

EAST RENFREWSHIRE COUNCIL

CABINET

4 April 2019

Report by Director of Environment

HOUSING ASSET MANAGEMENT PLAN

PURPOSE OF REPORT

1. To advise Cabinet on the refresh of the Housing Asset Management Plan (HAMP) for 2019 – 2023.

RECOMMENDATION

2. It is recommended that Cabinet approves the updated Housing Asset Management Plan (Revised) 2019 – 2023.

BACKGROUND AND REPORT

3. The H.A.M.P relates to the delivery of strategic outcome 3.3 of the Community Plan with particular regard to ensuring the provision of good quality affordable housing across the Council area and addressing housing need.

4. This Asset Management Plan is one of a suite of strategic documents that collectively define, control and improve the management of all Council assets (Fleet; Open Spaces; ICT; etc.). This latest refreshed Housing Asset Management Plan (Appendix 1) covers council housing and other assets (e.g. garages; lockups; retail units) held on the Housing Revenue Account (HRA).

5. The HAMP underpins Housing Services' aims to provide the best possible housing to meet the needs of current and prospective tenants. It therefore takes into account:

- the age and condition of the housing stock
- the investment required to meet statutory requirements (such as the Scottish Housing Quality Standard (SHQS) and the Energy Efficiency Standard for Social Housing (ESSH)) and also tenant aspirations.
- available investment resources whilst ensuring rents remain affordable
- the current and projected need and demand for council housing in East Renfrewshire

6. The key facts that come from the analysis undertaken for this HAMP alongside Housing Services overall housing strategy show that:-

- East Renfrewshire's council housing has an older age profile than the Scottish council house average with the majority (69%) of properties built during the inter-war (1919-1944) and post-war (1945-1964) period. This has resulted in a higher than average need for investment in the stock's external structures (e.g. roof; render, lintels, damp proof course) and its energy efficiency (primarily insulation).

- Despite its age the council housing is in good condition as a result of previous investment. This HAMP confirms the need to continue substantial investment in renewing external structural elements in the housing built between 60 and 100 years ago.
- The housing is generally popular with good space standards and good quality of build particularly amongst the pre 1964 properties.
- There is varying demand across our stock generally but demand is far greater in Eastwood with 74% of the population but only 33% of the council houses.
- Tenants' aspirations are for houses rather than flats whilst most of our properties are 4-in-a-block or tenement flats (26% and 33% respectively).
- The size, quality and condition of housing are not the only factors in creating demand for a particular property. Other factors play a far greater role, most of which are outwith the control of Housing Services. These include local issues such as the incidence of crime, the condition of the environment, the maintenance of roads, pavements and open space, the quality of schooling and an area's overall reputation.
- To start to address increased need and demand the Council has committed to building 240 new council houses.
- In addition to investment being needed in core council housing elements (external structure, kitchens, windows etc.) we need to identify resources to increase investment in fencing, painting, gardens and common areas.
- The Scottish Government's (SG) commitment to energy efficiency and its requirement for council housing to meet the Energy Efficiency Standard for Social Housing (EESH) by 2020 will require increased investment over the next few years with further investment required to 2030 to achieve even greater energy efficiency rating as part of "EESH2" that the SG is currently consulting on.
- Benefit changes and the introduction of Universal Credit may jeopardise our ability to increase investment due to rent arrears.
- The award winning Mixed Tenure Scheme continues to be a very popular initiative amongst owners and tenants for carrying out common environmental works. However, getting agreement for major works (e.g. roof & render) from mixed tenure owners who are on a low income / pension can lead to problems progressing these often necessary works.
- When council houses were sold through Right to Buy a common responsibility for adjacent land (including footpaths and some roads) held on the HRA was not transferred – resulting in HRA (i.e. tenants rents) now solely funding any necessary repair, maintenance or improvement works despite this land being used by both tenants and owners (and sometimes only by owners). This is an issue which requires to be addressed.

7. The HAMP was externally reviewed by consultants (Turner and Townsend in 2017). The version attached is a refreshed version with more up to date data. Capital investment plans have been updated to 2018/19 while need and demand data has been updated where new data is available (e.g. additional outputs from the 2011 census; 2017/18 homelessness data).

8. On this basis the HAMP identifies and assesses future actions and potential risks with regard to the council housing stock and seeks to ensure that the available investment resources are prioritised in the best way to provide warm, dry, popular and affordable council housing in the short, medium and long term. The HAMP therefore provides the strategic basis for the five year HRA Capital Programme which is approved annually by Council.

9. The HAMP contributes to a number of the council's strategic objectives and "Five Capabilities". The "golden thread" that links the HAMP to these council wide objectives are detailed in the Executive Summary at the start of the Plan.

FINANCE AND EFFICIENCY

10. The HAMP is used to inform and prioritise future HRA capital and revenue investment in the housing stock. Basing this investment on stock condition, need & demand, statutory requirements and tenants' aspirations contributes to Housing Services' aim to invest limited resources effectively and efficiently.

CONSULTATION

11. Residents and Tenants Organisations (RTO) and a forum of unaffiliated tenants were consulted on the HAMP and were in general agreement with its findings and the proposed investment priorities in particular. It is intended to repeat this consultation during 2019/20 as implementation proceeds and data is refreshed.

PARTNERSHIP WORKING

12. The delivery of the investment programme involves partnership across the Council both within the various services of Environment (PaTS, Planning; Building Control) and with other Departments' Services, primarily Finance and Legal Services. The service also works in partnership with Barrhead Housing Association and individual private owners of housing stock in mixed tenure blocks when investing in common elements (primarily roof & render and external wall insulation projects).

IMPLICATIONS OF THE PROPOSAL

13. There are no staffing, IT, equalities or other implications associated with this report. Any financial implications such as HRA investment priorities are subject to separate, annual reports to Council.

CONCLUSIONS

14. This HAMP establishes the strategic basis for how to most effectively and efficiently invest in council housing to provide warm, dry, affordable and popular housing on the basis of the condition of the housing stock and the need and demand for council housing.

RECOMMENDATION

15. It is recommended that Cabinet approves the updated Housing Asset Management Plan 2019 – 2023.

Director of Environment

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March 2019

East Renfrewshire Council
Environment Department

Housing Services,
Asset Management Plan

2019-2023

Original - February 2016

Reviewed and Amended – May 2017

Reviewed and Amended – Oct 2018

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EXECUTIVE SUMMARY

Capabilities



Prevention

This Housing Asset Management Plan informs our customers, elected Members, officers and key stakeholders about the strategic demand for, condition of, and investment needs associated with the council’s housing property portfolio. It identifies future actions and potential risks and provides a short, medium and long term management plan for the council’s housing assets.

Key actions are to



Digital

Using demographic, tenancy and census base **data**, identify the future demand for council housing to enable the **economy and environment** of East Renfrewshire to thrive by providing the social housing that is needed.



Community Engagement

Through **modernising** how information is gathered about the condition of our housing and the introduction of **digital** means of gathering and storing that information we are able to **prevent** housing conditions deteriorating. This ensures our housing provides a warm, dry, safe and secure home for those in their **early years**, for **older people**, and for everyone in between.



Data

Listen to local residents groups and individuals not formally involved in such groups to achieve **community engagement** in the development of the Plan, and in its delivery.

Provide good information and support to those affected by projects arising from the Plan to ensure those households are **safe and supported** during any asset management works



Modernisation

Have reliable and accurate **data** about our buildings to ensure our investment is efficiently prioritised on a needs basis.

Single outcome agreement

Early Years

All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

Learning, Life and Work

East Renfrewshire residents are fit and active and have the skills for learning, life and work.

Economy and Environment

East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.

Safer, Supported Communities

East Renfrewshire residents are safe and supported in their communities and homes.

Older People

Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

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1. Executive Summary

- 1.1 Efficient management of Council assets is critical to the delivery and performance of public services. In the current financial climate we must improve the performance of our investment in physical assets over their available life.
- 1.2 The Housing Asset Management Plan (HAMP) is one of a suite of strategic documents that collectively define, control and improve the management of Council assets. It has been developed in accordance with the Council’s Corporate Asset Management Plan and summarises East Renfrewshire Council’s aims and objectives for our assets to ensure that they are used in an effective and efficient manner.



- 1.3 The Housing Asset Management Plan is intended to inform our customers, elected members, officers and key stakeholders of our proposals to manage the assets of the Housing Service of East Renfrewshire Council. It identifies future actions and potential risks and seeks to provide a long term plan of the council’s assets held within the Housing Revenue Account (HRA).
- 1.4 Asset Management is an important element of the Council’s policies and assists the delivery of its service objectives. The HAMP will play a vital role in helping the Council to address the pressures it will experience in the coming years to reduce expenditure and direct resources towards the maintenance of frontline services.
- 1.5 The objectives of the Housing Asset Management plan are as follows:
 - Ensure reliable stock condition information and thereby permit accurate level of ESSH compliance;
 - Establish the level of investment required to achieve and maintain ESSH;
 - Assess the make-up of the best portfolio required to deliver the Housing Service and meet housing need;
 - Maximise efficiency of service delivery, ensuring that assets used for service delivery are fit for purpose;
 - Improve stakeholder involvement and satisfaction with the provision of service;

- Ensure compliance with all statutory, legislative and regulatory requirements;
- Develop and implement programmes for energy efficiency initiatives that will deliver long term and sustainable energy use; and
- Develop and implement a planned maintenance and improvement programme that will maintain the assets to a good standard.

2 Background Information

Aims and Purpose

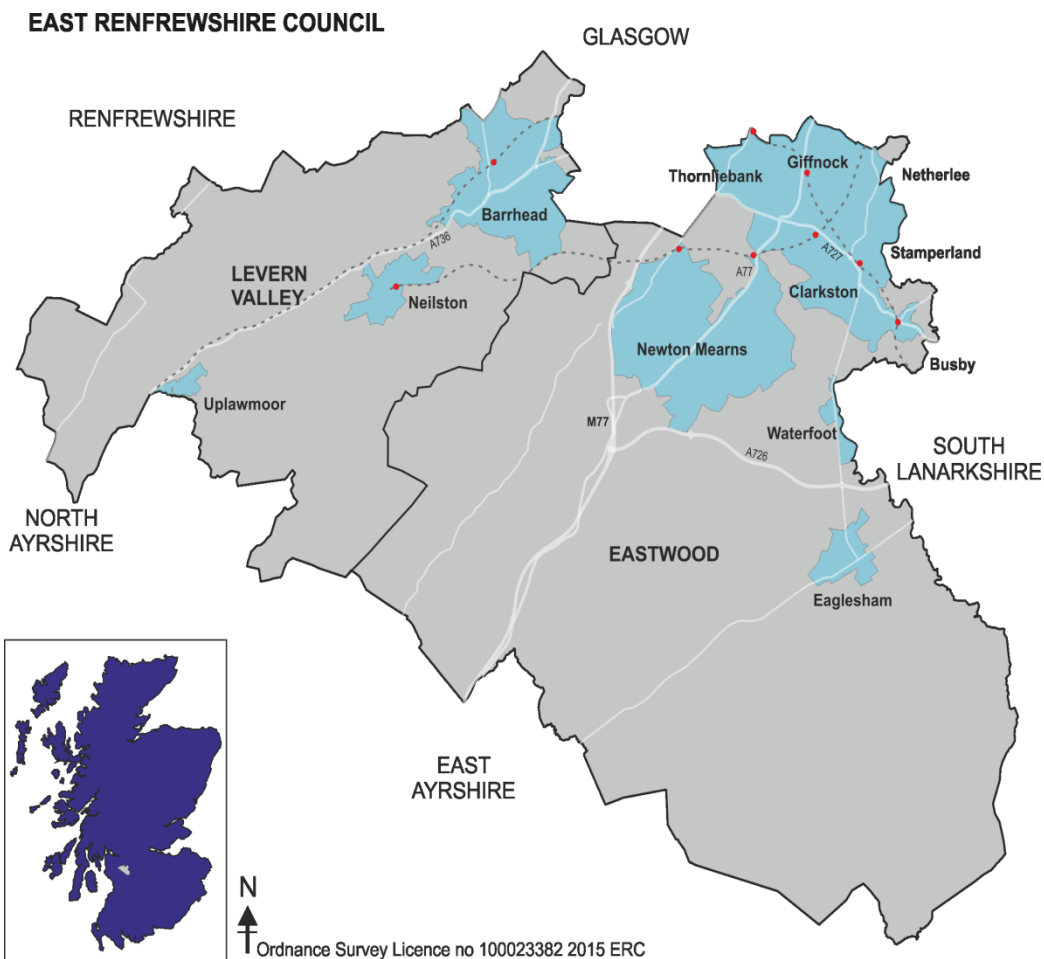
- 2.1 The Housing Asset Management plan is intended to inform our customers, elected members, officers and key stakeholders of our proposals to manage the assets of the Housing Service of East Renfrewshire Council. It identifies future actions and potential risks and seeks to provide a long term plan of the council's assets held within the Housing Revenue Account (HRA).
- 2.2 It has long been recognised that good housing provides the basis for which good health, social support, education and job security can be achieved. This Asset Management Plan outlines how we will continue to maintain our housing stock to provide warm, safe and secure homes.
- 2.3 East Renfrewshire's people live in a range of housing types and have a diverse range of housing requirements. The principal customers at the heart of this Plan are council tenants and the owners of former council homes. This Plan seeks to ensure that the housing stock meets the requirements of both our existing customers and future customers, taking into account the wide range of needs they may have.
- 2.4 The HAMP underpins the Housing Service's aims to provide the best possible quality housing to its tenants whilst recognising the need to keep rents affordable. It also aims to meet the demands of homelessness and the need for more affordable homes in the area within the resources available to us.
- 2.5 The Plan covers a 4 year period to 2023 and is accompanied by a Priority Action Plan (Appendix A). This document has been reviewed and refreshed for a further 4 –year period from 2019-2023).
- 2.6 The Housing Asset Management Plan recognises that the council's assets are vital to the effective delivery of services within East Renfrewshire and managing these assets requires structured and planned processes to ensure that assets:
- Are efficiently managed to meet current and future needs
 - Contribute to a positive public perception of the Service
 - Are used effectively and deliver value for money
 - Are regularly reviewed and challenged to establish if they should be retained or whether alternative uses should be considered.

Profile of East Renfrewshire

2.7 The unitary authority of East Renfrewshire was created in April 1996 bringing together the two very different areas of Eastwood and Lavern Valley, formerly part of Eastwood District Council and Renfrew District Council respectively.

2.8 Approximately two thirds of East Renfrewshire is rural farm land encompassing the villages of Neilston, Uplawmoor, Waterfoot and Eaglesham. The remaining area is made up of the mainly suburban residential areas of Thornliebank, Giffnock, Clarkston, Newton Mearns and the town of Barrhead. Figure 1 illustrates the geographic layout of East Renfrewshire, the split between Eastwood and Lavern Valley and surrounding local authority areas.

Figure 1: Map of Settlements within East Renfrewshire Council boundary



2.9 As at 2017, National Records of Scotland (NRS) estimated that 94,760 people lived in East Renfrewshire: 74% in Eastwood and 26% in Lavern Valley. The NRS estimated that, as at 2017, the total number of households in East Renfrewshire is 38,899 – a 319 (0.8%) increase from 2016.

2.10 East Renfrewshire has an ageing population, with one of the highest proportions of over 65s in the country (Table1). The number of older people in East Renfrewshire is expected to grow significantly from 2016 to 2041, with a projected 26.8% increase in those of pensionable age or over and an 81.5% increase in those over 75, according to the NRS 2016 based population projections (which are the latest statistics available).

Table 1: Population Distribution by housing sub-market area (HSMA), 2016

Age Band	Eastwood %	Levern %	East Renfrewshire %
0-16	22.1	18.7	21.2
17-44	29.8	33.1	30.6
45-64	28.2	29.9	28.6
65-84	17.0	16.2	16.8
85+	3.0	2.1	2.7
Total	100.0	100.0	100.0

2.11 Families account for 57% of East Renfrewshire’s households, and 30% of these have dependent children¹. Between 2014 and 2039 it is projected the number of single adult households will increase by 50% to a total of 6,000 households, with an increase also in single parent households of 68% (or an additional 1,467 households). Households with two or more adults will increase by 10% (or an additional 1,037 households), while two-parent households are projected to reduce by 2% (or minus 227 households). This highlights the increasing number of smaller households which in turn impacts on the affordable housing supply.

2.12 According to the NRS there are 38,899 homes in the area. The council manages just under 8% of these on an affordable social rented basis. East Renfrewshire is distinctive due to its very high levels of owner occupation (82%) compared to an average of 58% across Scotland.

2.13 In contrast, although only 28% of all homes in the area are located in Levern Valley, two-thirds of the council’s properties are located here. Opportunities to access affordable housing here are therefore much greater. However the current transport links do not allow people to move between Levern Valley and other parts of East Renfrewshire easily, hence these two areas being treated as separate housing sub market areas. Furthermore, some of the existing homes in Levern Valley are not the size, type or location that people require.

¹ Census 2011

Table 2: All dwellings by tenure by housing sub-market area (HSMA)

Tenure	Eastwood		Levern Valley		East Renfrewshire		Scotland ²
Council Rented	1,038	3.6	1,901	18.9	2,939	7.6	12%
Registered Social Landlord (RSL)	488	1.7	979	9.7	1,467	3.8	11%
Private Rented (PRS)	1,722	6	821	8.2	2,543	6.6	15%
Owner Occupied	25,372	88.7	6,355	63.2	31,728	82	58%
Total	28,620	100.0	10,056	100.0	38,677	100.0	96*%

* 4% of Scotland stock is unoccupied.

Strategic Framework

Corporate Statement

2.14 Effective and efficient Asset Management is about managing property assets to ensure they contribute effectively to the achievement of the council's outcomes and deliver East Renfrewshire Council's Vision to be *“A modern, ambitious council creating a fairer future with all”*. In the case of social housing this relates to all land and property owned by the Council, and held on the Housing Revenue Account (HRA).

Local Outcome Improvement Plan – Fairer East Ren

2.15 East Renfrewshire's Local Outcome Improvement Plan (LOIP), 'Fairer East Ren', replaces the previous Single Outcome Agreement (SOA). It will set out how outcomes will be improved and inequalities will be reduced in the area. The LOIP forms part of the overall Community Plan, and is supported by five outcomes:

- The impact of child poverty is reduced;
- Residents have the right skills, learning opportunities and confidence to secure and sustain work;
- East Renfrewshire's transport links are accessible, attractive and seamless;
- Residents' mental health and wellbeing is improved; and
- Residents are safe and are more socially connected within their communities

² Census, 2011

The Corporate Asset Management Plan

- 2.16 The Corporate Asset Management Plan provides a framework whereby East Renfrewshire Council can effectively manage all corporate assets. It recognises that each asset class requires a separate plan reflecting the different nature of the assets and the approaches required to effectively address particular issues and solutions associated with each class.
- 2.17 This Housing AMP along with the Council's other AMP feed into the overarching Corporate Asset Management Plan.

East Renfrewshire's Local Housing Strategy (2017-2022)

- 2.18 The Local Housing Strategy (LHS) feeds directly into the delivery of both national and local outcomes. The Strategy also aligns with the Local Development Plan in estimating the local housing requirement over the short, medium and longer term. Both are 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.
- 2.19 The Asset Management Plan contributes to the Local Housing Strategy to ensure:
- Our residents are able to access a choice of suitable, affordable housing to meet their needs.
 - Residents live in communities that are safe, resilient and supportive.
 - Residents live in warm, dry homes that are in good condition.
 - Our vulnerable residents are able to live as safely and independently as possible in the community with appropriate care and support.

Strategic Housing Investment Plan

- 2.20 The Strategic Housing Investment Plan (SHIP) is a 5 year plan (rolling annually) setting our investment plan for the construction of new affordable housing in line with the priorities set out in the LHS, enabling resources to be targeted appropriately. The priority is to invest in new social rented housing, particularly in Eastwood, where the shortage is greatest. East Renfrewshire Council has guaranteed grant funding through the Affordable Housing Supply Programme (AHSP) until 2020/2021. Any Scottish Government funding after the 2020/2021 financial year is uncertain.

Housing Revenue Account Business Plan

- 2.21 The HRA Business Plan sets out how resources will be managed and maximised to maintain and improve the quality of existing homes and invest in building new affordable homes for rent and sale. Robust asset management planning also reflects well on the council's five capabilities and is vital in ensuring that the council meets its organisational values.

Customer Engagement Strategy

2.22 The Customer Engagement Strategy sets out how the service will use a range of methods to better understand the views and experiences of customers and make improvements to the services they receive.

Housing Service Improvement Plan

2.23 The Housing Service Improvement Plan outlines the key areas that the service wishes to improve in the next few years.

Consultation

2.24 Two consultation meetings were held to present, discuss and seek views on the Housing Asset Management Plan (HAMP) during its preparation. The first meeting comprised self-selecting tenants who responded to a mailing of 500 randomly selected tenants. The second meeting comprised all registered tenants organisations in East Renfrewshire.

2.25 Following the presentation of the proposed strategy within the HAMP there was discussion on both the content of the Plan itself and the proposed areas for investment. Both meetings were supportive of the overall strategy and investment priorities contained within the AMP, with the discussions focussing on how the Plan will be delivered as well as on the overall strategy contained within the Plan. The consensus of approval for the overall strategy was welcome and is perhaps a reflection of the extent of ongoing consultation through RTOs that Housing Services undertakes regularly. The discussions on how we deliver the Plan was particularly valuable, and the views of those at the meetings is in part reflected in some of the Action Points relating to how we inform and consult with residents when major investment programmes are being planned and while projects are on the ground.

2.26 The time commitment of both individual tenants and RTO members in this process is very much appreciated by the council.

2.27 Further review meetings with RTOs on this updated HAMP are planned for 2019/20.

3 Housing Asset Profile

Overview

3.1 The primary focus of this HAMP covers the 2939 properties held on the HRA account at 31st March 2018. It also covers;

- Sheltered housing community rooms associated with HRA sheltered housing schemes;
- 104 hard standings on 15 sites;
- 149 garages/lock ups on 10 sites; and
- Miscellaneous assets.

Asset Management Information

3.2 A full stock condition survey was carried out on the housing stock owned by East Renfrewshire Council in 2011. Internal access was gained to 80% of properties while 100% of external and common areas were surveyed. This data is now held on our asset management database (“APEX”) which contains data on all council owned dwellings. The only cloning that took place was to populate internal data of the 20% of properties where access was not provided.

3.3 A programme of carrying out a rolling programme fully surveying a further 10% of properties every year has been implemented to ensure the accuracy of the stock condition data is maintained and updated. Additionally single or multiple element surveys (albeit short of a full survey) are undertaken on an ongoing basis for finalising programmes of work, checking SHQS, producing energy ratings, etc. This data enables the council to assess future investment needs, set annual five year and 30 year budgets, monitor achievement of SHQS and progress towards meeting EESSH targets, align existing programmes and introduce new programmes where required.

3.4 APEX allows good data analysis and a wide sharing of data about historical and planned investment. It is also intended to develop and bring on line, over the life of this AMP, new modules to better manage our responsibilities in relation to:

- Asbestos management;
- Planning cyclical works;
- Managing major works programmes
- Energy management.

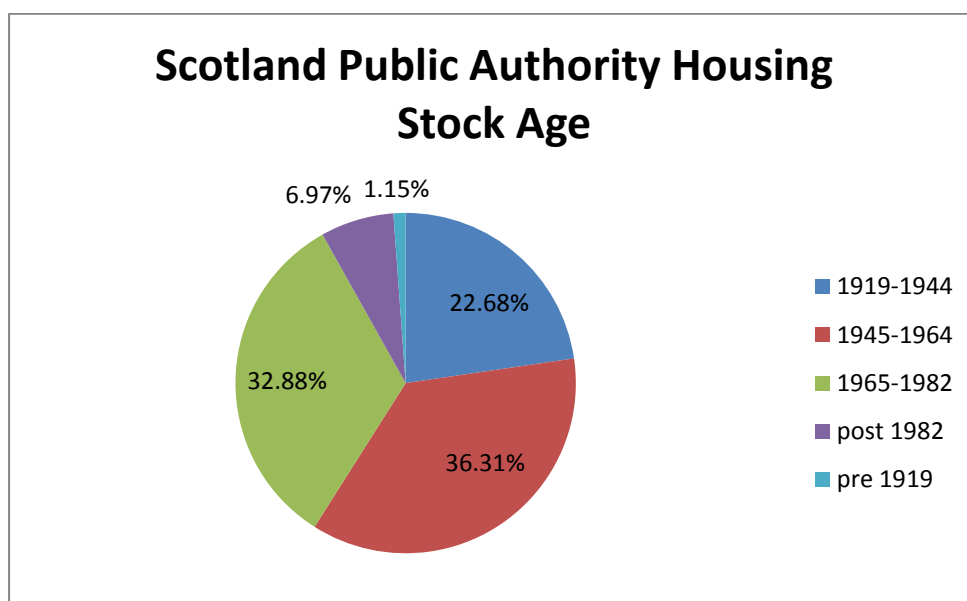
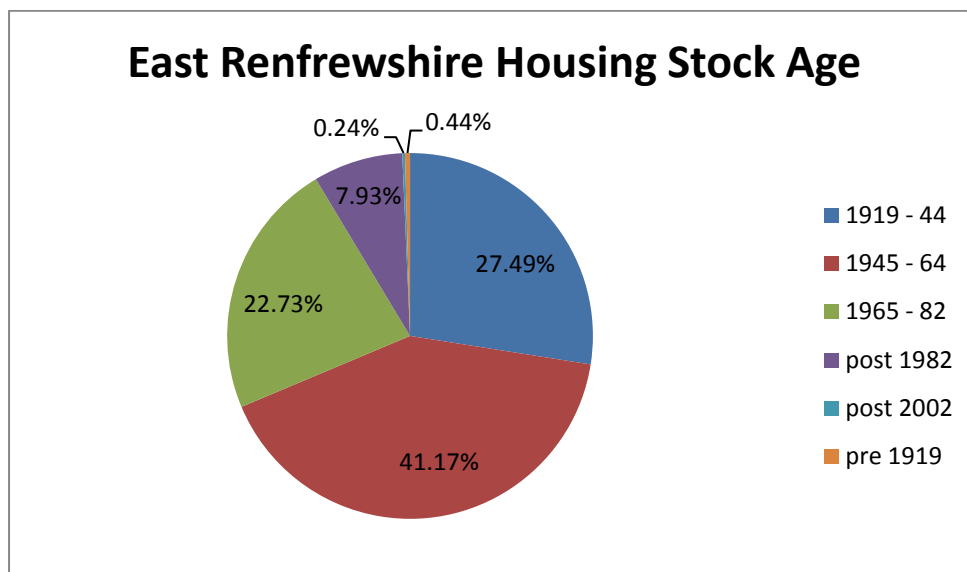
3.5 The importance of the implementation of appropriate asset management software cannot be overstated. It is enabling us to better plan the future programme and reduce the time spent on managing key tasks by the service. The development of the data and its use through APEX will be a critical aspect of asset management over the next five years.

Action: Continue to undertake rolling surveys of council housing both on an element by element basis to enable and confirm short term investment planning (e.g. roofs; render; windows; kitchens) and on whole house full stock condition basis.

Action: Complete implementation of the base stock condition end energy rating data set in APEX, maintain that data set, and continue to develop how APEX is used to improve short, medium and long term asset management .

Housing Stock Profile

Figure 2: Number of homes by age, 2018



3.6 The total number of council homes at March 2018 was 2,939, with the majority (70%) of properties built during the inter-war (1919-1944) and post-war (1945-1964) period. This is higher than the national average demonstrating the ageing profile of Council stock (Figure 2),

with East Renfrewshire having 4% more dwellings built before 1945 than the Scottish average and 9% more built between 1945 and 1964 than the Scottish average.

3.7 Although the majority of the stock is of traditional construction there are a small number of non-traditional construction types accounting for 221 properties or 7.5% of the stock. The majority of non-traditional house construction was carried out from 1945 onwards to meet post-war demand for housing. Due to the method of construction significant investment is required to ensure they continue to provide good quality housing and to bring them up to the Energy Efficiency Standard for Social Housing (EESH).

Table 3: Number of homes by type, March 2018

Dwelling Type	No.	%	Scotland (%) ³
Houses	935	32	46
Four in a block	755	26	19
High rise flats	0	0	6
Tenements	980	33	20
Other	261	9	10
Flats/Maisonettes			
Total	2,939	100	100

3.8 The stock is made up predominantly of flats and tenements (68%), with tenement flats representing more than half of these (980). The council also owns 244 sheltered flats and bungalows, the majority of which are located in Eastwood (173).

3.9 There are particularly low levels of houses (terraced, semi-detached or detached) in the Levern Valley with flats being the predominant dwelling type. The majority of these are 1 or 2 bedroom properties.

Table 4: Number of homes by bed-size and HSMA (%), 2018

Bedsize	Eastwood (%)	Levern (%)
0	8	5
1	47	22
2	34	48
3	10	21
4 +	1	4
Total	100	100

³ Figures add up to more than 100 per cent due to rounding

3.10 The Eastwood housing stock is primarily 1 or 2 bedroom properties with fewer larger properties (Table 4). With around half of all demand being for smaller, 1 bed dwellings this places a high demand on a very limited resource. This demand is partly as a result of relatively recent welfare benefit changes (bedroom tax), despite mitigation of the effect of this by the Scottish Government. Any changes to this legislation, which are expected in the medium term once further welfare powers are devolved to Scotland, will have an effect, and may reduce, this demand for one bedroom dwellings. Similarly changes to society, family and demography will have an effect. For example expectations have changed about house size and particularly an aspiration, if affordable, to have spare rooms to accommodate the introduction of IT in the home, a demand for study/ home office space, younger children aspiring to a bedroom of their own, and/or the increasing incidence of adult children returning to the parental home due to economic changes and shortage of affordable housing.

Housing Stock Levels

3.11 Since the introduction of Right To Buy (RTB) in 1980 East Renfrewshire Council has sold significant levels of stock. Approximately, 2,850 properties have been sold under RTB equating to 50% of council stock, with 45% of them being within the Eastwood housing sub-market area. As a result there are high levels of mixed tenure blocks presenting property management challenges in terms of common repairs and improvements.

3.12 The building of new homes by the Council, which came to a halt in 1992 was restarted in 2015 with the first completions being achieved in December 2015. The delivery of new affordable housing is continuing, with the council currently committed to completing 240 dwellings over five years from 2018. There is also a commitment to continue to seek innovative ways to deliver further affordable housing for rent and for sale.

3.13 Council housing stock levels have reduced in recent years from 2,973 units at March 2015 to 2,939 units as at March 2018. This is a result of Right to Buy sales and a small number of demolitions. The abolition of Right to Buy in Scotland on the 1st August 2016 combined with the council's commitment to building 240 new council houses is a step towards initially stabilising and subsequently achieving our aspiration to gradually increase council stock levels.

4 Housing Need and Demand

Introduction

4.1 Housing Need and Demand Assessments are required to inform the Local Housing Strategy and local planning for new housing. These must be carried out using guidance prescribed by the Scottish Government, and provide a very detailed evidence base.

4.2 The council has carried out research 'Estimating the Need and Demand for New Housing' in the area to inform the Glasgow and Clyde Valley Housing Need and Demand Assessment (HNDA2). This recognised that East Renfrewshire has a high need for housing across all tenures and estimated that a total 223 new homes are required each year (up to 2029) if this demand is to be met. Each year, 70 of these new houses need to be in the form of affordable housing.

Low Demand

4.3 Demand varies across a landlord's stock. There is no landlord in Scotland that has stock which is uniformly of the same type, quality or location so potential tenants will always have more interest in one part of the stock than another.

4.4 The emergence of low demand, as a problem, implies a deeper-seated and longer-lasting difficulty – one which could affect the viability of a landlord or a neighbourhood.

4.5 Low demand is normally seen as having the following characteristics⁴:

- There is a small or non-existent waiting list;
- Tenancy offers are frequently refused;
- There are high numbers of empty properties available for letting;
- There is a high tenancy turnover.

4.6 There are currently six areas within East Renfrewshire designated as being 'low demand'. Waulkmill being the largest area with 60 properties.

4.7 Table 5 outlines the number of lets, the % turnover and the average days to let for the local letting initiative areas during 2017/18. This illustrates that a total of 45 properties were let during the period representing an average stock turnover of 14.9% and taking an average of 68 days to let. This table also highlights that % stock turnover within local letting initiative areas is still far higher than within the wider housing sub-market area.

⁴ *Scottish Social Housing Charter Technical Guidance March 2015*

Table 5: Turnover and average days to let by local letting initiative area (LLI), 2017/18

Letting Initiative Area	Total Properties	Lets	Average days to let	% stock turnover		
				LLI (2015)	LLI (2017/18)	HSMA
Anderson Drive, Newton Mearns	18	6	47	25	19.4	7.6
Craighead, Barrhead	41	9	78	8.9	19.6	8.1
Kerr Street, Barrhead	49	9	61	15.7	17	8.1
Madras Place, Neilston	39	3	81	28.6	6.3	8.1
Newton Avenue ⁵ , Barrhead	36	5	80	-	7.8	8.1
Waulkmill, Barrhead	60	13	59	16.0	21.3	8.1
Total/Average	243	45	68	12.3	14.9	8

4.11. Table 6 outlines the average length of tenancy for terminated properties within the local letting initiative areas during this period. This illustrates that the average length of tenancy ranges from 2 years (Anderson Drive and Newton Avenue) to 7 years (Craighead and Waulkmill) with the average length of tenancy across all the local letting initiative areas being 4 years.

⁵ LLI commenced from March 2015

Table 6: Average length of terminated tenancy by letting initiative area, 2017/18.

Letting Initiative Area	Terminations	Average length of tenancy (years)		
		LLI (2017/18)	LLI (2015)	HSMA (2017/18)
Anderson Drive, Newton Mearns	3	2	3	8
Craighead, Barrhead	7	7	15	9
Kerr Street, Barrhead	11	3	4	9
Madras Place, Neilston	2	3	4	9
Newton Avenue, Barrhead	5	2	-	8
Waulkmill, Barrhead	7	7	6	8
Total/Average	35	4	6	8.5

- 4.12. Since 2015, the average length of terminated tenancies has increased most notably within the Craighead letting initiative area. However, the average length of tenancy within local letting initiative areas is still significantly lower than within the wider housing sub-market area particularly within Madras Place.
- 4.13. Analysis of the reasons for terminating highlighted that 69% of all terminations within letting initiative areas were due to transfer indicating that tenants have chosen to move onto another tenancy, most likely within the private rented sector. Some 7% of tenants were evicted from their tenancy within letting initiative areas and 9% of tenants absconded. The reasons for terminating were not dissimilar to those for the local authority generally.
- 4.14. In tackling low demand it is important to identify the cause. Whether it is a surplus of accommodation, poor letting procedures or specific factors that make certain types of properties undesirable.
- 4.15. Within East Renfrewshire, decreasing household size has led to a surplus of larger tenement stock that is not suitable to meet current demand. This is being exacerbated by a growing ageing population who are more likely to live alone. There has always been a demand for 1 bedroom properties but with preference/aspiration for 2 bedroom properties. However the current issues around affordability and welfare reform have changed this.

- 4.16. The perception of anti-social behaviour and poor quality external environments for some tenement properties is another key factor for low demand in East Renfrewshire. Some applicants have concluded that such property types in certain areas will not provide them with an appropriate living environment.
- 4.17. East Renfrewshire has undertaken a number of initiatives to address low demand including:
- Open days to showcase properties;
 - Active advertising of properties in council offices and in the press;
 - Local Letting Initiatives;
 - Tenancy Enforcement Officers;
 - Mixed Tenure Scheme; and
 - New Tenant Procedures.
- 4.18. Housing Services has completed a review on how it deals with low demand stock and found that the letting initiatives have been successful. In particular, the level of anti-social behaviour has decreased markedly with fewer neighbour complaints reported. Housing Services will continue to monitor this on an ongoing basis.
- 4.19. Housing Services is moving to Choice Based Letting in early 2019 in order to enable it to make better use of stock and improve efficiency in the allocations process. It is expected this will reduce re-let time primarily due to reduction in the number of refusals.

Homelessness

- 4.20. The impact of the abolition of priority need for homeless people has placed huge pressure on an already strained service. In 2017/18, 58% of all housing lets were allocated to homeless applicants. This is a 40% increase on 2001/02 and a 3% increase from the previous year.

Table 7: Numbers of properties being let to homeless applicants

Year	Total Lets	Homeless Lets	
		No.	%
2001/02	303	55	18
2006/07	284	103	36
2016/17	199	109	55
2017/18	233	134	58

Source: AVD Homeless Case Management System

- 4.21. The council has experienced an increase in homeless applications at a time when homeless presentations are reducing nationally. The proportion of homeless applicants from

Eastwood has steadily increased reflecting the changing economic climate with presentations from people unable to sustain their home or employment.

- 4.22. Homeless applicants and those awarded a special case status due to complex housing and support needs are prioritised for re-housing. However, low numbers of 1 bedroom or suitably adapted homes mean that there have been over 30 individuals living in temporary accommodation awaiting a suitable offer.

5. Investment in Housing Assets

Introduction

5.1 The council has a range of standards and investment priorities including the Scottish Quality Housing Standard (SHQS) and the Energy Efficiency Standard for Social Housing (ESSH). This section outlines the planned investment for HRA property assets over the next five years as outlined in the Housing Revenue Account five year capital investment plan (Appendix B).

5.2 Capital Investment priorities for the Council are identified as:

- Assist with meeting the Scottish Housing Quality Standards (SHQS)
- Assist with meeting the Energy Efficiency Standard for Social Housing (ESSH)
- Enable an asset to generate a positive revenue income (including the provision of new council housing)
- Remove or reduce a health and safety risk
- SHQS components will be repaired rather than renewed unless repair does not deliver best value.
- Beyond the achievement of minimum SHQS criteria and ESSH energy ratings targets investment will be prioritised to extending the life of our housing stock through renewals and improvements. Investment in external elements (roof, render etc.) will be prioritised over renewing internal elements such as kitchens and bathrooms.

A lower priority is applied to:

- Painting programmes if largely aesthetic in nature
- The maintenance of external communal areas such as binstores and lock ups
- Improvement of fencing and footpaths, and other aspirational investment not required to achieve SHQS or ESSH.

Capital Investment

Electrical Wiring and Smoke Detectors

5.3 A significant proportion of the council's stock contains ageing electrical wiring (13%). The council's policy is to undertake rewiring **of void properties** when the existing installation is 40 years or older as the existing insulation is starting to break down at this time which may lead to faults and earthing problems. Due to the upheaval to residents and the damage to decoration caused by rewiring tenanted housing will only be rewired when testing indicates that this is necessary.

5.4 The council is continuing its programme to replace all its battery smoke detectors with mains wired inter-linked systems. This programme will have to be accelerated as a result of the

Scottish Government's expected amendment to the SHQS requiring all council properties to have an interlinked smoke detector system installed by 2020. This will require an additional £1.5million new resource.

Central Heating Systems

- 5.5 There has been an investment in central heating in excess of £3 million over the last five years. Further investment of £4.5 million will be required over the next 5 years to replace older systems to ensure systems are modern and efficient, reduce fuel poverty, and assist in achieving EESSH. As the average cost to replace a central heating system is £2,500 our current budget allows us to replace around 360 systems per year.
- 5.6 The systems that we are installing are of a high standard with A rated condensing combi-boilers from one of the top five manufacturers. Not only do high quality central heating systems require less repair and maintenance over their lifetime they will also provide savings to tenants as it will be cheaper to heat their homes.

Internal Elements - Kitchens and Bathrooms

- 5.7 There has been significant investment in kitchens and bathrooms over the last ten years to meet the Scottish Housing Quality Standard (SHQS) and as a result the majority of kitchens (90%) and bathrooms (79%) are less than 12 years old. There is a small programme to continue to renew kitchens where necessary (e.g. in voids where the former tenant refused a new kitchen).
- 5.8 However, as a result of wear and tear or vandalism many properties are returned at the end of a let with broken or missing units, damage to worktops, broken toilet seats and bath panels. This means that relatively new kitchens are often in need of repair or in some cases complete replacement.

Internal Elements - Windows and Doors

- 5.9 The council currently surveys windows and doors as part of the stock condition survey process to confirm the life span. The windows and doors that the council installs meet British Standards Institute (BSI) standards. This ensures that the product has been tested over and above minimum legal requirements for additional quality and reliability.
- 5.10 Ongoing investment is required over the next five years in order to replace ageing windows and doors. This is included in the Internal Elements budget. It is expected that a higher investment will be required in the following five years.

External Element Investment - Roofing and Rendering; External Wall Insulation; Structural and Dampness Issues

5.11 Due to the ageing profile of our stock the roofs and render of almost 20% of our stock is reaching the end of their lifespan. Roofing and render that has reached the end of its lifespan are more vulnerable to water penetration to the building which would result in dampness and mould growth, cause progressive structural damage, and eventually make the dwelling uninhabitable. Another less serious impact of ageing render is the appearance of the property which can impact on the desirability of a property and the surrounding area. Therefore, investment of approximately £2million per annum is required over the next five years to carry out roofing and rendering programmes, including the installation of costly external wall insulation on solid wall properties. Substantial investment will also be required in:

- The council's pre-1919 sandstone tenements which require structural, internal and external fabric repairs
- In 1960 built blocks where flat roofs are reaching the end of their lives, and
- In our non-traditional post-war "Blackburn" housing.

Acquisitions and Disposals

5.12 The council uses a structured appraisal process to assess sustainability and re-investment priorities in Housing. The appraisal process takes account of a range of factors including:

- Building Condition
- Cost of repairs / projected investment costs
- Value of the property
- Income
- Demand
- Compliance with SHQS

5.13 Any potential acquisition is also appraised with reference to the specific funding criteria (e.g. Scottish Government grant requirements or commuted sums).

5.14 The council consults with the Housing Supply division of the Scottish Government to ensure their support before proceeding with negotiations to acquire a potential housing asset / site. council policy directs the purchase of 'off the shelf properties' and mortgage to rent properties.

5.15 The council does not typically dispose of any Housing assets. However, there may be a number of reasons in the future as to why a property may cease to meet the council's strategic requirements and hence may be considered for disposal. The Land and Property Assets Disposal Framework sets out the process for the disposal of surplus land / property

assets. The council determines, through the surplus property assets process, which assets are surplus to both directorate and council requirements and assesses options for disposal. The asset will be declared surplus to requirements through sign off by the Cabinet and will be passed to the Head of Environment to commence the marketing and disposal process. The council will consider a number of options for disposal including transfer, remodelling and demolition.

- 5.16 The Council's Procurement Strategy is designed as a framework for the council to obtain best value in all its procurement activities. All procurement decisions are made using whole life costing principles which span from the identification of need, to appraising "make or buy options", through to the end of the contract or asset life. The council will ensure that all capital project procurement reflects corporate objectives of the council through the prioritisation of projects under the Capital Appraisal Process. Further detail on the council's Procurement Strategy is provided in the Corporate Asset Management Plan.

Action: Continue to develop a whole life costing approach to the evaluation of future property needs. This is a requirement of the current Service Level Agreement with Property & Technical Services, however has yet to be fully implemented.

Energy Efficiency and Affordable Warmth

- 5.17 Energy efficiency is becoming an increasingly important issue in the UK as a whole. It has a significant impact in terms of poverty, health and wellbeing as well as carbon emissions⁶. Fuel bills for the most part in the last decade have been increasing and this can be attributed to both increasing demand and dwindling supplies of oil and gas as a nation⁷. This increase is having a direct impact on the number of households who are in fuel poverty.

Scottish Housing Quality Standard (SHQS)

- 5.18 The SHQS sets out the minimum quality standard for social housing in Scotland. Introduced in February 2004, it is Scotland's primary measure of social housing quality. Social landlords had until April 2015 to bring their houses up to the standard, and thereafter maintain them to the standard.

- 5.19 SHQS performance is measured against the following five broad criteria:

- Compliance with The statutory 'Tolerable Standard';
- Serious disrepair;
- Energy efficiency;
- Modern facilities and services; and
- Healthy, safe and secure.

- 5.20 The SHQS position of the council's housing at 31 March 2018 is shown in Table 10 below. The Scottish Government recognises that, in certain instances, it will be impossible to meet

⁶ Hills, J., 2012. *Getting the Measure of fuel Poverty: Executive Summary*

⁷ Bolton, P., 2010. *Energy Price Rises and Fuel Poverty*

specific elements of the Standard and provision is therefore made for elemental “exemption”. In other instances, delivery of the SHQS may be achievable but not until some point in the future e.g. due to tenant refusal or owners blocking the work), for which provision is made through “abeyances”. Exemptions and abeyance categories neither pass nor fail SHQS.

Table 8: SHQS performance at 31 March 2018

	No.	%
Properties meeting the SHQS	2,867	97.55
Abeyance	46	1.56
Exemptions	26	0.88
Failings	0	0.00

Action: Continue to ensure that where possible all council housing in the area meets the Scottish Housing Quality Standard (SHQS)

Energy Efficiency Standard for Social Housing (ESSH)

5.21 The Energy Efficiency Standard for Social Housing (ESSH) was launched by the Scottish Government in March 2014. The ESSH will contribute towards the carbon emissions reduction targets set by the Climate Change (Scotland) Act 2009. The ESSH is based on achieving minimum Standard Assessment Procedure (SAP) energy ratings by 2020. The current energy rating for council housing in East Renfrewshire is calculated by Housing Services either by commissioning Energy Performance Certificates where they are needed by statute (all void houses must have a valid EPC prior to re-let) or through the use of the SAP energy rating facility within the asset management software (APEX). The SAP ratings required by ESSH are shown in the table below. The SAP ratings vary depending on the type of property and the fuel used to heat it. The SAP software is provided by external government approved companies. We have over the last 12 months upgraded our energy ratings module within APEX from SAP 2009 to SAP 2012 - the most up to date energy software currently available. As a result of the different algorithms applied in SAP 2012 the energy ratings of some properties dropped below the ESSH target and will require further investment to achieve ESSH.

Table 9: Minimum SAP ratings to pass the EESSH

Dwelling type	Energy Rating (SAP 2009)		Energy Rating (SAP 2012)	
	Gas	Electric	Gas	Electric
Flats	69	65	69	63
Four in a block	65	65	65	62
Houses (other than detached)	69	65	69	62
Detached	60	60	60	57

5.22 During 2017 there has been substantial investment in establishing the current rating of all council dwellings. It is anticipated that investment of at least £5.5 million will be required over the next five years to bring our stock up to EESSH, much of which will be invested in central heating renewal, fuel switching (from electric to gas) and insulation. In 2018 and 2019, as well as continuing to increase levels of investment in energy efficiency improvements that are needed to bring individual dwellings already identified as being below EESSH up to the Standard, we are also focusing on analysing energy rating data to identify the full extent of improvements required, and investment needed, to bring all East Renfrewshire Council houses up to EESSH by 2020.

5.23 Looking ahead should also include reference to EESSH 2 requirements which are currently being consulted upon. The Scottish Government has recently published a consultation document on its plan for energy efficiency standards that will be required by the end of 2020 in all tenures. It is likely that further, potentially substantial, investment will be required over 2020-2030 to meet this new EESSH standard.

Action: Analyse data to establish EESSH Investment programme

Owner Occupiers and Mixed Tenure

5.24 Residents in mixed tenure properties, tenements and 4 in a block flats are required to pay their share of the cost of work to common elements of the property that they own. 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 this work will be required to achieve SHQS/EESSH in council dwellings. Where the council has a majority ownership in a block, or where individual owners vote with the council to achieve a majority, *common repair, maintenance or renewal* work to achieve SHQS and/or EESSH can progress (e.g. renewal of close wiring; re-roofing), while *improvements* require unanimous decisions (e.g. installation of a close door). Owners are obliged to pay their share of common repair, maintenance or renewal work where a majority has approved it whether or not they voted in favour of it.

5.25 The costs of these works can be of considerable concern to owners. Although the costs themselves vary depending on the works it is not uncommon for costs for roof or render

works to be in excess of £6,000 per owner, or double that if both elements are renewed . External Wall Insulation (EWI) can cost £12,000 or more per dwelling, although over the last few years the council has been successful in securing Home Energy Efficiency Programme Scotland: Area Based Scheme (HEEPS:ABS) grant from the Scottish Government to cover some of the costs of this work for owners. In 2017/18 additional grant funding was secured from the East Renfrewshire Renewable Energy Fund to further support owners involved in this EWI project. We will continue to source and bid for energy efficiency programme funding for both owners and the council itself where available, although very little is generally available for council housing.

5.26 The Housing Service has worked to ensure that owners' issues are properly considered. A specific resource has been identified for working with owners as well as providing proactive financial advice to owners. Financial support is also available via a **Private Sector Housing Grant** for external structural works (roof, external wall and associated works) where resident owners can receive assistance with a percentage of the cost of the works. Pressure on council budgets has reduced the percentage of grant available over the last few years, and it may reduce to nil over the life of this AMP.

5.27 Additional grant funding has also been secured over the last few years from the Energy Company Obligation (ECO), the Warmer Homes Fund, and the Scottish Gas Network's facility to support installation for gas supplies in low household income properties.

Action: Continue to develop and improve on strategy for ensuring that the council's key objectives are met in multi tenure buildings and that owners are supported to participate in planned works

Mixed Tenure Scheme

5.28 The Mixed Tenure Scheme commenced in 2013 to improve the physical appearance and appeal of mixed tenure estates and has proven to be a very successful and very popular project. Examples of works carried out are:

- Grass and hedge cutting and minor landscaping improvements;
- Painting of closes and railings;
- Regular close cleaning;
- Joinery works and security door repairs where there is no legal requirement for owners to participate or where reaching agreement has been problematic;
- Bin store demolition and repair works;
- Back court / estates improvements:
- Fencing repair and renewal:
- Rubbish and fly-tipping removal;
- Glazing and window replacement where there is no legal requirement for owners to participate; and
- Gutter cleaning and minor communal repairs.

- 5.29 A six person “Hit Squad” was also established to carry out garden maintenance in problem areas within mixed tenure estates, ground clearances, one off garden maintenance jobs, emergency clear ups, support with mixed tenure refuse collection issues, environmental work and weekly Craighead estate and Addison estate litter picks.
- 5.30 The work of the Mixed Tenure Scheme and the hit squad has led to significant improvements in the appearance of estates which had previously suffered from a poor image, and has now been rolled out to address issues across the council area. As recognition of the significant improvement so far to the local communities the East Renfrewshire Mixed Tenure Scheme won the TPAS Developing Communities Award, a Local Matters COSLA award, and was recognised in both APSE and GO award schemes. The council has approved slightly increased funding in 2018/19 for this very popular project which contributes to an ever improving environment.

Property Factoring Service

- 5.31 Since the first council house was bought in the early 1980s the council has provided a factoring service to co-ordinate and carry out repairs to common elements of mixed tenure buildings. Historically the council did not exercise their right to charge a factoring fee for this service which meant that the HRA (and, therefore, tenants) were subsidising private owners. It also meant that the factoring service was underfunded. The council launched a new Property Factoring Service from April 2015 which, following improvements to the service pre 2015, now complies with the Property Factors (Scotland) Act 2011.
- 5.32 The income from the factoring service pays for additional resources to deliver and improve the services to factored homeowners. This includes working more pro-actively with owners, increasing pre-and-post inspections for common repairs, improved communications with owners and a more efficient re-charging process. This will ensure that repairs are carried out efficiently, to a good quality and are value for money.
- 5.33 However some title deeds of dwellings sold during the 1980s and 1990s do not contain any provision to allow the council to `factor` the common elements of the properties, and in some cases are inconsistent with other dwellings in the same block, or are not in accordance with what would be a logical way to “split” a building. Thus some “four in a blocks” have been sold as two “two in a blocks”, while some adjoining “four in a block” buildings with closes (as opposed to individual front doors) have been sold as “eight in a block”. This further underlies the complicated legal position the factoring service has to resolve and explain to owners, and shows the need to proactively work with owners in mixed tenure properties in order to secure as much owners’ participation as possible.

Equipment and Adaptations

- 5.34 There is an increasing need for adaptations to meet the needs of a growing ageing population. Housing Services provides a wide range of advice, information and practical

support to enable older people in East Renfrewshire to live independently at home in their local communities.

- 5.35 Adaptations to people's houses to enable them to continue living at home are carried out on the basis of need as assessed by an occupational therapist. Where adaptations are required the potential long-term housing needs of the tenants are also considered to ensure further adaptations can be carried out if required. This ensures the effective use of council stock, appropriate re-letting of adapted properties and the offer of assistance to move to more appropriate accommodation where the property may not be suitable to meet the individual's long-term needs.
- 5.36 The works associated with adaptations is carried out by the council's in-house Housing Maintenance Team. These adaptations include minor installations such as hand-rails or grab-rails, as well as major adaptations such as level access and wet floor showers.
- 5.37 The council invested £223,000 HRA Capital on adaptations to 122 council properties in 2017/18. Almost two-thirds of these were level access or wet floor showers, with the remaining one-third includes handrails, grab rails, steps, paths and ramps. The council is investing £198,000 in 2018/29 to continue this programme.
- 5.38 The council's Scheme of Assistance has been reviewed in relation to adaptations, although no major changes have taken place as yet. The Public Bodies (Joint Working) (Scotland) Act 2014 highlights Equipment & Adaptations as a housing related function that must be delegated to the Integration Authority.

Affordable Housing Investment

- 5.39 The council manages the Affordable Housing Investment Programme (AHIP) on behalf of the Scottish Government. Since 2016/17 the council has secured just under £8million through this programme to enable registered social landlords and the council itself to deliver 400 affordable homes in a mix of affordable tenures such as social rent, low cost home ownership and shared equity.
- 5.40 In 2017/18 £653,000 of this grant from the AHIP together with £2.95million of council commuted sums and HRA Capital borrowing enabled the start of construction on two new Council house build projects (Robertson Street, Barrhead and Fenwick Drive, Barrhead).
- 5.41 The forward plan covering affordable housing investment over the life of this Asset Management Plan is contained within the Strategic Housing Investment Plan (2019 – 2024).
- 5.42 Of the projects outlined in the current SHIP, the first two council house build projects (Fenwick Road, Barrhead and Robertson Street, Barrhead) have been progressing which will provide a total of 23 new affordable homes for social rent. These projects will be completed in 2018/19.

5.43 This will add to the council's ageing stock with new well designed, energy efficient homes which meet silver energy standards. Over the lifespan of the LHS the council have committed to building 240 units

6 Cyclical and Reactive Maintenance

The Responsive Repairs Service

- 6.1 The responsive repairs service represents the most important and extensively used service for the majority of tenants. The council's duties as a landlord to repair and maintain are set out in Section 14 of the Housing (Scotland) Act 2006 and require that housing meets the repairing standard as defined in the Act.
- 6.2 The service is provided by the Housing Maintenance Team (HMT), or otherwise through specific specialist contractors as required. The HMT is a multi-skilled team comprising just over 50 employees including tradesmen, technical officers, support staff and managers.
- 6.3 Housing Services has undertaken a range of work to improve the repairs service which allows us to complete repairs quickly, and fix repairs first time. Service performance is shown in Table 10.

Table 10: Responsive repairs performance

	2016/17	2017/18	2016/17 Scot average
Emergency repairs (hours)	2.33	2.28	5.2
Non-emergency repairs (working days)	5.4	4.8	8.4
Repairs completed right first time (%)	95.3%	95.6%	92.8%
Repairs appointments kept (%)	99.2%	97.6%	96.0%
Tenants satisfied with the repairs service (%)	87.1%	87.1%	88.7%

- 6.4 The results show that despite a good performance more than 12.9% of tenants are still not satisfied with the repairs service. We have continued to have discussions with customers who highlighted that they were unhappy as the service failed to keep them informed of delays and additional work required. The appointment of an additional workforce planning officer has improved the communication with tenants and will help to ensure that customers are kept informed and delays are minimised.
- 6.5 The focus for the future for the HMT is based on ensuring that continued value from the in-house maintenance team is achieved. An in-depth business plan is in place for the period through to 2020 that reflects the core vision for the maintenance team, namely:-
- To provide a service that puts the customer at the heart of everything we do;
 - Provide a service that the customers requires, not what is the easiest for us to provide;
 - To respond quickly, providing a quality service which is also reliable; and
 - To demonstrate best value on a daily basis.

6.6 It is accepted that it is important to ensure that we are comparing the delivery and cost of this repairs service to establish that our customers and the council are getting value for money.

Positive steps have already been taken to improve efficiency and value including:-

- Restructuring of the Housing Maintenance Team to separate client and operational services and improve efficiencies;
- Additional resources to align with workload demands and improve productivity;
- New procedures and policies to improve productivity;
- Improved communications with customer call centre to improve service delivery;
- Improved engagement with customers to provide a more customer focussed service;
- Improved repairs appointment system to reduce instances of no access; and
- Training to ensure a highly skilled workforce.

6.7 The Housing Service believes that the Housing Maintenance Team play an integral role in best value and providing excellent customer service. The key points for developing the maintenance team are known and centre around:

- Improving communication throughout the repairs process;
- Delivering modern technology and its effective use;
- Staff training;
- Planning resources in advance;
- Procurement;
- Improving collaborative working; and
- Improving time management.

Action: Invest in IT infrastructure to permit the delivery of efficiencies

Void Repairs

6.8 Void properties are unoccupied dwellings and normally arise when the current tenant moves out with normal 28 day notice, although there can be other circumstances such as abandonment or tenant bereavement. The Housing Maintenance Team has a dedicated void repairs team to carry out void works. This includes statutory/recommended testing of gas/electrical systems, asbestos removal, and undertaking the works required to make the property fit for incoming residents and meet the council's agreed letting standard.

6.9 The Housing Service is part of a Scotland wide housing benchmarking group. This permits the service to compare its performance in areas such as void rent loss and rent arrears with other councils. At present voids are measured in terms of void rent loss rather than void days. However this situation is being reviewed and positive steps are being taken to work towards reducing void times for maintenance. This is a particularly challenging aim for the service when many properties require substantial improvement works to bring them up to standard.

Gas Safety Management

6.10 Gas safety management is a critical asset management function. A key requirement of the Gas Regulations is that an annual gas safety check must be carried out on each appliance and flue.

6.11 The council has achieved a 100% record on this aspect of asset management over 2016/17 and 2017/18.

6.12 This substantial achievement is due to 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 hard “No Access” properties which guarantees access before the 12 month expiry
- The introduction of hand held terminals 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

Legionella

6.13 Legionella is a respirable bacterium that is common in natural and artificial water systems. Legionellosis is the collective name given to the pneumonia-like illnesses caused by legionella bacteria, including the most serious and well-known Legionnaires’ disease.

6.14 It can affect anybody, but some people are at higher risk including those over 45, smokers and heavy drinkers, those suffering from chronic respiratory or kidney disease, and people whose immune system is impaired.

6.15 The council have a proactive approach to Legionella Risk Management as required by the Approved Code of Practice (ACOP) produced by the Health and Safety Executive. Housing Services are taking proactive steps to manage and reduce risks of Legionella by implementing prevention measures in sheltered housing complexes, homeless units and dwellings. Further strategic development to reduce risk in council owned and mixed tenure main stream housing is the next priority, with a clear strategy being researched, approved and implemented during the life of this Asset Management Plan.

Action: Research, establish and implement legionella strategy in main stream housing in accordance with ACOP

Asbestos Safety Management

- 6.16 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 also in place which is updated annually or as required by changes in procedure or legislation.
- 6.17 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. CDM risk assessment training is provided to staff working on housing projects and standard asbestos conditions are included within building contracts and service level agreements to ensure clarity of the roles and responsibilities between the employer and the contractor.
- 6.18 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 acceptable to leave these in the property until such time as replacement is necessary or desirable for other purposes (e.g. re-wiring; roof renewal).

Cyclical Maintenance and Servicing

- 6.19 The council has a responsibility to ensure that assets under its control are maintained in a safe condition to prevent injury to customers and the public. The council carries out a programme of safety checking ranging from testing water systems for legionella bacteria through to annual servicing and maintenance of chair lifts, lifts, smoke detectors, etc.
- 6.20 In addition to the cyclical maintenance and servicing work relating to health and safety there is a programme of work including external painting and gutter cleaning programmes.
- 6.21 There is a need to improve the extent and accuracy of the data on some cyclical maintenance measures (e.g. external painting; gutter cleaning) to enable better programming and investment resource requirements. A complete register of all assets subject to these cyclical checks is to be prepared to assist with future planning, performance monitoring and value for money. This is staff time intensive work and resources will need to be identified and prioritised if this is to be achieved.

Action: Establish methods to improve extent and accuracy of data on cyclical maintenance elements of the housing stock

7 Non-Housing Assets

Sheltered Housing Community Rooms

7.1 The Housing Service currently manages 8 sheltered housing complexes which contain a number of communal areas including:

- 8 communal lounge areas;
- 8 communal kitchen areas; and
- 6 guest rooms.

7.2 Over the last few years £1.4 million has been invested to upgrade sheltered housing. Further investment will be required over the period of this Plan to replace ageing heating systems and boilers, and to this end an appraisal of options for three of the complexes – Fordyce Court, Linnpark Court and Montgomerie Court – reported recently in summer 2018. On the basis of this option appraisal decisions will be taken on the best option for renewing or replacing the space and water heating in these complexes over the next three to four years.

Lock ups and Garages

7.3 Lock-ups were principally constructed as part of housing developments. Housing Services manages 149 council owned garages/lock-ups on 10 sites for tenants of council houses and non-council 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. Some garages are consequently starting to fall into a state of disrepair.

7.4 As at October 2018 there were 104 hard standings on 15 sites. These are plots of land owned by the council and leased to individuals who have built garages or lock-ups and so the council are not responsible for repairs and maintenance. However, the council are responsible for maintaining the land and the demolition of any garages that are in a state of extensive disrepair.

7.5 Given the above the council is intending to complete an option appraisal of its garage sites in 2019/20. Options to be appraised will include both assessing what is needed to ensure their long term life or whether demolition and disposal would be more appropriate.

Unadopted Roads and Footpaths

7.6 The Housing Service has responsibility for a number of roads and 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 footpath are now used by tenants and private owners. Maintenance however 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, and are therefore being subsidised by tenants/the HRA. In some areas roads and footpaths now serve areas where there are few, and in some cases, no council properties remaining.

- 7.7 Housing Services is unable to recover costs from owners in these specific areas. This means that the burden for maintaining housing owned assets of roads and footpaths in some communities is being paid for by tenants' rent for assets that serve large numbers of privately owned properties.
- 7.8 A detailed condition assessment of unadopted roads and footpaths is being planned to consider whether the roads are up to the council adoptable standard applied by the Roads and Transportation Service⁸. This may enable transfer of ownership from the Housing Revenue Account (HRA) depending on levels of investment required.
- 7.9 A number of roads and footpaths are expected to be currently of an adoptable standard and those which are not will be identified, and remedial works costed to provide an indication of the budget required to upgrade. However the potential very substantial investment that this would require may make it difficult to progress this transfer in the short to medium term. This is currently being considered as part of a review of Housing Service Environmental Assets.

Action: Assess the current condition of roads and footpaths held on HRA and engage with relevant cross council services to consider future ownership

Open Space

- 7.10 There is a similar situation with regard to parks and open space in what were formerly 100% council owned estates. Both parks and green spaces, many of which are held on the HRA, provide amenity value to council tenants and private owners across the area. Open space has a significant part to play in terms of neighbourhood and housing sustainability.
- 7.11 As this land is held on the HRA any costs incurred are paid for from HRA even though these are not solely tenant related costs.
- 7.12 The removal of a number of open space assets identified as having potential for disposal under the East Renfrewshire Council Asset Disposal Framework would reduce the overall cost to the HRA. This proposal is currently being considered as part of a review of Housing Service Environmental Assets.
- 7.13 In 2017 a comprehensive assessment of all potentially suitable land in East Renfrewshire was undertaken. As a result, several sites feature in the revised SHIP and are under consideration.

Action: Continue to review open space on the HRA and undertake option appraisals on these sites

⁸ Report on Development of Future Ownership of Housing Service Environmental Assets

Commercial Buildings and Shops

7.14 At end March 2018 there were 32 commercial assets (retail units and offices) held on the HRA, all bar one of which are currently let. They generate an annual income of approximately £180,000. Given the current condition of these assets and the fact that they are let on a “maintaining and insuring” basis there are no issues that need to be addressed for these properties within this AMP.

8 Procurement and Project Delivery

Value for Money, Customer Focus and Equalities

- 8.1 East Renfrewshire Council has well developed arrangements for achieving value for money in delivering the asset management and repairs services in a way which is customer focussed and treats equalities as a priority.
- 8.2 The HRA capital programme was £7.4 million in 2017/18 (March 2018), including a provision of £1.6 million for the provision of new council housing. The 2018/19 HRA Capital budget for investment in existing stock is £5.7million, with an overall investment in existing stock of £25.2 million to 2022/23. This investment will be prioritised in accordance with this AMP. An additional budget of £19 million in 2018/19 and £11.4 million in 2019/20 has been established for the provision of the new council housing referred to earlier in this AMP. Further detail on the HRA Capital budget 2018/19 to 2022/23 is provided in Appendix B.
- 8.3 The HRA revenue budget for response repairs and for re-letting empty homes is approximately £3.7 million annually. This figure includes cyclical maintenance, property health and safety checks, asbestos and legionella revenue funded works, insurance, etc.
- 8.4 In relation to revenue repairs works, regular benchmarking with other local authority landlords in Scotland provides a basis for performance improvement ensuring that the council continues to provide a service consistent with best value. This is reported through the annual report to tenants and the tenants' newsletter, which is produced quarterly.
- 8.5 In response to the Scottish Social Housing Charter the council has improved the way it engages and communicates with tenants. A new Customer Engagement Strategy was completed and implemented from October 2014 based on the outcomes of the Scottish Social Housing Charter. As a result, consultation and customer engagement is undertaken on response repairs and improvement programmes in line with many changes in the way we gather feedback from and communicate information to customers.
- 8.6 We have carried out consultations on the content of all improvement programmes and circulated clear and practical information on the way programmes are delivered. Improvements have also been made to the way we communicate with customers during improvement works. This has met with a positive response. Plain English information brochures are produced for all major investment projects. These are provided to residents included in the works programme. Public meetings are held where appropriate, with further consultation being undertaken as the programme nears completion. An innovative development has been to invite residents to the 'handover' meeting at the end of roofing and render projects. Satisfaction surveys are also issued at completion.
- 8.7 In relation to response repairs, a customer satisfaction survey is completed post repair/improvement works. This has successfully provided feedback to allow us to improve

the service. A new workforce planning officer was recruited to ensure that customers are kept informed and delays are minimised.

- 8.8 Further work is being undertaken to improve the way we engage and consult with our customers regarding improvement programmes. This work will be undertaken as part of the annual review of the Customer Engagement Strategy.

Action: Ensure that consultation is undertaken on the content of all improvement programmes

Action: Circulate information on the way programmes are delivered

Action: Gather satisfaction data for all parts of the improvement and response repairs programmes

Action: Use the feedback received from tenants and customers to shape and improve future programmes and their method of delivery

Procurement strategy and contracting

- 8.9 There are instances where there is a need to bring in external companies to carry out reactive repairs services required by Housing Services:

- Specialised work (roofing and rendering);
- Volume of work; and
- Maintenance team may not represent best value on service required.

- 8.10 The Housing Maintenance Team has increased the use of sub-contracting and agency staffing for short term or specialist work to provide best value and best use of resources. In these instances the council is governed by the Scottish Government public sector procurement regulations whereby procurement is undertaken through the Government's Public Contracts Scotland website. All tendering is undertaken in line with both Scottish Government and EU procurement regulations.

Partnership Working

- 8.11 East Renfrewshire Council will continue to work closely with the Scottish Government and the Scottish Housing Regulator (SHR) on meeting SHQS and EESSH standards and on other property related ARC issues.
- 8.12 The Council recognises the key role of other stakeholders, partners and other social housing providers in the area. The council will explore all options to work in partnership with these providers to improve the quality and quantity of social housing in East Renfrewshire. In particular the council will continue to engage with Barrhead Housing Association, and other RSLs, voluntary and community sector partners to develop a mutually beneficial, East Renfrewshire wide approach to housing provision. Working with partners in a co-ordinated way will help to ensure there is no over or under provision of homes in East Renfrewshire, and that new homes are of the right size and type and built in the right location to meet our customers' needs and requirements, and continually improve their quality of life.

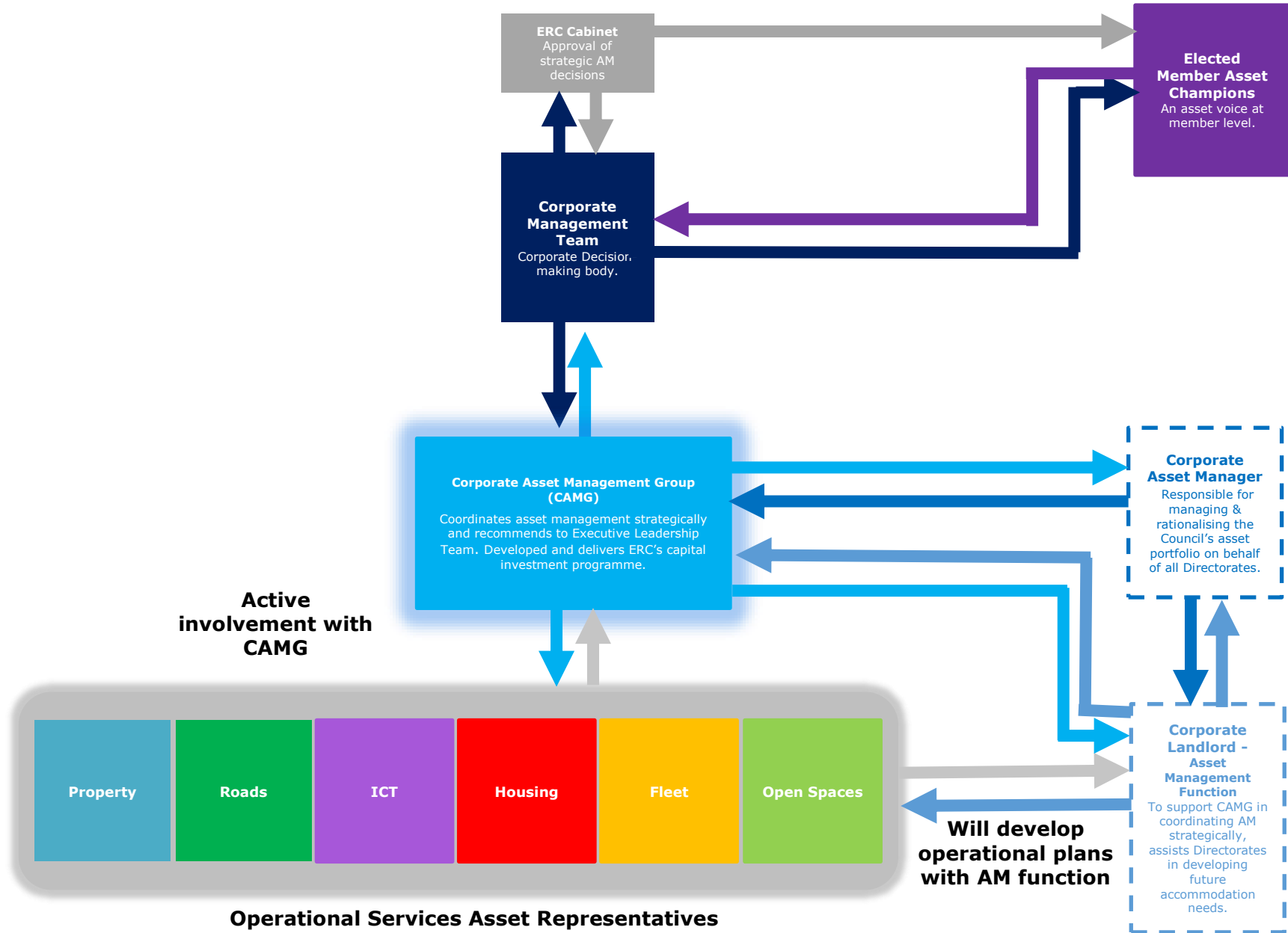
9 Organisational and Governance Structure

Asset Management Governance

- 9.1 East Renfrewshire Council has created an integrated corporate ownership model for the management of council assets. This model ensures that all services' needs, as well as those of local residents, are considered when strategic decisions are being made.

- 9.2 The figure below shows the principal governance structure within East Renfrewshire Council for asset management.

Principal communications of ERC asset management through integrated corporate ownership.



Corporate Asset Management Group

- 9.3 East Renfrewshire Council recognises the need to manage its housing assets corporately. This is championed at the highest level by the Corporate Asset Management Group – a group of officers who are responsible for coordination at a strategic level.
- 9.4 The Corporate Asset Management Group continues to drive asset management within the council. As a result housing asset management is now very much embedded within the council's corporate structure. The importance of the group continues to be recognised particularly in terms of the management of the Capital Programme and the support it provides to all services in developing their Asset Management Plans. The group meets regularly with support from the Asset Management Team. Performance management arrangements in relation to Capital projects are also part of the remit of CAMG.
- 9.5 The Corporate Asset Management Group (CAMG) provides an oversight of the management of corporate assets within the council and a decision-making gateway to ensure that management decisions are undertaken in a corporate manner. The group also provides co-ordination, direction and operational asset management planning.

Andrew Corry, Head of Environment (Operations) chairs the CAMG, with the following officials representing each service:

- Phil Daws, Head of Environment (Strategic Services)
- Murray Husband, Head of ICT and Digital Enablement
- Lesley Bairden, Head of Services, HSCP
- Fiona Morrison, Head of Education Services
- Margaret McCrossan, Head of Accountancy
- Anthony McReavy, Chief Executive, ERCLT
- Alison Keenan (Secretariat)

Ownership of the Housing Asset Management Plan

- 9.6 The Housing Asset Management Plan will be a live document, controlled by a named officer responsible for:
- Distribution to appropriate staff, members and the public
 - Monitoring of improvement actions and the implementation plan
 - Authorising and actioning the updates to the plan
- The named officer is Tim Holmes, Property Services Manager.

- 9.7 The persons charged with the delivery of this HAMP and their roles within the process are detailed below:

Position	Name	Role
Property Services Manager	Tim Holmes	Responsible for co-ordinating and driving AMP and preparing Property related information.
Principal Housing Officer (Strategy & Service Improvement)	Lisa Burrett	Responsible for Strategy and Service Improvement. Also responsible for population / household needs analysis

Equality and Diversity

- 9.8 The Equality Act 2010 Act aims to streamline all previous anti-discrimination laws within a single Act. The new public sector Equality Duty, which is part of the Equality Act 2010, came into effect on the 5 April 2011.
- 9.9 East Renfrewshire’s Equality Mainstreaming Report and Equality Outcomes 2013 – 2017 provides an overarching framework and focus for the council's work on equalities, helps ensure compliance with the Equality Act 2010 and describes the council's commitment to equality for all citizens, service users and employees. It sets out the council’s journey to embed equality considerations into our policies and the outcomes we will pursue to ensure that no one is disadvantaged or left behind in East Renfrewshire. It is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty.
- 9.10 Management and investment in the council’s housing assets has the potential to make a significant difference to opening up access to housing, to become more inclusive and physically accessible as well as responsive to risk. Accessibility and compliance with the DDA will be integrated into any future work to optimise and invest in the council’s housing asset base.
- 9.11 Staff involved in asset procurement and management are aware of their statutory duties and their role in embracing equality and diversity. Within the first 6 months of their appointment employees must complete either the mandatory e-learning module called Equality and Diversity Overview or attend an appropriate workshop facilitated by the Corporate Equality team. Within corporate training, we are looking to mainstream equality into other courses as appropriate in addition to offering equality and diversity specific training.

Communications

9.12 Effectively communicating our Housing Asset Management Plan across the organisation and to wider stakeholders will be key to its success.

The basis of a communications plan for the council is provided in the Corporate Asset Management Plan (CAMP) which focuses on the following fundamentals to good communication:

- **Identify stakeholders:** this is the process of recognising all the people and organisations affected by the project and documenting specific information concerning their interests, level of involvement and impact on the success of the project
- **Plan communications:** this involves identifying stakeholder information needs and approach to communications
- **Distribute information:** this is the process of making relevant information available to project stakeholders as planned
- **Manage stakeholder expectations:** this is about working with the stakeholders to meet their communication needs and dealing with issues as they occur
- **Report performance:** this involves collecting and distributing performance data, such as status reports, progress measurements and forecasts.

10 Performance and Risk Management

Management and Implementation of the Asset Management Strategy

- 10.1 In order to accurately track performance in relation to the maintenance and repair of the council's housing stock, Housing Services will monitor performance internally against a range of indicators on a regular basis. This monitoring process will, in due course, be recorded and tracked via the council's new asset management system, APEX, once all relevant modules have been fully implemented.
- 10.2 In addition to this 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)
 - Submission of the Annual Report on the [Scottish Social Housing] Charter (ARC); and
 - Annual validation of compliance with the Scottish Social Housing Charter (SSHC - 70 indicators).
 - Scotland's Housing Network
 - Annual submission of benchmark data, allowing accurate comparison with other Scottish Local Authorities.
 - Annual Scottish Government Return
 - Improvement Service – Local Government Benchmarking Framework
- 10.3 There is also detailed outcome and indicator reporting in the Local Housing Strategy, and within our annual Service Improvement Plan providing the link between corporate, departmental and service level performance monitoring
- 10.4 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 the organisation. The focus of post project evaluations are the outcomes that were achieved, benefits realised as well as the processes followed. There is also a focus on how risk is managed and efficiency delivered. Evaluations occur at project level and are monitored by the CAMG and the outputs are used to inform future asset management activity.

- 10.5 To drive forward further development of the strategy it is proposed to develop an action plan as a performance framework. This will set SMART targets against all actions listed in the action plan and progress the individual actions.
- 10.6 The Asset Management Plan (AMP), and its associated Priority Action Plan (Appendix A), is a strategic document. It has been fully reviewed and updated (October 2018) and will be reviewed again in 2020. Appendix A outlines a programme of activity required to further develop this AMP in line with good practice criteria. The council will be addressing these priority actions as a matter of urgency.

Risks to Delivery of this Asset Management Plan

- 10.7 The council is committed to adopting best practice in the identification, evaluation and cost control of all risks to ensure that they are eliminated or reduced to an acceptable level. At both strategic and operational levels, the council recognises that the management of its housing stock does have a number of identifiable risks.
- 10.8 A Risk Register in relation to the delivery of this Housing Asset Management Plan, including mitigating actions, is contained in Appendix C. The Property Services Manager will be responsible for this Risk Register.

11 The Way Forward

The Vision

- 11.1 The key priority for East Renfrewshire Council is to understand the needs and demands of local residents in order to provide attractive and sustainable homes and communities for life and work. The council wants to retain people in the area and also attract newcomers as part of wider regeneration goals. Housing is largely asset based, so it is important to have a robust asset management vision, strategy and plan in place to deliver on key corporate objectives.
- 11.2 Maintaining and improving the council's core stock within our neighbourhoods is at the centre of East Renfrewshire's vision for housing, as well as ensuring that all new build properties, externals and environmental standards are maintained to the best standards. Core stock will be maintained to a high standard as they are valuable assets that customers want to live in. This will mean that the council will run core stock as efficiently and effectively as possible while taking on board feedback from community engagement.
- 11.3 Energy efficiency will continue to be integrated into East Renfrewshire Council's investment programmes and wherever possible the council will secure available grants to improve the energy efficiency of the core stock – this in turn will help all customers, particularly those in fuel poverty.
- 11.4 East Renfrewshire Council will continue to work closely with the Scottish Government and the Scottish Housing Regulator (SHR) on meeting SHQS and EESSH standards and on other property related ARC issues. Looking forward the council will remain open to working with Barrhead Housing Association, and other RSLs, voluntary and community sector partners to develop a mutually beneficial, East Renfrewshire wide approach to property services. Working with partners in a co-ordinated way will help to ensure there is no overprovision of homes in East Renfrewshire and that new homes are of the right size and type and built in the right location to meet our customers' needs and requirements, and continually improve their quality of life.

Future Priorities

- 11.5 At present there are huge financial pressures on all local authorities, and this can make investment prioritisation difficult for all council services. This means that East Renfrewshire council needs to decide, with help from community engagement and robust information, what the top priorities are for investment. Effective and efficient housing asset management will be a significant enabler of this. East Renfrewshire Council is committed to fully understanding its housing assets, their performance, condition etc. so that they can make the right decisions to meet the needs of customers and create best value.

- Using demographic, tenancy and census based data to identify the need for council house building and enable the economy and environment of East Renfrewshire to thrive by providing the social housing that is needed.
- Using stock condition survey data about its housing stock to ensure capital investment is targeted to greatest need, thereby preventing our stock from falling into disrepair;
- Preventing fuel poverty and associated health issues by investing in energy efficiency;
- Listening to local residents groups and individuals not formally involved in such groups to achieve community engagement in the development of the overall AMP and in its delivery, whether that be on issues relating to their individual house or on the larger programme;
- Our stock condition surveys are now fully digital;
- We have modernised our stock database in a way that allows us to assess energy ratings and develop scenarios to improve those ratings digitally in house;
- Capital spend will be managed using best practice procurement techniques;
- Digital technology will be used to support those members of staff working on capital projects to allow them to be agile and efficient.

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Appendix A

Housing Asset Management Plan 2019 – 2023

Priority Action Plan

Ref	Key Actions	Status & Completion Date	Responsible Officer/Monitoring & Reporting	Update – October 2018
HAMP1	Action: Continue to undertake rolling surveys of council housing both on an element by element basis to enable and confirm short term investment planning (e.g. roofs; render; windows; kitchens) and on whole house full stock condition basis.	Ongoing	Tim Holmes	400 full stock condition / rdSAP surveys were carried out in both 2016/17 and 2017/18, exceeding our target of surveying 10% of our stock each year. A substantial number of additional surveys were undertaken on individual or multiple elements where a previous surveyor’s estimated remaining life of the element was approaching. This was done to assess whether that life should be extended or the element had reached the end of its life and should be renewed.
HAMP2	Action: Complete implementation of the base stock condition end energy rating data set in APEX, maintain that data set, and continue to develop how APEX is used to improve short, medium and long term asset management	Ongoing -	Tim Holmes	All dwellings now have base data and an energy rating. Data is being maintained and staff resources invested in 2017/18 and 2018/19 to cleanse the rdSAP data.

Ref	Key Actions	Status & Completion Date	Responsible Officer/Monitoring & Reporting	Update – October 2018
HAMP3	Action: Continue to ensure that where possible all council housing in the area meets the Scottish Housing Quality Standard (SHQS)	Ongoing -	Tim Holmes	No council houses fail SHQS
HAMP4	Action: Continue to develop and improve our strategy for ensuring that the council's key objectives are met in multi tenure buildings and that owners are supported to participate in planned works.	Ongoing	Tim Holmes	An evaluation/option appraisal on how to deliver the factoring service has been completed and implemented. A process review is now being carried out to identify and deliver efficiency improvements.
HAMP5	Action: Complete the review and implement a new policy on the provision of Equipment and Adaptations in order to better cater for future demands	Complete	Liz Currie	The council's Scheme of Assistance has been reviewed in relation to Adaptations. Additionally we are currently undertaking a tenure neutral approach to reviewing our adaptation and housing option procedures, taking account any impacts from the introduction of the Choice Based Letting policy.
HAMP6	Action: Invest in IT infrastructure to permit the delivery of efficiencies	Ongoing	HMT Manager	Servitor to be updated to latest version; DRS system to be updated to latest version; Mobile working implementation and enhancement ongoing.
HAMP7	Action: Research, establish and implement legionella strategy in main stream housing in accordance with ACOP L8	March 2020	Tim Holmes / Brian Smith	Initial research undertaken; Accessible tenement water storage tanks surveyed. Strategy to be developed to get a programme of works underway on all loft tanks by March 2020
HAMP8	Action: Establish methods to	March 2020	Tim Holmes /	Resource intensive - Aim is to focus on gutter

Ref	Key Actions	Status & Completion Date	Responsible Officer/Monitoring & Reporting	Update – October 2018
	improve extent and accuracy of data on cyclical maintenance elements of the housing stock		HMT Manager	cleaning in 2019/2020
HAMP9	Action: Undertake option appraisal of all lock-up and garage sites	August 2020	Tim Holmes	Initial review undertaken. Not a priority at this time due to other priorities taking precedence including SHQS, EESSH and the impending EESSH2
HAMP10	Action: Assess the current condition of roads and footpaths held on HRA and engage with relevant cross council services to consider future ownership	Ongoing	Tim Holmes	Unrealistic to undertake this across entire assets as cost would be prohibitive. Action amended to restrict assessments to specific locations as and when needed.
HAMP11	Action: Continue to review open space on the HRA and undertake option appraisals on these sites	Complete	Tim Holmes	Any potential development sites have been reviewed. No further action planned at this stage.
HAMP12	Action: Circulate information on the way programmes are delivered	Complete	Tim Holmes	Information re-written and being delivered to all residents affected by programmes of major work
HAMP13	Action: Gather satisfaction data for all parts of the improvement and response repairs programmes	Ongoing	Tim Holmes	Satisfaction data now being collected
HAMP14	Action: Use the feedback received	Ongoing	Tim Holmes	Feedback has led to

Ref	Key Actions	Status & Completion Date	Responsible Officer/Monitoring & Reporting	Update – October 2018
	from tenants and customers to shape and improve future programmes and their method of delivery			<ul style="list-style-type: none"> • improved information leaflets, • more public meetings • improved customer liaison on central heating and rewiring contracts by bringing M&E clerk of works in-house • more detail and options being provided in costings to owners • more liaison with residents prior to and during works • residents included in final project walk about / sign off • Briefs & programmes amended to take into account suggestions for improvements when undertaking works (e.g. painting close doors when render renewed; linking roof renewal with render renewal, and vice-versa, where appropriate; Prioritising re-wiring in void rather than tenanted housing)

Housing Asset Management Plan 2019-2023 - Appendix B

HRA 5 Year Capital Programme 2018/19 - 2022/23

	2018/19 (£000)	2019/20 (£000)	2020/21 (£000)	2021/22 (£000)	2022/23 (£000)	Total (£'000)
HRA Capital Programme - Existing Stock						
Central Heating Systems	826	1,040	808	900	900	4,474
Re-wiring and Other Electricals (including smoke detectors)	370	370	370	370	370	1,850
External Structural Works (Roof & Render, Damp Proof Courses, Structural Failures)	2,457	1,934	1,977	1,960	1,960	10,288
Internal Element Renewals	800	775	790	795	795	3,955
Door Entry Systems	50	50	50	40	40	230
Sheltered Housing	555	250	250	290	290	1,635
Aids and Adaptations	198	200	200	200	200	998
Energy Efficiency Standard for Social Housing (EESH)	300	300	300	0	0	900
Estate Works (Paths, Walls, Lighting, Bin Stores, Drying Areas etc	150	160	170	170	170	820
Mobile/Agile Working including Asset Management System	0	0	0	0	0	0
Sub-Total - HRA Capital Programme for Existing Stock	5,706	5,079	4,915	4,725	4,725	25,150
HRA Capital Programme for New Stock						
Compulsory Purchase Orders/Mortgage to Rent	75	75	75	75	75	375
New Build – Approved 2017	10,829	3,263	0	0	0	14,092
New Build - Approved March 2018	8,100	8,100	0	0	0	16,200
Sub-Total - HRA Capital Programme for New Stock	19,004	11,438	75	75	75	30,667
Total HRA Capital Programme	24,710	16,517	4,990	4,800	4,800	55,817
Resources:-						
Borrowing	14,423	9,991	4,028	3,843	3,843	36,128

Receipts From Sale of Council Houses		0	0	0	0	0	0
Receipts From Sale of Land - Barrhead South		0	500	500	500	500	2,000
<u>Approved:-</u> Capital New Build - Government Grant		4,929	1,485	0	0	0	6,414
<u>Approved:-</u> Capital New Build - Commuted Sums/Council Tax Discount		835	252	0	0	0	1,087
<u>To be Approved:-</u> Capital New Build - Government Grant		3,540	3,540				7,080
<u>To be Approved:-</u> Capital New Build - Commuted Sums/Council Tax Discount		300	300				600
Heeps Funds		100	100	100	100	100	500
Recharges to Owner Occupier		583	349	362	357	357	2,008
Total		24,710	16,517	4,990	4,800	4,800	55,817

Appendix C. Risk Register

DEMAND/NEED RELATED RISK							
Risk	Likelihood (1-4)	Consequence (1-4)	Total	Mitigation	Likelihood	Consequence	Total
Census forecast on populations and household size and numbers on which demand is based may prove wrong	2	2	4	Ensure we update AMP if census forecasts change	1	2	2
Areas become unpopular so demand drops	2	2	4	Ensure good quality estate management	1	2	2
Welfare reforms make some housing unaffordable so demand drops	2	3	6	Ensure ongoing monitoring of welfare reforms	1	3	3

PROPERTY RELATED RISK							
Risk	Likelihood (1-4)	Consequence (1-4)	Total	Mitigation	Likelihood	Consequence	Total
Stock Condition Data incorrectly estimates key element renewal requirements	3	2	6	Increase surveying of both full house and single elements	2	2	4
Stock Condition Survey and APEX Asset Management software underestimates investment required in stock	3	3	9	Ongoing data cleansing and surveying increasing accuracy	2	3	6
Inadequate resources to invest in stock to maintain in good condition	3	2	6	Rent increases allowing additional investment	2	2	4
Investment to achieve ESSH higher than estimated	3	2	6	Ongoing data cleansing and surveying; continuing to maximise grant income	2	2	4
Owners block works so stock deteriorates	3	3	9	Use Title Deed and Tenement (Scotland) Act to enable owner involvement; access grants for owners where possible	2	2	4

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