



**Housing and Technical Resources  
Executive Director: Daniel Lowe**

## **Housing Asset Management Plan 2021/22**

### **Appendix 4**

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## **Introduction**

### **1.1 Mission Statement**

It is a priority for South Lanarkshire Council (SLC) to provide good quality, affordable and accessible homes for rent, which are managed and maintained efficiently and effectively, so that they are sustainable in the long-term and contribute towards meeting the current and future housing needs within the local authority area.

### **1.2 Purpose of the Housing Asset Management Plan**

Housing and Technical Resources (H&T) has the responsibility for the management of Council housing and related assets. All revenue and capital spending are recorded separately from the General Fund in a Housing Revenue Account (HRA) which is aligned to a 30 year Housing Business Plan (HBP).

Assets held on the HRA include the Council core housing stock, non-operational assets which provide the HRA with a revenue income, land assets which vary but are predominantly open spaces, lockups and garages which are located throughout the Council's housing estates.

The Housing Asset Management Plan has been developed to complement and inform the Council's HBP and sets out priorities to ensure housing investment fits with robust, long-term financial planning to deliver value for money and sustainability.

Investment is provided in the following areas: -

- Upgrading and maintaining properties in line with current and projected national and local standards and customer expectations and demand, in cost effective ways
- Achieving high standards of energy efficiency
- Ensuring that works comply with current and prospective regulations.
- Providing links to marketing, lettings, stock renewal and disposals strategies
- Improving the external environment
- Provision of new housing stock

## **2 Strategic Context**

2.1 Housing is a corporate asset, owned by SLC. As such this Asset Management Plan is also aligned to the Corporate Asset Management Plan and contributes towards achieving the visions and values of Connect, the Council Plan.

2.2 The Local Housing Strategy (LHS) 2017-2022 sets out a partnership approach to meeting the housing needs and demands in the Council, across all tenures. As a social housing landlord, the Council is a key partner to the LHS and is a key contributor towards achieving the LHS priorities and outcomes.

2.3 All Council housing must be maintained to the Scottish Housing Quality Standard (SHQS) and comply with all legislative requirements regarding health and safety.

The tolerable standard was amended on 16<sup>th</sup> January 2020 by the Housing (Scotland) Act 1987 (Tolerable Standard) (Extension of Criterion) Order 2019 and now includes a new element covering smoke, heat and carbon monoxide (CO) alarms. These changes will come into effect from 1 February 2022.

- 2.4 The Scottish Government published a Sustainable Housing Strategy in 2013 which sets out a further target for improving the condition of social rented housing, the Energy Efficiency Standard for Social Housing (ESSH). This set a minimum energy efficiency rating for all social rented homes to be achieved by December 2020. Beyond December 2020 the ESSH 2 target is for all social housing to achieve an EPC Band B by 2032. Currently 4.82% of the housing stock comply with the new standard. We will undertake an assessment of our housing stock to understand what is required to meet the ESSH2.
- 2.5 To contribute to national fuel poverty targets, the council will undertake a review to identify the proportion of households within its housing stock that are in, or are susceptible to being in, fuel poverty. Following this, actions will be taken to enable these properties to meet EPC Band C by 2030.
- 2.6 We will develop a programme for reducing emissions with our housing stock, aiming for a 23% reduction between 2015 and 2032.
- 2.7 As part of the new national Heat in Buildings Strategy, the Scottish Government are proposing that all local authorities lead the development of a Local Heat and Energy Efficiency Strategy (LHEES) and have this in place by 2023. LHEES aims to be the link between long term targets, national policies and the local delivery of energy efficiency and heat decarbonisation activities. Planning is already underway within South Lanarkshire to assist in meeting this new requirement, with a pilot LHEES completed and alignment of actions within wider strategies including the Local Housing Strategy and Sustainable Development and Climate Change Strategy. Housing and Technical Resources will continue to work with other council resources and the Scottish Government to understand the future resourcing requirements relating to the development and implementation of LHEES.
- 2.8 The Council has committed to providing 1,000 additional Council homes which is set out within the Strategic Housing Investment Plan (SHIP) 2017-2022, together with the full profile of resource planning assumptions that apply for the Council and for other Registered Social Landlord (RSL) organisations.
- 2.9 A key focus is to ensure there is a provision of sufficient, appropriate housing which can meet the housing, care and support needs of an increasing older population.
- 2.10 Another key priority, following review of temporary accommodation is to re-provision homelessness services currently delivered from Lindsay House in preparation for this unit's closure. This will involve identifying and developing suitable 1<sup>st</sup> Stop rapid access accommodation within East Kilbride locality and separately supported accommodation unit/s within a central location in South Lanarkshire.
- 2.11 The Council's multi-storeys have generally been well maintained with ongoing capital investment, however, as the typical age of these buildings is now more than 45 years, there is a higher risk of failure and consequently disruption to tenants and

owners. It is, therefore, prudent to adopt a planned investment strategy to minimise the risk of unplanned failures. Recommendations are currently in place for phased investment in the communal areas over a 5-year period.

- 2.12 The council continues to work closely with residents of its two Gypsy/Traveller sites to improve the current provision of accommodation provided. A range of improvement projects have been progressed over the past year, in line with investment masterplans developed in conjunction with residents and with the national 'Improving the lives for Gypsy/Travellers Action Plan, published jointly by the Scottish Government and COSLA.

Work is also now underway to extend the current pitches at both sites, providing more room for residents and ensuring compliance with fire safety guidance alongside the installation of a range of new fire safety infrastructure such as fire points and signage. The installation of free to access Wi-fi, funded from the Scottish Procurement Alliance, is also underway to assist in tackling social exclusion and improve digital access for residents at both sites.

At the larger Shawlands Crescent site, the upgraded waste management system is now in place, with delivery of the new community facility expected later 2021/22. Residents have been involved in the design and layout of this new facility and are now working to develop arrangements for how it will be managed and used once installed. Feasibility studies are also underway to understand the opportunities to decarbonise the electricity supply to the site through the installation of a Solar PV Farm

- 2.13 The approved Housing Capital Programme for 2021/2022 is £100,801m, the budget is divided £73,635m for our New Build/Buy Backs/MTR Programme and £27,166m for investment required to continue to achieve the SHQS and to work toward achieving EESSH 2 by December 2032. SHQS compliance is subject to allowable exemptions, abeyances, and additional investment priorities.
- 2.14 There are several components to ensure that housing stock and related assets meet the needs and standards required now and in the future. These include: -
- A planned Housing Investment Programme, achieving economies by ensuring assets are replaced before the end of their estimated economical life cycle.
  - A Planned Maintenance Programme to prevent deterioration in the physical condition of the asset and to ensure legislative requirements are met.
  - A responsive maintenance service, to ensure that residents remain satisfied with their accommodation and to prevent unplanned deterioration in its condition.
  - An efficient and effective voids service, helping to speed the letting process and protect the Council's revenue through minimising rent loss.
  - A rolling programme of SHQS surveys to identify future scope of works to establish a 5-year Housing Investment Programme.
  - Annual Servicing and legislative compliance surveys covering, Gas, Solid Fuel and Air Source Heating Pump servicing, 5 yearly Electrical Testing programme for all domestic properties and blocks with common areas, Water Quality Testing

(Legionella) and Asbestos management surveys of common area and re-inspection of asbestos containing material.

### **3. Asset Profile**

- 3.1 South Lanarkshire Council is the fifth largest local authority in Scotland. It has a growing population, now estimated to be around 320,820 people, spread across a diverse area stretching from the populated urban areas of Hamilton, Lanark, East Kilbride, Rutherglen and Cambuslang in the north, to the rural villages of Elvanfoot and Abington in the south.
- 3.2 The Housing Asset Management Plan includes a strategy which last year had been drawn up to set out priorities for the physical care and improvement of the housing stock and related assets.

In the year to 31 March 2021 there was an overall increase of 148 in the housing stock, the movement in the stock comprised 118 new builds and 51 mortgages to rent/ buy back. This was offset by a loss of 21 through demolition and sales resulting in a year end total of 25,012.

- 3.3 The profile of the 25,012 housing stock is made up of, 13,399 (53.57%) flats and 11,613 (46.43%) houses. The classification of the flats is Amenity 331, General 10,905, Multi Storey 1,518, and 645 Sheltered. Houses are Amenity 496, General 10,545 and 572 are Sheltered.
- 3.4 There are also two Gypsy/Travellers sites, one in Larkhall (22 pitches) and the other in East Kilbride (6 pitches). The deadline for Council to meet the Scottish Government Minimum Site Standard was 30 June 2018.
- 3.5 In addition to the housing stock the Council as a factor has the responsibility to repair and maintain 8,607 factored properties within 1,886 blocks. There are also 7,981 lock ups and 42 grass sites (192 spaces to accommodate a garage).
- 3.6 To meet the particular needs of older people the Council provide 1,217 sheltered homes. A key success has also been the amenity upgrade and conversion programme which assists older people and people with reduced or impaired mobility. The programme which began in early 2012 has increased the supply of amenity homes from 278 properties to 827 across the authority, this year 27 were new build.
- 3.7 In 2014/2015, the Council reviewed the housing assets to support the development of a Stock Categorisation model. This will help with matching applicants to available housing which meets their needs, particularly for adapted Council housing by improving links to the allocation process.
- 3.8 New Build Programme – The Council has increased its housing stock with 613 new build properties since 2009 with 48 in East Kilbride and 70 in Cambuslang completed in 2020/21. In 2021/2022 we are planning to complete the build of 433 new homes. 24 Biggar, 45 Blantyre, 153 Cambuslang, 14 Carluke, 2 Carstairs Junction, 55 East Kilbride, 60 Hamilton, 40 Larkhall, 20 Strathaven and 20 in Uddingston.

## **4. Investment**

### **4.1 Investment Programmes**

The Council aim to ensure that the housing stock is good quality, warm, affordable to heat and well maintained whilst helping to tackle fuel poverty. The Housing Investment Programme key focus is to: -

- Continue to achieve SHQS
- Achieve the New Fire Safety Standard for Scottish Homes by February 2022
- Achieve the Energy Efficiency Standard for Social Housing 2 by 2032
- Tackle fuel poverty.
- Reduce carbon emissions and promote renewable energy.
- Improve the general environment.

### **4.2 Investment Finance**

The HRA investment programme is managed in line with the 10-year HBP.

### **4.3 Planned Maintenance Programme**

The Planned Maintenance Programme aims to ensure properties and estates are maintained to the agreed standard. This is a pro active approach to carrying out maintenance works.

## **5. Stock Condition Survey**

- 5.1 The Asset Management system holds 100% stock condition information which has been developed over several years. The system was developed to specifically report on SHQS and EESSH compliance and to inform the development of future year's investment plans. To keep the data up to date, a rolling five-year programme of surveys has been implemented. Data is also uploaded from the Housing Investment Programme following external fabric, central heating, window and door works, etc, and further data obtained from energy efficiency works through EES:ABS programmes.

## **6. Compliance and Energy Efficiency**

### **6.1 SHQS and EESSH Compliance**

Currently 93.50% of the housing stock meets the SHQS and a further 4.6% is exempt on the grounds of work refusals by tenants, residents, or other practical matters. The stock failing the standard is 1.9% and works are planned in 2021/2022 to address this.

The percentage of housing stock meeting the EESSH standard is currently 93.88% an increased from last year (93.39%) and above the target set which was 93.10%.

## 6.2 Gypsy/Travellers

We achieved the Minimum Site Standards for both sites in July 2018.

## 6.3 Standard Assessment Procedure (SAP)

The SAP is the Scottish Government's preferred energy rating, initially introduced to compare different energy labels being delivered within the UK. A home scoring 0 would be very inefficient and consequently very expensive to run, whilst a home scoring 100 is very efficient and cheaper to run. The average SAP rating of the Council's housing stock is currently 73.78 which is above the average of 65 for a home in Scotland.

## 6.4 Energy Efficiency Grants

Since 2013/2014 the Council have successfully bid for £23.900m in energy efficiency funding. HEEPS and SEEPS funding enabling the Council and RSL partners to programme additional energy measures in as many fuel poor area as possible to help alleviate fuel poverty, this funding is targeted at owner occupiers. Throughout the programme 4,142 properties have received energy efficiency measures.

## 6.5 Renewable Technologies

The Domestic Renewable Heat Incentive (Domestic RHI) is a government financial incentive to promote the use of renewable heat. Switching to heating systems that use naturally replenished energy can help the UK reduce its carbon emissions. 1599 Council homes have Air Source Heat Pumps heating and 1483 currently qualify for RHI funding. Clydeford View Sheltered Housing Complex is fitted with a biomass heating system which attracts Non Domestic RHI for the site.

The Feed-in Tariffs (FITs) scheme is a UK Government scheme designed to encourage uptake of a range of small-scale renewable and low-carbon electricity generation technologies. There are 578 Council homes with Solar PV we receive FIT funding for 259 properties.

# 7. **Maintenance and Repairs**

## 7.1 Responsive Maintenance

In addition to the Housing Investment Programme the Housing Repairs Service carries out repairs to the housing stock daily. Over the last five years on average there has been 98,061 jobs carried out each year.

## 7.2 Responsive Repair Categories

Dependant on the type of work required responsive repairs fall into one of the following categories.



**Emergency Repairs** – will normally be carried out within three to six hours of tenants reporting the fault. Any follow up works will be planned at a later date.

**Routine Repairs** – will be attended to within 20 working days, where the repair is non-urgent and access is not required to the property. Non urgent external repairs are carried out geographically, allowing a more efficient and effective method of planning works.

**Appointed Repairs** – an appointment date will be made with the tenant within 28 working days. This category is for the majority of internal work where access is required.

### 7.3 Adaptations to Homes for People with Disabilities

The Council are committed to addressing the needs of all its residents which includes adapting homes to enable residents to stay in them for longer. Through the Housing Investment Programme and Repairs Service, Housing and Technical Resources work closely with the Occupational Therapists Service to identify and address disability issues. In 2020/2021, 100 adaptations were carried out to homes at a cost of £237,675.

## 8. **Legislative Requirements and Health and Safety**

### 8.1 Gas Safety Checks

Comprehensive management systems are in place together with monthly performance reporting relating to compliance on valid Landlord Gas Safety Records (LGSR) and responsive maintenance and repairs. External consultants also undertake independent quality inspections on works to ensure high levels of quality.

### 8.2 Asbestos

The Control of Asbestos Regulations 2012 requires duty holders to manage asbestos in common parts of domestic dwellings e.g., Stairwells and landings, common loft areas, etc. In order to comply with this regulation, the common areas in all low rise, high rise and sheltered housing properties have been surveyed to establish the presence of asbestos. If present, an asbestos management plan is put in place.

### 8.3 Risk Assessment for Legionella

The Council have obligations under the requirements of the Health and Safety at Work Act which extends to non-employees, such as residents, independent contractors and members of the public. Guidance to fulfil these obligations is set out in an HSE Approved Code of Practice.

We have implemented programmes for all sheltered schemes and our multi-storey properties. This includes completion of risk assessments, water hygiene regimes and undertaking a prioritised programme of upgrade works. A programme of risk

assessments is in progress across our low rise properties and will progress over the coming years.

#### 8.4 Electrical Inspections

The new Fire Safety Standard includes a new element covering smoke, heat and carbon monoxide alarms, these changes are now governed by the tolerable standards, by defaults this impacts on SHQS.

The April 2020 revision to the SHQS technical guidance states that to demonstrate compliance with this element the landlord must:

- Organise electrical safety inspections by a competent person at intervals of no more than five years.
- The competent person should complete an Electrical Installation Condition Report, or an Electrical Installation Certificate, and a copy of this should be provided to the tenant.

The IEE Wiring Regulations and the accompanying Approved Code of Practice (ACOP) stipulate how electrical safety will be achieved with the fundamental requirements being: -

- Landlords shall ensure that the work undertaken on their behalf is done by a Competent Person as defined by the HSE.
- Installations conform to the standards laid down in the current edition of BS 7671 These are regarded by the HSE as likely to achieve conformity with the relevant parts of the Electricity at Work Regulations 1989

Management systems and practices to adequately address all foreseeable risks are in place, in accordance with BS 7671 (IEE Wiring Regulations).

### 9. **Customer Involvement**

#### 9.1 Customer Satisfaction

Tenant satisfaction is measured through a variety of service user feedback techniques including tenant satisfaction surveys for Repair, Home+, New Tenant, Homelessness, Housing Support and Temporary Accommodation.

Findings of these surveys are reviewed by the operational management teams as part of the performance management of the service and appropriate improvement actions are identified, implemented and their effectiveness monitored.