

CHELTENHAM BOROUGH HOMES – ASSET MANAGEMENT PLAN

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A. Introduction

This Asset Management Plan has been developed to demonstrate an understanding of the issues to be addressed in developing the short and long term investment plans for the housing stock owned by Cheltenham Borough Council (CBC) and managed by Cheltenham Borough Homes (CBH).

The Plan will consider the local housing context and internal and external factors that impact upon the management and sustainability of the housing stock. It will demonstrate the processes adopted to date to deliver the necessary investment to achieve the Decent Homes standard across all stock by the target date of December 2008, and review the works to be completed by 2010.

The basic principles behind the plan are the retention and improvement of stock. Where limited disposals are recommended, this is done from the perspective that the priority for capital receipts should be reinvestment in the balance of the stock, subject to CBC Cabinet approval.

The Plan is therefore designed to provide sufficient investment to protect the interests of CBC/CBH, and to facilitate in future years the exercising of options in respect of elements of the stock. In particular, to defer major investment in respect of non-traditional housing allowing decisions to be made at a later date in respect of retention or redevelopment.

B. The Local Housing Context

Housing Demand

There is ongoing and buoyant demand for council housing through the Housing Needs Register. Our experience of tenancy turnaround and lettings activity suggests continued high demand for all but a limited number of properties and property types. There are nonetheless some areas of council housing at risk of changing patterns of demand and need and which require investment or regeneration to provide a long term, sustainable future for those communities.

In recent years the overall affordable housing stock in Cheltenham has decreased, despite the actions of the Council and its RSL partners to develop new homes. In part this is because re-provision has not matched the combined rate of Right To Buy and demolition of obsolete stock. However, the high cost of entering into owner occupation in Cheltenham means there is still very high demand for affordable rented housing. CBH need to keep our homes attractive and ensure there is active marketing which includes ensuring an active waiting list for all areas.

There are distinct demographic trends in our Communities. The existing tenant population is mainly older people, of whom 31% are currently over 75, many with support needs. There are comparatively few families in the 25-45 demographic, which follows a trend in the private sector for families to move to more affordable areas in Gloucester and Tewkesbury. However, most new tenants, and the majority with higher needs on the Register, are under 24.

During the 2005/06 year, the total number of council housing lets was 355, representing 7.5% of properties. This represents a decrease on 2004/05 figures of 529 and 11%, respectively and from the 2003/04 figure of just below 500 properties: This decrease is regarded as an indicator of increasingly stability within CBH managed neighbourhoods. The number of relets represents around 10.5% of people on the Housing Register at 1st April 2006 and, whilst there will be some on the register for whom our stock is unsuitable, the mismatch between supply and demand is clearly demonstrated. Put simply, there are 10 households for every council property available annually and the register is growing

In the context of private sector rents of £700 to £800 per month for a 3 bed house, average Council rents of £61.70 per week for 2006/07 offer exceptional value for money, particularly when considered with the range of services provided by CBH for tenants. However one of the clear issues for CBH over the next four years is the active marketing of the value of our homes, and work with CBC on the choices available to existing and prospective tenants.

Housing Context

Analysis of the 2001 census shows that there are five wards characterised by multiple deprivation: Oakley, St Pauls, St Marks, Hesters Way and Springbank. Analysis of these statistics clearly show that deprivation in Cheltenham is becoming more and more associated with housing tenure, as areas of social housing become characterised by poor health, low household income, high crime rates and low achievement rates. The first four areas contain nearly all of the council housing in the borough and there is a high concentration of Housing Association stock in Springbank.

Housing Need

Council and social housing has a key role to play in meeting the housing needs in the borough in general and the needs of vulnerable groups in particular.

CBC's HRA Business Plan (2005 – 2035) contains a detailed analysis of housing need but in summary its findings were:-

- There is a large excess of housing need over supply,
- There is ongoing and buoyant demand for council housing through the Housing Needs Register,
- CBH experience of tenancy turnaround and letting activity suggests continued high demand for all but a very limited number of properties and property types,
- There are nonetheless some areas of council housing at risk of changing patterns of demand and need, which therefore require investment to provide a long term, sustainable future for the stock.
- CBH Sustainability Modelling is able to form a robust analysis to support new investment programmes to better meet the needs of vulnerable people in the borough.

CBH will continue to refine the modelling as part of the development of its investment plans after the achievement of the Decent Homes Standard, in the meantime playing a key partnership role in helping to deliver and facilitate existing schemes such as St Pauls, as well as completing local appraisals for stock reinvestment and redevelopment of the sheltered stock and other specific property types.

C. Strategic Aims & Objectives

The CBH vision states

“Cheltenham Borough Homes will deliver an excellent housing service and in partnership with others, help build and support strong communities. By putting our customers at the heart of what we do, we will develop our people and our business to the highest of standards.”

All providers of social housing have finite resources and CBH has to ensure that these resources are appropriately spent across the various competing investment needs such as:

- ❑ Delivering the investment programme in a cost effective manner utilising sound procurement principles
- ❑ Keeping the stock in good condition
- ❑ Bringing obsolete and potentially obsolete properties up to current (e.g. Decent Homes) and potential standards
- ❑ Balancing the resources between responsive, cyclical and capital works
- ❑ Responding to and pre-empting changes in demand
- ❑ Improving the environment around the stock
- ❑ Responding to customer priorities
- ❑ Identifying opportunities to increase stock numbers

The Board has set a number of strategic objectives that will define the asset delivery plans, these being:

- ❑ All backlog repairs being completed by the end of 2006
- ❑ Over 90% of homes reaching decency standards by 2007
- ❑ All homes reaching decency targets by the end of 2008

In addition to the above headline objectives there are other objectives that complete the overall picture namely:

- ❑ Maintaining a balanced portfolio of housing
- ❑ Embracing the “Rethinking Construction” (Egan) agenda and principles
- ❑ Reducing the annual expenditure on responsive maintenance and increasing timely preventative maintenance
- ❑ Investigating the potential for increasing the stock numbers either through new build developments or the acquisition of appropriate properties in the open market.

CBH will utilise a number of components to deliver the strategy the main items being:

- ❑ The stock condition data collected by Savills over the last two years which will be regularly updated and augmented by in-house technical staff
- ❑ A fully integrated electronic asset database which will be managed by a dedicated member of the Investment team
- ❑ An option appraisal process, the principles of which have been approved by the Board of CBH

The availability of resources to deliver the Asset management Plan for 2005 – 2010 are detailed within CBC's HRA Business Plan (2005) and this confirms that there are resources available to meet the Decent Homes Standard by 2010.

In addition the Business Plan addresses the future investment needs and priorities for the stock and provides a resources profile which reflects the need to complete the Decent Homes works within the first 5-year period and a fairly even spread of maintenance between 2010 and 2035 but focused predominantly on the physical maintenance and investment needs of components within the stock itself.

Actual investment plans will be developed to reflect the needs identified above and the priorities identified by our customers and stakeholders.

Subject to further detailed consultation the priorities for future investment are expected to reflect the following from 2007/08 onwards:

- Maintenance of the decent homes standard and ongoing works to "decent homes components" including kitchens, bathrooms, windows and heating,
- Investment in neighbourhoods and the environment.
- Investment in regeneration and sustainability.

A key aspect of the development of the programme in the period 2006 - 08 will be a clear assessment of the potential investment options for regeneration and sustainability through the Sustainability Modelling identified within the HRA Business Plan.

D. Sustainability

The level of need and of disadvantage can vary across communities. The Council's strategies target those areas suffering from economic and social deprivation, whilst taking into account the investment needs across the whole town. Tackling disadvantage and creating sustainability requires a partnership approach involving all the relevant agencies. CBH will work closely with the Council, and with other agencies, to further develop strategies to create sustainable communities.

In order to devise a framework for targeting our investment, we have developed a local sustainability model. In Cheltenham, with limited access to funding, it is particularly important that resources can be used to match wider strategies. Physical investment into our estates must be supported by social and economic activity. Securing further improvements in our housing stock and addressing housing need will require work across agencies to support the investment.

The methodology is based on an analysis of a range of indicators of demand, lettable and sustainability/deprivation which are plotted on a matrix (at a local letting area basis) of demand against sustainability.

Sustainability is based on some factors tenants have stated are key to the attractiveness of an area in annual surveys. These include domestic burglary rates and street and car theft in an area. Also included are benefit dependency levels and private sector housing market activity. This model examines demand using a number of factors including register applications, offer refusals and rate of turnover. Both sets of data are grouped around the borough average therefore reflecting a *relative* sense of high/low demand/sustainability.

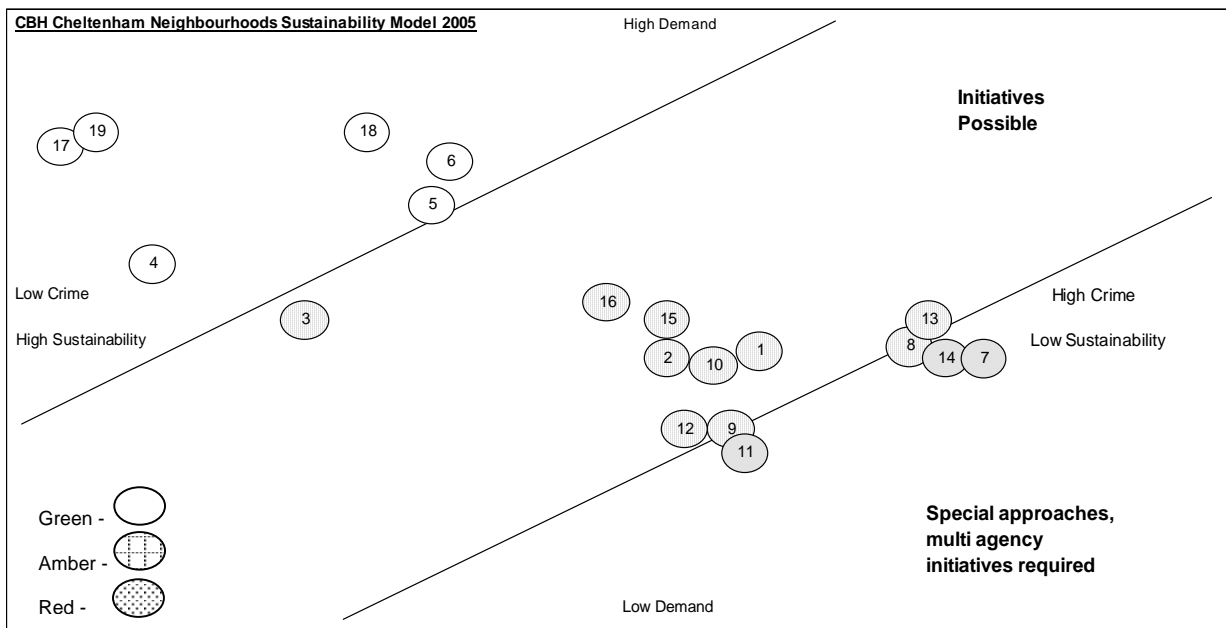
This allows us to identify the extent to which current demand can sustain the existing stock profile and also sets parameters for investment and service delivery developments.

Using the methodology identified above the following model has been developed (see over page):

The Model is able to be adapted to analyse other groups of properties (for example types of stock, larger or smaller areas etc) and can be supplemented with additional data on demand and sustainability as available.

The Model has already been used to evidence the need for investment in the "red areas" which are all the subject of major initiatives. Hesters Way has seen the Musicians blocks, Canada Site and Sochi Court already completed. The Moors area has received a programme of environmental works and an increased service has been provided for the area including a new estate office. The areas labelled orange towards the bottom right of the matrix are also the subject of additional sustainability activity with Neighbourhood Wardens services introduced into Whaddon, St Marks and Arle. Of the areas identified in the modelling, only the "green" areas are in receipt of no additional service or physical investment than that demanded via the Decent Homes Standard and our core service standards.

The Model will also allow us to test the efficacy of ongoing regeneration projects by highlighting the changes in indicators over time. We would expect to see the areas in red moving towards the centre of the matrix, for example, as investment into St Pauls and Hesters Way begins to take effect.



Neighbourhoods:

- | | |
|---------------------------------|------------------------|
| 1. Whaddon | 2. Lynworth |
| 3. Priors Farm | 4. Prestbury |
| 5. Charlton Kings & Leckhampton | 6. Town Centre |
| 7. St. Paul's | 8. St. Peter's |
| 9. The Moors | 10. Hester's Way South |
| 11. Hester's Way West | 12. Hester's Way East |
| 13. Arle | 14. St. Mark's |
| 15. Rowanfield | 16. Alstone |
| 17. The Reddings | 18. Hatherley |
| 19. Warden Hill | |

E. Financial profile

CBC's Housing Revenue Account Business Plan (2005 – 2035) identified the expenditure needed on the stock based on the updated stock condition data provided by Savills in the summer of 2005. See Appendix 1 for headline costs. The cost estimates allow for:

- Updated property lists reflecting the number of properties on 1st April 2005,
- The latest progress in surveys completed,
- Updated rates for components reflecting the actual rates being achieved within current programmes.

Summary expenditure needs for the stock 2005-2035 is identified in the following table:-

Expenditure type	Years 1 - 5	Years 6 - 10	Years 11 - 15	Years 16 - 20	Years 21 - 25	Years 26 - 30	Totals
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
Catch-up Repair	3,800	0	0	0	0	0	3,800
Programmed Renewals	23,809	18,671	23,066	18,444	27,577	20,079	131,647
Improvements	7,973	326	0	1,005	381	115	9,800
Related Assets	912	912	912	912	912	912	5,469
Asbestos Removal	1,678	1,678	0	0	0	0	3,356
Non Traditional Properties	3,175	1,250	838	561	99	0	5,923
Environmental Improvements	4,799	0	0	0	0	0	4,799
Survey total	46,144	22,837	24,815	20,923	28,969	21,105	164,793
Disabled adaptations	1,904	1,810	1,810	1,810	1,810	1,810	10,954
Grant total capital works	48,048	24,647	26,625	22,733	30,779	22,915	175,747

The profile reflects the need to complete the Decent Homes works within the first 5-year period and a fairly even spread of maintenance between 2010 and 2035 but focused predominantly on the physical maintenance and investment needs of components within the stock itself.

The HRA business plan further identified the projected capital programme and resources for 2005 – 2010 which are summarised in the following table:-

	2006.07	2007.08	2008.09	2009.10
	£'000's	£'000's	£'000's	£'000's
Decent Homes works	11,440	6,643	2,624	1,350
Sustainability and regeneration	1,707	1,800	2,100	3,300
Fees and administration	1,143	917	376	330
Total programme	14,290	9,360	5,100	4,980
Major Repairs Allowance	2,865	2,875	2,899	2,925
Borrowing and receipts	998	499	499	499
ALMO resources	8,940	0	0	0
Revenue contributions/reserves	1,487	5,986	1,702	1,556
Total resources	14,290	9,360	5,100	4,980

Actual investment plans will be developed to reflect the needs identified above and the priorities identified by our customers and stakeholders.

The 5-year capital programme above takes the Council beyond the delivery of 100% decent homes in 2008 and into the next phase of investment after that date with a focus on maintenance of the DHS and developing programmes to deliver regeneration and to improve long-term sustainability.

In order to ensure ongoing investment affordability, an annual financial check is carried out jointly with FPD Savills to verify unit costs and to evaluate the balance of programmed works.

F. The Housing Stock

As at April 1st 2006 CBH managed 4,746 council owned homes and 431 leasehold flats, houses and bungalows with approximately 19% built before 1945, 68% between 1945 & 1974 and the remaining 13% built after 1974. There are more flats (2,421) than houses and bungalows (2,325).

Around 3,800 properties are of traditional construction, finished in pointed brickwork or render, and roofs are generally pitched with concrete tiles. Around 1,000 properties are of non-traditional construction which includes 267 PRC properties (which are designated as defective), with the balance being of "no-fines" concrete construction, with poor thermal design. The majority of these no-fines properties have been encapsulated using an external insulation/render material.

Housing Stock by property archetype (at 1st April 2006);

	Pre 1945	1945-1964	1965-1974	Post 1974	All ages	% of stock
1 – 2 bedrooms	247	171	89	165	672	14
3 + bedrooms	587	286	78	102	1,053	22
Traditional Houses & Bungalows	834	457	167	267	1725	36
Non traditional Houses & Bungalows	7	583	-	10	600	13
Low rise (1-2 storeys)	57	361	216	217	851	18
Medium rise (3-5 storeys)	22	1,364	93	99	1,570	33
Flats & Maisonettes	79	1,725	309	308	2,421	51
Total Dwellings	920	2,765	476	585	4,746	100

The Decent Homes Standard was originally issued in July 2001 and has had various amendments since. The standard set out clear criteria that a property needs to meet in order to be classified as decent:

- a property must meet the statutory fitness standards
- be in a reasonable state of repair
- the property must have reasonably modern facilities and,
- a reasonable degree of thermal comfort

In accordance with a strict interpretation of the Decent homes criteria at 1st April 2005 approximately 47% (2,265 properties) of the stock failed the standard with the main reasons for failing being kitchens and bathrooms. By 1st April 2006 this had been reduced to 26% as a result of our investment programme.

Property attributes are regularly updated, and at the year end review PIMMS data indicated that at 31 March 2006 the decency target had been met. The following table shows the planned achievement of decent homes (on current data it is likely all our homes will be decent at the end of 2008).

Actual and forecasts	2005	2006	2007	2008	2009
Total managed stock @ 1 st April	4,799	4,753	4,624	4,551	4,481
Number of non Decent properties @ 1 st April	2,265	1,222	462	46	0
% of stock non-decent	47%	26%	10%	1%	0

The development of the Asset Management Plan is a key driver for CBH Business Plan, CBC's Housing Revenue Account Business Plan and ensures that the assets (i.e. the housing stock, garages and Housing Revenue Account land) are used and maintained to maximum effect.

The Plan considers the long term (20 – 30 years) risks that would impact upon the assets including rental income and expenditure, the condition of the asset and current/future demand for the asset. Delivery of the Plan includes;

- ❑ An improvement programme procured through partnering arrangements that ensures building components are replaced before the need for responsive repairs
- ❑ Cyclical maintenance programmes to maintain the physical condition of the stock
- ❑ An efficient and cost effective responsive repairs services that meets customer expectations
- ❑ An efficient and cost effective turn around of void properties
- ❑ The redevelopment of areas/stock types suffering from low demand and/or high maintenance costs

Detailed consultation has been undertaken with stakeholders and priorities for investment beyond decent homes have been identified for the programme in the following order:

- ❑ Decent Homes
- ❑ Security improvements e.g. enhanced door and window locks, security lighting
- ❑ Environmental improvements e.g. "streetscape, works to fences, play areas and parking facilities
- ❑ Miscellaneous buildings e.g. garages, estate shops

The Asset Management Plan and any further stock recommendations will be developed in conjunction with the Council following detailed appraisal processes looking at the level of investment needed and the likely cost involved.

Stock Data

CBH have in place a comprehensive procedure for ongoing surveys and survey data from all properties is now entered by either their own workforce or partners. Procedures exist to ensure that investment works which are carried out on properties are entered into the database to ensure that the system reflects the most up to date picture of the condition of the stock and all components.

As at August 2005, 1,350 properties had been fully surveyed (28% of the stock), the sample carefully chosen to ensure a representative mix of properties based on the different property types and locations. These are currently "cloned" to the whole stock within the PIMSS database and cloned data is being gradually updated by rolling surveys. Details of previous investment in 380 blocks of flats are also being entered into PIMSS to update the database.

Analysis of stock condition information

Analysis of the data collected has identified that the stock had generally been well maintained on a day-to-day basis but it had suffered from a lack of sustained planned maintenance investment. As a result there are a significant number of major components that had reached the end of their useful life and will require replacement in the short term.

The majority of properties have pitched roofs which are generally covered with concrete tiles. Whilst the pitch roof coverings are generally in satisfactory condition at the present time, a significant re-roofing programme will be required over the next 20 years.

All properties have benefited from the installation of PVCu double glazed windows, however many of the front and back doors are original and, whilst serviceable, would benefit from replacement with modern secure doors.

Environmental issues such as paths, fences and boundary walls have not traditionally been a priority and some areas are in need of attention.

Internally, whilst there had been some investment, many of the kitchens and bathrooms are still original and needed modernisation. The majority of the properties had central heating although there were still a few properties that required this work. Much of the wiring throughout the stock is original and an on-going rewiring/upgrading programme will be required during the next 15 years.

Savills also undertook an energy survey to assess the energy efficiency of the properties and the current NHER and SAP ratings. The average NHER rating of the properties is 7.6 and the average SAP rating is 65. Whilst both of these ratings are above the national average, there is still scope to improve the thermal performance of the properties. The replacement of some of the older inefficient heating systems and the upgrading of insulation levels would all be helpful in this regard.

Property types requiring more investigation

An analysis of information available at April 2005 showed that there are two archetypes that require specific detailed investigation and asset management planning to ensure that they don't become obsolete in the future because of either changing customer requirements or type of construction. These are the sheltered housing and non-traditionally built stock.

Sheltered housing

The first of the above categories relates to the 519 sheltered housing units located in 24 schemes with a stock mix as detailed in the table below and this represents more than 10% of the Council's housing stock. Recent demand patterns have shown that in the future it is likely that some of these units will become ever harder to let as customers seek better quality and services in the market.

Type of accommodation	Number of units
Bungalows	14
1 bedroomed flat	410
2 bedroomed flat	31
Bedsits	64

The two main issues are lack of disabled access (i.e. lifts, door & corridor width, hand rails, adapted bathrooms) and the existing provision of bed-sit accommodation. These, as well as issues of location and local amenities, have a major impact on lettings and rental income and do not reflect the CBH aim of responding to local need and providing client-led services.

The current high standard of housing support needs to be complimented by the physical environment in which elderly people live. In addition, national guidelines heavily influence issues surrounding the commissioning of good quality and needs led services for older people and these now need to be addressed at a local level.

A review of Sheltered Housing has been completed with the primary objectives being:-

- ❑ A comprehensive review of the current Sheltered Housing stock and level of services
- ❑ To ascertain the level of need for Sheltered Housing and related services in Gloucestershire and more specifically the Cheltenham area
- ❑ To evaluate a range of options available to Cheltenham Borough Council/Cheltenham Borough Homes for the management of Sheltered Housing and the financial implications associated with these.

Non traditional stock

The second of the above categories relates to the 267 non traditional constructed units that without significant expenditure on the structures will, over time, become structurally unfit for habitation. Curtins Consulting Engineers, an eminent authority on non traditional residential construction, were commissioned in November 2004 to undertake a detailed appraisal of the non-traditional stock owned by CBC.

The primary object of the survey was to determine the condition of the non traditional elements, which were exposed by opening up as necessary to enable a visual inspection and various tests to be carried out and to make recommendations for each of the non traditional forms of construction as to the works required to provide a 30 year life.

A summary of their findings is detailed in Appendix 2.

Option Appraisal Processes

The Investment Programme initiated to deliver Decent Homes (Creating Better Homes) is based on the uniform application of assessment and replacement of principal components in the housing stock. In general, this encompasses the key components – kitchens, bathrooms, heating and wiring, and is sufficient to achieve the desired standard. These works will be complemented by the forthcoming programme of external enhancement under the Neighbourhood Works banner.

In a minority of cases these works are insufficient to guarantee the sustainability of individual properties or of groups of properties (those of non-traditional construction). In these cases there is a requirement for more extensive internal works or for major structural works, mainly as a result of original construction methodology or in a small number of cases due to subsidence or settlement. In these cases where costs significantly exceed the norm, an Option Appraisal Process is adopted.

This process is initiated by consideration of the following:

- The viability of taking no action
- The liability for cost of repairs or improvements
- Potential sources of funding
- Potential demand post-works and rental expectations
- Community, planning and legal implications
- Asset Management Strategy considerations
- Appropriate consultation and approvals

In addition to the above considerations, a financial evaluation is carried out using a Net Present Value (NPV) calculation. This considers all known costs and potential income over a 30 year period and discounts these to present day value. Should this be a positive value, then works are justified on a financial basis at least. In the event that the value is negative, then discussions have to take into account any mitigating circumstances that support investment. These might include neighbourhood sustainability, adjacent stockholdings etc.

This methodology is particularly relevant to the non-traditional stock owned by CBC, where significant investment is required at some future point in time if an extended life is to be achieved.

Option appraisals using the Decision Framework identified in the Asset Management Strategy will be carried out for each archetype to determine the best option for the properties.

Garages, Sheds and Bin Stores

Originally, CBC had 1,728 garages on 95 sites across the borough. In general these were constructed of precast concrete panels, with metal up and over doors and asbestos cement sheet roofs. A full stock survey in 2002 identified that these had suffered significant lack of investment, with the result that many were beyond economic repair.

Over time some sites have been completely cleared and others have experienced partial demolition. As a result of this there remain 1,059 garages on 74 sites. Of the cleared sites, 12 have been redeveloped for housing and the balance remain level but not reused. In the majority of cases the garages have been removed to floor slab level, however in 2 cases the sites have been resurfaced with tarmac for ongoing parking use and in a further 3 cases the floor slabs have been completely removed.

It is evident that the sites with most potential for redevelopment have already been taken up in that way. A further review is now required in respect of the demand for garages and the investment required in order to provide structural integrity and security if they are to be let. This review will need to acknowledge value for money in terms of investment, and any further potential to clear sites for future development. CBH would wish for any discussions in this respect to recognise the longer term ambitions of CBH to secure stock growth.

It is therefore noted in this Asset Management Plan that further work is intended in this area.

Dispersed across the housing stock are a significant number of external storage sheds and bin stores. In many cases these are brick structures with concrete roofs, however, they have suffered the same neglect as the garages and many now need significant investment or demolition and clearance. Some of the storage sheds were the subject to leasehold sales, and in these circumstances they may need to be repaired and retained following appropriate consultation. As these buildings fall within the curtilage of the residential blocks, they have been considered as part of the Neighbourhood Works programme alongside other external communal facilities. Please see later section.

Land

As part of the development of the Neighbourhood Works programme the HRA land holdings will be reviewed to determine the optimum use of the land and to identify potential development opportunities. The review will also consider areas of land which are currently part of a property tenancy with a view again to identifying potential development opportunities. Where there are development opportunities for such land then consideration will be given to either seek to change the existing tenancy or amend when the tenancy ceases to "free up" the land.

Asset Management Register

In respect of ICT CBH utilise Archouse, an integrated housing system supplied by Orchard Information Systems. This system will be the core system as far as data storage concerned and the intention is that Archouse will be updated from a number of the satellite electronic systems that are envisaged for:

- Stock condition data – the PIMSS system
- Asbestos management
- Gas database - managed by the current Gas Servicing contractor Connaughts

CBH have in place a comprehensive procedure for ongoing surveys and survey data from all properties is now entered onto PIMSS and will then be made available on the Property Attribute module on Archouse.

Procedures now exist to ensure that investment works which are carried out on properties are entered into the database to ensure that the system reflects the most up to date picture of the condition of the stock and all components.

In addition to the above a property attributes module has been implemented on the Orchard system, and a planned maintenance module will be implemented by December 2006.

The outcome of the above actions will be that CBH will have a fully integrated electronic asset management register that will assist CBH to effectively plan, manage and deliver a cost effective asset management strategy on behalf of CBC.

G. Programme Procurement

At its meeting on the 28th July 2003 CBC approved the procurement strategy for delivering the "Creating Better Homes" Investment Programme which in the long term would procure works based on a mixture of partnering arrangements and traditional term and lump sum contracts.

In April 2004 Savills, were appointed as professional construction industry advisors to CBH to assist in the development of the investment strategy, the implementation of a Strategic Partnering Agreement and the facilitation of the programme.

The Strategic Partnering Agreement is between the Council and two partners (building contractors) for a period of five years and encourages co-operative working, benchmarking, performance measurement, sharing of best practice and engenders a spirit of openness and trust between the partners.

Using the EU Procurement Regulations, expressions of interest were sought from contractors in May 2004 and following an evaluation a short list of 8 contractors were identified and they were invited to tender in August with tenders returned on 1st October 2004.

Savills worked with tenants and CBH on the evaluation of the returned tenders using a price analysis [which made up 40% of the total marks available] and a qualitative submission [which made up the remaining 60%]. The weighting used was produced by Savills and had been developed on other projects over the last few years and is a fairly common approach to the evaluation process.

Following interviews with a stakeholder panel of officers & tenants and a panel of the Senior Management Team of CBH, Lovell and Bullock Construction were appointed as strategic partners in December 2004.

During January – March 2005 the entire refurbishment process, mainly for kitchen and bathroom improvements [including work standards and quality, costs, tenant consultation, process of works implementation, monitoring procedures] was piloted to create a framework in which all future works would be undertaken.

As a result of these pilot contracts Lovell and Bullock identified a number of service improvements which were incorporated into the next phase of the investment programme undertaken from April 2005.

The final stage of Savill's work has been to assist CBH in the facilitation of the programme by developing appropriate processes and procedures to ensure effective team working and carrying out value engineering exercises on the supply chain for electrical works and the supply of kitchen units.

In the initial period, the strategic partnering contractors have concentrated on the 'Creating Better Homes' Investment Programme – works to replace internal components in homes. During 2006/07 a small programme of works to external elevations has been initiated.

An extensive Neighbourhood Works Programme is also being developed to deliver environmental improvements around blocks and to estate based properties. These works were included in the

original partnering invitation, and will be delivered by the Strategic partners subject to demonstration of ongoing value for money.

Better value in procurement continues at the heart of the Council and CBH's planning and work is underway to introduce partnering arrangements on a range of cyclical repairs services including for gas servicing, external painting and lift maintenance. Potential combination of cyclical servicing works into better value packages will be considered and new, long term, arrangements are planned to be in place by April 2007.

H. Investment Strategy

In accordance with a strict interpretation of the Decent homes criteria, at 1st April 2005 approximately 47% (2,265 properties) of the stock failed the standard with the main reasons for failing illustrated in the following table (please note that some properties will have a combination of failures).

Decent Homes failures by category 1st April 2005

Decent Homes Failure	Number of failures
Do not meet the statutory fitness standards	31
Are not in a reasonable state of repair	824
Lack modern facilities	2744
Do not have a reasonable degree of thermal comfort	314

Stakeholder Consultation

Detailed consultation was undertaken during 2003 - 2005 with stakeholders to develop the investment strategy for the programme.

As a result of this consultation an investment strategy was developed as follows:-

Investment priorities

Investment priorities have been developed as follows (in order of importance): -

- Decent Homes
 1. Kitchens
 2. Bathrooms
 3. External doors
 4. External works
 5. Central heating and Windows
 6. Roof and chimney works
 7. Re-wiring
- Security improvements e.g. enhanced door and window locks, security lighting
- Environmental improvements e.g. "streetscape", works to fences, play areas and parking facilities
- Miscellaneous buildings e.g. garages, out houses.

Elemental approach

In addition the consultation identified that wherever possible CBH would carry out all of the work in a property in "one go" [using decant properties where necessary] and adopt an approach which doesn't leave the worst properties to the end of the programme.

In this respect CBH has developed an internal improvements package which will complete the refurbishment of kitchens & bathrooms, installation of central heating and electrical rewiring at the same time. Where external improvements are required such as repairs to the external structure (brickwork, balconies) they will be carried out in advance of the internal improvements programme.

Aids and Adaptations

In general CBH act as agent for CBC in terms of the deliver of minor aid and adaptations and for the provision of more significant structural alterations under the Disabled Facilities Grant funding regime.

In addition, through the use of Occupational Therapists, the Strategic Partnering contractors consider the needs of the residents at the Survey stage of the component replacement programme. This ensures that kitchen and bathroom replacements are suitably adjusted to suit individual disabilities where this is required.

Planned maintenance

CBH has adopted a "just in time" investment strategy where the replacement of the building component (such as central heating boiler or kitchen) is planned to take place just ahead of when the item is expected to fail, and seeks to get the maximum useful life out of a component. Wherever possible materials will be changed to extend the life of the component and reduce long term maintenance costs such as the replacement of timber fascias and soffits in PVCu.

Preventative planned (Cyclical) maintenance

Annual programmes are delivered which seek to ensure that components will last their expected life and these include the servicing of gas boilers, external repair and painting programmes.

Management of Voids

The management of voids falls into three categories:

- ❑ Day to day voids which are inspected, repaired tested and returned to use.
- ❑ High cost voids which are subject to option appraisal and a joint review process with CBC.
- ❑ Voids where clearance and redevelopment are potential options.

In respect of high cost voids, these are usually single properties requiring significantly higher investment than Decent Homes Works. These may improved and retained or disposed subject to agreement on the utilisation of sales receipts.

Those voids that are occurring in areas of potential clearance are usually of non traditional construction and are a more significant issue. These regeneration areas will generally include a level of owner occupation that complicates the consultation and redevelopment process. The approach required is of partnership with CBC and other stakeholders to explore and evaluate options.

Responsive (Day to Day) Repairs

As noted previously, the intention is to reduce responsive Maintenance costs year upon year with a corresponding increase in planned/preventative maintenance. The Responsive Maintenance and Investment Team work closely to co-ordinate the programming of their workloads, and to ensure that overlaps work effectively and are financially efficient.

Updating stock condition data

In April 2004 Savills were appointed to carry out a stock condition survey of 750 properties (approx 15%) and to review the level of non decency within the housing stock.

The level of non decency is a key component for identifying priorities for investment & to ensure ODPM targets are achieved and there are a number of factors which have to be taken into consideration in determining this baseline including:-

- ongoing Government advice & guidance on DHS criteria including replacing the Fitness Standard with the Housing Health & Safety Rating System [May 2004]
- ODPM & Audit Commission requirements for performance monitoring information
- the submission of a Buildings Cost Model in Summer 2004 [ODPM requirement]
- undertaking a regular programme of rolling stock condition surveys

Progress in delivering the Creating Better Homes Investment Programme

Steady progress has been made over the last two years in delivering the Creating Better Homes Investment Programme through the Investment Strategy.

During the first year of the programme (2004/05) an internal improvements programme (new kitchens/ bathrooms, heating, rewiring) and an external improvements programme were undertaken by small locally based building contractors. This was supplemented by work programmes to achieve “quick hits” in properties where there was only one failure under the Decent Homes Standard (e.g. installation/replacement of central heating). In the last quarter the strategic partners undertook internal improvements programmes e.g. new kitchens/ bathrooms, heating, rewiring.

The internal improvements programme undertaken by the strategic partners was accelerated during 2005/06. A summary of progress to date with the internal improvements programme is attached at Appendix 3. This demonstrates that up to July 2006 2,170 properties had benefited from internal improvements.

Other contracts have also been placed to carry out improvements to communal areas of blocks of flats including lift refurbishments and installation of door entry systems. Work has also started on the sheltered accommodation schemes, with minor schemes to upgrade existing facilities and the construction of new communal facilities at Lynworth Court. The Neighbourhood Works Programme has commenced with the Environmental Improvements Programme for minor projects and the development of standards and priorities for an extensive Neighbourhood Works Programme.

A breakdown of the Capital Programme budget for 2006/2007 is attached at Appendix 4.

I. Neighbourhood Works

Neighbourhood Works is the name given to all works to common or communal areas that fall outside of the Decent Homes investment programme. These will typically be improvements to the external environment around blocks and on estates. They will include the Environmental Improvement Programme that is specifically determined by tenant representation on an annual basis.

In May 2005, CBH Operations Committee approved a Neighbourhood Works Policy which established a range of aims for the programme, including:

- Consultation with stakeholders and updates through Neighbourhood meetings
- Prioritisation of works with tenants
- The development of a programme to complement the Decent Homes works
- Working in partnership to deliver clean, safe and well maintained communal assets

The policy included adoption of 'Secure by Design' principles and environmental best practice. There were also specific provisions in respect of the rights of leaseholders and the need for proper communications with them.

During 2006, CBH technical staff carried out an exercise to establish the nature and extent of works required to deliver a quality local environment, particularly in respect of communal/recreational spaces. Care has been taken to ensure that these proposals were developed with an understanding of the level of available funding. This started with broad ranging discussions at a meeting of the Neighbourhood Works Working Group (NWWG), on a 'Neighbourhood Works – CBH Standard for All'. The intention with this was to agree a baseline standard that tenants could expect to be implemented in all areas where works were deemed to be required. The standard that was discussed and agreed is attached as Appendix 5. It is intended that it should deliver a safe and secure environment within the curtilage of blocks, address the need for and condition of existing outbuildings, provide upgraded refuse disposal facilities and achieve a manageable standard for all soft landscaping and planting. On completion of works at each location no further investment should be required for the foreseeable future.

It was considered appropriate that the prioritisation of works should involve consultation with the NWWG. The Working Group therefore proposed a selection of blocks/schemes where they considered works to be a priority. A suitable sample of these was allocated to design/cost consultants, who surveyed them and produced initial drawings and works costings. This initial exercise produced typical works options and costs which could be extrapolated across similarly classified schemes, to provide an indication of the potential total cost of the Neighbourhood Works programme. The next stage in the process was to review all 'block' addresses to establish the exact nature of each block, its relationship with adjacent blocks (if any) and the extent to which it needed the nature of works outlined in the Standard.

From Housing Management data it was established that there were 2,499 homes located at 404 'block' addresses. A 'block' address relates to a shared entrance serving several flats, and a single building could have one, two or more entrances. In terms of the adjacency of blocks, this was of interest in cases where blocks shared a common or abutting communal area, and where it would be impractical to carry out external works to one but not the other. From the total list of properties, 730 were discounted as being either sheltered accommodation requiring no significant works or blocks consisting of maisonettes rather than flats. In the case of maisonettes the tenants usually have responsibility for maintaining external areas as would tenants of houses generally.

The remaining 1,766 homes were inspected and categorised as requiring significant works, requiring limited works or not requiring works. Blocks that did not require works accounted for 502 properties at 84 locations. This left 1,264 properties at 116 sites that required investment of some nature. This was split between 1,080 units (85 sites) requiring significant work and 184 units (31 sites) requiring only limited improvement.

This has facilitated an exercise to calculate the potential cost of works if the Standard was adopted across all qualifying blocks. The intention of this exercise was to establish as accurately as possible the relationship between the proposed works and the available budget for Neighbourhood Works. The need for neighbourhood improvements is not however limited to blocks of flats, and an allowance is required in budget terms for the improvement of other concentrations of stock in locations such as The Moors and the Whaddon Estate.

The capital programme for 2006/07 includes a sum of money for Neighbourhood Works. As a result of the above exercises, CBH are now in the position to initiate a works programme on priority schemes. It has been decided that the programmed works for the current year will be carried out by one of the current investment programme partners. This contractor has been provided with the initial designs referred to above, together with the estimated works quantities, in order that they can evaluate and price the works. This will provide a check against the consultants estimated costs and validate the overall project cost calculation, allowing budget verification.

As identified elsewhere herein, the programme for future years is currently being evaluated. Part of this process will be to determine whether CBH need to continue with one or both of the current partnering contractors. This may influence whether the current plan to use a partnering contractor is extended into future years, or whether the works are tendered as a separate exercise. One of the factors that may influence this is the presence of leaseholders in many of the schemes requiring works. The law in respect of leaseholder rights has changed recently, and advice is being sought in this respect. As a result CBH may be obliged to tender a proportion (or in practical terms, all) of the works.

The budget allocated to Neighbourhood Works has been identified as £4.8m in total over the period 2006/07 to 2009/10. The average cost per flat for works in the sample considered was £4,250 (yet to be verified by contractors). It is assumed that where limited works are required these can be achieved at a cost of no more than £2,000 per flat. Finally, it is considered appropriate at present to make a provision of £500,000 for works to estate based housing, for perimeter security and enhancement works. These three costings amount to £5.45m, which is some 13.7% above the current budget provision.

It is known that the selected sample includes some of the poorest examples of the environment around blocks, and it is expected therefore that average costs should fall, bringing expenditure closer to budget. In addition, benefits of scale will apply when works are tendered. If necessary, works can be strictly prioritised to control ultimate spend.

J. Forward Works Programme

As detailed herein, the focus of works to date has been on the delivery of major component replacement under the 'Creating Better Homes' programme. Decent Homes works have also been initiated at selected Sheltered Housing schemes and a programme of external (envelope) works has commenced at the Whaddon Estate.

Completion of Decent Homes works to all general needs properties will be the principal priority, with the potential exclusion of those where genuine refusals occur. CBH is working with the partnering contractors to minimise the number of properties where refusals occur, and thereby optimise the number of improved homes. 'Refusals' properties will however generally be picked up at tenancy termination, and improved before reletting.

The second priority will be completion of Decent Homes works where appropriate, to Sheltered Housing. Investment decisions will be based upon the recommendations in the Sheltered Housing Review, and consideration of the likely life of schemes. Projects with bedsits will be considered for reconfiguration, subject to viability, before a decision is made on decent homes investment in order to avoid abortive works. The current programme for installing/replacing lifts will continue where viable.

CBH recently commissioned an option appraisal for Scott House and Edward Wilson House, as these two blocks include a large number of one-bed flats with poor layouts. The recommendations of the report will be considered and consulted upon, in order to determine and agree a viable and sustainable way forward for these significant blocks.

As identified in the previous section, a programme is being developed for the delivery of agreed priorities for the Neighbourhood Works programme. This will provide a complementary external environment to the enhanced internal features in blocks and on estates.

CBH has a small number of high cost voids and are seeking early resolution of option appraisals, and where appropriate, authorisation for the completion of approved works for these. In 5 cases it is considered that disposal is the preferred option. These properties are either unsuitable for letting due to size or location, or significantly beyond economic repair.

In respect of the balance of the current long term voids, these are considered to be valuable assets which are easily lettable. As a result it is intended that they will be repaired and brought back into use. Consultants have been commissioned to update surveys and works costs, and these will be fed into the CBC/CBH joint review process.

This process has been established with CBC to deal with circumstances where the potential solutions fall outside of agreed parameters, particularly in respect of the cost of works. It is intended that in the first instance CBH should produce a report to the internal Asset Management Programme Board outlining preferred options for Council officer consideration, input and recommendations. The issues would then go forward to the Member Asset Management Working Party to get cross-party input and buy-in. Finally a report would go to CBC cabinet for approval.

CBH are particularly concerned that where options considered include disposal, due consideration is given to appropriate recycling of sales receipts through CBH investment or regeneration initiatives, wherever possible.

A further priority is the resolution of short term investment requirements, and appropriate works to non-traditional stock. CBH have determined to extend the Creating Better Homes Investment programme across all non-traditional stock. This means that the current programmes to replace (where required) key components will be extended to include the non-traditional stock.

In addition, subject to structural engineer's advice a small scale investment programme will be considered, in order to maintain the structural integrity of some of the units pending later major investment feasibility review. This will ensure that the properties remain in a lettable condition for the intervening period. There are clear options for the non-traditional stock in the longer term, and significant investment programmes will be required from 2015 onwards where retention is considered to be the best option. At this time, the options for consideration will depend on the nature of construction and the feasibility (and costs) of remedial structural and envelope works.

In some cases it may be prudent in the longer term to clear and redevelop properties. The practicality of this will depend on the number of private householders interspersed with the CBH stock, and the relative costs at the time of review.

A schedule of these investment programmes, with indicative unit numbers, is attached at Appendix 6.

CBH is also committed to the development of regeneration proposals in priority areas and the implementation of advance works wherever practical. This may include selective clearance pending later site assembly and redevelopment. In particular, CBH are keen to achieve participation in these opportunities.

Subject to year-on-year demands on available funding, it may be appropriate to run-on low priority investment programmes beyond 2010, subject to HRA funding guarantees.

K. Regeneration Initiatives

The Council, in partnership with CBH, has a strong track record of delivering regeneration in areas where deprivation is higher than average and where the need for investment in the sustainability of properties and the community is required.

As highlighted in the Housing Strategy, the Government's Indices of Multiple Deprivation 2004 show a broad band of deprivation running from Hesters Way and Springbank and crossing the Town Centre through St. Pauls and then across to Oakley, but that within this band, there are five localities which are amongst the 15% most deprived areas in the country:

- ❑ St. Pauls - Manser Street / Hudson Street / Granville Street area (ranked 2138 out of 32,482);
- ❑ Springbank - Welch Road area (ranked 4148);
- ❑ Oakley - Mersey / Avon and Humber road areas (ranked 4695);
- ❑ Hesters Way - Hesters Way Road (ranked 4698)
- ❑ Hesters Way - Princess Elizabeth Way (ranked 5130)

There is a predominance of council housing in most of these areas and the link between the location of our own stock and the incidence of deprivation is high. In particular, the St Pauls and Hesters Way areas have been identified as priority areas for investment in regeneration and large scale programmes are underway in these areas.

The Council has supported the need for extra social capital to be located in the regeneration areas. Two resource centres in the Lower High Street and at Hesters Way have been established and two more are planned for Springbank and Oakley. In addition, a community house (information, advice and active learning centre) has been established in the heart of St. Pauls estate, as a result of a partnership between CCP, CBH, CBC and a range of other agencies. The resource centres are owned and managed by the local regeneration partnerships and provide a focus for the regeneration of the area through the provision of community-based services.

St Pauls is a large inter-war 1929/30 council estate located close to the town centre of Cheltenham characterised by poor property maintenance, high crime and deprivation and poor reputation. It is the subject of a major Neighbourhood Renewal Assessment, and a range of options are being considered for the area. The Council Housing service through CBH has a critical role to play in the delivery of this project including the management of investment into the housing that will be improved, the management of decanting and re-housing for those displaced by clearance and as a key partner in assessing the detailed local options for regeneration.

An ongoing programme of clearance of Hesters Way has been in place for a number of years and there were 59 demolitions in 2004/05 as part of schemes to remove obsolete and defective non-traditionally build flats in the borough with a further 77 demolitions in 2005/06.

L. Leaseholders

CBH undertakes essential external and common area repairs and renewal works to specific multiple-tenure buildings. Our tenants in these blocks will rightly expect these repairs and renewals to be carried out. Many owners will wish to see the work carried out, but the ability of owners to meet their share of the costs will vary. There are 96 blocks/properties containing 431 leaseholders.

CBH adopts a clear strategy for prioritising and programming these works that will cover the period from pre-planning through to post contract and recovery of costs. Well ahead of inclusion in the investment programme, a plan will be developed for each block which takes account of the following:

- the severity of the repairs and renewals required and the risk to the structure and fabric of the building
- the relative ownership of the building (i.e., the proportion owned by the Council)
- the results of examination of leases, in particular the right to re-claim costs from owners
- the results of early consultation with owners and tenants, in particular owners' views on the necessity for repairs and their ability to pay
- the overall deliverability of the works.

Where essential repairs are undertaken, difficulties may be experienced in recovering monies from owners and, therefore, provision is required for non-recovery of costs. We will adopt a range of initiatives to address this issue including:

- advice to tenants considering their Right to Buy on the repair responsibilities of each property owner
- early consultation with owners and detailed consultation throughout on the scope of works required, the legal position and the costs involved
- advice to owners on the availability of grants where appropriate, and liaison and partnership working on grants with the Council
- a firm but fair approach to recovery of costs that does not cause hardship to individual owners but which reduces risk to CBH and the Council
- dedicated staff in our CBH Headquarters (HQ) who will work with, advise and support owners through the process supported by the staff who will deliver the local investment programme.

In preparing our projection we have assumed, pending a detailed examination of leases, that the right will exist to recover costs from owners. Where this right exists, and depending upon the financial ability of an owner to participate, we will recover the costs involved.

Leased to other agencies

Cheltenham Borough Council leases ad hoc properties to a variety of agencies such as Housing Associations and Gloucestershire Social Services and these leases can run for short (up to 5 years) and long terms (up to 99 years).

In conjunction with officers from CBC Property Services, the lessees and CBH staff, the leases will be reviewed at least 12 months in advance of their expiry date to consider whether the leases should be extended or terminated.

M. Affordable Warmth Strategy

Affordable warmth

The generally accepted definition of Affordable Warmth is “to heat your home to an adequate level for household comfort and health, without developing debt as a result”. The lack of affordable warmth is known as “fuel poverty” and the Government now accepts that households needing to spend 10% or more of income to achieve affordable warmth for health and comfort are experiencing fuel poverty.

There are four main factors relating to affordable warmth: energy inefficient dwellings, low income, under occupancy and the cost of fuel; Cheltenham Borough Homes’s Asset Management Strategy will seek to influence two of these factors.

Energy inefficient dwellings

Energy efficiency of dwellings is measured by a Standard Assessment Procedure (SAP) rating on a scale of 1 to 120 (the higher the number the more efficient the house) and takes into account a number of factors including levels of insulation and type of heating.

As part of the stock condition survey Savills also collected data to enable an assessment to be made of the housing stock’s SAP ratings which for 2003/04 showed an average rating of 65 which is above the national average.

Cheltenham Borough Homes will identify dwellings which are energy inefficient and will seek to improve their SAP rating by:-

- increasing the levels of external insulation through encapsulation (e.g. Wimpey No Fines Concrete dwellings) or cavity wall insulation.
- increasing the levels of loft insulation
- insulating hot water tanks

Cost of fuel

Whilst this is more difficult to influence wherever possible Cheltenham Borough Homes will seek to help tenants in managing fuel costs by

- replacing expensive to run heating systems e.g. electric storage heaters
- fitting heat efficient boilers e.g. combination boilers
- fitting individual thermostats to radiators
- providing advice on energy saving measures

Working in Partnership

Cheltenham Borough Homes recognises the benefits that can be gained from working with partners to both identify those in fuel poverty and to ensure that all available grant funding is targeted to those most in need. To this end they will continue to work with Cheltenham Borough Council and Severn Wye Energy Agency to and seek new partnerships.

N. Management of Asbestos

The Health and Safety executive recommend that unless the asbestos containing material is deteriorating or in a position likely to be damaged then it is better to leave it and regularly inspect.

It is likely that CBH will adopt this line of action however this will be reviewed by CBH's strategic asbestos consultants as part of their commission following a pilot study of a representative sample of different building archetypes.

The present situation in respect of asbestos is as follows:

- ❑ Cheltenham Borough Homes does have an asbestos policy that has been rolled out across the company after all staff attended an asbestos awareness training session
- ❑ All tenants have been written to advising them that asbestos surveys will begin and why these surveys are needed
- ❑ In the absence of any survey information to the contrary the adopted procedure is to presume materials contain asbestos unless there is strong evidence that they do not
- ❑ Ahead of any refurbishment works Type 1, 2 and 3 asbestos surveys have been undertaken by accredited local asbestos specialists

Following a tender exercise in January 2005 Scott Wilson Kirkpatrick have been appointed as strategic consultants to assist Cheltenham Borough Homes in achieving the following:

- ❑ All common parts, all residential units and all garages to have had an asbestos survey by 31 March 2007
- ❑ The asbestos policy to be revised to accord with robust and enhanced procedures that will work in an environment with more extensive survey data than that which currently exists
- ❑ Cheltenham Borough Homes to maintain an efficient electronic asbestos register and robust procedures for the update of such
- ❑ An agreed asbestos policy for the organisation as a whole that has considered the implications of the on going management of asbestos including the requirement to re-inspect where asbestos has been retained.
- ❑ Evaluation of the in house team undertaking the removal of short duration non licensable asbestos works for both cost and operational efficiencies

The data collected as part of the survey process will allow:

- ❑ all building related works to be undertaken in a manner that does not pose any risks to CBH staff, customers or external contractor
- ❑ the financial assessment included in the business plan for asbestos removal to be verified or amended accordingly

O. Conclusions

With the exception of properties that have had significant investment in recent years, the Investment Programme is designed to raise all homes above the Decent Homes Standard and to establish the stock as viable for the foreseeable future. Whilst the Investment Team continues to use its best endeavours to foster this inclusive approach, there may be a small number of properties remaining where works are refused by tenants.

It is anticipated that the Neighbourhood Works Programme will enhance the immediate environment around much of the stock and provide secure amenity space for residents and their families.

Considered investment in the majority of the Sheltered Housing stock will provide sustainable, quality accommodation, and potential investment in reconfiguring sheltered residences with bedsits will extend the life of those schemes.

A majority of the non traditional stock will receive 'life extending' investment.

By December 2008 the Decent Homes funding will have secured the viability of the stock and by 2010 other investment programmes will have contributed significantly to the sustainability of our communities

APPENDICES