

EAST RENFREWSHIRE COUNCIL

CABINET

7 November 2024

Report by Director of Environment

HOUSING ASSET MANAGEMENT PLAN 2024-2026

PURPOSE OF REPORT

1. The purpose of this report is to advise the Cabinet on the updated Housing Asset Management Plan 2024-2026.

RECOMMENDATION

2. It is recommended that Cabinet approves the Housing Asset Management Plan 2024-2026.

BACKGROUND

3. The Council's Housing Asset Management Plan (Appendix 1) has been updated to fit into the hierarchy of the Corporate Asset Management Plan and outlines the work being undertaken by the Council in relation to the management of the Council housing stock and Housing Revenue Accounts (HRA) assets.

4. It acknowledges the complexity of managing Council housing assets, with several work streams involved to ensure that these assets are and, in the future, remain fit for purpose and comply with our statutory requirements. These include the statutory housing quality standards, net zero considerations, customer needs and affordability within the HRA Business Plan.

REPORT

5. The Housing Asset Management Plan (HAMP) acknowledges that managing our housing assets effectively is a key driver to provide the best possible quality housing to our customers, whilst recognising the need to keep rents affordable. It sets out the Council's approach to the management of its housing assets in 2024 and 2025.

6. As of March 2024, the Council housing stock is 3,141 dwelling units, including sheltered housing. These are made up of 3,125 owned by the HRA account and 15 owned by the Council General Fund account. Other assets owned by the HRA account include:

- Lock-ups and garage sites;
- Commercial property (property that is leased to third parties); and
- Open spaces, roads and footpaths.

7. The value of the Housing Services assets and expenditure on maintenance and new build development is significant. In the last three years, the Council spent an average of £8 million investment per year on maintaining the existing housing stock, capital investment included. Therefore, setting out a clear vision for the future of the Council's Housing Services

property portfolio will be crucial to ensure that investment meets the needs of ongoing service delivery, as well as new build development aspirations.

8. The vision is to provide homes that are:

- Efficiently managed to meet current and future needs;
- Suitable for their purpose and deliver value for money;
- Compliant with legislation;
- Energy efficient and progressing towards net zero emissions; and
- Contributing to a positive public perception of the Housing Service and Council.

9. The HAMP identifies key challenges:

- Housing needs and demand exceed current supply;
- The review of the Energy Efficiency Standard for Social Housing (EESH) review and uncertainties around potential changes related to the Social Housing Net Zero Standard (SNZHS) and longer-term net zero target;
- Decarbonising our housing stock, i.e. moving to low or zero carbon heating systems is financially challenging;
- Ensure decarbonisation of heat prioritises affordable heat, in line with fuel poverty milestones including the statutory target that no more than 15% of households living in fuel poverty by 2030;
- Information and analysis to guide investment needs for net zero ambitions;
- Skill gaps and funding uncertainty to carry out required work to meet net zero ambitions;
- Changes to the Scottish Housing Quality Standard (under tolerable standard); and
- Inflationary rises in materials' costs are making property maintenance and construction increasingly expensive.

10. With these challenges in mind, the HAMP offers a coherent, manageable and flexible approach which acknowledges that we cannot do everything at once. In addition, regulatory and statutory changes at both UK and Scottish Government level, may occur even throughout the life of this short plan, which may then affect how we manage and improve our housing stock. At the time of writing this HAMP, the energy efficiency and net zero standards are under review by the Scottish Government, with the ambition that social housing would lead the transition to zero direct emissions buildings. Therefore, this is a two year plan and a review of this HAMP in 2026 will ensure that we are adapting to any changes, as required.

11. The HAMP outlines the work undertaken in the last 12 months and planned actions over the next two years. These actions reflect the need for a solid foundation to put the Council in the best position to meet future challenges. Many of the actions will provide us with better information to make informed decisions about investment and future management of our housing assets.

12. The approach to managing the housing stock over the next two years will be:

- Target significant investment principally in relation to properties that are not wind and/or watertight or related to delivery of SHNZS, when this is confirmed;
- Analyse our current stock condition survey data with consideration to assess how valid our data is; i.e. are there any gaps; and develop a plan to address data gaps to inform a future investment plan;
- Reassess the Council New Build Programme with a view to building more units where this is sustainable in terms of capital programme affordability and any revenue

consequentials arising, ensuring the right balance between maximising the condition of our existing assets and the desire to build more new housing;

- Review 10-Year Capital Programme to ensure equal investment each year;
- Benchmark and test our investment assumptions, including lifespan, specification and costs related to kitchens and bathrooms, heating sources, roof and render replacements; and
- Consider investment priorities of the Scottish Housing Quality Standard (SHQS) versus non- SHQS; example of SHQS works are kitchens, doors, windows so homes meet tolerable standards; while non-SHQS works are close painting; renewing fences or general facelift work.

13. The Council's investment priority in the housing assets have been determined by the need to meet the SHQS, statutory compliance requirement and the plan for achieving energy efficiency standards. The majority of these works have also been determined following consultations with tenants and their feedback which is centred on improving the homes they live in. As such, our capital investment over the next two years will be to ensure that our homes are wind and water tight; meet statutory standards and are good quality homes with safe and secure environment for our tenants.

14. In addition to continuing with capital investment programmes, the remainder of the HRA assets will be reviewed through different appraisals to determine how they will be managed and maintained in future.

15. Some HRA assets are made up of lock-ups principally constructed as part of housing development. 142 lock-ups are managed by Housing Services and they are leased to both council tenants and non-council tenants. Pressure on HRA capital resources limit the extent of improvements or major maintenance work on these lock-ups; as a result, some garages are beginning to fall into a state of disrepair. These will need to be assessed, to identify what is needed to ensure their long-term life or whether demolition and disposal would be more appropriate.

16. There are 22 commercial assets (retail units, offices and grounds) currently leased out. They are let on a "maintaining and insuring" basis. Given the current condition of these assets, there are no issues that need to be addressed during the lifespan of this Housing Asset Management Plan. In addition to these commercial assets, HRA assets include 69 hard standings on 17 sites. These are plots of land leased to individuals who have built garages or lock-ups. The Council is not responsible for repairs and maintenance. However, the Council is responsible for maintaining the land and the demolition of any garages that are in a state of extensive disrepair.

17. Housing Services are responsible for about 209 roads and 117 footpaths throughout the Council area. These generally exist on council-built housing estates and used by tenants and private owners. Maintenance is paid through the HRA, which means that private owners are not contributing to their share of the maintenance costs despite having use of them. This is a similar situation with parks and open spaces, which were formerly 100% Council-owned estates. These assets, many of which are held on the HRA, provide amenity value to Council tenants and private owners across the Council area. Open spaces have significant impact on our housing neighbourhoods and their sustainability.

18. A detailed action plan is also required for assessment of unadopted roads and footpaths; to consider whether the roads and paths are up to the adoptable standard applied by the Roads Service. Ones that do not meet the standard, will be identified for remedial work. Carrying out remedial work may enable transfer of ownership from the HRA to the Roads Service, depending on levels of investment required.

FINANCE AND EFFICIENCY

19. The costs to implement the investments and aspirations in the HAMP are significant but, as yet not fully defined. Many of the actions identified in the HAMP Action Plan are related to scoping and appraising options for investment and, or future savings. In order to do this, an investment in resource with technical expertise will be required, to appraise low or zero carbon technologies. Without this initial investment, progress in delivery of the HAMP will be challenging.

20. Sustained capital investment over a long period of time will be required to ensure that the Council continues to provide homes that are fit-for-purpose, comply with legislation and are of good quality for our tenants. As such, budgets allocated to the capital investment programme over the next two years (lifetime of this HAMP) and that of future years, approved for 2024 – 2034 capital programme; will allow the Council to continue to meet the SHQS. A review of the HRA 30 Year Business Plan is essential to test financial assumptions and the longer-term financial implications of investment. Especially taking into account the investment that will be required to meet future requirements of energy efficiency and net zero standards and, to provide homes that meet the needs and aspirations of our tenants and prospective tenants.

21. The 30-year HRA Business Plan is updated annually. There is an ongoing review of this, as it is important to understand, how we can continue to support current level of annual expenditure and continue to meet the Capital Programme. This includes investment in existing housing stock and new build aspirations. The assumptions in the Business Plan are based on rent increases and the disposal of specific land assets.

22. Government and other external funding streams may be available to support specific projects or support the research cost and development of our future investment plans. These will be explored to ensure that the Council can benefit, where appropriate.

CONSULTATION AND PARTNERSHIP WORKING

23. Our project delivery timescales require resources from other services within the Council in order to deliver on the HAMP, for example resource from the Property and Technical Services team, Estates team, Procurement and Legal teams. Key actions are detailed within the HAMP that will require continued collaboration and input from these services. It is recognised that there are interdependencies that will be pivotal to the success of the HAMP; collaboration will be a crucial vehicle for delivery across Departments, while recognising the competing priorities.

24. Finally, the Housing Services team will engage with the Scottish Housing Regulator (SHR); the Scottish Government; relevant industry, statutory and professional bodies and other local authorities in terms of best practice in management of our assets. Also, acknowledging the need to enhance in-house knowledge on low and zero carbon technologies and other potential future changes in statutory compliance.

IMPLICATIONS OF THE PROPOSALS

25. The HAMP will have impact on housing assets, as decisions and planned investment will impact on energy efficiency of our assets and other elements of the SHQS, to make sure that our tenants live in warmer, safer and good quality homes.

26. Assessment in terms of both Equalities, Fairness and Rights and Climate Change impacts can be applied to some actions within HAMP action plan.

CONCLUSIONS

27. The Housing Asset Management Plan 2024-2026 sets out the Council's plans for the management of its Council housing stock and other HRA assets. The plan builds on the previous plan including the work completed within the past 12 months and sets out the framework for the next 12 to 18 months, in developing a strategy to meet the challenges for improved management and use of our key assets.

28. The management of Housing Services assets is complex with a number of elements for consideration to ensure they are fit for purpose – these include the financial situation, net zero considerations, the levels of usage and meeting our customers' changing needs.

29. The planned actions over the next two years aim to put the Council in the best possible position to provide homes that meet the needs and aspirations of our tenants and prospective tenants. Also, ensure that continued investment is affordable and will be welcomed by Council tenants, who will see the quality of their homes continue to be improved.

RECOMMENDATION

30. It is recommended that Cabinet approves the Housing Asset Management Plan 2024-2026.

Director of Environment

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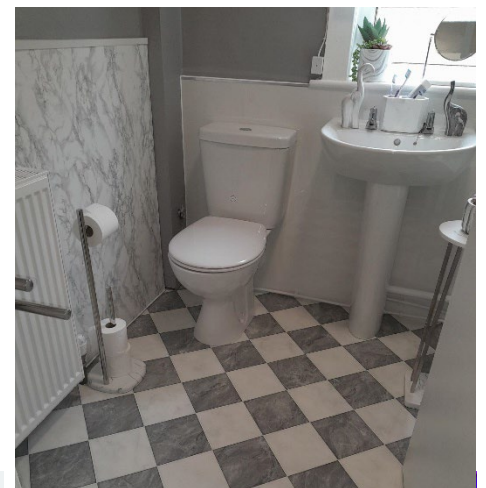
November 2024

APPENDIX 1 - Housing Asset Management Plan 2024-26

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Housing Asset Management Plan 2024 – 2026



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1. EXECUTIVE SUMMARY

The purpose of the Housing Asset Management Plan (HAMP) is to outline our proposals with regards to the management, maintenance and improvement of our Council Housing stock and other Housing Revenue Account assets, on behalf of our customers, elected members, officers and key stakeholders.

The requirement for the HAMP flows from the wider Corporate Asset Management Plan (CAMP) approach, and as such it is one of a suite of asset management plans used to manage the Council's property, land and other assets, for example the Council fleet, open spaces, land, housing and IT assets, amongst others. This HAMP aligns with the priorities of the CAMP which has as its overarching objective the delivery of improved outcomes across a range of indicators for the people of East Renfrewshire.

Although this HAMP covers two years, it aligns with our already agreed 10 year Capital Investment Programme, the 30 year HRA Business Plan, the Local Housing Strategy and the Strategic Housing Investment Plans. This plan will:

- build on the achievements of the previous plan;
- highlight level of investment on development of new buildings and on existing housing stock;
- outline work that have been done to date on how we meet current and future requirements and statutory standards in our assets; and
- set out the steps proposed over the next 12 to 18 months in developing our strategy to improve management and use of our assets.

The management of our assets is a complex exercise with several elements involved, to ensure that our HRA assets are fit for purpose now or that there is a plan to bring them up to the required standard, and that they are maintained thereafter to the required standards. These include statutory housing quality standards, net-zero and energy efficiency requirements, customer needs, and customer and Council affordability considerations which are set out in the current iteration of the 30 year HRA Business Plan.

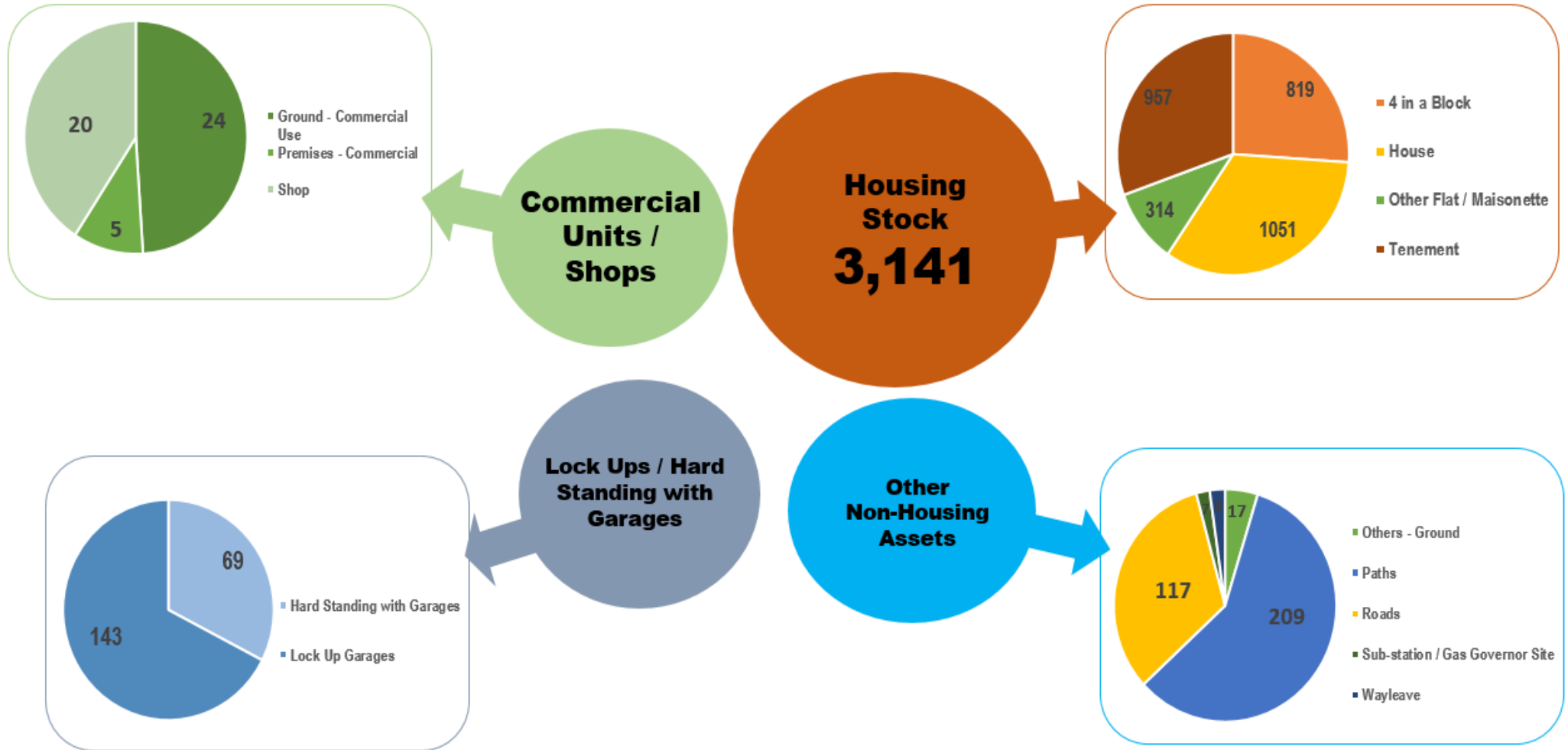
In order to deliver on these priorities, the Housing Asset Management Plan covers:

- **The Council housing stock and HRA assets;**
- **Asset profile and stock condition surveys and data analysis;**
- **The legal framework in which they operate;**
- **The future challenges;**
- **How these challenges will be met; and**
- **How we will assess our assets to determine if they will meet net zero or energy efficiency standard or not.**

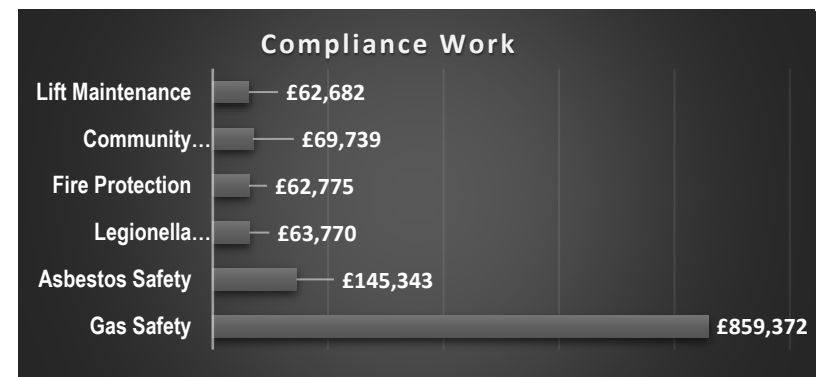
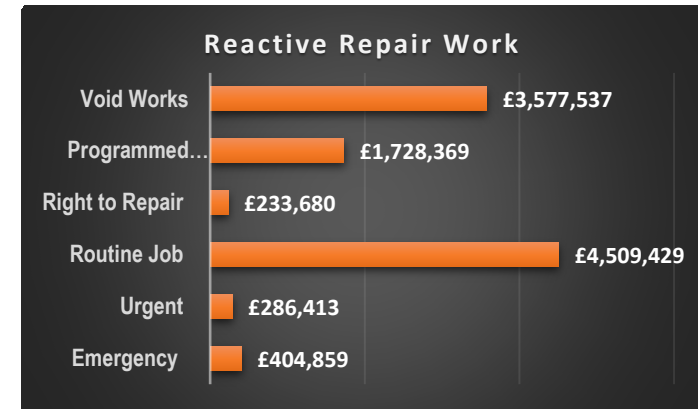
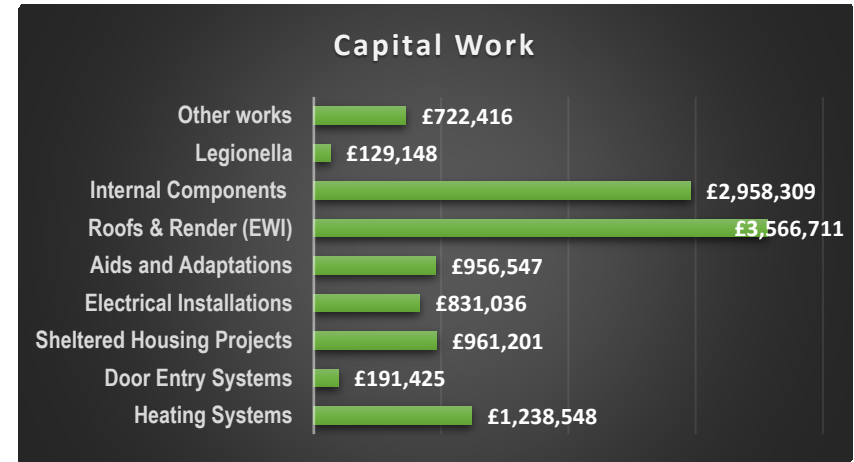
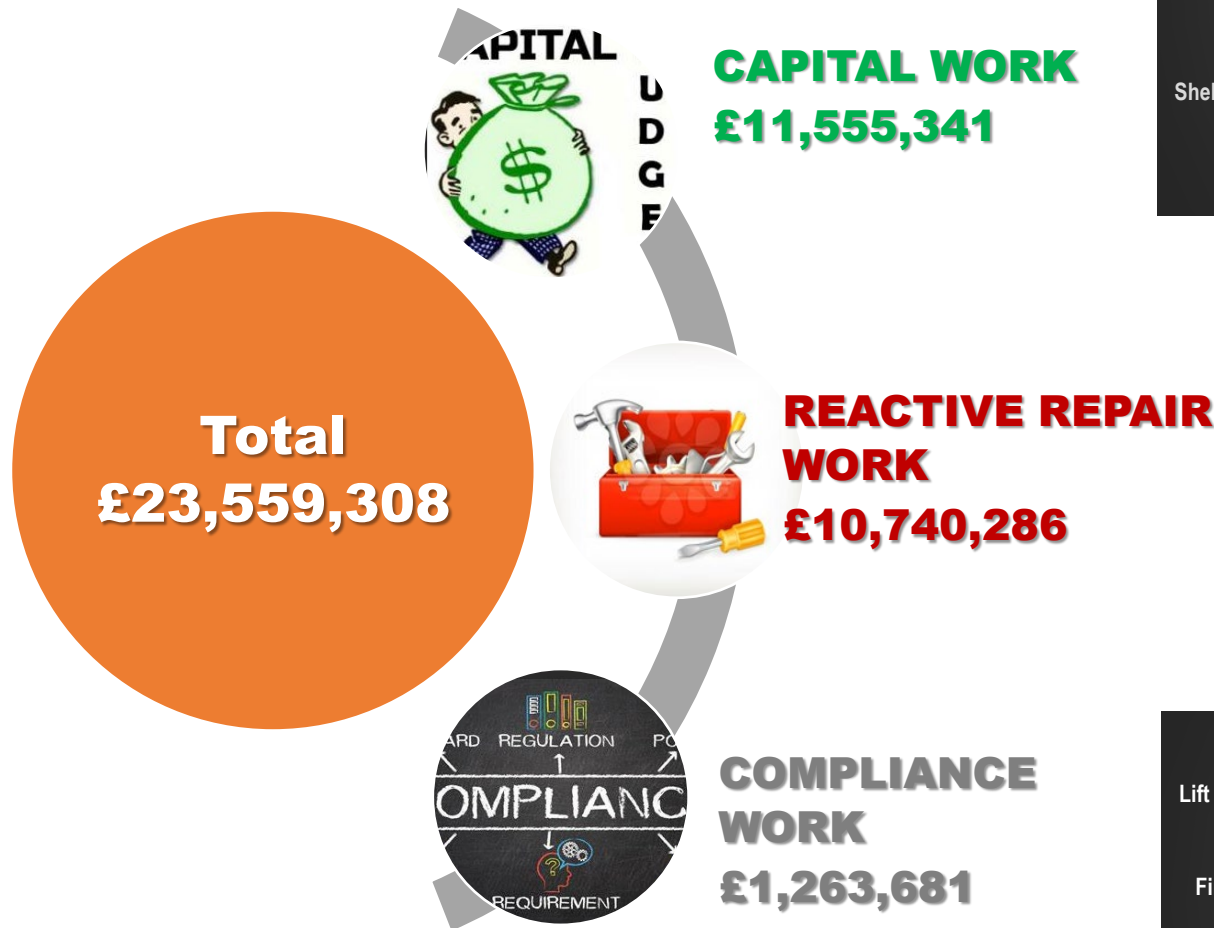
All of the above will inform decisions that will require to be taken around which buildings to retain and invest in as core sustainable stock, and which to dispose of. Decisions will be assessed on a sustainable economic and/or social value evidence base and data.

2. KEY FACTS

Total Number of Council Housing Stock and HRA Assets



Total Cost Spent Apr 2021 – March 2024 on Housing Stock



3. THE VISION

It has long been recognised that good quality housing provides the foundations for our residents to attain and maintain good health, social support, good educational outcomes and positive post educational destinations, and to enable employment to be sought and sustained. This Housing Asset Management Plan (HAMP) outlines how we will continue to maintain our housing stock to provide warm, safe and secure homes. As such our vision is to provide homes that are:

- **efficiently managed to meet current and future needs;**
- **suitable for their purpose and deliver value for money;**
- **compliant with legislation;**
- **energy efficient and progressing towards net zero emissions; and**
- **contributing to a positive public perception of the Housing Service and Council, and the communities in which we have stock.**

The development of a housing asset management plan is crucial to enable the effective deployment of revenue and capital resources, and to ensure clear alignment to the Council's strategic goals.

This HAMP focusses on the need to lay a solid foundation now, in order to put the Council in the best position to meet future challenges with regards to its housing stock, particularly the statutory requirement to meet both housing quality and energy efficiency standards across all of our stock. The HAMP underpins the Housing Service aims to provide the best possible quality housing to its customers whilst recognising the need to keep rents affordable and the cost of energy in these homes low. It also aims to meet the demands of homelessness and the need for more affordable homes in the area.

This 2024-2026 HAMP supersedes the previous version which was adopted and approved by the Council in 2019.

4. THE CHALLENGE

East Renfrewshire Council acknowledges that achieving its vision for housing and addressing the challenges of the current housing emergency is going to be challenging. This is partly because of the age profile of our stock and the general affordability constraints of the HRA and the Council generally, as referenced in our current 30 year HRA business plan. But this challenge has also been made more difficult in recent times as a result of decreasing funding for new build housing in particular, notably the reduction in Government subsidy in both real terms and as a percentage of the costs.

This reduction has occurred notwithstanding the ever-increasing demand for social housing, increasing pressures on temporary accommodation and the nationally declared housing emergency. East Renfrewshire Council declared a local housing emergency on 11 September 2024. This local declaration acknowledges significant increase in homeless applications and the dearth of appropriate accommodation across all tenures and in particular accommodation of all tenures that is affordable to those in need. It also recognised that the local housing market makes it challenging to respond to this increased and sustained demand, reflected in the high cost of purchasing a house, which is particularly important given that owner occupation represents more than 80% of all housing by tenure across our Council area. Given that the private and midmarket rental sectors are very small and in many cases equally unaffordable, this creates significant pressure on social rented housing across all providers, of which the Council represents the substantial proportion of all stock.

In addition to the issues of addressing housing needs and demand challenges, the current legislative framework for social housing energy efficiency standards are in development. At the time of writing, the Scottish Government has just completed a consultation on the proposed Social Housing Net Zero Standard (SNZHS) but we do not as yet have the detail that would enable us to firm up the potential costs to the Council of compliance. Whilst the direction of travel is towards increased energy efficiency and a move to low or zero carbon heating systems, the exact requirements are currently unclear and unlikely to be clarified until 2025. Technology related to such requirements is also evolving at pace which represents a further challenge.

Consequently, it is difficult to accurately evidence the impact on our investment requirements as regards our existing stock at this point in time. We can however say that it is likely to increase the cost of that stock attaining and sustaining the statutory requirements that we outline here, and additional spend on existing resource may constrain the number of new build units that we can afford and/or the timeline over which they may be delivered.

In summary current challenges include:

- **housing needs and demand exceed current supply;**
- **supply and affordability of housing across all tenures is challenging;**
- **EESHS review and uncertainties around potential changes related to the SNZHS and longer term net zero target;**

- decarbonising our housing stock, i.e. moving to low or zero carbon heating systems is financially challenging;
- ensuring that the decarbonisation of heat prioritises affordable heat, in line with fuel poverty milestones including the statutory target that no more than 15% of households should be living in fuel poverty by 2030;
- suitable information and analysis to guide investment needs for net zero ambitions;
- skills gaps and funding uncertainties that impact on our ability to carry out required work to meet net zero ambitions;
- changes to the Scottish Housing Quality Standard (essentially the measure of the minimum acceptable tolerable standard for our stock); and
- Inflationary rises in materials costs are making property maintenance and construction increasingly expensive, particularly because construction industry inflation for goods, materials and labour often significantly exceeds CPI and RPI measures of general inflation across our economy at a national level.

Given the extent of the challenge, we believe this HAMP offers a coherent, manageable and flexible approach which acknowledges that we cannot do everything at once but that does provide a balanced, sustainable and proportionate response to these challenges within the constraints of resource availability. In addition, regulatory and statutory changes at both a UK and Scottish Government level may occur even throughout the life of this plan which may then affect how we manage and improve our housing stock. We will address this challenge through a review of the HAMP in 2026, which will ensure that we are adapting to any changes appropriately at that time, while we prepare the next HAMP which will cover the next five years for our HRA assets post 2026.

5. NET ZERO AND ENERGY EFFICIENCY STANDARD

Whilst maintaining a portfolio of varying housing types has always been a challenge for local authorities, the need to improve energy efficiency and decarbonise heating systems significantly increases the scale of the challenge and the investment required.

The current Energy Efficiency Standard for Social Housing (ESSH) targets are that

- by 31 December 2025, no social housing is to be re-let below EPC B and D; and
- by 31 December 2032, all social housing meets, or can be treated as meeting, EPC B and D, or is as energy efficient as practically possible, within the limits of cost, technology and necessary consent.

The Scottish Government decided to review the standards applying across all buildings, with the ambition that social housing would lead the transition to zero direct emissions across all of them.

The new Social Housing Net Zero Standard (SHNZS) that we are currently awaiting the details upon was a part of the process of this review.

As mentioned, at the time of writing, the finer details of the SHNZS are unknown. However, the Council does know that it must undertake the following activities, which are likely to have potentially significant resource implications as the costs crystallise once the detail of the SHNZS is finalised and published:

- 1. Review existing data to assess current compliance status with the SHNZS;**
- 2. Assess / carry out surveys of our housing stock to get accurate information on the Fabric Energy Efficiency (FEE). This will include air testing, thermal imaging and other relevant processes in order to identify areas of heat loss in each property;**
- 3. Assess the number of homes that require a clean non carbon based heating alternative; and**
- 4. Identify works required to meet proposed FEE standards and to deliver on the requirement for us to change all heating provision to a clean heating alternative.**

6. IN SCOPE- WHAT DOES THIS HAMP COVER?

This HAMP covers all social housing owned by the Council, including sheltered housing. It also includes lock-ups and garage sites, related open spaces, roads and footpaths which are not otherwise currently adopted by the Council's Roads Service. There are also a number of commercial buildings and shops held on the HRA.

As of **March 2024**, the Council **housing stock is 3,141**; the HRA account holds 3,126 units, while 15 are held on the Council's General Fund (GF) account; these GF properties are held for homelessness temporary accommodation use and are held on the GF as homelessness functions are, by statute, GF chargeable as opposed to HRA chargeable.

We anticipate that there will be at least a **further 171 new dwelling units** that will be added to the HRA account by **2028**. In addition to this, £1million was made available from Council General Fund capital reserves in September 2024 to purchase additional housing units and/or new builds for homelessness temporary accommodation use. At mid October 2024, approximately £300k of this has been committed. This has allowed us to purchase two three bedroomed properties and will also cover investment works to bring them to the required standard, with further potential purchases being actively pursued from an active pipeline of potentially suitable acquisitions. There will be whole lifecycle cost implications to the GF for maintenance and investment in these properties over time, though given the small scale at present these are containable within existing resource allocations, though this will require to be reviewed in future years depending on the growth in acquisition of GF housing stock.

The table below shows a breakdown of dwelling type for both existing HRA housing stock and anticipated new HRA dwelling units.

Existing Stock	1 Apt	2 Apt	3 Apt	4 Apt	5 Apt	6 Apt	Total
4 in a Block	36	189	414	151	25	4	819
House	108	165	436	291	51		1,051
Other Flat / Maisonette	27	231	41	15			314
Tenement	51	357	489	56	4		957
Total Stock by apt size	222	942	1,380	513	80	4	3,141
New Stock	1 Apt	2 Apt	3 Apt	4 Apt	5 Apt	6 Apt	Total
House			48	42	6		96
4 in a Block		40	4				44
Other Flat / Maisonette		10	21				31
Tenement							0
Total Stock by apt size		50	73	42	6	0	171
TOTAL HOUSING STOCK BY 2028							3,312

In response to current and future challenges faced by all landlords, to ensure safety in tenants' homes and ensure they meet energy efficiency targets, the main areas of **focus of this HAMP** will be on our **3,141 existing properties**.

The new build dwelling units are not included in plans and discussions within this HAMP. This is because the Scottish Building Regulations 2024 provides a robust framework that ensures **new building developments built to current building standards**. The standards are for new build to comply with regulations for **Energy Efficiency; Ventilation; Renewables; Fire Safety and Carbon Emission**. It is unlikely that these standards will change over the lifetime of this HAMP.

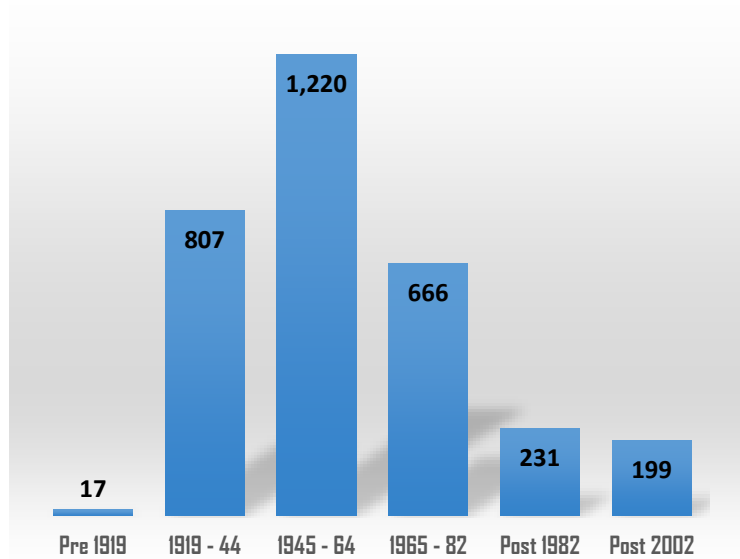
While these regulations present some challenges, particularly financial ones, they deliver long-term benefits in terms of reduced emissions, better living conditions, and lower costs to our tenants, therefore contributing positively to societal and environmental goals. Builders, landlords, and homeowners will need to adapt to these standards, potentially harnessing emerging technologies and government support to meet these evolving demands.

1. **Energy Efficiency** – new building are designed and built to significantly reduce energy consumption, which is critical in reducing utility costs for residents and minimizing the environmental impact of new buildings.
2. **Ventilation** – Adequate ventilation is prioritised to ensure good indoor air quality and prevent or mitigate such issues such as dampness and mould.
3. **Renewables** – The 2024 standards strongly encourage integrating renewable energy sources, such as solar panels and heat pumps.
4. **Fire Safety** – the regulations mandate using fire-resistant materials and advanced smoke detection systems. In addition, all affordable housing must now have water sprinkler systems in place.
5. **Carbon Emissions** – this mandates a decrease in carbon emissions from homes. Gas Fire Boilers are no longer allowed to be installed in new buildings. The goal is to align with Scotland's net-zero 2045 target.

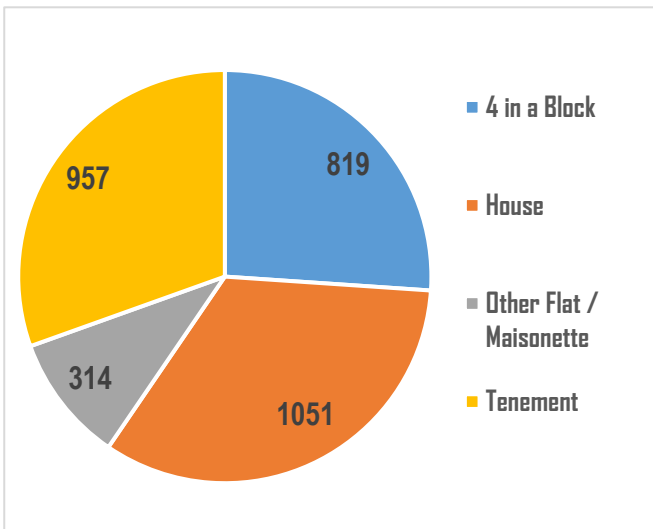
6.1 CURRENT HOUSING STOCK

Built Year

The majority of our housing stock (65%) was built during the inter-war (1919-1944) and post-war (1945-1964) periods. Due to the age of our stock, significant investment is required now and on an ongoing basis to ensure that it continues to provide good quality housing, and also to bring it up to, and to maintain it at, the Energy Efficiency and Net Zero Standards.



Dwelling Type

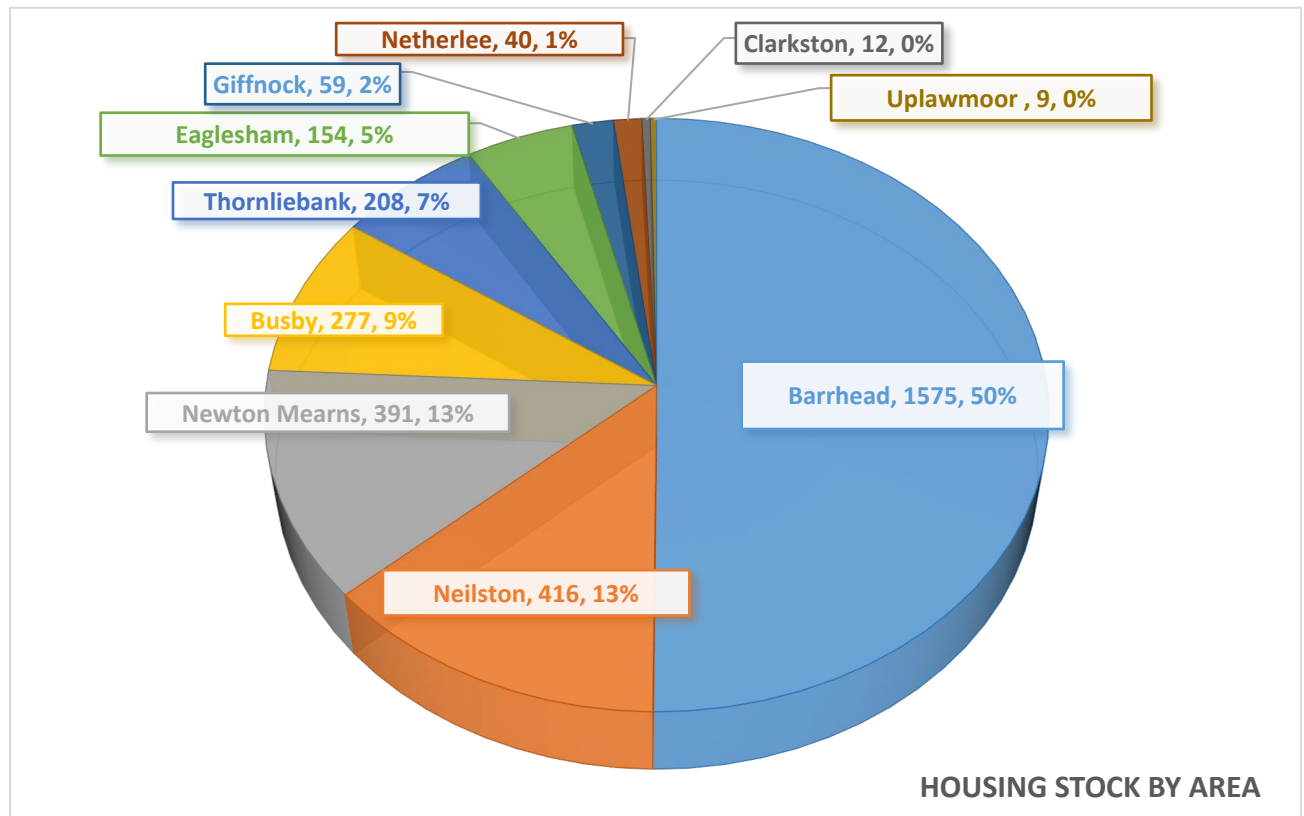


Our stock is a mix of tenement flats, own door flats within 4 in a block, sheltered unit flats within sheltered complexes, maisonette flats, and a mix of terraced, semi and detached houses.

This chart shows breakdown of housing stock by house type. Our stock is predominantly flats and tenements (67%). This includes 244 sheltered flats and bungalows and majority (173) of the sheltered flats are located in Eastwood area.

Dwellings by Geographical Location

Most of our stock (64%) is located in the Barrhead and Neilston areas, with the remainder being located mainly in the Eastwood area.



6.2 NON HOUSING ASSETS

i. Sheltered Housing Community Rooms

We have **8 Sheltered Housing complexes**, and these have a number of communal areas including 8 communal lounge areas and 8 communal kitchen areas, which are used as an integral part of the facilities that support this type of accommodation.

ii. Lock-ups

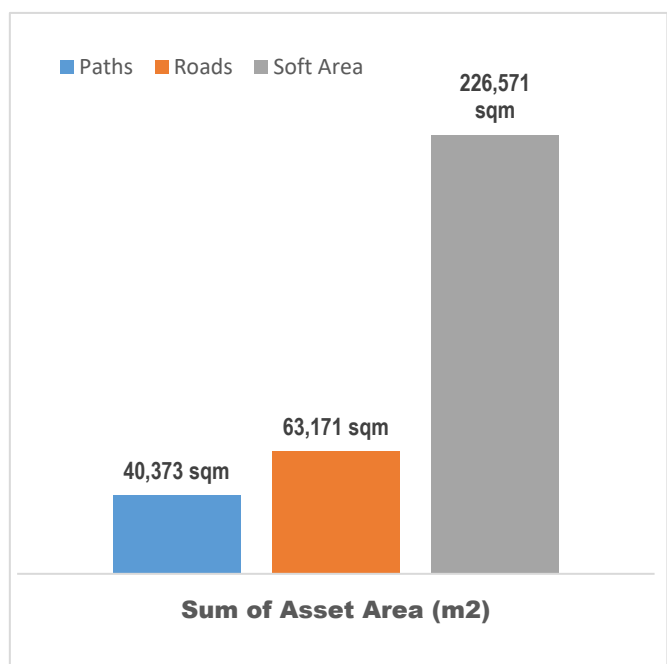
Lock-ups were principally constructed as part of housing developments when our larger scale estates were originally built. We manage **142 council owned lock-ups on 12 sites** which are available to tenants of Council houses and also to those who are not tenants. Reactive repairs are carried out where necessary on these garages, but pressure on HRA capital resources limit the extent of improvements or major maintenance work which would need to be funded from HRA capital. As a result, some garages are beginning to fall into a state of disrepair. We will review the long term viability of these sites and also their potential ability to be developed for housing or other alternative uses as may be appropriate.

iii. Hard-standings – Garage Sites

Housing Services own **69 hard-standings on 17 sites**. These are plots of land leased to individuals who have built garages or lock-ups. The Council is not responsible for repairs and maintenance. However, the Council is responsible for maintaining the land and the demolition of any garages that are in a state of excessive disrepair. As with lock ups, we will review the long term viability of these sites and also their potential ability to be developed for housing or other alternative uses.

iv. Unadopted roads and footpaths

Housing Services has responsibility for **209 roads and 117 footpaths** throughout the Council area. These generally exist on Council built housing estates where, when built, the expectation was that the roads and footpaths would be used solely by Council tenants paying rent to the HRA. However, as a result of Right-to-Buy these roads and footpaths are now used by tenants and private owners. Maintenance still sits with the tenants only through the HRA, which means that private owners are not contributing to their share of the maintenance costs, despite having use of them. Therefore these roads are being effectively subsidised by tenants/the HRA, contrary to accepted good practice and guidance in relation to what HRA tenant rent money should be spent on. This is a problem common to all stock owning Councils. We are currently establishing whether or not adoption of some of these roads through payment of a commuted sum by the HRA from capital budget resources to the GF may provide a sustainable longer term solution to this challenge. This would be delivered over a number of years by Housing, Roads and Grounds Maintenance teams and help to create a more resilient resource base for all services whilst ensuring quality standards in this area are maintained as far as is practicably possible. We will be trialling this during the course of this HAMP with a view to considering any further future roll out of activity in this area.



v. Open Spaces/Land

A similar situation arises here as to that narrated above with regards to paths and roads. Parks and open spaces that were created within what were formerly 100% Council-owned estates, now provide amenity to Council tenants and private owners. Open spaces have significant impact on our housing neighbourhoods and their sustainability. These are held on the HRA and so as above, the costs incurred are paid for from the HRA even though these are no longer solely tenant related costs and have not been for a substantial period of time. The total area of the soft spaces owned by HRA is in the table above. A similar exercise to that proposed for the issue affecting roads and paths is being proposed for this activity.

vi. Commercial buildings

There are **22 commercial assets** (retail units, offices and grounds) currently leased out that are held on the HRA and these generate an annual income of approximately £188,000. Given the current condition of these assets and the fact that they are let on a “maintaining and insuring” basis where the lessees bear all repairing obligations and costs, there are no issues that need to be directly addressed during the lifespan of this Housing Asset Management Plan.

In summary, whilst there are a number of different asset categories covered by this HAMP, priority will be given to mainstream housing stock and sheltered complexes, because these make up the bulk of Housing Service assets and represent the very vast majority of our customers.

7. OUR PROPOSED APPROACH TO HOUSING ASSET MANAGEMENT

Given the current uncertainties and challenges, the approach to managing our housing assets over the next two years is proposed to be to:

- target significant investment principally in relation to properties that are not wind and/or watertight or related to delivery of SHNZS, when this is confirmed;
- analyse our current stock condition survey data with consideration to: assess how valid our data is, i.e. are there any gaps; and develop a plan to address data gaps to inform a future investment plan;
- reassess the Council New Build Programme with a view to building more units where this is sustainable in terms of capital programme affordability and any revenue consequential arising, ensuring the right balance between maximising the condition of our existing assets and the desire to build more new housing;
- review 10-Year Capital Programme to ensure equal investment each year;
- benchmark and test our investment assumptions, including lifespan, specification and costs related to kitchens and bathrooms, heating sources, roof and render replacements; and
- consider investment priorities of the Scottish Housing Quality Standard (SHQS) versus non- SHQS; example of SHQS works are kitchens, doors, windows so homes meet tolerable standards; while non-SHQS works are close painting; renewing fences or general facelift work.

8. CONDITION OF HOUSING STOCK

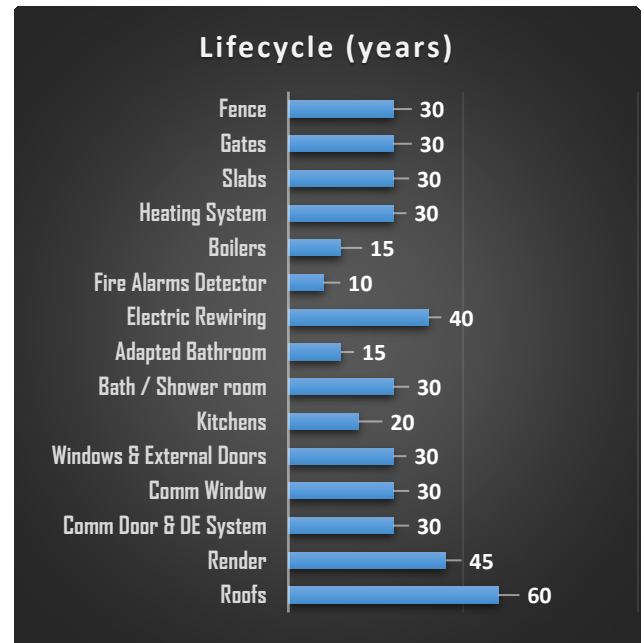
DATA FROM STOCK CONDITION SURVEY

In 2011, we commissioned independent surveyors to carry out a stock condition survey of our housing stock. The information from this survey provided the basis for the creation of our current asset management database, APEX. In that 2011 survey, approximately 80% of the housing stock was surveyed while the remaining 20% of the data was cloned, which is consistent with accepted industry practice.

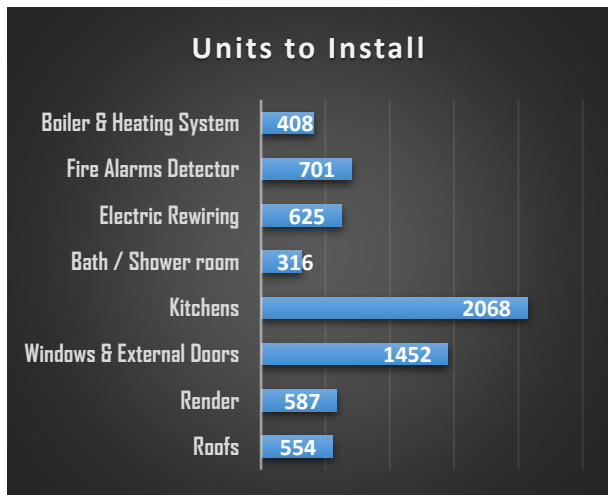
Over time, it has become clear that the data obtained no longer provided wholly accurate data and information on building elements and their attributes. As a result of this, a baseline for more accurate and realistic data was set from 2017, when we started our current approach to stock condition surveying.

Since 2017, we have carried out a full survey in 2,041 properties, meaning **we are reasonably confident that 65% of our housing stock has accurate information on APEX**. We will continue to survey at least 10% of the housing stock per year on a rolling basis, ensuring therefore that every unit has a full survey carried out at least once every ten years, in line with accepted good practice.

These surveys will assess the condition of elements within a property against their life expectancy and against the requirements of the Scottish Housing Quality Standard (SHQS) and energy efficiency standards such as EESSH and SHNZS or their successors. Going forward, a combination of our stock condition survey approach of 10% per annum, combined with data obtained from actual capital programme spend and day to day and cyclical maintenance spends will enable us to have a much more accurate picture of historical costs and future spend requirements than is currently the case. Implemented correctly, this will effectively enable us to update both our HRA capital plan and cost assumptions essentially in real time.



8.1 ASSET CONDITION - Lifecycle Replacements



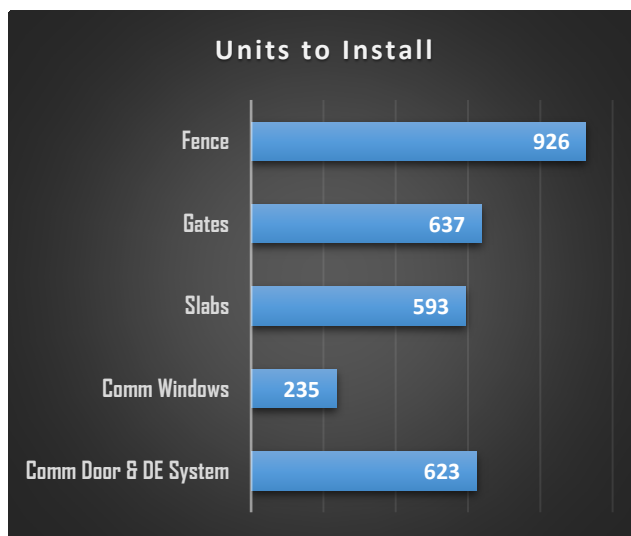
The surveys identify key areas that we will need to review and focus investment on within the next five years, examples including:

- **Windows** - about 1,350 properties are due new windows over the next 5 years based on age and expected lifecycle, subject to on site surveying and validation.
- **Roofs** – about 550 roofs have either reached or will reach end of their expected lifecycle in the next 5 years. Though we expect that a significant portion of these are likely to be in a fair condition, it will nonetheless be prudent to produce a reasonable and proportionate plan based on updated survey data for the partial replacing of these to ensure our properties are wind and water tight and thus continue to comply with statutory requirements. Again, this is subject to on site surveys and validation.
- **Kitchens** – are largely in good condition. Issues tend to be with wear and tear where kitchens have been potentially misused or suffered heavy use. To address this we will allow for an annual replacement programme of kitchens falling into this category as identified through our surveying process.
- **Bathrooms** – replacement requests from tenants are principally driven by aesthetic requirements as opposed to components such as sanitary and washing/bathing installations no longer being fit for purpose or failing in situ, and additionally around facelift of wall finishes and ceilings. We do not decorate tenant homes but install wall boards around the sanitary units – mainly around three walls in the bathroom. Sanitary and washing installations will be upgraded when appropriate, factoring in condition and other statutory investment requirements, once more subject to on site surveys and validation.
- **Fire Alarms Detectors** – these are replaced when they reach 10 years old, as is the statutory requirement, as part of our ensuring that we comply with our relevant health and safety obligations towards our tenants in their homes.
- **Electrical Rewiring** – there are over 600 properties that we estimate will need rewiring in the short to medium term. This can cause potentially significant disruption to tenants' homes, and it can be that some tenants would prefer to, or do, refuse access. Consequently, we prioritise these works being carried out when properties become void. To ensure safety, we carry out Electrical Installation Condition Report (EICR) safety checks every five years. At present, 90% of our stock holds the required valid five year certification with the remainder programmed in to our rolling safety check programme for completion. During the safety check programme, we will also be able to identify other categories of

repairs which will be followed up accordingly. This ensure tenants' safety and also to ensure that we are complying with the electrical installations regulations in their homes.

- **Gas Boilers & Heating Systems** – We are currently only replacing boilers that have either broken down or with obsolete parts. Investment in this area has been reduced until we have clear guidance from the government on the new energy efficiency and net zero standards, as the Scottish Government are moving us towards ceasing the use of fossil fuels as acceptable energy sources in all buildings over the medium to longer term.

The following works have not been part of the planned capital programme to date, but have instead previously been carried out on an ad hoc basis, subject to resource availability:



- **Communal Windows**

- **Doors and Door Entry System**

- **Slabs, Fences and Gates**

- **Gutters and downpipes** – where appropriate and required, generally renewed with full roof replacement, despite having a shorter expected lifecycle than roof.

- **Other Non-SHQS works** – where budget is available and subject to other competing

higher priorities, particularly those that are a statutory requirement.

8.2 ASSET CONDITION – Scottish Housing Quality Standard (SHQS)

The SHQS was introduced by the Scottish Government in 2004 to set out the minimum quality standards for all homes in the social rented sector in Scotland.

This table shows how many of our tenants homes met the SHQS standard as of 31 March 2024.

From above, we are able to identify key areas of SHQS non-compliance across our stock.

Broad area (or criteria)	Category	Pass Properties	Fail Properties
Tolerable Standard (the basic legal minimum standard)	A	3,141	0
Free from serious disrepair	B	3,141	0
Energy efficient	C	3,138	3
Modern facilities and services	D	3,135	6
Must be Healthy, Safe and Secure	E	2478	663

- **Category C – Energy Efficiency Standard** – these are properties failing EESSH. The remedial works programme will depend on energy efficiency measures that are financially viable and feasible to install; examples of works that will improve energy efficiency of these properties would include external wall and cavity wall insulation, installation of solar panels and air source heat pumps.

These works can however come at a substantial cost. Whilst we will continue to look at alternative sources of funding these works, we will need to consider whether or not for some units of stock the price of retrofit is supportable by the increase in actual asset value and/or social value for any given unit. In simpler terms, it may be difficult to justify, for argument's sake, investing £30,000 to improve the thermal efficiency of a building by 1% when its actual value, on an open market or existing use (EUV-SH) basis, is not particularly high.

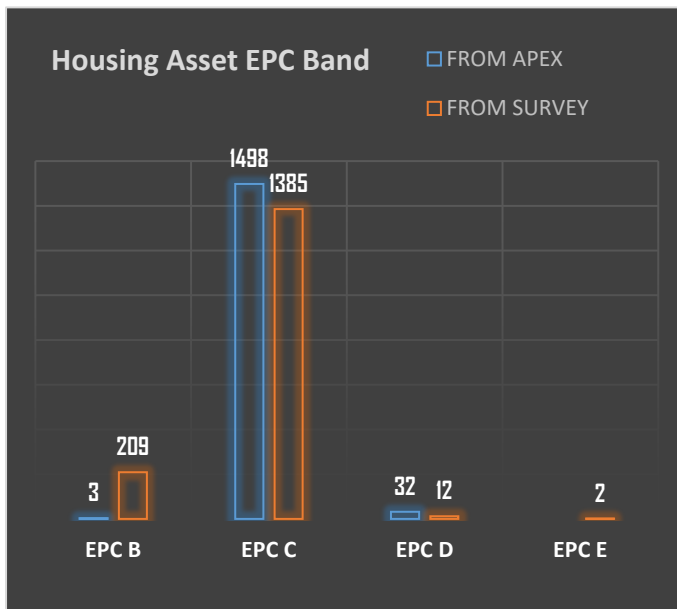
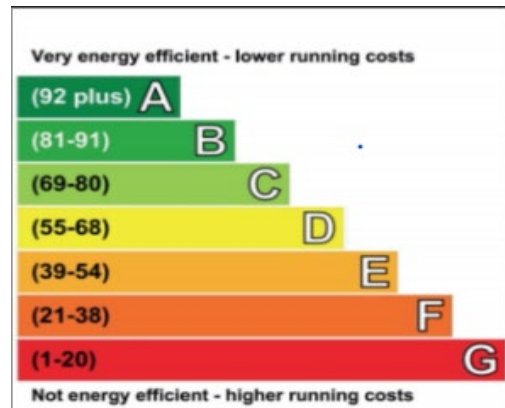
- **Category D – Modern Facilities and Services** – these properties have less than the required number of sockets in their kitchen. This principally relates to properties with very small kitchens where it can be difficult to install additional sockets and/or to remodel the layout accordingly to bring the given property into compliance with the required standard.
- **Category E – Safety requirement in relation to Electrical Safety Checks** – The requirement to carry out safety check changed recently and meant recertification every 5 years as opposed to every 10 years was now required. This significantly increased the proportion of our stock that failed the statutory SHQS requirements as a consequence. We are working our way through all of our properties to ensure that they are statutorily compliant as soon as is reasonably, practicably and affordably possible. This issue affects all social landlords across Scotland.
- **Exemptions & Abeyances** – There are various elements in the categories above that we are able to categorise as exemptions and abeyances in terms of the Scottish Housing Regulators (SHR) guidance. The purpose of these exemptions and abeyances is that the Scottish Government recognises that in certain circumstances, it will be impossible to meet specific elements of the SHQS for a number of potential reasons. Therefore the SHR reporting allows for exemptions and abeyances to be claimed, where circumstances behind non-compliance with the standard are outwith our control; typical examples include tenant refusal or owners blocking the work where we do not have a majority in shared ownership flatted blocks. The majority of our abeyances are in Category E and examples include

- Refusal to carry out communal work (Common External Door and Door Entry System) - 44
- Refusal to carry out internal work (GCH or Kitchen upgrade; EICR, etc.) - 50

Abeyances and exemptions are not registered as fails in terms of our reporting compliance with SHQS requirements. However, these areas of work are still statutorily required and will need to be carried out at some point in the future, subject to other statutory priorities and available funding and with the cooperation of owners and tenants.

8.3 ASSET CONDITION – Energy Performance Survey

The energy efficiency calculation of homes is presently based on SAP energy ratings, banding properties between EPC bands A to G; **where A is best and G is worst**. There have been changes over time in the assessment process and how that process has been interpreted. To resolve this issue, and to ensure that we work towards obtaining accurate data and 100% coverage of our housing stock, we appointed a contractor in 2022 to carry out EPC surveys and this work is currently ongoing



The target is to carry out at least 500 EPC surveys per year. To date, about **51% of the housing stock now has an up to date EPC certificate**.

In addition to the EPC surveys, the contractor has also been carrying out Occupancy Assessments and Property Condition reports. This data is expected to inform energy efficiency status of our housing stock and to support investment planning towards energy efficiency and net zero targets.

Upcoming Changes to How we Assess Energy Efficiency

We anticipate that there will be a change in how we assess our housing stock, driven by the as yet uncompleted Scottish Government EESSH review and the forthcoming but as yet unpublished SHNZS requirements.

As we currently understand it, the proposals will focus on three key areas;

1. **Fabric Energy Efficiency** – this would require social landlords to install as many of these measures as practicable; 270 mm loft insulation, cavity wall insulation, draught proofing, modernised heating controls, and suspended floor insulation, etc.
2. **Air Quality** – it has been recognised that improvements in energy efficiency can potentially cause unintended consequences that adversely affect the air quality in homes. Therefore the proposal will be for landlords to install Mechanical Ventilation with Heat Recovery (MVHR); or to have an alternative monitoring strategy.

- **Fabric Energy Efficiency (FEE)**
- **Air Quality**
- **Clean Heating**

Both of these options will have capital and revenue consequential as yet not calculated pending confirmation of the required standard.

3. **Clean Heating** – This highlights that the elimination of emissions from heating systems that run on gas; oil and other fossil fuel heating systems is now a Scottish Government requirement. Approximately 80% of Scottish social housing stock currently relies on gas for heating; as such, the proposal would require installation of a clean heating system in social homes by a backstop date of 2045, with substantial capital and revenue consequential impacts

8.4 ASSET CONDITION – Compliance and Safety Requirements

i. Gas Safety

A key statutory requirement arising out of the Gas Regulations governing installation and the use of gas appliances in domestic premises is that an annual gas safety check must be carried out on each gas appliance and flue by the landlord within 12 months of the last test and issue of a pass certificate. **The Council has consistently achieved a 100% record of compliance.** This is a substantial achievement in the context of the significant numbers of landlords across all sectors, who struggle to achieve compliance. It has been achieved through the implementation of a number of improvement actions that have been taken, namely:-

- Our service programme runs on a 10 month cycle rather than 12, which allows us more time to access our properties to ensure they are all serviced within the set timescales;
- We have a robust procedure for “No Access” properties which guarantees access before the 12 month expiry ;
- The introduction of hand held terminals by our gas servicing contractor ensures we receive certificates daily which allow us to record and monitor accurately;
- Our gas servicing contract requires the contractor to have an IT systems that allows close monitoring of progress on individual gas safety checks.

ii. Asbestos Safety Management

The Council has a duty to comply with the Control of Asbestos Regulations (2012) and has a duty of care to inform customers, contractors and staff as to the presence of asbestos containing materials in properties. The council undertakes surveys and sampling to establish and develop an asbestos register, and continues to pro-actively maintain this Register. During 2016/17 data from the asbestos register was transferred to the asset management database (APEX).

An asbestos management plan is in place and this is updated annually or as required by changes in procedure or legislation. Procedures are in place to share information on asbestos when it might impact on the frontline workforce.

The risk of exposure to Asbestos Containing Materials (ACMs) for improvement contracts to housing properties is assessed as part of the Construction Design and Management (CDM) risk assessment process.

A high percentage of ACMs within the housing stock is found within textured coatings (artex), thermoplastic floor tiles and asbestos cement products (garage roofs, soffits, fascias). Where these are in good condition it is compliant with relevant legislative provisions and consequently acceptable to leave these in the property until such time as replacement work is necessary or desirable for other purposes (e.g. re-wiring, roof renewal).

Property Status	Number of Dwellings
Properties with no Asbestos	1963
Properties with Known Asbestos	1136
Not Tested	42

The table presented shows the current position across our stock as regards properties with asbestos; properties with no asbestos and properties that have not been tested or not sure of asbestos presence. We carried out a desktop analysis exercise on the potential risks for the 42 properties that have not been tested. Based on property type, the likelihood of asbestos being present in the majority of these 42 properties is very low. In context, 15 out of the 42 properties have the likelihood of having some asbestos in them, based on similar property types, and these properties are being instructed to be surveyed so that we have necessary information on our record and can demonstrate statutory compliance

iii. Legionella

Legionella is a respirable bacterium that is common in natural and artificial water systems. The Council has a proactive approach to Legionella Risk Management as required by the Approved Code of Practice (ACOP) set out by the Health and Safety Executive. We take proactive steps to manage and reduce risks of Legionella by implementing prevention measures in sheltered housing complexes, homeless units and dwellings, through the following approaches:

- carrying out risk assessments in all sheltered housing complexes and the main homeless complex at Overlee House;
- a comprehensive monitoring and maintenance programme in all sheltered housing and homeless complexes to reduce the risk of exposure to Legionella bacteria; and
- a street by street survey of all Council owned properties and mixed tenure blocks to ascertain if and where cold water storage tanks are being used to supply cold water. Where identified, these are being decommissioned and all cold water outlets connected to the mains water supply in line with accepted modern good practice.

As a result of the surveys and mains water conversions, about **67% of council housing stock now has cold water outlets connected to the mains water supply**. Going forward, the aim is to carry out approximately 500 surveys per year including void properties, and to decommission water tanks where they are still in use to remove the risk of potential injury. We anticipate that the remaining 33% will be surveyed and decommissioned over the next two years.

iv. Fire Safety

1. Fire Safety – Detectors

Fire Safety Legislation in respect of Fire and Smoke Alarms changed from 1 February 2022. The requirement introduced was that every home must have interlinked fire alarms. Being interlinked means if one alarm goes off, they all go off. All our homes now need to have:

- one smoke alarm in the living room or the room used most frequently;
- one smoke alarm in every hallway and landing;
- one heat alarm in the kitchen;
- all smoke and heat alarms should be mounted on the ceiling and be interlinked; and
- homes with gas appliances, such as boilers, fires, non-electric heaters or flues must also have a carbon monoxide detector. This does not need to be linked to the fire alarms.

We started a programme to meet this target in 2019 and **we are 100% compliant with this.** This will now form part of our annual capital programme to replace detectors when they reach their end of lifecycle. They have ten year lifespan.

2. Fire Safety – Electrical Safety

From March 2022, every landlord in Scotland has to carry out an electrical inspection of all the installations, fixtures, and fittings in a property. The requirement for the safety test changed from every 10 years to every 5 year period.

By end of March 2022, 49.5% of our housing stock had EICR certificate within the five year requirement. This meant we had about 1,532 properties to test in order to comply with this new mandatory standard. **As of March 2024, compliance has risen to 78%, and we are working towards 100% compliance by March 2025.**

v. Damp and Mould

As part of the Scottish Housing Quality Standard, tenants' homes must meet required tolerable standards, be free from serious disrepair, be energy efficient, have modern facilities and services, and be healthy, safe and secure. Landlords are also required to ensure that tenants' homes are not affected by mould and dampness. As such it is recommended that landlords should have appropriate proactive systems to identify and deal with any reported cases of mould and damp timeously and effectively.

With the current cost of living crisis, and in particular rising energy costs, more tenants are facing difficulties in heating their homes. Tenants are reducing their use of ventilation and heating systems, to save energy costs. We are aware of this and we are looking at opportunities to support tenants so that they keep their homes warm and dry. For us, it means having measures in place and robust procedures for managing reports and instances of mould and dampness.

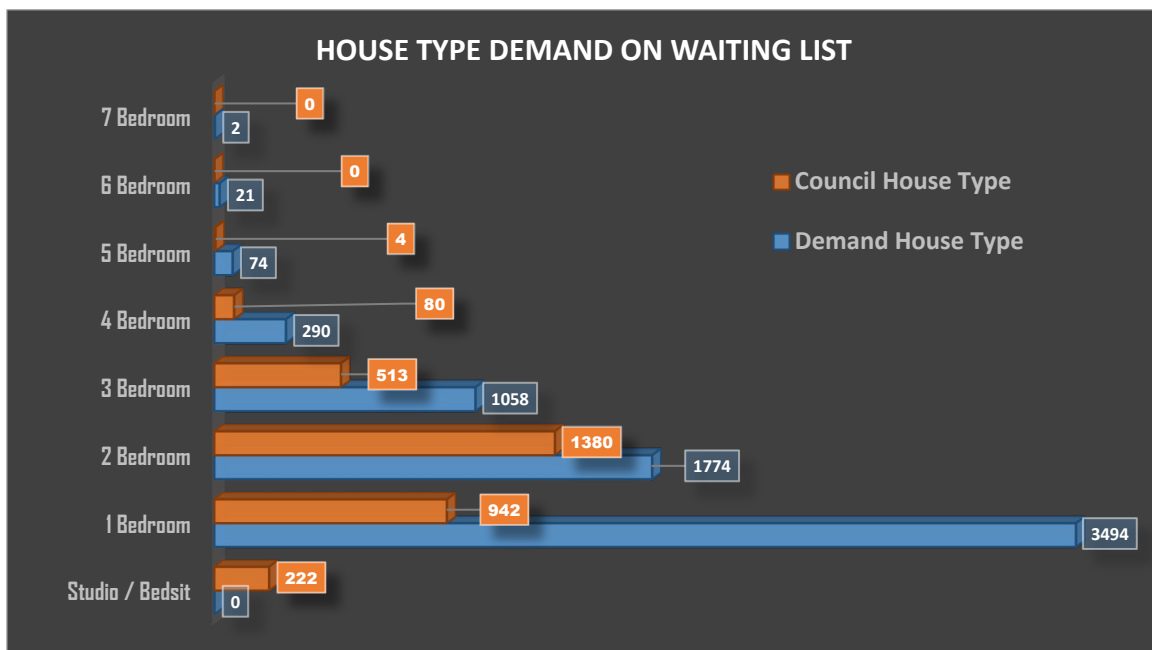
In July 2023, we reviewed our damp and mould policy and from this we established a framework that will seek to address these issues when they occur. This will involve us taking an early intervention up stream approach, coupled with proactive interventions, based upon approaches to diagnosing the underlying causes of the issues presenting, coupled with appropriate remedial works. Absolutely key in this process is putting our tenants first and ensuring that at all times we communicate effectively with them and provide the highest levels of customer care both throughout the process and also after works are completed.

9. WHAT HAS BEEN DONE SO FAR

9.1 Assessing Housing Needs and Demand

East Renfrewshire Council’s current housing application waiting list has over 6,700 applicants on it, compared with our current stock of 3,141. This highlights challenges in terms of the serious supply and demand mismatch faced by persons in need of affordable and social housing across our communities.

The table below shows council stock house types and demand for house types



East Renfrewshire Council has very high owner-occupation levels and has the smallest percentage of social housing in mainland Scotland. About 11.4% of homes in East Renfrewshire are social housing stock, compared to the Scottish average of 22.9%. The number of Council homes becoming available for new tenants has reduced over the past five years from around 260 to 190 homes per year. This is approximately half of the typical rate elsewhere in Scotland, further exacerbating the challenges.

Housing need and demand across the Council area is addressed through various Council strategic frameworks. The Local Housing Strategy (LHS) and the Strategic Housing Investment Plan (SHIP) both feed into the delivery of both national and local outcomes.

i. Local Housing Strategy (LHS)

The LHS for 2023-2028 is currently at draft stage following consultation. The LHS vision is that everyone in East Renfrewshire has “A Welcome Home” both now and in the future.

This aligns with the Local Development Plan in estimating the local housing requirement over the short, medium and longer term, and is informed by the findings of successive local and regional Housing Need and Demand Assessments (HNDAs), which confirm that East Renfrewshire is a pressured housing market. There are five priorities in the Local Housing Strategy:

- **enough of the right homes to rent or buy, in the places where we need them;**
- **homes that meet a lifetime of needs, supporting residents to live independently;**
- **working together to deliver accessible housing advice and support to households facing accommodation issues, including potential loss of accommodation or no accommodation;**
- **good quality homes and neighbourhoods improving standards across East Renfrewshire, recognising that housing is not just about bricks and mortar but people and place; and**
- **making improvements to our homes and reducing energy usage.**

More information on the LHS can be found through the following link - [Local Housing Strategy - East Renfrewshire Council](#)

ii. Strategic Housing Investment Plan (SHIP)

The priorities from the LHS are mirrored in the Strategic Housing Investment Plan. The new affordable housing investments outlined in it include a mix of house types and sizes to meet a range of needs. The SHIP also focuses on re-using existing stock where supply is most pressed (through acquisition, including empty homes), remodelling existing provision to ensure effective use of stock and provide sustainable long term housing solutions, and developing a clear plan for delivery of other tenures such as mid-market rent to meet the needs of those “stuck in the middle” and whose movement could create turnover in much needed homes.

The main requirement is for new social rented housing of every type throughout the Council area. In particular there are requirements for:

- **smaller 1 and 2 bedroom homes that meet the needs of 1st time buyers, single people and downsizers;**
- **family sized homes, including bungalows;**
- **flatted, ‘own door’ or cottage flats are preferred; and**
- **new homes across all tenures which are built to wheelchair-adaptable standards. (Registered Social Landlords in particular see houses, rather than flats, as a future priority development.)**

More information on the SHIP can be found through the following link – [Strategic Housing Investment Plan - East Renfrewshire Council](#)

iii Council New Build Plan

The Council is actively working in collaboration with our partner housing associations to deliver affordable social rented housing, including Barrhead Housing Association, Hanover Scotland and Link Group. The Council have also actively worked with private housing providers Taylor Wimpey, Robertson Homes and CALA to ensure they provide a minimum of 25% affordable housing in developments, with the prime recent example being the acquisition of 105 units at Maidenhill which will be complete in the current financial year 2024/25.

In November 2016, approval was given to commence a new build programme of 120 new homes. This target was extended in January 2018 to 240 new homes and in February 2023 was further extended to 370 units. To date, 188 homes have been built and 18 homes have been purchased on the open market. Over the next 5 years, another 171 units will be delivered, with a target completion date of 2028. This includes the 105 units being delivered in Maidenhill in 2024/25.

Proposed Developments by East Renfrewshire Council:

	HOUSE TYPE	2 Apt	3 Apt	4 Apt	5 Apt
Cala Maidenhill (105 Units) 2024/25	House		37	26	6
	4 in a block	36			
	Other Flat/Maisonette				
	Tenement				
Barrhead Road, Newton Mearns (17 Units) 2026/27	House				
	4 in a block	4			
	Other Flat/Maisonette	4	9		
	Tenement				
Commercial Road, Barrhead (49 Units) 2027/28	House		11	16	
	4 in a block		4		
	Other Flat/Maisonette	6	12		
	Tenement				
	Total Stock by apt size	50	73	42	6

It is important to note that our ambition and ability to accelerate the number of units of new build/new supply Council housing is absolutely linked to our requirement to maintain legislative standards across our existing stock, and is also linked to the HRA debt affordability ratio and the capacity of the HRA to borrow, as set out in our 30 year HRA business plan. We will face difficult decisions about what proportion of available resource has to be invested in ensuring compliance with statutory requirements in terms of our existing stock, and in terms of our ambitions to deliver more new housing to address chronic supply demand mismatch issues.

9.2 Various Investments and Improvement to Current Housing Stock

i. Improvement to meet SHQS standards through void works

Compliance with the original SHQS standards was required by 2015. Since that date, roughly half of our stock has become void. We **average of 240 voids per year. Between 2014 and March 2024**, 1,545 properties have become void, albeit a third of these 1,545 have been void at least twice or more in the last 10 years. Given most of our stock is over 60 years old, properties becoming void present opportunity for us to upgrade them to ensure they meet quality and regulatory standards. This has to however factor in the investment required and the underlying asset value of the property concerned, and also has to factor in the need to improve stock with the requirement to minimise void rent loss and the number of days properties are empty, which are core performance indicators for the SHR and Council.

ii. Improvement of Assets through Capital, Repairs and Maintenance Programmes

In the last three years, activity in this area has been delivered through a blend of investment from revenue and capital budgets. The majority of the work programmed and carried out have been determined by the need to continue to meet the **SHQS, to ensure statutory compliance**, and to meet **energy efficiency standards requirements**.

The majority of these works have been prioritised following consultation with tenants and our incorporating their feedback into our work programmes.

Capital Replacement & Works	Total Cost (Over 3 years)	Total Number of Properties (Over 3 Years)
Heating Systems	£1,238,548	392
Door Entry Systems	£191,425	29
Energy Efficiency Works & EPC	£128,781	1,180
Lift Upgrade in SH Complexes	£212,947	Various
Heating Upgrade in SH Complexes	£738,276	Various
Fire Alarms Upgrade SH Complexes	87,640	Various
Electrical Rewire	£174,181	57
Elec. Test & Inspect	£235,861	2,102
Fire Alarms Detector	£656,855	914
Aids and Adaptations (various works)	£956,547	71
Roofs & Render & EWI	£3,566,711	181
Windows & Doors	£1,511,740	442
Kitchens	£1,115,933	266
Bathrooms	£330,636	101
Mains Water Supply Connection	£129,148	533
Estate Works (various works)	£357,774	Various
Total Cost	£11,555,341	

9.3 Pilot Programmes and Works towards Improving Energy Efficiency Standards

Costs involved in the implementation of pilot programmes listed below are part of capital investment of £11.5m represented in the table immediately above.

i. Improvement through EWI Pilot programmes

EWI (External Wall Insulation) is part of our Roof and Render Capital Replacement programme. In 2021, we changed our approach to install cavity and external wall insulation in properties, instead of replacing existing wall finish with ordinary render. The properties were delivered in compliance with PAS 2030:2019 and PAS 2035:2019 standards as these will improve energy efficiency of our housing stock and work towards meeting EESSH targets, and will make a significant contribution towards lowering energy costs for our tenants.

For the 2021 to 2023 programme we procured installation of these work through 3 different processes, outlined in the table overleaf.

Project	Pilot 1 - 2021-22 Roof & EWI	Pilot 2 - 2023-24 Roof & EWI Non-Trad. Properties	Pilot 3 - 2023-24 Roof & EWI
Contract Type	Design & Build using Bill of Quantities (BoQ)	Design & Build without BoQ	Design first and then Build
Works Carried Out	Roof; EWI and CWI to PAS2030 and 2035 standard	Roof and EWI; Solar PV and Battery Storage to PAS2030 and 2035 standard	Design & Roof and EWI; Solar PV and Battery Storage to Enerphit Standard
Average Cost per Property	£35,000 - £31,000 – Terraced - £39,000 – Semi Det.	£48,000 - £43,000 – Terraced - £52,000 – Semi Det.	£70,500 £1,269 (Design – Stage 1)

Summary of the EWI Pilot Projects:

Pilot 3 did not progress as it did not represent value for money and did not provide good return on investment. The alternative options are currently being subjected to an evaluation of best value prior to a final decision being reached.

This work will be required in order to ensure that we can meet the current EESSH standard, which expects us to meet Energy Performance Certificate (EPC) band B as a minimum standard by 2032, and this ties in with our understanding of the proposed primary energy indicator emerging from the SHNZS consultation process, which will be one of proposed targets below;

- **112 – 162kWh/m²/year by 2033; or**
- **71 – 120kWh/m²/year by 2033 and 71kWh/m²/year or better, by 2040**

Examples from Pilot 1 and Pilot 2 are illustrated in table below, which show significant changes in the EPC Standard Assessment Procedure (SAP) rating in both properties.

- Improvement measures in **Pilot 1 did not meet proposed performance target** while;
- Improvement measures installed in **Pilot 2 meet proposed performance target**;

Pilot 1 - March 2022		
End Terrace Property had new Roof, EWI and CWI		
	Before Works	After Works
EPC	D	C
SAP rating	61	75
Primary Energy indicator	311kWh/m ² /year	176kWh/m ² /year

Pilot 2 - March 2024		
End Terrace Property had new Roof, EWI, CWI, Solar PV and Electric Battery Storage		
	Before Works	After Works
EPC	D	B
SAP rating	63	88
Primary Energy indicator	305kWh/m ² /year	110kWh/m ² /year

ii. Energy Performance Assessment towards Net Zero Standard

One of the most significant challenges that we anticipate facing will be around meeting net zero standards and decarbonising our stock. Whilst we are await SHNZS guidance, we are assessing what can be done to improve existing housing stock to ensure that it meets the minimum EPC band B requirements (the EESSH 2032 target). We are carrying out surveys across our housing stock to provide Energy Performance Reports (EPR's).

EPR, unlike EPC, takes into account potential increases to SAP ratings that will arise as and when we install new energy efficiency measures (EEM), and so this changed approach from EPC's to EPR's will help to future proof us to a certain extent.

Measures proposed will include consideration of external wall insulation, cavity wall insulation, internal wall insulation, under floor insulation, loft insulation, solar panel installation and air source heat pump installations, all as appropriate to the individual property. **The EPR will then confirm the potential new SAP measure of energy efficiency after the measures are added.**

To date we have carried out surveys and assessed about 30% of our housing stock using the new EPR process. We selected a sample properties from these and the emerging findings are set out below, namely that there are:

- properties that **remained at the same EPC banding** with proposed installation of external wall insulation, underfloor insulation and air source heat pumps, at an approximate cost of about **£38,500 per unit;**
- properties that **changed from EPC band E to A, a substantial improvement,** with the proposed installation of under floor insulation, air source heat pumps and solar panels, at an approximate cost of **£22,500 per unit; and**
- properties that **changed from EPC C to bands A and B** with the proposed installation of external wall insulation, under floor insulation, air source heat pumps and solar panels, but at a very high cost of about **£62,500 per unit.**

Examples above show the importance of identifying the correct energy efficiency measures that would improve energy efficiency of properties, especially where similar measures and costs were carried out but with less significant changes in the EPC bandings. These will have to be deliverable at a cost that is reasonable and proportionate and reflects the existing asset value and the likely post investment increased asset value, amongst other factors.

This is an ongoing exercise and we will be use information from the surveys to identify most feasible and viable measures per house prototype / archetype. This will also provide a basis for us to estimate investment cost requirements in terms of compliance with the proposed SHNZS requirements.

iii Air Quality Sensors

These are sensors which can be installed in homes to monitor temperature and humidity. One of the proposals set out in the new SHZNS requirements in our current understanding, is that there may be a requirement for landlords to consider the need for mechanical ventilation provision to improve throughput of fresh air and therefore improved air quality within their properties. It is also potentially the case that an alternative approach would be allowed, based on landlords devising suitable monitoring strategies based on sensor installation and monitoring, to identify air quality, to then inform which properties will be a priority for remedial works to ensure that air quality standards are achieved and sustained.

These air quality sensors also monitor the presence of condensation, damp and mould as well as collating data on indoor environmental conditions. Monitoring these could help us remediate any emerging issues around each of these areas, consistent with our earlier observations in this HAMP about shifting to an early intervention data led approach as opposed to a more reactive and after the fact response to complaints.

In 2021, we installed these sensors in about 50 properties as a pilot, when we upgraded smoke detectors to LD2 standard. The graph reproduced below is an example of humidity reading in a 2 bedroom tenement flat and represents relative humidity from sensors in one of the bedrooms, one in the bathroom and one in the kitchen, and was taken in the winter when people generally do not open their windows. This could explain high humidity at the time of the reading. However, percentage of relative humidity in each room is very high and, above recommended percentage. This suggests that further investigative work would be required to identify the appropriate early interventions required to prevent a potential deterioration in living conditions for the tenant and the potential deterioration of the physical structure of the building.



Air quality monitoring is something that we will likely need to roll out at some point in order to ensure compliance with the SHNZS. However, it is **expensive to roll out across all of our stock**. This reiterates some of the opportunity cost decisions to be factored in when deciding the appropriate balance of investment in new homes as against the various statutory standards of fitness that our existing stock will have to meet, all within the financial envelope set out in our 30 year HRA business plan.

10 WHAT WILL WE DO IN THE NEXT 12-18 MONTHS?

10.1 NEW HOUSING STOCK

i. Explore Sites and Opportunities for New Build

Available land supply remains challenging in East Renfrewshire. Housing Services will seek to identify new sites for future new build investment programmes. The Local Housing Strategy for 2024-2029 details proposed actions for the next five years. In and of itself, it is not enough to mitigate housing needs on a large scale, but it does commit us to continue to work with partners to prevent homelessness and meet overall housing need, and to delivering a **minimum** of 45 additional affordable homes per year on average, over 5 years.

Clearly our ability to maintain this target is influenced not just by our resource availability, but also by our emerging updated stock condition data and future legislative requirements around the standard that all of our stock will require to meet over time and so this does demonstrate the clear challenges surrounding our ambition to accelerate new build housing whilst ensuring that we comply with our legislative obligations in respect of our existing stock.

ii. Housing Revenue Account Business Plan

Our updated 30 year HRA Business Plan sets out resource availability and how these resources will be managed and maximised to maintain and improve the quality of existing homes and invest in building new affordable homes for rent. The financial investment needed to meet the required standard for existing stock and also meet the demand for new housing will be significant and compromise will be required in terms of the ratio of spend on new build as against existing stock investment. Therefore robust asset management planning and regular review of the 30 Year Business Plan is essential to test financial assumptions and the longer term financial implications of investment. It is also vital to ensure that rental charges and assumptions around rent increases are considered in line with local affordability.

10.2 EXISTING HOUSING STOCK

i. Investment in Existing Stock through Capital Programme

The Housing Capital Programme for 2024-2034 (10 years) was approved by Council on 28 February 2024. The investment proposals set within the 10 year capital programme and the HRA 30 year Business Plan are based on lifecycle replacement programmes and current statutory compliance works. Therefore expenditure levels for future years are provisional and these will be reviewed in line with this Housing Asset Management Plan.

In the next 12 to 18 months, our key focus and investment priorities will be to ensure that our homes are wind and water tight, meet statutory standards, and are good quality homes with safe and secure environment for our tenants, and in doing so that we reduce energy costs for our tenants as far as is reasonably practicable to do so.

The original HRA capital budget for 2024/25 and 2025/26 was increased from £5 million (approved in February) to a revised spend of £10.6 million in June 2024. The following table provides the breakdown of spend per area of capital programme work over the next two years.

CAPITAL PROGRAMME	2024/25	2025/26
Central Heating Systems	300,000	250,000
Re-wiring and Other Electricals (including smoke detectors)	342,000	245,000
Internal Element Renewals (Kitchens, Windows, Bathroom, Legionella, etc.)	1,250,000	1,863,000
Door Entry Systems	150,000	450,000
Energy Efficiency Standard for Social Housing (ESSH)	125,000	125,000
External Structural Works (Roof & Render, Structural Failures etc.)	1,000,000	2,850,000
Estate Works (Paths, Walls, Lighting, Bin Stores, etc.)	100,000	250,000
Sheltered Housing	634,000	-
Aids and Adaptations	350,000	350,000

It is anticipated that the budget in 2024/25 will deliver the following:

CAPITAL PROJECTS 2024/25	Number of Properties
New Gas Central Heating Systems	80
New Kitchen Installations	70
New Bathroom Installations	35
New Window Installations	130
New External Door Installations	30
New Whole House Rewire	28
New Roof Replacement	18
New Render & CWI	9
Aids & Adaptation (Adapted Wet Floor Shower)	40
Properties Changed from Storage Tank to Mains Water Supply	150
New LD2 Fire Alarms Installation	80

ii. Review and Improve Data on APEX

Information from APEX has been used to plan our investment needs and to monitor outcomes and delivery as against SHQS and ESSH targets. To ensure that our approach remains robust and is able to demonstrate good practice, value for money and for us to accurately record historical spend and future resource requirements, key work activities in our asset management work stream over the next two years will include:

- *improving data management and carrying out data cleansing exercises on APEX;*
- *making better use of APEX modules for developing work programmes and energy assessments;*
- *amending discrepancies between EPC figures generated in APEX and figures from actual site survey; and*
- *a requirement to explore whether APEX remains the appropriate asset management IT solution or whether we may need to explore procuring a potential new asset management system that will provide the functionality required to run a more modern and efficient service, which would be supported and fit for purpose over the medium to longer term.*

iii. Review and Plan for New Standards and Technologies

The new build design and development principles for stock directly built by the Council incorporates additional energy efficiency measures such as solar, battery storage and air source heat pumps, sprinkler systems and mechanical ventilation units, as non exhaustive examples. These are all new and additional building elements over and above what would have been provided for in the past. They recognise the influence of design influences such as the Passivhaus approach. They also recognise statutory and other best practice requirements of the Scottish Government in respect of energy efficiency and net zero, as well as around reducing the energy cost of occupying our homes for our tenants. All of these additional components will need to be maintained and serviced for effective performance and consequently there are both capital cost implications as well as higher ongoing revenue maintenance costs than would traditionally have been the case. As such, we will need to review and understand maintenance requirements, and procure specialist contractors where required to maintain them.

iv. Options Appraisal of Housing Stock

Over the next 12 months, we will undertake a further assessment of our housing stock to understand the current and future levels of investment required for our housing stock to meet existing and upcoming statutory, quality and energy efficiency standards, and to sustain stock at these standards in future years. The principal driver for this options appraisal process will be to inform future decision on our assets and where we will need to target future investments; that is to say to identify whether they meet the service delivery needs of Housing, are affordable, meet statutory requirements, and importantly, identify with our current and future tenants needs. This options appraisal approach will identify:

- *core assets that we can continue to invest in*
- *assets that could potentially keep failing to meet required standards (regardless of investments) and what approaches we will take to remediating these issues for these assets, and review opportunities for regeneration, where possible as well as opportunities for alternative usage.*

A buildings retention strategy will be developed, which will assess assets within the housing portfolio what assets should be retained and what may require to be considered for disposal,(either fully or partially, or redeveloped to meet service delivery needs and the needs of current and future tenants.

v. Future Appraisal Work

- Assess Garage Sites

Carry out an option appraisal for the garage sites to assess what is needed to ensure their long term life or whether demolition and disposal and alternative uses would be more appropriate.

- Unadopted Roads and Paths

Carry out condition assessment of unadopted roads and footpaths, to consider whether the roads are up to the adoptable standard applied by the Roads Service. A number of roads and footpaths are expected to be currently of an adoptable standard and ones that do not meet the standard, will be identified for remedial work. These will be costed to inform budget required to upgrade them. This may enable transfer of ownership from the Housing Revenue Account (HRA) to the Roads Service, depending on levels of investment required. This is currently being considered as part of a review of Housing Service environmental assets.

- Open Spaces / Land

Some of the open spaces that currently sit on the HRA have been identified as potential for disposal under the East Renfrewshire Council Asset Disposal Framework, to reduce overall cost to the HRA. This proposal is currently being considered as part of a review of Housing Service environmental assets. In addition, we will consider the extent to which any of these spaces or land may be able to be adopted, similar to our proposals above in respect of HRA roads and paths. We will also consider the potential development options for these sites, subject to planning, other required consents and funding availability, and as an example this would include consideration of the use of this land for temporary demountable modular housing units to help address our temporary housing availability challenges.

- Sheltered Housing

An options appraisal is required of all 8 complexes to understand local housing need and future investment needs. This will be carried out over the next two years.

In the last three years, we have invested approximately £1 million across the sheltered complexes to upgrade lifts, fire alarms and heating systems. A further £1.5 million spend is proposed over the next five years for further upgrade works, to include an upgraded warden call system; heating upgrades subject to a favourable feasibility study outcome, and a range of other works to ensure statutory compliance

11. DEPENDENCIES

To take forward our plans for the next 18 months, there are number of dependencies. These are:

11.1 Funding availability

Construction costs are rising faster than general inflation due to shortages of materials and labour. Contractors are also factoring in additional risk into their pricing. Across Scotland, many authorities are reporting cost increases of 20% to 50% on some projects. It is acknowledged that council funds through capital programme allocation are unlikely to meet the scale of investment required in the coming decades. Therefore, additional sources of funding, whether this is in the form of government grants and loans for decarbonisation activity will be explored, to subsidise our capital expenditure and borrowing requirements.

11.2 Owner Occupiers and Mixed Tenure

The delivery of our investment plan in mixed tenure depends heavily on owner occupiers within these blocks. Owners are required to pay their share of the cost of work to common elements of the property. Typical common works include roofs and gutters, external walls and render, chimneys, closes, close doors and door entry systems, drainage and garden / back close / estate work. Some of these work will be required to achieve SHQS compliance for us in mixed tenure flatted developments properties.

Where the Council has a majority ownership in a block, or where individual owners vote with the council to achieve a majority; work can progress. However, where we cannot get majority vote or owners' refusal to partake; work cannot currently progress. These situations often lead to whole blocks missing out on the planned investment programmes. This impacts on our tenants adversely because they are not able to enjoy the improvement and savings that these works would have provided.

11.3 Technical & specialist knowledge

Several key projects require a level of technical and specialist knowledge and skills that the current Housing Services team do not have. This is no reflection on staff currently employed in the service, but more a recognition that, in context, we are the smallest mainland stock owning Council measured in terms of the number of units of stock that we own. As such, investment will be required to attract new employees and/or train existing staff to develop technical and specialist knowledge and skills, or for us to procure appropriate qualified specialists and contractors. For example, as we install air source heat pumps and solar PV panels in our housing stock, there will be a need to better understand of the installation and maintenance requirements, which are different from those required for our traditional gas boilers.

11.4 Staff training

Existing staff require to be trained in new and evolving technologies in order that they have confidence in both undertaking low carbon and renewables installations and in the delivery of energy efficiency improvements and in assessing reports, options appraisals and business cases provided to the Council by consultants and in the creation of the same for Council purposes. Establishing and building a level of in-house expertise is crucial and as such, a defined training plan by job role will be developed with mandatory continued professional development (CPD) time allocated for this purpose.

11.5 Wider Council Resources

Our project delivery timescales require resources from other services within the Council in order to deliver on the HAMP, for example resource from the Property and Technical Services team, Estates team, Procurement and Legal teams. Key actions are detailed within the HAMP which will require continued collaboration and input from these services, recognising that this will all be required to be delivered having due regard to the priorities that all services and departments are required to deliver on.

Example of this working relationship and the interdependencies arising are shown in Appendix A, but listed below are some of the key functions that will be involved, their role, and available staffing resource.

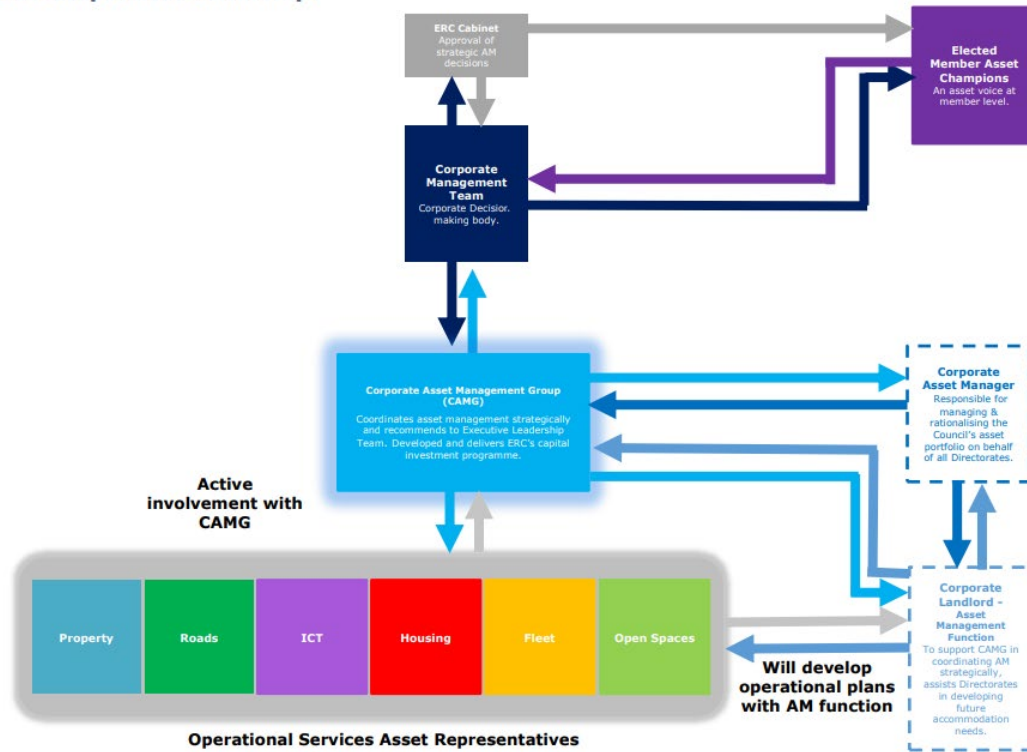
- **Property, Capital and Asset Management Team**, there are 17 FTE posts that support the delivery of housing asset management plans through project delivery, compliance works, surveying and assessments of assets and customer engagement (tenants and owners).
- **Housing Service Delivery Team** – Housing Officers (10 FTE post) and other officers support with customer engagement and provide relevant information to support successful project delivery.
- **Housing Maintenance Team** – there are 43 FTE posts; the team deliver all reactive and voids repairs. They also carry out some of the capital and planned project works.
- **Property and Technical Team** – the team supports project delivery and provide the following support services;
 - a. CDM (Construction Design Management Design) duties
 - b. Contract administration
 - c. Project Management and;
 - d. Clerk of Works
 - e. Health and Safety requirement and recommendation
- **Procurement and Legal Team** – the two teams support us with contracts procurement and award.

12. GOVERNANCE & STRUCTURE

12.1 Asset Management Governance

The graphic reproduced overleaf shows the current principal governance arrangements that exist within East Renfrewshire Council for asset management activities.

Principal communications of ERC asset management through integrated corporate ownership.



i. Corporate Asset Management Group (CAMG)

The CAMG is a non-decision making, cross-service group which is intended to promote corporate governance and consistency in relation to capital projects on a cross Council basis. The group coordinates responses to the Capital Investment Strategy (CIS), which in turn influences and determines corporate decision-making on capital expenditure. The group also provides a forum for the monitoring of current and future capital projects within the corporate 10-year capital programme, and annually processes new Capital Programme Appraisal (CPA) forms, with recommendations put forward to the Corporate Management Team (CMT).

ii. The Social Housing Investment Board (SHIB)

The Social Housing Investment Board provides oversight and governance in relation to a range of projects under East Renfrewshire Councils Capital Programme relating to investment in social housing. The Board is chaired by the Senior Housing Manager. The board meets regularly to consider the ongoing capital programme, as well as scoping projects in future financial years.

This board then feeds into the Environment Capital Project Board, chaired by the Director of Environment.

12.2 Performance Monitoring

The performance management arrangements in relation to housing capital investment are part of the remit of the **Social Housing Investment Board**. Arrangements for performance monitoring and review include:

- **detailed management and monitoring of the Capital Programme;**
- **review and challenge of any slippage and variance in the Capital Programme;**
- **undertaking closure reviews of completed capital schemes to include lessons learned; and**
- **obtaining feedback from tenants and other key stakeholders to facilitate continuous improvement.**

For the HAMP to achieve its objectives, its ambition needs to be accompanied by year-on-year delivery of significant, meaningful, and measurable benefits to our tenants. This will require monitoring of more than just capital projects and capital expenditure monitoring by the SHIB. A suitable forum will be sought where the gathered data related to energy usage, costs and carbon emissions from our housing stock can also be tracked.

In addition to internal monitoring, the performance of the Council in maintaining and managing the physical aspects of the council housing stock is benchmarked and reported via the following:

- **Scottish Housing Regulator (SHR)**
 - o Submission of the Annual Report on the [Scottish Social Housing] Charter (ARC) and;
 - o Annual validation of compliance with the Scottish Social Housing Charter (SSHC - 70 indicators).
- **Scotland's Housing Network**
 - o Annual submission of benchmark data, allowing accurate comparison with other Scottish Local Authorities.
- **Annual Scottish Government Return**
- **Improvement Service – Local Government Benchmarking Framework**

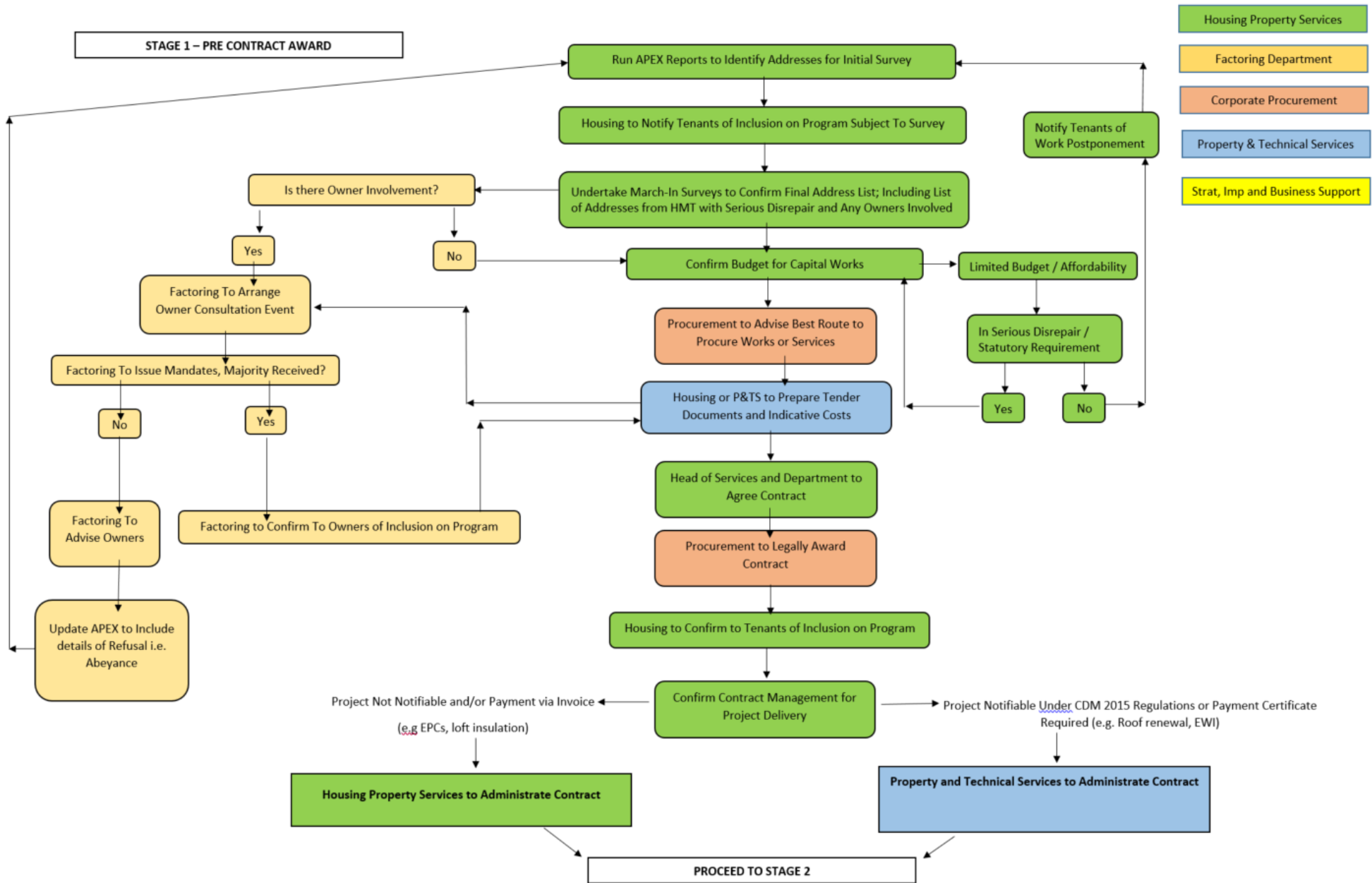
Post project evaluations are carried out on projects delivered under the HRA Capital programme. These reviews are incorporated to ensure that the council has delivered the outcomes we expected and to understand any lessons learnt that need to be embedded within our service delivery.

13. HOUSING ASSET MANAGEMENT PLAN ACTIONS

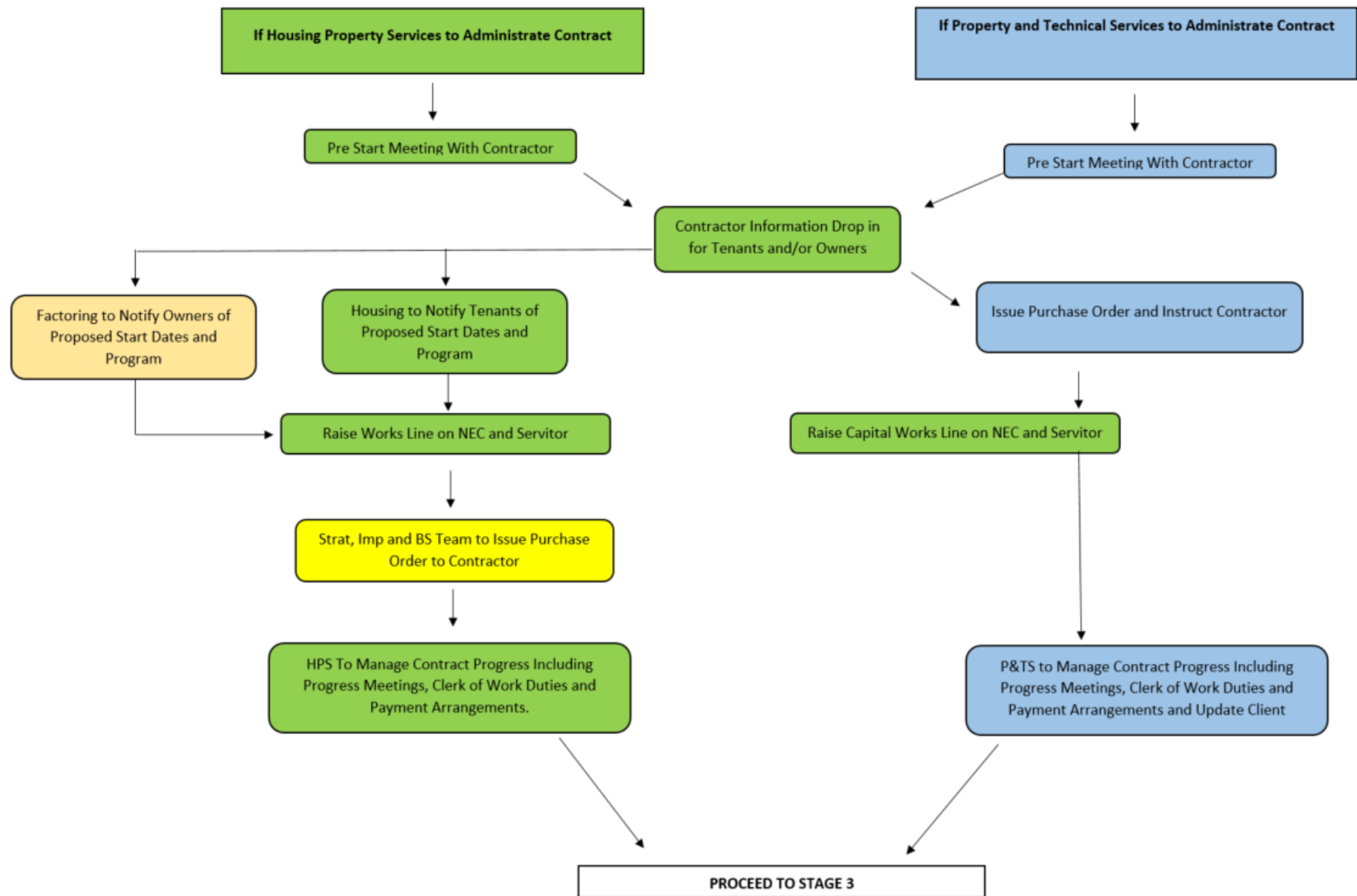
Below are list of actions that we will need to complete in the life time of this HAMP. The HAMP review in 2026, will be informed by results and findings from most of the actions listed below.

Ref	Action	Responsibility
1	Achieve full compliance against the SHQS. Review APEX to capture SHQS data accurately.	Housing Services Manager (PCAM)
2	APEX data Cleansing and Housekeeping to ensure accurate data on our housing stock and their attributes.	Housing Services Manager (PCAM) & Housing Services Manager (SCPS)
3	Improve EPC figures generated from APEX in comparison to actual site survey by the EPC contractor.	Housing Services Manager (PCAM) & Housing Services Manager (SCPS)
4	Ensure properties are compliant with electrical standards and are safe for our tenants.	Housing Services Manager (PCAM)
5	Legionella - progress with changing water tank supply to mains supply to mitigate against legionella infection risk.	Housing Services Manager (PCAM)
6	Damp & Mould - ensure our process for handling damp and mould is auditable and demonstrates improvement from start to finish.	Housing Services Manager (SCPS)
7	Maximise use of the APEX Planned Maintenance module to record cyclical and major repairs.	Housing Services Manager (PCAM) & Housing Services Manager (SCPS)
8	Appoint consultants to undertake an options appraisal of our housing stock.	Housing Services Manager (PCAM)
9	Achievement of best value and compliance with legislation and procurement policy across all maintenance works, service and supply chains.	Housing Services Manager (PCAM) & Procurement Team
10	Progress with improvement in our tenants' homes through the capital repairs programme.	Housing Services Manager (PCAM)
11	Develop a robust Energy Strategy / statement on what we can realistically achieve with regard to energy efficiency improvement in our stock.	Housing Services Manager (PCAM)
12	Assess the current condition of roads and footpaths held on HRA and engage with relevant cross council services to consider future ownership and funding options and opportunities.	Head of Housing & Property & Head of Environmental (Operations)
13	Undertake an options appraisal of Sheltered complexes to understand local housing need and future investment needs	Senior Housing Manager

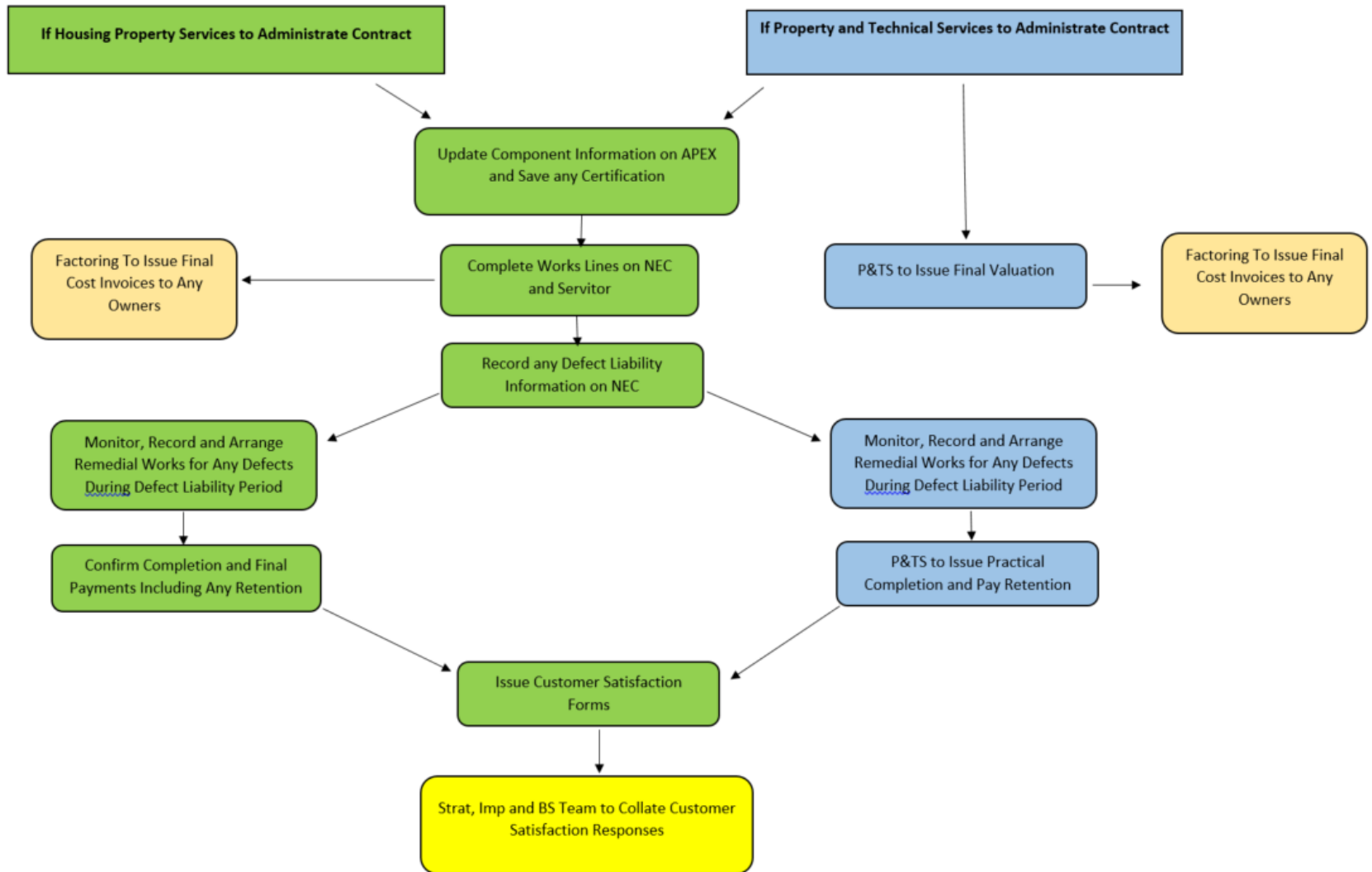
14. APPENDIX A



STAGE 2 - CONTRACT DURATION AND ADMINISTRATION



STAGE 3 – POST WORKS AND CONTRACT COMPLETION



Glossary

ARC – Annual Return on the Charter

CDM – Construction Design Management

CWI – Cavity Wall Insulation

EEM – Energy Efficiency Measure

EES: ABS – Energy Efficiency Scotland: Area Based Scheme

EESHS – Energy Efficiency Standard in Social Housing

EICR – Electrical Installation Condition Report

EPC – Energy Performance Certificate

EPR – Energy Performance Report

EWI – External Wall Insulation

FEE – Fabric Energy Efficiency

HRA – Housing Revenue Account

IWI – Internal Wall Insulation

LHS – Local Housing Strategy

SAP – Standard Assessment Procedure

SHIP – Strategic Housing Investment Plan

SHN – Scotland’s Housing Network

SHNZS – Social Housing Net Zero Standard

SHQS – Social Housing Quality Standard

SHR – Scottish Housing Regulator

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