic aims are to:

- Increase the supply of Homes
- Complete the implementation of decent homes standards, to homes where this is not already in place, and to enhance this standard by developing a new City of London Housing Standard.
- Provide homes that are: secure, can be economically heated, are free from damp and can be adapted to accommodate changing needs.
- Deliver a new Letting Standard to all empty properties.
- Deliver value for money across capital investment, responsive repairs and the re-letting of empty properties

We aim to achieve our strategic objectives through effective operational management by:

- Consulting widely with residents across individual estates on the improvement and implementation of this Asset Management Strategy
- Ensuring the Asset Management Database reflects the accurate situation.

- Anticipating capital and revenue funding requirements.
- Establishing effective planned maintenance programmes.
- Optimising capital investment and planned maintenance to minimise revenue funded repairs
- Adopting effective procurement and management arrangements for service delivery partners and supply chain management.
- Seeking opportunities for external funding.

In accordance with our 30-year business plan, we aim to deliver our objectives in three phases:

1. Delivery of the 5-year rolling programme of works (Appendix B), which has been developed using recommendations from Health & Safety Risk Assessments, Savills Stock Condition Survey and other surveys and feasibility studies.
2. Delivery of the City of London's Housing Standard to any properties that do not currently meet this standard by Dec 2025.
3. Maintenance of the stock and the estates beyond Dec 2025 to at least the same standard as achieved in 2 above for the remainder of the 30-year business plan.

Key reference documents are listed and, if appropriate, are attached as appendices. This document has been cross-referenced where appropriate with existing City of London plans and strategies.

3.2 The Housing Estates

The City of London has eleven Housing Estates, two within the Square Mile, one of which is a grade II listed estate, and the other nine across other London boroughs.

3.3 Responsibilities and Services

As the landlord, the City of London is responsible for maintaining:

- The structure and exterior of the building, which includes:
 - the roof, chimneys and chimney stacks
 - foundations and external walls
 - the drains, gutters and all external pipes
 - external doors, window sills, frames and glass
 - boundary walls, fences, pathways, steps and other entrances to the building playgrounds and play equipment

and

- Inside your home (tenanted properties only), which includes:
 - the plumbing system, including pipe work, tanks, stopcocks, taps, baths,
 - sinks, basins, cisterns and toilet fittings
 - internal doors and their frames, skirting boards and kitchen cupboards
 - central-heating systems, immersion heaters and gas or electric water heaters

3.4 Our Aim

Our aim is to develop an integrated and seamless maintenance and improvement process, within which major capital investment projects, planned

maintenance and responsive repairs complement each other and create synergy, rather than overlap with each other or mismatch.

The Asset Management Strategy will be reviewed as part of the review process for City of London Housing Business Plan and Housing Strategy. This will ensure the Strategy remains fit for purpose and the most effective way to meet the City of London's strategic objectives in housing asset management, maintenance and improvement.

3.5 Property Portfolio

The City of London manages 2,761 properties in total, of which 1,889 are lived in by our tenants and 872, which have been bought and are lived in by leaseholders or their tenants.

In common with other London authorities, the City of London is faced with a severe imbalance in the demand for, and supply of, affordable housing. This is coupled with an increasingly unaffordable private sector in both the rented and owner-occupier markets.

However, the City of London expects to receive significant Section 106 Affordable Housing contributions from private building developments across the City and we have a robust new development programme to increase our Housing stock.

3.6 Stock Condition

Substantial capital investment over the past five years has delivered significant upgrades to internal elements e.g. kitchens, bathrooms and heating and some external element e.g. replacement windows, roofs and external repairs. However, further investment is required to raise the standard of accommodation further and in particular to counter the ageing process of the stock.

3.7 Stock Condition Survey & other feasibility studies

Our approach to investment in maintenance and improvement is centred on the assessment of stock condition. This assessment is based on our stock condition database, supplemented by local project management knowledge and professional assessment.

Our stock condition database was populated with current information and data collected by a stock condition survey by Savills, covering 10% of the stock internally and externally, and 'cloning' data to the rest of the stock.

3.8 Sheltered Housing

Recent investigations and reports into sheltered housing in City of London have concluded that, overall, the City of London's sheltered housing stock falls short of current best practice and shortcomings in the basic infrastructure impact on the service that is delivered.

This provision is currently the subject of a review and the outcomes will be included in a later revision of the Asset Management Strategy.

3.9 Empty Properties

When a Corporation property becomes empty a specification of necessary works, to return it to a lettable standard, is drawn up. We aim to complete works within 10 working days so that the property is available to re-let as soon as possible. Where this is not possible, for example if major repairs or improvement works are required such as: new heating system, rewire, replacement kitchen, replacement bathroom, structural repairs etc. a completion timescale will be agreed with the contractors, but priority is to bring the property up to lettable standards as soon as it can be achieved.

3.10 Key Drivers for the Strategy

Key drivers for the Strategy are:

- Resident Aspirations – maximising the satisfaction of tenants' and leaseholders' through understanding their aspirations, by consulting effectively and by continuously improving customer services
- Delivery of the City of London Housing Standard – maximising achievement of the Corporation's objective of refurbishing homes, including for all identified Corporation homes to meet the resident agreed standard by March 2025.
- Value for Money – establishing procurement, management and supply chain methodologies that ensure the financial resources available stretch as far as possible, ensuring tenants and leaseholders receive quality repairs and improvements at the best possible price.
- Integration with the City of London Corporation's Housing Business Plan and Housing Strategy – ensuring maintenance and improvement investment contribute to the achievement of the Housing Services wider objectives and targets.

3.11 How we will achieve our objectives

To achieve the desired outcomes, the City of London will need to implement a range of operational objectives:

- Consult with residents on an on-going basis to improve the Asset Management Strategy and increase the level of resident involvement in key aspects of major works projects
- Ensure our asset management database is fit for purpose and holds sufficient, accurate and regularly updated information to allow systematic reassessment of investment requirements
- Anticipate accurately the future capital and revenue provision that is needed for maintenance and improvements to the housing stock
- Establish effective planned maintenance programmes, including short, medium and long term plans.
- Invest prudently through capital projects and planned maintenance programmes, so as to maximise preventative maintenance, thereby reducing the level of responsive repairs required and to maintain the stock in a satisfactory condition.
- Achieve best value and continuous improvement in our investment programme by a thorough adoption of the most effective procurement method and effective contract and supply chain management, delivering high quality results at an economic cost.

The operational objectives are set out in detail in Section 6.

3.12 Challenges and Risks

There are significant challenges and risks to the strategy being successfully achieved. Key amongst these are:

- The availability of funding to enable the long-term investment requirements identified.
- The need to review and develop effective partnerships with contractors and the supply chain to deliver value for money for residents and the Corporation
- The complications of applying the City of London Housing Standard to ageing buildings, certain design types and within listed building management guidelines.

4. Developing this strategy

This Strategy has been developed through a range of consultation with key stakeholders including:

- Members of the Court of Common Corporation of the City of London Corporation
- Housing staff
- Residents – tenants and leaseholders (and their tenants)

5. Priorities

5.1 Priority 1: Increase the supply of Homes

Why is this a priority?

In the 2011 strategy "*Laying the Foundations: A Housing Strategy for England*", the government identified that the lack of available housing meant that too many families were struggling to meet their housing needs.

Demand for the City's social housing is high, with more than 500 households on the housing register (waiting list). Overcrowding is a challenge for the City with around one in three of all households within its boundaries living in accommodation lacking one or more rooms. Of those households on the city's housing register over 20 are overcrowded.

Key Challenges

- Funding must spend RTB receipts within 3 years of receipt. 10 years for S106 contributions.
- Identifying suitable development sites. 14 Sites have been identified which could deliver 636 new homes.
- Working closely with developers at the onset of planning stage to ensure delivery of housing on site. This will work if the properties delivered are at social rents and the advantage is that the construction is done by the developer on behalf of the City.
- The City partners with a developer on or near its estates in return for giving some of its land as part of the development.
- The City adopts a strategic relationship with the GLA's Housing and Land Directorate; whereby the GLA would identify/suggest potential development sites for the City as part of its pan-London work and the City would pursue opportunities as it does now. There are several advantages of working closely with the GLA because the majority of our HRA stock is located in 6 other London boroughs. The GLA could help in the negotiating with these boroughs in planning concerns especially CIL contributions and nomination agreements

Regeneration of our estates

- The City can ensure that the new build on its estates meets the housing needs of its existing residents and ensure that the flats are adopted to meet required need.
- In certain circumstances community facilities can be improved (S106 monies cannot be used to provide new or better community facilities). However if developments involve some flats for private sale the capital receipts might be used to enhance the estate. (Community facilities Lifts, Cladding, and new heating systems etc.) .
- Economies of Scale by combing new build with repairs and maintenance works (George Ellison /Eric Wilkins).

Financial.

- The City will receive rents from the new properties and achieve economies of scale by absorbing the management costs of these properties within its existing estates. A conservative estimate of the annual rental to be received from the new 78 units which will be delivered by April 2016 is £580,000.
- The City will have an asset which even allowing for the current RTB discounts will be worth a considerable amount of money(estimated to be £50.5 Million) The conservative estimated capital value of the 78 new flats at, Avondale (31 flats) £ 6.5million, Isleden/Dron (4 flats) £1million and Horace Jones (43 flats) £43 million.

What we will achieve

The City can fund the development of new homes through S106 contributions and a proportion of Right to Buy receipts (Currently £1.5 million). The City is currently in receipt of £26 million in S106 payments, of which £11 million is committed to projects where planning permission has been obtained. The City also has S106 agreements in place with developers which could accrue approximately £30 million in new contributions if these schemes come to fruition.

We have recently completed a development that has provided 24 new units and we have a number of schemes identified that will increase the supply of accommodation by a further 78 units by April 2016. Other development opportunities will be identified for developing more affordable homes within and outside its boundaries.

What we will do

We are currently developing a Housing Development Policy, which will outline our approach to delivering new homes:

This will set out in more detail how we will:

- use the City's Section 106 receipts¹ to build additional affordable housing on land available on estates within the square mile, and on the City's estates in neighboring boroughs.
- Acquire or seek partnership to access land in other boroughs to develop affordable housing schemes.
- Use other initiatives such as the City's "buy back" to increase the number of available units.
- Work together with neighboring local authorities (Estate Mapping Exercise carried out with LBS).
- Examine the possibility of setting up our own housing delivery company
- Look at the possibility of selling some of our assets.

¹ Planning obligations under Section 106 of the Town and Country Planning Act 1990 for the provision of affordable housing.

What we will not do

The City simply channels its S106 monies into other housing providers in return for nominations (Not Recommended because of Loss of Financial return, loss of opportunity to regenerate our estates, lack of control).

Recent examples of Peabody and Guinness Trust whereby we have difficulty in filling its nominations quota due to high rents.

5.2 Priority 2: Complete the implementation of decent homes standards, to homes where this is not already in place, and to enhance this standard by developing a new City of London Housing Standard

Why is this a priority?

The Government's key strategic goal is to "ensure that everyone has the opportunity of living in a decent, affordable home in a community where they want to live" (DCLG, 2006). The quality of the home we live in impacts on our health, wellbeing, education and employment - impacts that can have lasting consequences for individuals and society.

A decent home is defined by meeting the following four criteria (further definition is provided in Appendix A):

- a) It meets the current statutory minimum standard for housing.
- b) It is in a reasonable state of repair.
- c) It has reasonably modern facilities and services.
- d) It provides a reasonable degree of thermal comfort.

In addition to our statutory obligations as a Landlord and further to the works carried out to bring our homes up to the Government's Decent Homes Standard, the City of London wishes to work with residents to create the "City of London Housing Standard".

The levels of customer satisfaction, in regard to the provision of responsive repairs, has risen significantly following the development of new repairs standards and key performance indicators, developed in consultation with residents.

Experience has shown that when residents are proud of the quality of their home and of their local environment, satisfaction rises. Experience also shows that an improved state of repair leads to an increased demand for responsive repairs because residents are keen to maintain the prevailing standard of their homes. If the requested responsive repairs are delivered in a timely manner, dealt with on the first visit and of good quality, satisfaction will rise further.

However, this level of customer satisfaction does not extend to major repairs and improvement works. Feedback obtained at the residents' day meeting in Oct 2013 identified the following major repairs and improvements as being the top five areas causing current dissatisfaction:

1. Replacement windows
2. Insulation
3. Internal decoration of communal areas
4. Door entry systems
5. Heating systems

Key Challenges

- An aging stock
- Meeting Listed building requirements
- Available funding

What we will achieve

We will improve the quality of homes by meeting and exceeding the decent homes standard.

What we will do

Whilst initial customer feedback has identified some priorities regarding major works we want to develop this further to design a quality standard for our homes that once implemented, will provide a high level of resident satisfaction with the quality of the homes they live in and the repairs undertaken on them (see draft standard in appendix C).

During 2014/15 there will be resident consultation and workshops, providing opportunity for residents to become involved in setting the standards, which will create the “City of London Housing Standard”

We have already developed and are starting to implement a 5-year programme of works to ensure that those homes, which do not currently meet decent homes standards, receive the improvements required as well as carrying out major repairs and maintenance to ensure homes remain decent.

Whilst not exhaustive this includes (see also Appendix B 5-year major works programme):

- Window replacement schemes across the majority of our estates.
- Call backs for replacement kitchens and bathrooms
- Replacement boilers
- Planned maintenance – e.g. internal and external redecorations
- Cavity wall insulation

In 2013/2014 we restructured our property services team focusing on meeting the needs of our customers.

We have already:

- increased the number of customer service staff within the Property Services team, which has already improved the speed in which calls are answered and requests for service are responded to.
- developed an Asset Management team, who are responsible for identifying the asset investment requirements and putting in place planned maintenance programmes and major works projects.
- brought together the projects and repairs delivery teams into one team to maximise efficiency, resilience and apply a consistent approach to repairs and maintenance across all estates.

We aim to:

- Put customers at the heart of our business and embed this in all that we do
- Further improve customer access, including new opportunities for self-service making alternative access to services at a time to suit you.
- Provide services consistent with best practice in diversity and equalities.

We aim to improve resident satisfaction with the asset management and responsive repairs services through a number of initiatives including:

- The Estate Managers and Property Services team will actively seek customer feedback and complaints, enabling us to learn from them; we cannot improve if we do not know what went wrong in the first place
- Continued training and development to ensure customer service staff are customer focused and sufficiently knowledgeable of the repairs service to effectively respond to customer enquiries and complaints
- Focussing on proactive (prevention) as well as reactive (cure) problem solving
- Engaging managers as the key change agents in their area of activity.

Communication channels to improve customer access and involvement include:

- A communications protocol covering our approach at strategic level, at operational levels and with individual residents
- Regular local communications such as individual letters and newsletters for residents who are having works carried out
- Email address and web page access to information on specific projects and major works.
- Dedicated repairs and major works phone lines so that residents can access information about the location and type of work and other investment programmes
- Workshops, Road shows and presentations for all stakeholders
- Attendance of Property Services Officers at meetings with resident groups
- Resident access to site staff and site meetings
- Post work review (via letter, phone or in person) following completion of major works giving every resident who has had work carried out to their home or estate the opportunity to comment on their experiences
- Promptly responding to specific issues raised by stakeholders. We use the outcome of our investigations and the feedback given to help improve the performance of contractors, consultants and the project management team. We are keen to ensure any lessons learned are used to improve the overall service we provide.

5.3 Priority 3: To provide homes that are: secure, can be economically heated, are free from damp and can be adapted to accommodate changing needs.

Why is this a priority?

The quality of the home impacts on the general health and wellbeing of its occupants. Providing homes that are secure, can be economically heated, are free from damp and can be adapted to accommodate changing needs will support the aims of the City's Together Strategy, Joint Health & Wellbeing Strategy and Safer City Partnership Plan 2013-16. (See links in Bibliography)

Key Challenges

- Aging stock
- Construction of stock and limitations for thermal insulation and ventilation.
- funding

What we will achieve

- Improved security measures such as refurbished / replacement door entry systems and CCTV across estates.
- Improved thermal efficiency through window replacements schemes, insulation and ventilation.
- Through investment in energy efficiency measures and encouraging residents to cut their energy use, we will be contributing to the reduction of fuel poverty policy as well as contributing to carbon reduction in the borough.
- Working alongside health professionals to implement adaptations to enable tenants to remain in their home.

What we will do

Works currently planned or being considered to deliver this priority include:

- **Door Entry systems** to be refurbished / replaced as identified
- **CCTV** review of requirements across all estates is in progress.
- **Heating and Hot Water systems** – This is the biggest source of energy use in the home. Boiler replacement and heating system renewals/upgrades form a significant part of the City of London major works programme. We will replace outdated systems with modern boilers and controls, which are easily maintainable, cut emissions and reduce energy costs for tenants, thus combating fuel poverty.
- **External elements** – Through the installation of double glazed windows and insulation works, where suitable, our residents will be able to reduce heat loss and save money on their annual bills.
- **Renewable Technologies** – We are keen to explore opportunities for the installations of renewable energy systems via housing refurbishment programmes. E.g. roof renewals in future programmes offer opportunities to install solar PV systems, which will bring in revenue streams via the feed-in-tariff, and reduce the landlord's electricity use and CO2 footprint. Smaller scale PV systems on other properties could assist directly in reducing fuel poverty.
- **City of London Procurement Strategy** – With all our asset

management procurement, contractors are expected to contribute to City of London's vision on sustainability. They are expected to minimise waste, use durable, renewable, recyclable materials that are of low toxicity and easy to maintain. In addition, they need to demonstrate how they propose to make use of local suppliers and labour to minimise transporting of goods and services.

- **Aids & Adaptations** – we are working alongside health professionals to provide aids and adaptations to enable residents to remain in their homes.

The design and supply of windows, roofs, kitchens and bathrooms will be assessed on the basis of life cycle costs, therefore taking into consideration future maintenance, replacement and disposal.

The average SAP rating in City of London's stock was 69.0 at October 2013 and we aim to improve this further with as a result of energy efficiency works implemented as part of the City of London Housing Standard.

Energy efficient light bulbs make a significant impact on reducing domestic energy consumption and will be used in common areas.

5.4 Priority 4: Develop and deliver a new Letting Standard to all empty properties.

Why is this a priority?

The primary source of funding to maintain and improve our homes comes from rents, therefore we need to re-let our empty properties as quickly as possible to prevent loss of income. The condition of the property when it becomes empty influences the speed at which the property will be re-let.

Key Challenges

- The condition of properties when vacated.

What we will achieve

- Prompt re-letting of empty homes.
- All empty homes that are re-let will at least meet decent home standards, with an agreed timeframe of when the City of London Housing Standard will be implemented.

What we will do

In addition to meeting decent homes standard we will ensure that homes are in a good state of repair, clean and ready for occupation.

This will include:

- General clean of all rooms and deep clean of kitchen and bathroom facilities, including replacement toilet seat.
- All internal repairs completed and fixtures and fittings in good working order e.g. door catches, light fittings, taps etc.

5.5 Priority 5: Deliver value for money across capital investment, responsive repairs and the re-letting of empty properties

Why is this a priority?

Value for money is defined as the optimal use of resources to achieve the intended outcomes. We therefore have an obligation to ourselves, our residents and other stakeholders to ensure that the investments and services we provide meet this requirement.

Key Challenges

- Funding
- Aging stock, construction and listed buildings
- Procurement

What we will achieve

- An improved housing asset
- Cost effective repairs and maintenance services
- Prompt attention to repairs in empty properties to enable re-letting of empty properties.

What we will do

a) Capital Investment

We have developed a 30-year business plan identifying the funding required to achieve the decent homes standard across our stock and then maintaining at least that standard over the full 30-year investment period. We will remodel the financing arrangements to bring forward urgent health & safety repairs and major works to meet the requirements of priority 2 and 3 of this strategy. The fundamental approach to achieving an improved housing asset is to deliver the investment in three overlapping phases:

- Stabilise our assets – overcome the planned maintenance backlog of works, undertake health & safety priority works, maintain empty properties at less than 1% of the stock. All to be delivered through the City of London Property Contracts
- Bring assets up to the City of London Housing Standard – using the City of London Property Contracts for internal elements and undertaking an OJEU (Official Journal of the European Union) tender for major works and external elements.
- Long-term programme of planned maintenance alongside capital investment on major elements as identified by the on-going stock condition survey work and an effective responsive repairs service.

To achieve this overall outcome we need to consider the available funding and whether the proposed investment needs to be supplemented with for example regeneration, demolition, disposals, new build.

b) Responsive Repairs

The majority of day to day services are delivered through 3rd party contracts which provide value for money through a procurement method that encourages collaborative working and a tender assessment based on both tendered rates and quality of service delivery.

All repair requests are handled by a single call centre from 08:00 to 17:00 Monday to Friday. Appointments are made, via the contractors, for the majority of repair requests and a separate out-of-hours provision is available for emergency repair requests 24-hours, seven days a week.

We will be introducing a new system that will offer self-service for reporting repairs and confirmation of appointments with our residents by SMS text messaging, and send them a reminder before the appointment date.

Further details of the repairs services provided can be found in the Tenants handbook and on the City's website at:

<http://www.cityoflondon.gov.uk/services/housing-and-Corporation-tax/Corporation-housing/repairs-and-maintenance/Pages/default.aspx>

The property services team undertake traditional pre- and post-inspections, but also have an increasingly strategic focus upon risk management and regulatory compliance rather than just responsive maintenance. This covers:

- Health & Safety
- Gas Safe
- Legionella
- Asbestos
- Fire safety
- Disrepair
- Energy Performance Certificates.

Asset Management and Property Services Officers are co-located with customer service staff so that technical issues relating to individual repairs can be resolved immediately and failure to deliver a successful outcome to a repair request can be identified and corrected early, without the need to turn into a formal complaint.

The implementation of mobile technology will enable property services staff to proactively report repairs when out on site, which will speed up the reporting and repair process.

Gas Safety – We have a duty of care to our residents to:

- Ensure that we meet our legal obligations under the Gas Safety (Installation and use) Regulations 1998
- Ensure all reasonable steps are taken to issue a Landlord's Gas Safety Certificate to all tenanted dwellings on or before the expiry date of the previous certificate. We have a target of 100% compliance.

Our contactors test smoke alarm installations during the gas safety check and offer servicing to leaseholders, by separate arrangement.

We are currently achieving 99% compliance, through notification of gas safety check due dates, arranged and flexible appointments, cold calling, good

communication e.g. articles in Your Homes and in extreme cases and only after exhausting these processes by attempting to gain access through the legal system. However, by not allowing us access to carry out these checks is putting the tenant and neighbours at risk and we will use all powers available to us in the future to improve our compliance in this area. .

Housing Health & Safety Rating System (Housing Act 2004) – The Housing Health & Safety Rating System (HHSRS) came into force on 6th April 2006. The underlying principle is that any residential premises should provide a safe and healthy environment for any potential occupier or visitor. To satisfy this principle, a dwelling should be designed, constructed and maintained with non-hazardous materials and should be free from both unnecessary and avoidable hazards.

This approach acknowledges that all dwellings will contain some hazards. It allows a judgement to be made as to whether that risk, in the particular circumstances, is acceptable or not.

As part of the stock condition surveys, Health & Safety assessments are carried out and the information is recorded. Where a serious hazard (identified as a category 1) is recorded during a survey these are dealt with by placing a responsive repairs order.

Fire Safety – Each year Fire Risk assessments for all of our blocks are reviewed and a full assessment of each is carried out every three years. We have recently reviewed our approach to conducting Fire Risk assessments and at the end of 2013 commissioned external and independent assessors to complete Fire Risk assessments for all of our tower blocks (those 6 stories and above).

The results of the Fire Risk Assessments have resulted in:

- A programme of works to carry out urgent repairs and fire protection improvements
- An action plan to reduce risk by ongoing effective management of the individual buildings

Electrical Testing – We are delivering a programme of periodic testing and remedial works on electrical installations (domestic and communal) using our voids, major works and communal electrical maintenance programmes.

Asbestos – Current legislation (Health & Safety at Work Etc Act 1974; Control of Asbestos Regulations 2006; HSG 264) requires us to manage asbestos in the stock and take all reasonable steps to minimise the risk of exposure to asbestos for our tenants, leaseholders, employees and contractors.

Disability and Equalities Act 2010 – The 2010 Act aims to end the discrimination that many people with disabilities face, and while it mainly applies to accessibility of public buildings, as part of our achieving the City of London Housing Standard, we will work with the host borough's occupational therapist in assessing the needs of individuals who require adaptations to support them in being able to live independently in their own homes for as long

as possible.

Construction Design and Management Regulations 1994 and 2007 – To maintain a safe environment for employees, residents and contractors, and to meet the requirements of the regulations the Construction Design and Management (CDM) Co-ordinator(s), the City of London will engage the services of a competent CDM co-ordinator for all notifiable projects. The Co-ordinator(s) will work with designers on risk reduction and audit site safety for the capital works programme. The duties of the contractor partners include safety management and welfare.

c) Re-letting of empty properties

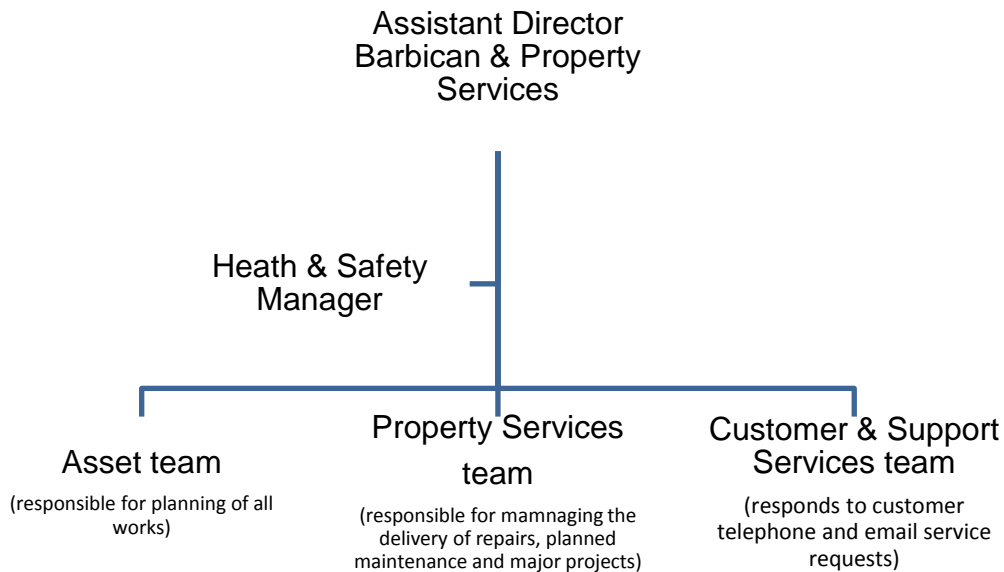
Working alongside estate managers to ensure that properties are left in a good state of repair when vacated and where repairs are required to carry these out within 10 working days to enable empty properties to be re-let as soon as possible. Where major works are required we will agree a timeframe with estate managers.

6. Delivery (Operational Management, Performance Monitoring and Funding)

6.1 Operational Management

The restructure of staffing arrangements within the Property Services team in 2013 provided the opportunity for the rationalization of property, asset management and maintenance functions.

Current Structure: Property Services Team (shared with Barbican Estate)



The Property Service Team in its entirety is responsible for ensuring the successful delivery of all day to day repairs works and maintenance projects via existing City of London Property Contracts. These contracts include works for:

- General repairs
- Gas servicing and repairs/renewals (including communal boilers)
- Communal water tanks – including L8 risk assessment & sheltered blocks
- Lifts
- Door entry systems
- CCTV systems
- Fire alarms and emergency lightning
- Dry risers
- Electrical testing of communal services

As capital investment workload increases there will be substantial project management requirements that cannot be resourced through current in-house arrangements. Where this need is identified, the intention is to secure specialist project management skills as part of the delivery contract, working alongside in house staff, who know the estates to ensure successful management of the project.

There may be additional energy efficiency grants through programmes such as CESP (or their successors) and we are likely to need to look at wider funding

models for potential estate regeneration and development opportunities.

6.1.1 Operational Objective 1: To establish effective planned maintenance programmes

We aim to put in place a planned maintenance programme. The programme covers previously painted external surfaces and communal areas and a wide range of repairs to the external fabric of the buildings we manage. The programme is designed to maintain the Corporation's housing stock and improve the living environment for residents.

The planned maintenance programme will be delivered in parallel with the City of London Housing Standard from 2014/15 and be delivered through the City of London Property Contracts. As with all our asset management works, residents will be closely involved in the consultation and specification process.

The programme will be established by identifying when each property was last decorated (or maintained as necessary) and placing them in a five and seven-year cycle. Adjustments will then be made to reflect when properties are included in the City of London Housing Standard programme and to balance out the programme.

An increase in planned programmes should result in improved value for money by extending the life of building components and so avoiding premature capital investment. In addition there will be less disruption thereby improving resident satisfaction. Our aim is to:

- Develop a 5 year planned maintenance programme, which includes external repairs and decorations, and internal communal areas.
- Review what responsive work is more effectively undertaken as part of a planned programme.
- Do non-urgent low risk, higher cost repairs as grouped projects.
- Maximise contact and exchange of information between responsive repairs staff, housing management staff, and capital works staff.
- Use repairs data and in-house knowledge to identify repair trends/high unit costs.
- Enable customer services to view planned programmes of work when responding to repair requests.

The development of our asset management software system and updated stock condition surveys will enable us to make more efficient use of capital and revenue resources by effective identification of properties to include in the planned maintenance programme including targeting addresses not included in the City of London Housing Standard programme. This also helps to reduce the level of capital repairs included in the capital programme.

6.1.2 Operational Objective 2: To optimise capital and planned maintenance expenditure and so minimise revenue funded repairs

We aim to work with our contractors delivering the City of London Property Contracts to use the partnering process across both capital and revenue works to maximise planned work and reduce responsive repairs. Getting the right balance between responsive, planned maintenance and capital maintenance investment is critical. In general terms our aim is to maximise expenditure on planned repairs and minimise expenditure on responsive repairs. To achieve this we distribute the available budget on the following basis:

- **High priority, safety or operationally critical works** – This element of the programme comprises safety related works which if deferred would represent a significant risk to residents, the Corporation or other stakeholders. Typically this includes projects such as fire safety up-grading, fixed electrical testing and resultant rewiring work, legionella control and lift upgrades.
- **Responsive maintenance** – While we have a responsibility to protect the Corporation's housing asset by undertaking day-to-day repairs, we also need to comply with the terms of the various stakeholder provisions as detailed in the Landlord Tenant Act 1985. Our aim however is to minimise expenditure on responsive maintenance by developing robust planned and long-term maintenance programmes.
- **Planned maintenance** – The programme covers previously painted external surfaces and communal areas and a wide range of repairs to the external fabric of the buildings we manage. The programme is designed to delay the deterioration of building elements and avoid the need for premature capital expenditure on major works. A proportion of this budget is set aside for statutory inspections and certification.
- **Capital investment** – The previous countrywide lack of funding for Council housing major works has resulted in a backlog of a wide range of replacement or renewal works such as: External – roofs, windows, block entrance doors, individual property doors Internal – kitchens, bathrooms, heating, electrical.
- **Disrepair** – whilst this has not been an issue for the City of London residents in the past, as we have an aging stock of various construction type we are beginning to see some concerns of disrepair, particularly in properties experiencing poor heating and ventilation resulting in damp and mould. A change in approach means that we are placing estate staff, surveyors and customer services staff at the frontline where they can identify potential cases before they escalate and take steps to resolve them before more formal action is required.

By replacing or upgrading the elements of a home that have been identified as approaching or having reached the end of their useful life responsive repairs will be reduced in many circumstances. By using more resilient materials (such as PVCu windows and high specification coatings) there are also opportunities to elongate the cycle of planned maintenance.

6.1.3 Operational Objective 3: To adopt effective and efficient partnering and supply chain management methodologies

The City of London Property Contracts are procured through competitive tendering, based on cost and quality. Contracts used are those deemed appropriate to the type of service provided and are usually either through Joint Contracts Tribunal standard form of contract or the New Engineering Contracts (NEC) which offers a more collaborative way of working.

Cost efficiencies and Value for Money are expected to be further enhanced through the use of Framework Agreements, Preferred Suppliers and Supply Chain Management arrangements, which have agreed Basket Rates and Schedule of Rates for the major replacement elements. This provides cost savings and added value, including extended warranties and aftercare services to both service users and other stakeholders.

One of our key aims is to ensure that our investment programmes deliver wider social and economic benefits to our residents beyond the physical improvement of their homes. Our contractor partners in the City of London Property Contracts are therefore actively involved in supporting employment and training opportunities, including apprenticeships; targeting agreed levels of local labour; and delivering on a range of green agenda issues.

6.2 Performance management and performance standards

We will carry out periodic reviews and updates of our Asset Management Strategy to make sure that it remains properly aligned to our business plan and related strategies.

The updating process will enable us to assess how well we have delivered against the priorities and targets set and identify areas for improvement. It will also enable us to use feedback received from residents and latest best practice developments to ensure our strategy and methods of delivery remain current.

Regular reports are provided to the Housing Programme board and Housing Management Sub Committee on progress with delivering the Asset Management Strategy objectives and works programme.

A range of performance measures are now in use for the City of London Property Contracts and will form the basis for the City of London Housing Standard programme. There will be a need to develop other performance measures specific to the capital works. Performance standards throughout the capital investment, maintenance and repair processes are monitored by the Community & Children's leadership team means that we have been able to increase significantly the number of meaningful performance measures we use to monitor, assess and improve our performance.

6.3 Risk Management

In drawing up the Asset Management Strategy, we have analysed the risks to achieving our objectives and considered corrective measures to minimise risk as far as is practicable.

Our approach to risk management for capital investment is a two-tier process. It consists of a Strategic Risk Register, which is reviewed and managed by the Strategic Core Group, and a Programme Delivery Risk Register, which identifies and monitors risk at a contract area level. The risk registers cover a number of areas including communications, finance, time, resources, and performance.

The key risk to the strategy being achieved relates to the availability of funding, but there are also strategic and operational challenges to overcome before the City of London Housing Standard can be delivered to all of our stock.

Regulation, such as statutory obligations or Building Regulations are subject to change and could have a significant impact on the strategy and costs of for example fire safety or carbon emissions.

Appendix D identifies a range of risks which need to have on-going reviews as the Asset Management Strategy is implemented and the substantial capital programme progresses.

6.4 Funding the strategy (excluding new Housing Development – see section 5.1)

This section sets out how the objectives of the Asset Management Strategy will be funded. It includes an explanation of the anticipated expenditure over the next five years to achieve the City of London Housing Standard and then explains the future resource requirements over the remaining years of a 30-year investment plan to maintain the properties at least to the City of London Housing Standard. The effective collection of rents and ability to borrow from the Corporation will determine the ability of the Housing Service to deliver its asset management aims.

Our 30-year investment plan aims for our objectives to be achieved via three areas of activity:

1. Completion of Health & Safety requirements identified through: Fire Risk Assessments; HHSRS (Housing Health & Safety Rating System) surveys; and on-going stock condition surveys including common areas. Wherever possible these requirements will be included as part of item 2 below – the exception will be where there is imminent and/or serious risk to residents, in which case these works will be undertaken as a discreet activity.
2. Delivery of the City of London Housing Standard by March 2020 (as set out in Appendix C).
3. Maintenance of the stock and the estates to at least the same standard as achieved in 2 above for the remaining years of the 30-year investment plan.

The basis of the investment plan is the information from historic stock condition surveys and substantial cloning of data to similar property types. Only as more detailed survey work is undertaken across a larger proportion of the stock will the actual expenditure requirements be confirmed.

The current investment programme is profiled over 5 years. Re-profiling the programme into future years will identify additional funding requirements through the Major Repairs Reserve, Section 20 income, direct revenue funding and if there is a need for borrowing.

Estate regeneration is being considered where substantial investment is required and there are opportunities to make better use of design and layout. The remodelling of estates to make more efficient use of space could release additional resources through the release of land. However it should be noted that any estate regeneration programme is likely to extend beyond the five year City of London Housing Standard delivery period.

The Corporation's sheltered housing stock is being reviewed as part of the development of the Corporation's Older Peoples' Housing Strategy. Any decisions arising from consideration of the strategy that affect the investment requirements for sheltered housing will have an impact on the funding available to deliver the City of London Housing Standard, as current estimated costings include the Corporation's entire stock.

The resources identified in the strategy assume that costs chargeable to leaseholders under the terms of their leases will be fully recovered. There is a risk that this may not be possible. This risk should be managed as set out in the Risk Management Strategy. There will be delays between incurring costs and receiving leaseholder contributions, and the effect of these delays on cash-flow will need to be taken into account in planning expenditure on works. The funding profile assumes that all recharges to leaseholders in respect of capital works to achieve the City of London Housing Standard, and maintain the stock at that level, will be re-invested into the capital programme.

Appendix B sets out the 5-year major work programme and planned maintenance programme.