



**Housing Revenue Account (HRA)**  
**Asset Management Strategy**  
**2015-2020**



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## **Section 1.**

### **Introduction**

This Housing Revenue Account (HRA) Asset Management Strategy (AMS) has been developed to inform the strategic medium and long-term approach to the council's housing assets. It sets out the council's vision for the housing stock and sets key priorities for the maintenance and improvement of the housing stock and how Medway will continue to meet the needs of the area, as well as looking at the key drivers in managing our assets. It has been specifically designed to meet the council's planning needs under the self-financing arrangements resulting from HRA reforms. This will enable the council to improve the existing assets and to increase the supply of new affordable housing.

The council's housing stock is one of its most valuable assets and the repair and maintenance cost is the Housing Services biggest liability. The housing stock has an existing use value (social housing) of £101,743,082 as at 1 April 2013. Making sure our properties are kept to a high standard of repair and maintenance and of an appropriate type is key to a successful business plan, as it means that we are protecting our primary source of income. It is therefore vital to have an effective asset management strategy in place to safeguard the council's interests.

### **Our Vision**

To deliver the best value from our available assets through active asset management, to create sustainable communities and to continue to ensure that the housing stock meets current and future needs of residents.

### **Strategic Objectives**

#### **a) Create sustainable communities by:**

- Investing in communal areas and external surroundings of the estates (to improve appearance and discourage anti-social behaviour)
- Taking a strategic approach to energy efficiency and affordable warmth to increase the energy efficiency of new and existing housing
- Maximising the local economic benefits to Medway by delivering jobs, skills and training opportunities from housing and future regeneration investment

#### **b) Continue to ensure that the housing stock meets current and future needs of residents by:**

- Seeking residents' views and involving residents in key decision making
- Agreeing the Medway Standard for accommodation and using this information to inform asset investment decisions
- Maximising opportunities for delivering additional affordable housing in Medway through public and private investment
- Determining long term priorities for investment that are financially sustainable with the resources available to ensure the council makes the best use of council assets
- Delivering high levels of resident satisfaction with planned and responsive maintenance services
- Providing residents with opportunities to be involved in delivering and monitoring of planned and responsive maintenance services
- Addressing key health and safety issues in the housing stock

The council's stock is generally well maintained and meets the decent homes standard. However a number of estates and homes for independent living are coming to the end of their useful life. The size and quality of accommodation available within the homes for independent living schemes, means that the vacancies cannot always be offered to those in the greatest of need, or those that the council may wish to move. In order to meet targets, the HRA are offering the homes to residents who have lower priority needs.

The challenge over this period of the strategy is to continue to meet high standards, while making the most of the opportunities that the self-financing HRA reforms have presented.

### **National Drivers and Local Drivers**

The Housing Revenue Account covers expenditure and income relating to the council's own housing stock. Its main source of income is rents paid by council house tenants. It is an account that is ring fenced from the council's General Fund with statutory guidance about the items that can be charged and credited to it. In April 2012, the funding regime for local authority social housing changed radically when the national subsidy system was abolished and replaced with a locally managed 'self-financing' model. Local authorities are now able to retain the rental streams from their housing assets, alongside the responsibility for managing, maintaining and improving the housing stock.

The new HRA financial regime and associated rent income base, will allow the council to develop the HRA capital programme beyond the current level of planned maintenance and newly arising investment works. In the medium term up to and including the financial year 2016/17, includes provision of a council house-building programme of £8m.

## **Energy Efficiency and Affordable Warmth**

A strategic approach enables the following:

- Raise awareness of energy efficiency amongst staff in the organisation, including identifying training needs
- Identify where resources can most effectively be allocated
- Secure additional resources from agencies and programmes that fund improvements in energy efficiency
- Identify opportunities to improve cost effectiveness by linking energy efficiency to other improvement or maintenance work
- Reach decisions about the prioritisation of programmes of work in which energy efficiency competes with a range of other demands on resources
- Identify how energy efficiency can contribute to broader aims (e.g. increased tenant satisfaction, re-letting voids) and other strategies
- Alleviate fuel poverty and the risks of ill health
  - **The Code for Sustainable Homes** is the national standard for the sustainable design and construction of new homes. The Code aims to reduce carbon emissions and create homes that are more sustainable. The new council houses being built will meet at least Code level 3.
  - **Energy Performance Certificates** - show the energy efficiency of a home. Since 1 October 2008, it has been a requirement for all social housing providers to issue an EPC certificate each time a property is let. Each EPC is valid for 10 years from the date of issue.

There is a range of government initiatives, which could be used to both generate additional income and invest in improvements to the energy efficiency of the housing stock and provide affordable warmth to Medway residents.

The green agenda is constantly changing and this tends to have a large bearing on available funding streams. It is vital that Medway Council has a structured and strategic approach to meeting green objectives, in order to maximise inward investment.

## **Homes and Community Agency's Affordable Housing Programme 2011-15**

This aims to increase the supply of new affordable homes in England. Following the award of bids from the HCA for the 2015-2018 affordable homes programme, the HCA have recently announced a further process known as continuous market engagement for the remainder of the programme, where some £800m is still available.

## Decent Homes

The Home Standard in the Social Housing Regulator's Regulatory Framework requires the council to:

- Ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard. Medway currently has 100% decency, excluding refusals
- Meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard
- In agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section six of the Government's Decent Homes Guidance. Medway has a locally determined "Standard" that is higher than the Decent Homes Standard

## Corporate Priorities

The Housing Revenue Account Asset Management Strategy supports the key priorities of the council's Corporate Plan 2014/15. The key themes of the plan are:

- **Children and young people have the best start in life in Medway.** We want all children and young people in Medway to be safe, cared for, to succeed in learning and to thrive.
- **Adults maintaining their independence and live healthy lives.** We want to make it possible for people to maintain their independence and have choice over the care services they need. As part of this we want to support people making healthy lifestyle choices that benefit their longer-term wellbeing.
- **Safe, Clean and Green Medway.** We want people to be safe in Medway and equally importantly, to feel safe. Our commitment is to ensure that Medway has a safe and healthy environment by keeping the streets clean, recycling more waste, maintaining and improving access to our parks and green spaces and reducing the harm caused by drugs and alcohol.
- **Everyone benefiting from regeneration.** The council is leading a range of work to improve the lives of residents in Medway. These

range from improving housing to providing sporting, learning and cultural opportunities. We are also committed to supporting our residents and businesses through these tough economic times and helping local businesses to grow and create jobs.

### **Our Values**

- **Putting our customers at the centre of everything we do**
- **Giving value for money**

### **Section 2.**

### **Asset Management Strategy**

#### **Purpose of the Strategy**

The purpose of this Asset Management Strategy can be summarised as follows:

- To ensure that its property portfolio is managed in a cohesive manner, that maintains homes to a high standard for our customers
- To meet all statutory and recognised good practice targets
- To target resources where they will be most effective

Asset management is defined as the management of physical assets to meet service and financial objectives. It is concerned with:

- The overall performance of the stock portfolio and the contribution it makes to the business plan
- The way management and investment can be directed to support and improve portfolio performance
- The whole life cycle of a property, from the proposal to build, through development and maintenance and the decision and method of disposal

### **The Housing Stock**

The following tables and charts provide details of the housing stock as of October 2014.

The profile of stock by dwelling type (built form) is:

| <b>Property Type</b> | <b>Total</b> |
|----------------------|--------------|
| Bungalow             | 227          |
| Flat/Bedsit          | 1204         |
| House                | 1287         |
| Sheltered            | 286          |
| <b>Grand Total</b>   | <b>3004</b>  |

The bedroom composition of the stock is:

| <b>No Bedrooms</b> | <b>Total</b> |
|--------------------|--------------|
| 1 Bed              | 1050         |
| 2 Bed              | 1093         |
| 3 Bed              | 832          |
| 4 Bed              | 28           |
| 5 Bed              | 1            |
| <b>Grand Total</b> | <b>3004</b>  |

The age profile of the stock is:

| <b>Age Description</b> | <b>Total</b> |
|------------------------|--------------|
| Pre 1919               | 37           |
| 1919 to 1944           | 433          |
| 1945 to 1964           | 1314         |
| 1965 to 1974           | 368          |
| 1975 to present        | 852          |
| <b>Grand Total</b>     | <b>3004</b>  |

In addition to the above dwellings, Medway Council is also responsible for the management of 199 leasehold flats and for a number of assets related to dwellings, for example, garage blocks, forecourts, unadopted roads, paths and street lighting. At March 2014, there were 628 garages and 108 carports.

Related assets, including undeveloped spaces, will continue to be assessed with respect to their sustainability, utility and contribution to their environment.

### **Stock Condition**

Key to effective asset management is good quality survey data recording the condition of our properties.

Medway undertakes a rolling stock survey to assess the condition of the housing stock, the aim of which is to inspect 20% of the stock each year.

The stock condition survey information is inputted into Codeman, which is an asset management software programme and is the HRA's overriding tool for assessing and planning repair and maintenance requirements. An efficient database will provide the HRA with a number of benefits:

- Knowledge of the physical make-up and condition of our housing stock
- The effectiveness of current and previous work programmes
- The ability to develop an accurate planned maintenance programme in order to reduce reactive maintenance.
- The ability to target our priorities

- The ability to plan future Capital and Revenue requirements
- The ability to plan our financial resource requirements
- The back-up to support any Capital Funding Bids

### **Medway Standard**

The Decent Homes Standard was achieved in 2010 and now that this standard has been achieved the focus of the Capital Investment Programme has changed. Some of the works are necessary because they impact upon the health and safety of residents e.g. fire safety works. A significant amount of money is now being invested into this area.

Each year different numbers of properties have the potential to become non decent again through age and worsening condition. These can be made decent quite quickly and easily through replacement or repair of the component that has failed and will be picked up via the rolling programme of works.

Medway is now in a position to maintain its stock to a higher level than Decent Homes and as such the council in partnership with its residents has developed the “Medway Standard for Accommodation”, on which future investment programmes will be based.

The Medway Standard for Accommodation has been included as Appendix A.

### **Adaptations**

The council has an adaptations service to enable residents in our general needs housing to continue to live independently in their home for longer. The council will continue to carry out appropriate adaptations to meet the needs of the increasing number of older people within the stock.

The asset management database is used to record adaptations and adapted properties, so that the property can be re-let to a household with similar needs or to enable recycling of the adapted systems.

The council’s new developments are built to the Lifetime Homes Standard. This means that should someone require adaptations later in their life then this has been factored into the construction, making it easier to adapt. In addition a number of the new homes are being built to full wheelchair standard.

### **Estate Appraisal/Standards**

The current programme of estate environmental improvements has been limited, and has been responsive rather than planned. However, it should be possible to achieve some localised improvements that the estates and environments now require.

The council will therefore look to include the following type of improvements across the housing stock:

- Boundary treatments, to better delineate between public and private space
- New parking areas to help to alleviate problems with parking on certain estates
- Landscaping to parking areas to create separation
- Demolition of defective garages
- Both hard and soft Landscaping to estate areas and around blocks to protect privacy, encourage use of the estate areas for leisure, and to create attractive spaces people can enjoy
- Improvements to estate lighting to improve security
- Improvements to block entrance areas and
- Aim to carry out environmental improvements on one or two areas/estates per year on a planned basis involving tenants to assess priorities

### **Section 3.**

#### **Strategic Priorities**

Seven strategic priorities have been identified for the HRA Asset Management Strategy. These have been developed in response to the key issues for Medway, its stock and the needs of future residents.

As Medway has already achieved 100% Decent Homes Standard, four of the priorities reflect this and are focused on improving the quality of the current stock, the environment and focusing on the way in which we invest in the stock.

Alongside the priorities will be an action plan, setting out how Medway will meet its priorities and when. Progress will be monitored against the action plan, updated and revised as necessary and reported to the Asset Management Group.

The overall priorities of the Asset Management Strategy for Medway are:

- 1) To maintain well designed repair and maintenance systems in order to keep the stock in a good state of repair.
- 2) To maintain a well designed database about Medway's assets and invest in the necessary IT systems and processes to be able to use the data efficiently and effectively.
- 3) To increase the ratio of spending on planned rolling programmes rather than reactive spending, to ensure that the housing stock and its

environs are maintained and improved, so as to provide quality accommodation for existing and future residents.

- 4) To increase the amount of environmental and cyclical maintenance, to ensure that the housing stock and its environs are maintained and improved, so as to provide a quality environment for existing and future residents.
- 5) To deliver the best value from our assets by replacing obsolete or uneconomic assets with new or improved assets.
- 6) To regenerate and build new council housing to meet housing need.
- 7) To develop a long term strategy to improve the thermal efficiency of the HRA stock in order to reduce fuel poverty.

- **Priority 1**

**To maintain well designed repair and maintenance systems in order to keep the stock in a good state of repair**

An efficient and effective repairs and maintenance system is an essential requirement of good asset management. A large part of the HRA budget is spent on repairs and maintenance and whilst the decent homes standard has been met, there remain challenges to ensure that Medway's stock continues to be well maintained.

To meet these challenges the council has recently put in place a new repairs and maintenance contract for five years with the option to extend to 10 years from September 2014. The contractor will maintain well-designed repair and maintenance systems to ensure the stock is kept in a good state of repair and continues to meet required standards. This includes having the following systems in place:

- An efficient and effective responsive repairs service
- An efficient and effective voids service that acts as preventative maintenance and minimises rent loss during void periods
- Effective compliance programmes to meet asbestos, fire safety and other health and safety requirements
- A cyclical maintenance programme that reduces the need for responsive repairs
- A planned investment programme to ensure that housing stock continues to meet the decent homes standard.

**Responsive Repairs**

These are revenue funded works that are carried out when components fail and cannot wait to be undertaken during a planned investment programme. Residents report repairs through the call centre managed by the contractor who arrange for this to be attended too. Repairs are categorised according to

the urgency of the job, and this determines the target time for the job to be completed.

## **Voids**

Void properties are unoccupied dwellings. This generally occurs when a property is being re-let through termination of the previous tenancy. Void works include statutory testing of gas and electrical systems, as well as the works required to make the property fit for in-coming residents.

Work to void properties is carried out in accordance with the Voids and Re-let Standard. This standard generally provides a new tenant with a fit for purpose, “decent home” to start their tenancy. A copy of this standard has been included as Appendix B

## **Regulatory and Statutory Compliance**

The council has several key legal obligations to its residents related to regulatory and statutory compliance. These are:

- Asbestos management
- Fire risk management
- Legionella risk management
- Gas Safety
- Landlord and Tenant Act 1985 Section 20 sets out our repair obligations
- Right to Repair
- Health and Safety Act 1974
- Defective Premises Act 1972
- Decent Homes Legislation
- Electrical Testing

The council has management plans for all statutory requirements, and will continue to monitor and review these plans for performance and robustness. For asbestos, the council has an Asbestos Management Plan and Asbestos Guidance and Procedures Manual that are designed to meet the council’s legal obligations. The council has a database of communal asbestos and sample surveys of asbestos inside of properties, including drawn surveys. The contractor can see this information when ordering work, so it can be shared with the operatives carrying out the work.

The council has an active fire safety investment programme; this compliments a fire safety management plan. A fire safety strategy is being finalised, which includes the responsibility of neighbourhood services and housing management team members to identify and manage fire risks arising from resident behaviour (e.g. unsafe use of storage areas).

For legionella, there is a database of components where this poses a risk (e.g. water tanks) and a programme of cyclical testing.

The council has a programme of annual gas servicing. All tenants must provide access for gas servicing and the council has a target of 100% completion rate. A 100% record has been maintained over the past three years.

These effective processes give maximum protection to residents, the council and contractors.

In addition to developing rolling programmes, STG who carry out the stock condition surveys, also carry out a risk assessment using the Housing Health and Safety Rating System (HHSRS) as standard practice. This will identify any other issues within a tenant's home that may require attention. This could also trigger a review of the investment needs of the property.

### **Cyclical Maintenance**

Cyclical maintenance is the regular servicing of mechanical and electrical equipment (such as lifts) and the regular inspection and decoration of internal and external areas.

Cyclical maintenance enables economies by replacing components before they fail, thus reducing responsive repairs or future requirements for planned maintenance. Regular inspection enables problems to be identified and planned for. In addition, regular decoration enhances the appearance and value of our assets contributing both to residents satisfaction with their homes and estates.

The council currently has cyclical servicing programmes for:

- Lifts
- External decoration
- Fire safety equipment
- Water testing and management (Legionella testing)
- Gas appliance servicing
- Electrical testing to sheltered units
- Electrical testing to common areas, streetlights and residential units.

### **Planned Investment programmes**

The council has already met the Decent Homes Standard. However the Decent Homes Standard is a minimum standard and does not reflect the potential for higher levels of investment.

The council aims to meet a higher locally defined 'Medway Standard for Accommodation, which is set out in appendix A, when it invests in its stock and which should be used when planning investment programmes. This sets life cycles for key components such as windows, kitchens and bathrooms. However, it goes beyond this to look at standards for energy efficiency, improvements to communal areas and how any investment programme can improve neighbourhood facilities and the local environment, such as better car parking, and lighting.

The benefit of this approach is that it is proactive, as it anticipates failure rather than responding to a failing unit. It will also improve quality of life for residents, as rather than need to have multiple factors fail, it means individual components can be replaced when they need to be. In addition, it allows the council to be clearer to residents about when they can expect certain elements to be renewed.

- **Priority 2**

**To maintain a well designed database about Medway's assets and invest in the necessary IT systems and processes to be able to use the data efficiently and effectively**

Robust data and IT systems will be essential to ensuring that all the council's other asset management priorities can be met.

A key part of this is the Stock Condition Survey information. This will be updated through a rolling programme of carrying out surveys on 20% of the stock each year. Accurate data is essential to maintain a successful 30-year HRA business plan.

Asset management information is recorded on Codeman and the Asset Management Team are responsible for maintaining this data. It is important that data is inputted accurately on to the database in order that the council understand the condition of the stock, to enable the team to drive out future rolling programmes of work and provide timely and accurate information into the business plan.

- **Priority 3**

**To increase the ratio of spending on planned rolling programmes rather than reactive spending. To ensure that the housing stock and its environs are maintained and improved so as to provide quality accommodation for existing and future residents**

Medway is now in a position to maintain its stock at a higher level than Decent Homes, and one that includes the external environment as well. To this end, the council has developed a Medway Standard for Accommodation, which encompasses the Decent Homes Standard on which future investment programmes will be based.

This standard will meet all current statutory, regulatory and health and safety requirements and for the maintenance of the decent homes and Medway Standard for Accommodation across the stock.

The standard will be implemented through rolling programmes commencing in 2016/17. In order to support the planning and delivery of this programme, a three-year budget for capital, cyclical and planned maintenance works will be set.

Planned maintenance allows Medway to replace before failure; ensuring stock continues to meet standards. It is also more efficient, saving money in comparison to routine responsive repairs.

Medway achieved the Decent Homes Standard in 2010 (excluding waivers). The investment was centred on internal improvements through kitchen and bathroom renewal and now we need to redress this balance and allocate more resources into environmental improvements of the estates. There is room for discretion in setting the investment standard for the council's stock and the timing of investment after taking account of statutory, regulatory and related requirements.

The standard adopted, strikes a balance between funding for the development of additional housing and for investment in the existing stock.

A central feature of the Medway Standard for Accommodation is the delivery across the stock of rolling programmes of fire risk assessment works, pitched roof replacements, roof line replacement, external doors, rewiring replacement, and where required, kitchens and bathrooms.

The main elements of the Medway Standard for Accommodation are as follows:

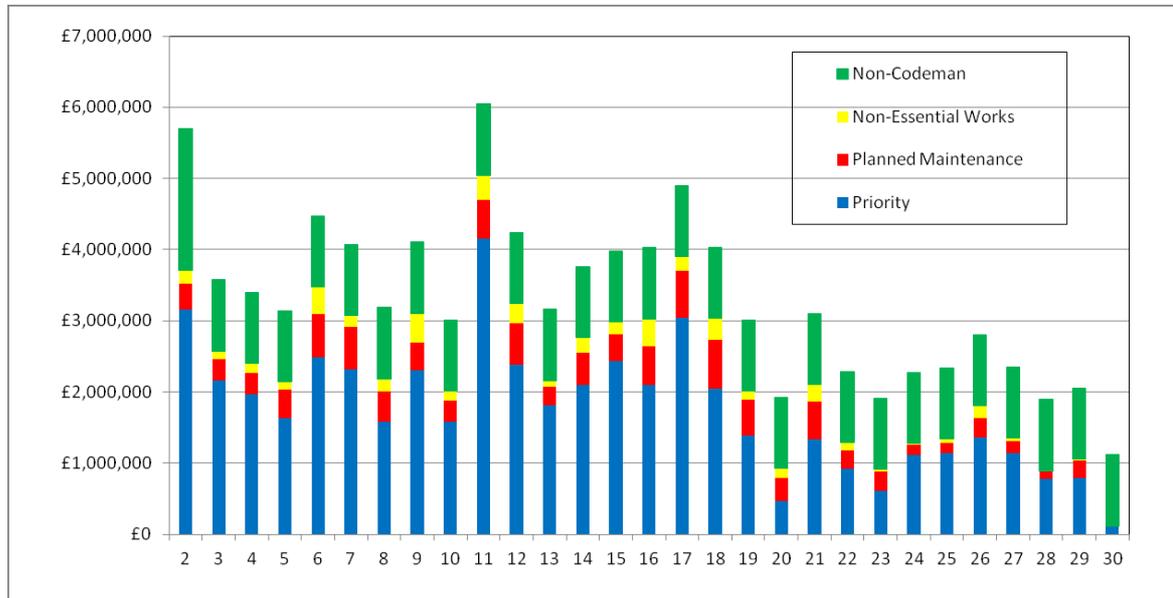
- Decent Homes – To maintain the Decent Homes Standard across the stock, including the programmed renewal of kitchens and bathrooms.
- Health and Safety – To prioritise the maintenance of health and safety standards, including the completion of a major programme of fire safety improvements over the first three years of the strategy.
- Programmed Renewals – To replace all key building elements including roofs and doors at the end of their economic life.
- Energy Efficiency – To undertake targeted energy efficiency works, with the support of additional external funding, to reduce fuel poverty.
- Mechanical and Electrical – Timely renewal of communal and dwelling heating systems and a five year cycle of electrical testing and rewiring works across the stock.

The stock investment will be funded through the Housing Revenue Account from a combination of capital and revenue expenditure. The projected costs have been developed from information held in Codeman and over the first five year period have been moderated by Medway's analysis of pricing for relevant works through the maintenance contract entered into with Mears and the efficient packaging of delivery achieved by the council's procurement team.

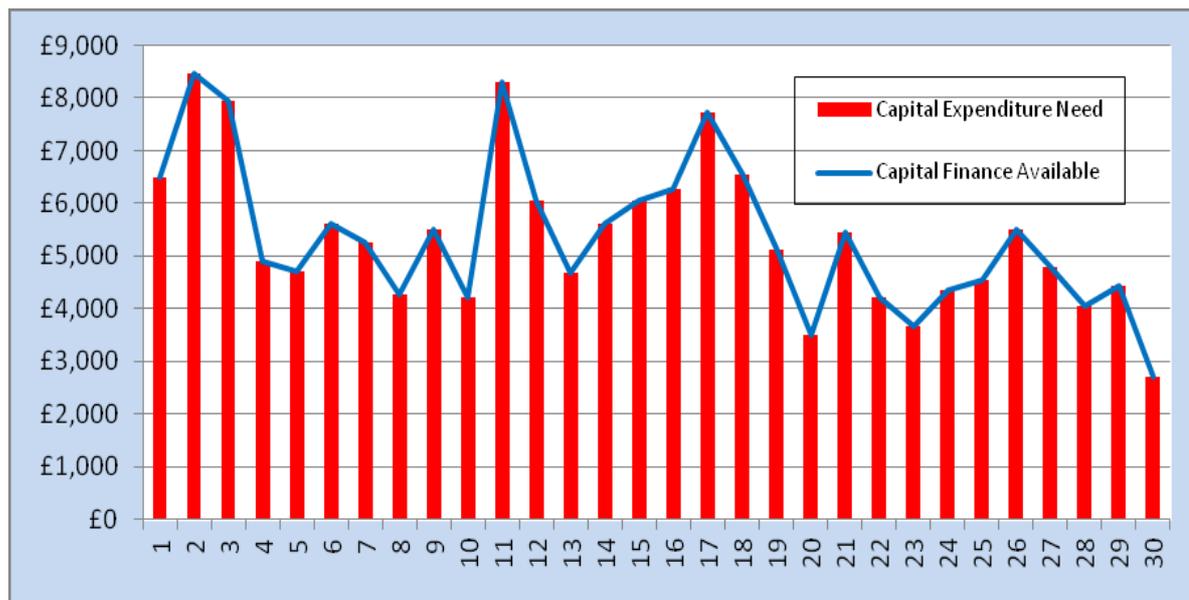
The average expenditure per unit equates to £33,160 per unit over a 30-year period (excluding disabled adaptation, fees and inflation), which put the

investment requirement very much within expected benchmarks for the type of stock within Medway. As a result of the council's efficient repairs contract and commencement of a rolling programme of works, it is expected that the expenditure figure per unit will decrease over time.

The graph below demonstrates the required capital expenditure (which excludes disabled adaptation, fees and inflation).



The graph below demonstrates the capital expenditure (in the thick red vertical bars) for each year including inflation. The available resources are shown (using the thin blue horizontal line).



- **Priority 4**

**To increase the amount of environmental and cyclical maintenance, to ensure that the housing stock and its environs are maintained and improved, so as to provide a quality environment for existing and future residents**

Enhancing the estate environment.

Over recent years the majority of the expenditure in Medway's estate environments has been responsive in nature. Communal areas, garages and parking areas, play facilities; bin storage areas and the like have received limited capital investment. The new Medway Standard for Accommodation therefore, includes funding for investment to improve and maintain these areas in a good state of repair.

Historically, the council's investment in the housing stock has been informed by stock condition surveys and based on an elemental approach to life expired components. The opportunities afforded by self-financing enable a more holistic approach to be developed. Our intention is to put more emphasis into improving the environment. In 2015 we will be embarking on a new approach based on looking holistically at our estates.

Based around geographical areas, this estate improvement approach will use information from repairs, housing management and stakeholder engagement, to develop a clear understanding of the strengths and weaknesses of an area and to develop a long term vision for the area as a whole. This process will entail the evaluation of properties, communal areas, blocks and the public realm and propose an approach to the improvement of the area as a whole.

The council will start to develop this approach and consult with residents on a rolling programme of works, with a view to piloting the approach on one estate during 2015.

Once finalised, these plans will be used to update the capital and revenue investment plans and to inform repair and maintenance programmes.

- **Priority 5**

**To deliver the best value from our stock with replacing obsolete or uneconomic stock with new or improved assets**

The objective is to improve the overall performance and composition through selective disposal of units and re-investment.

Where units are not economic to retain because of the extent of investment required, or where the units are of poor quality, a Stock Viability Appraisal will be undertaken to identify whether disposal rather than retention is the most advantageous option. This appraisal takes account of a number of factors including:

- Financial performance of the unit
- Quality of the development
- Demand and management impact

A review of the HRA's landholding will be undertaken and small parcels of land within the portfolio that are either redundant, or are causing a drain on the maintenance budget, will be considered for disposal.

- **Priority 6**

**To regenerate and build new council houses to meet housing need**

The Council will undertake a programme of new build housing and to pursue approaches to maximise affordable housing development to meet housing need.

The first programme is the provision of new homes on former HRA garage sites. Detailed planning permissions have been granted on 10 garage sites, which will provide 23 homes, ranging from one-bedroom bungalows to a five-bedroom family house. The construction contract was awarded in June 2014 and the homes will be completed and come into management during 2015.

The second programme will involve the appropriation of a General Fund site on the former Gillingham College site (Beatty Avenue) to provide 32 affordable bungalows to rent. It is anticipated that this will commence during the middle of 2015 with completion reached towards the end of 2016.

A number of other surplus HRA garage sites are being looked at. However, it is not anticipated that too many further opportunities will be forthcoming within this portfolio.

The council will need to look at its existing estates and replace poor quality estates with higher quality developments and potentially provide additional affordable housing. Proposals for a programme of estate regeneration will be investigated.

Estate regeneration is complex and requires a considerable amount of resources to bring them forward. Detailed feasibility studies will be developed to examine the estates potential to be regenerated and the financing and delivery options evaluated.

There are a number of investment sources available to the council and these are being explored. This includes:

- Using the existing HRA headroom as we are presently doing, however the capacity of the HRA to fund further development is currently limited by the fixed debt cap. In the short term, HRA funding for new development has been fully taken up by the existing programme.

- Bidding for grant funding from the HCA.
- Investigating innovative sources of funding and delivery structures.
- **Priority 7**

**To develop a long term strategy to improve the thermal efficiency of the HRA stock, in order to reduce fuel poverty**

For council tenants in particular, fuel poverty (where households spend more than 10% of their income on heating their home to an adequate temperature) is a key issue especially in a time of rising utility bills. The cost to residents of any sustainability improvements must be a key factor when deciding on whether to proceed with the work.

New technology that is installed will also need to be financially sustainable; otherwise the council runs the risk of installing technology that cannot be maintained in the long term.

The HRA were successful with obtaining funding through the Energy Company Obligation (ECO) for 292 properties that received energy efficient measures before work came to an end in April 2014, when Enterprise (our delivery partner) announced that it was formally withdrawing from the ECO programme. This withdraw was replicated by all ECO providers as a result of proposed changes to the ECO programme announced by government.

The future of funding towards energy efficiency measure is both uncertain and complicated. Medway Council will continue to work as a partner on the Kent and Medway Sustainable Energy Partnership (KMSEP) to enable the HRA to maximise the knowledge in this area and where possible, lever funding into the stock.

New council homes will be built to achieve a minimum of level three for the code for sustainable homes.

However, much of the council's stock is thermally inefficient despite decent homes work and improving thermal efficiency will be a challenge and resource intensive. A key priority will be to develop a longer-term strategy to improve thermal efficiency.

A minimum Energy Performance Certificate (EPC) rating should be set for council stock. An EPC gives a property an energy efficiency rating from A (most efficient) to G (least efficient) and is valid for 10 years. From 2018 new regulations will mean that the council will not be able to re-let properties that are below EPC level E. It is proposed that by 2018 the council aims to achieve an average of level C.

A property that is below the EPC rating of C from 2018 should then be reviewed as part of the options appraisal process.

A key action will be to review the EPC ratings of these properties and investigate the options for bringing them up to standard.

The council will need to find provision within the investment programme for some limited energy efficiency works, funding for which not only allows us capacity to begin to address this significant and emerging issue, but also allows us to be proactive to capture further external funding in this area.

#### **Section 4.**

##### **Risk Management**

Evaluation of risk is an important part of effective asset management. Major decisions taken about the future use of the asset base in the absence of risk assessment, may have a long-term detrimental effect on the sustainability of communities and financial viability of the business plan.

The council will review the impact and probability of specific risks materialising and will also evaluate the control arrangements that are in place for managing and minimising current and emerging risks. These are updated in light of changing circumstances.

A copy of the risk register has been included as Appendix C.

#### **Section 5.**

##### **Business Plan Financial Summary**

The council will prioritise and programme capital improvement projects over a 30-year period. This will be established as part of the HRA business planning process to forecast expected expenditure and income.

#### **Section 6.**

##### **Appendices**

Appendix A - New Medway Standard for Accommodation

Appendix B - Void and Re-let Standard

Appendix C - Risk Register

## Appendix A –Medway Standard for Accommodation

The Government's Decent Homes Standard was introduced in July 2001. It was designed to create a 'minimum standard' of housing across all Local Authorities and Registered Social stock; Landlords. The deadline for bringing all stock up to Decent Homes Standard was 31st March 2011.

The Council has undertaken programmes of work over the years to carry out replacements of building elements and whilst the Council has met the Decent Homes target, a key part of the strategy will be maintaining the stock to this standard or above.

In order to promote consistency in the work that is procured and to clearly define the aspirations of residents, Medway will record specifications, material selections and local policy standards agreed through consultation with key stakeholders. This document will represent the Medway Standard. Medway Housing Service successfully achieved the Decent Homes target set in 2010 for all council owned stock. Medway believe that tenants deserve a higher standard than 'Decent Homes' and aim to deliver the Medway Standard, over and above the Decent Homes Standard in a sustainable way that delivers value for money.

### 1. Inside your home

- **Kitchens 20 year cycle:** Modern fitted Kitchen units with space for appliances, food preparation, safe flooring, tiling and extractor fan
- **Bathrooms 30 year cycle:** Modern Bathroom with shower, tiling and extractor fan
- **Electrical Systems 30 year cycle with 5 year testing:** Modern wiring including adequate supply of sockets, and consumer unit
- **Central Heating;** Full controllable central heating system.

### 2. Your Health, Safety and Security

- **Health:** Disabled Adaptations, in the home where this has been referred by the Occupational Therapy Service, safe steps, paths and handrails
- **Safety:** Hardwired smoke alarms, CO Detectors, Annual gas service, removal of asbestos, fire prevention works,
- **Housing Health and Safety Rating System**  
All dwellings to be free of any 'category 1' HHSRS hazards as soon as Possible after identification
- **Security:** Window and door locks, front or side gates

### **3. Energy Efficiency**

- **Double Glazing:** high quality PVCu windows with secure locking handles
- **Energy Efficiency:** All homes to have energy efficient boilers, draught and sound proofing and roof/cavity/wall insulation (where cost effective)

### **4. Improving Communal Areas**

- Package to include: Secure Door Entry to communal flats, C.C.T.V. and modern lifts for sheltered housing, communal aerial upgrades, safe flooring and security in communal areas and compliance with the Disability Discrimination Act

### **5. Improving Your Neighbourhoods**

- Package to include: Improved car parking Improved lighting, fences and walls, improved maintenance and communal facilities to be developed in consultation with residents.

### **6. Your Housing Services**

- Improved repairs service including appointments
- Improved levels of grounds maintenance and estate management services

### **7. Other Maintenance**

- Roofs/Chimneys 60 year cycle: Safe and watertight including rainwater goods
- Fascia, Soffits, Guttering and Down pipes 30year cycle.
- Doors 40 year cycle: Secure and modern GRP type entrance doors to 'secure by design' standard
- 5 Year rolling cyclical decoration programme to improve the look of our estates.
- 5 Year rolling garage improvement programmes, including decorations and repairs.

**All programmes are subject to funding & condition surveys.**

## **Appendix B: Void Lettable standard**

### **Introduction:**

Medway Council Housing Services void standard will be reviewed in every two years in line with customer feedback and improvements in service delivery.

The contractor is expected to assume responsibility for pre-inspections and actual inspections of void premises including undertaking a full auditable inspection of the property. This will involve the provision of photographic evidence of the premises. The contractor will be expected to identify rechargeable works for issuing of accounts to the out-going tenant by the CR or his representative. The contractor will undertake 100% joint post-inspections with the CR allowing 1 working days' notice to the contractor administrator of the requirement for a post inspection to be undertaken.

The contractor will produce an inspection report setting out clearly the extent of the repair works required and condition of the property at the point of termination in a prescribed format to be agreed with the CR. This will be forwarded electronically to the CR.

As a minimum all voids should be ready for re-letting upon completion of void works. The contractor will ensure that all statutory repairs have been carried out in accordance with Section 11 of the Landlord and Tenant Act 1985 and that all category 1 hazards have been remedied. This will include all appropriate safety tests for gas, electric and where appropriate; legionella and asbestos tests.

The contractor is required to provide a cost for undertaking all works as necessary as set out in this void standard, returning the Client 3 sets of keys for each entrance door including front and back door and communal entry doors.

As well as undertaking repairs all void premises will be cleaned to a high standard to include for the removal of all rubbish, carpets and curtains, unless specifically instructed by the CR for these to remain.

The Contractor should assume no General Needs void properties will be decorated.

Additional payment will be made where this is required. With regard to HFIL (Sheltered) schemes, the Contractor will be required to decorate void properties throughout. This will include emulsion paint to all walls and ceilings, gloss paint to all woodwork including skirting boards. The decoration of void properties in HFIL schemes is included in the Void Standard and Price Per Void cost.

Housing Services will provide decorating vouchers to ingoing tenants where decorating is deemed necessary. A set criterion will be issued to the contractor to adhere in terms of issuing decoration vouchers.

The following standard relates to all of Medway's void turnaround times:

**MEDWAY COUNCIL VOID STANDARDS 2013:**

**5 Day Void turn around**

|  |  |  |
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| Clear and wash down property           |  | Clear garden and cut grass                 |
| Clean dirty windows and window frames. |  | Make good floor screed as required         |
| Cap off gas supply                     |  | Carry EPC                                  |
| Lock change                            |  | Carry out Gas safety check                 |
| Electrical safety check                |  | Change single sockets to doubles           |
| Carryout management asbestos survey    |  | Renew door handles and latches             |
| Repair kitchen units                   |  | Minor joinery repairs                      |
| East and adjust doors                  |  | East and adjust windows                    |
| Renew window catches                   |  | Secure handrail                            |
| Renew glazing (single glazed)          |  | Remove gripper rods and nails              |
| Re-fix loose floorboards               |  | Renew kitchen taps                         |
| Plumb for washer                       |  | Renew isolated wall or floor tiles         |
| Renew bathroom taps                    |  | Re-programme alarm                         |
| Strip out laminate flooring            |  | All voids will have a new WC seat fitted   |
| Make safe damaged double glazing       |  | Supply and fit slide bolt to bathroom door |
| Renew shower curtain                   |  |  |
| Renew loft hatch and frame if missing. |  |  |

**10 Day Void turn around**

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| Remove polystyrene ceiling tiles and skim ceilings |  | Renew isolated floor tiles          |
| Renew all floor tiles to kitchen                   |  | Renew vinyl sheeting to bathroom    |
| Renew floorboards                                  |  | Re-plaster large areas              |
| Renew external doors                               |  | Renew window units                  |
| Renew up to 2 radiators                            |  | Renew concealed pipe runs           |
| Remove floor tiles (including ACM tiles)           |  | Renew fire and/or surround          |
| Repair main roof, missing tiles or flashings       |  | Repair or renew flat roof covering  |
| Damp proofing (one room)                           |  | Point brickwork                     |
| Renew consumer unit                                |  | Upgrade earth                       |
| Strip, prepare walls & decorate                    |  | Emulsion and gloss 1 room           |
| Renew individual kitchen unit                      |  | Renew kitchen sink top              |
| Renew 1 radiator                                   |  | Renew isolated floorboards          |
| Renew internal doors                               |  | Renew glazing (double glazed)       |
| Re-plaster up to 40% of room                       |  | Additional circuits, sockets, spurs |

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| Remove tiled hearth and surround brick up, ventilate and make plaster and skirting where back boiler /fire has been removed.  |  | Renew damaged concrete panels.  |
| Renew defective electrical wiring & equipment (showers, security lights etc.)   |  | Keep concrete bases following shed removal if in good condition           |
| Renew up to 2 items of bathroom suite, WC & cistern, WHB & pedestal, Bath.  |  | Replace batten lamp holders with a vapour proof light fitting in bathroom |
| Satellite dishes -To be left in-situ if safe. Remove aerials and dishes where unsafe and in dangerous condition.  |  | Secure bath panel and replace if missing (following asbestos test).       |
| Fences - Repair/replace missing panels and rotten areas. Make panels, posts and gates secure and safe (photo evidence always required if not on original specification).            |  | Fill in fishponds ensuring adequate top covering of soil                  |
| Ensure existing gardens gates are fit for purpose and repaired as necessary.  |  |   |
| Remove unsafe structures i.e. unsafe sheds, brick built screens (unless asbestos, which are to be reported to Medway Council on discovery). Authorisation required prior to removal |  |   |
| Replace broken patio slabs and replace where these are a danger.  |  |   |
| Repair/replace damaged treads and risers  |  |   |
| Repair/replace handrail and spindles or ranch rails   |  |   |
| Repair/replace newel post as required   |  |   |
| Install units if there are less than one wall unit and one floor unit   |  |   |

### **20 Day Void turn around**

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| Renew kitchen and part rewire *          |  | Renew bathroom suite *  |
| Full Heating System *                    |  | Full Rewire *   |
| Asbestos removal (expect floor tiles) ** |  | Damp Proofing more than 1 room **   |
| Rebuild structural walls **              |  | Renew boiler *  |
| Decoration of more than 1 room **        |  | Demolish and remove all greenhouses from gardens (unless request to leave in situ). |
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### **Void turn around to be agreed**

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| Major Fire or Flood Damage ** |  | New structural floor (whole room) ** |
| Renew whole roof **           |  |                                      |

**HOUSE CLEARANCE:**

Remove and dispose of all rubbish and debris found within the property including loft and allocated sheds.

Remove all carpets, underlay and laminate flooring unless otherwise directed. All carpet gripper rods to be removed.

The Contractor shall arrange for the removal of furniture and all other items from the property which are present at time of hand over.

All white goods at the property are to be thoroughly inspected to determine ownership and condition.

Items supplied by Medway Council are to be checked for damage and if fit for purpose are to be tested by a competent electrician in accordance with the prescribed appliance testing regime.

Items not fit for purpose should be replaced on a like for like basis, the contractor shall contact Medway Council for further instructions and additional payment.

Items not supplied by Medway Council, either with or without a current electrical safety testing certification are to be removed from the property.

Highlight any minor adaptations, not required by the incoming tenant, and which are to be removed as part of the re-let.

Minor adaptations shall include any item that is not a fixture, i.e., any item that is capable of being picked up and easily carried from the property.

This shall include, but is not limited to, bath hoist, wheelchair walking frame, commodes, raised toilet seats.

Adaptations shall be removed by the contractor and taken to a central location for safe storage on a temporary basis for collection of Medway Council.

**CLEANING SPECIFICATION:**

Areas to be disinfected shall be treated with a 1% (ten thousand parts per million) Hypochlorite solution (Milton or equivalent).

All floors shall be swept clean of all visible dust and debris. Where carpet or similar coverings are to be retained they shall be thoroughly vacuum cleaned.

Where staining of floors is evident the area shall be cleaned with detergent solution and subsequently disinfected.

Where staining to carpet or similar coverings are evident, localised cleaning with a detergent solution should be carried out, applied with a damp cloth or sponge and the area subsequently disinfected.

Washable floor coverings shall be washed with a detergent solution. Visible stains and dirt shall be removed as far as possible prior to being disinfected.

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| Painted or varnished woodwork: Where necessary, remove all visible dirt and stains as far as possible using a detergent solution. Any visible stains remaining shall be treated with disinfectant.   |
| Generally, these surfaces should not require cleaning unless extensive visible staining and dirt is evident. Cleaning shall be limited to localised cleaning with detergent solution.  |
| Where necessary, remove all dirt and stains as far as possible with a detergent solution. All surfaces should be disinfected as before described.  |
| When dry, all surfaces shall be rubbed down with a soft dry cloth to remove bloom left by the disinfectant solution.   |
| Kitchen fittings, worktops, sinks, taps and ceramic tiling: Where necessary, remove all dirt and stains as far as possible with a detergent solution. All surfaces should be disinfected as before described (contact time to be a minimum of five minutes). |
| When dry, wipe down all surfaces with clean warm water and dry off with paper towels or similar disposable cloths to remove any bloom.   |
| The Contractor shall leave notices relating to all cleaned surfaces to confirm to the incoming tenant and Medway Council that cleaning has been completed.   |
| Clean dirty windows and window frames inside of property only, covering all levels.  |
| Carry out management asbestos survey, enhanced management survey to include drilled samples in wall use to fasten kitchen units and baths  |
| Any lifelines found in property will be removed by Medway Lifeline Team  |
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| <b>GARDENS:</b>  |
| The Contractor shall remove all large items of visible debris. Litter pick all grassed areas, including shrubs within the boundary prior to working.   |
| Lawns: walk site and check for hidden objects and hazards including sharps.  |
| Strip all rubble from grassed areas prior to cutting.  |
| Cut grass to approximate height of 50mm and collect all cuttings.  |
| Cutting may be omitted between Nov – Feb, unless grass is higher than 100 mm.  |
| Fill in fishponds ensuring adequate top covering of soil.  |
| Demolish and remove all greenhouses from gardens (unless request to leave in situ).  |
| Ensure existing gardens gates are fit for purpose and repaired as necessary.   |
| Remove unsafe structures i.e. unsafe sheds, brick built screens (unless asbestos, which are to be reported to Medway Council on discovery). Authorisation required prior to removal.   |
| Keep concrete bases following shed removal if in good condition.   |
| Replace broken patio slabs and replace where these are a danger.   |
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**FENCING:**

Repair/replace missing panels and rotten areas. Make panels, posts and gates secure and safe (photo evidence always required if not on original specification).

Renew damaged concrete panels

**SHRUBS:**

Where directed, Medway Council shall reduce hedges which are in excess of 2m in height. Retain the original form and habit of shrubbery.

Hedges growing from an adjacent private property must not be reduced in height but cut back **only** up to the boundary line and not over it. Contractor to notify the adjoining resident.

**TREES:**

Where directed by the Medway Council, the Contractor shall arrange for the lopping or removal of any dead or overhanging branches contributing to on-going maintenance issues with the structure.

Where trees limbs overhang the boundary, and are projecting from an adjacent private property, these are to be cut back **only** up to the boundary line and not over it. Contractor to notify adjoining resident

**SAFETY CHECKS**

**BASIC ELECTRICAL CHECKS:**

The contractor shall appoint a competent person to carry out safety checks on all elements of the electrical installation at the premises.

The competent person must be a qualified electrical engineer conversant with the current version of BS 7671: Requirements for electrical installations.

The Contractor shall test domestic installation to unoccupied property complete, disconnect and repair and renew as necessary illegal wiring and components, provide report and NICEIC test certificate.

All accessories shall be checked to ensure they are visually acceptable, not broken, loose or damaged and are suitable for the intended use. Such as sockets, lights, switches and the Main consumer unit.

Check that all wiring is protected within trunking, boxing or within the wall cavities or floor spaces voids etc. There should be no loose or damaged cables.

All electrical equipment (Shower, Security Light, Boiler) etc. should be fixed securely and be suitable for the manufacturers intended use.

Any plug, socket or adapter present which is intended for domestic use, must comply with the appropriate current regulations. Any unsafe items or appliances within the property should be

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| removed.  |
| Any defects to be recorded and copies of all relevant paperwork including the Periodic Inspection Certificate forwarded to Medway Council.  |
| If as a result of the limited inspection it is determined that the electrical installation cannot be used safely the contractor shall advise Medway Council as soon as possible of work required to bring the property up to current standards. |
| Smoke detectors - battery operated should always be removed and replaced with mains optical   |
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| <b>HEATING INSTALLATION INSPECTIONS:</b>  |
| The contractor shall appoint a competent person to carry out safety checks on all elements of the gas heating installations at the premises.  |
| The competent person must be fully conversant with the current Gas Safety Regulations, The Gas Safety (Installation and Use) Regulations, and have the relevant elements.   |
| The contractor will carry out a complete landlord's gas safety check and testing to all gas appliances and installation and provide Landlords Gas Safety Check Report.  |
| Temporary cap off gas supply to void property, attend and remove cap on reoccupation of property.   |
| The Contractor shall carry out any necessary adjustment or isolated repair of fittings identified as part their testing works. Where fittings cannot be adjusted or repaired they shall be replaced on a like for like basis.                   |
| Sections of missing or damaged pipe boxing shall be made good or replaced as part of the works.   |
| These inspections shall be limited to a visual assessment only where mains service is not currently available.  |
| Check the location of the appliance is suitable paying particular attention to ensure there is an adequate supply of combustion air and ventilation to the appliance.   |
| Attention must be given to reading, understanding and complying with the manufacturer's instructions when carrying out inspections in preparation for servicing an appliance and associated equipment.  |
| Any defects to be recorded and copies of all relevant paperwork/notices to be forwarded to Medway Council.  |
| If as a result of the limited inspection it is determined that the appliance or gas fitting cannot be used safely the contractor shall advise Medway Council as soon as possible.   |
| The Contractor shall carry out the replacement of defective fittings identified as part their testing works to bring the installation up to a serviceable standard. Unless otherwise dictated, fittings shall                                   |

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| be replaced on a like for like basis.   |
| Defective equipment forming part of the installation (Pump, Fan etc.) shall be replaced with new and installed in accordance with the manufacturer's instructions.  |
| Damaged sections of pipe runs shall be replaced where these are surface mounted or readily accessible within voids.   |
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| <b>VENTILATION:</b>   |
| Where it is identified that there is an inadequate supply of combustion air and/or ventilation to the appliance the Contractor shall, where possible, install a replacement ventilator offering the required performance level. |
| Minor alteration of the existing aperture shall be included as part of the works.   |
| The competent person must be suitably qualified and HETAS registered.   |
| The Contractor shall carry out inspections of the heating installation to establish its condition and ascertain, where practicable, whether there are any existing problems with the appliance or system.                       |
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| <b>JOINERY:</b>   |
| The contractor when changing any lock will dispose of lock/cylinder as well as all keys relating to that lock/cylinder  |
| Renew any type of lock cylinder to PVCU door drilling out old cylinder if necessary, replacing with new matching cylinder complete with a least 2 keys, make good, test, and leave in proper working order.                     |
| Where the lock mechanism is incompatible with a replacement cylinder or is found to be defective or excessively worn it should be replaced on a like for like basis.  |
| Lever operated locking mechanisms shall be replaced with a security lock and keep compliant with BS 3621 where practicable. On internal face thumb turns to external doors to be fitted.  |
| A minimum of three keys per lock shall be provided and delivered to Medway Council.   |
| Where a door does not have an existing BS 3621 compliant lock and keep, one should be installed either as a replacement for an existing mortice lock or in addition to the existing lock(s).                                    |
| Renew mortice lock any type or rim lock any type to outhouse shed etc. Including all handles adjusting doors etc.   |
| Overhaul any PVCU door, remove from frame, ease, adjust foot of door, adjust door locking, mechanisms, hinges to ensure door operates correctly, rehang door.   |
| Supply and fit slide bolt to bathroom door  |
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**STAIRS & BALCONY:**

Repair/replace damaged treads and risers.

Repair/replace handrail and spindles or ranch rails.

Repair/replace newel post as required

**WINDOWS GENERALLY:**

Overhaul any PVCU window, dismantle, reassemble, ease, adjust casements, remove, refit or renew ironmongery, check lubricate operating mechanism, renew gaskets, make good and leave in proper working order. All first floor openable windows are to have child proof restrictors fitted.

Sashes with key operated locks with no keys will have new fasteners fitted, ground floor and windows upstairs windows with a platform outside will have locking handles, and all other upstairs sashes will have push button operation.

Where sashes have been permanently sealed by previous tenants the contractor shall reinstate where practicable.

Check draught proof strips function and do not impede operation of window.

Repair or renew adjustable child proof restrictor/catch to any type of PVCU window including remove existing fitting.

Examine fixed shelving for movement or play on brackets or fixings. Refit where possible or remove if not fit for purpose.

**INTERNAL DOORS:**

Check all internal doors, cupboard doors, and hatches for operation and alignment and adjust as necessary. Replace damaged or defective hinges, latches or handles as required.

Attend to minor damage to door frames, stop laths and architraves.

Works to include in situ repairs and part renewals where achievable, using proprietary filler and/or mechanical fixings to extend the life of the element, works not requiring any manufacturing input.

Doors to be light duty. Type and pattern to match existing.

Doors to be fitted to an acceptable standard, CP 151-1:1957 Part 1: Wooden Doors, to provide free and easy operation in use

Door size and thickness to match existing, where original framing is retained, to limit alteration to door stops. Adjustment of dimensions permissible where new framing is required.

Hollow Core Doors: Plywood faced flush, or Special (pressed hardboard faces, factory primed).  
Panel Doors: Softwood framed or Softwood framed half glazed.

Timber quality in accordance with BS EN 942.

Scandinavian whitewood or equivalent perimeter framing. Softwood lock block and Hardwood Lippings to long edges on hollow core doors.

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| Replacement doors to kitchens will be half hour fire check door including stops.  |
| Glazing in doors to be 6.4mm laminated safety glass.  |
| Hinges 2 no. per door. Quality to BS EN 1935 (formerly BS 7352:1990) except fire rated doors  |
| Classification appropriate to weight of door leaf. Mild Steel with BZP finish.  |
| Tubular mortice latch (2½ or 3"). Chrome/nickel plated finish.  |
| Polished anodised aluminium finish on pressed backplates. Sprung operation. Handles to return to face of door.  |
| Privacy set for bathroom doors with thumb turn operation.   |
| 2 no. per door. Quality to BS EN 1935 (formerly BS 7352:1990).  |
| Classification appropriate to weight of door leaf. Mild Steel with BZP finish.  |
| Suitable vents to be fitted, where required, for the supply of 'combustion air'.  |
| Vents to provide an adequate permanent flow rate for the appliance and shall be in accordance with the provisions of Part J of the current Building Regulations.  |
| Fixing shall be sufficient to achieve a secure fixing, suitable for the loads to be supported and conditions expected in normal use.  |
| Renew loft hatch and frame if missing and install lock to loft hatch  |
| All properties with door entry systems should either have two fobs or two keys to the main entrance door and a meter cupboard key as is appropriate   |
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| <b>KITCHEN UNITS:</b>   |
| Where repair(s) to existing kitchen fixtures are being carried out, components and units shall be replaced on a like for like basis. Where necessary, defective items must be carefully removed to avoid damage to adjacent surfaces, fixtures and fittings.                                  |
| On completion of the repair(s), ensure that the kitchen unit carcasses plinths and shelving are rigid and firmly secured to the background with suitable fixings. Ensure that all melamine facings and trims are intact – normal minor surface wear and discolouration only will be accepted. |
| All hinges and drawer runners shall be in good condition.   |
| Ensure that all kitchen unit hinges, drawer runners etc. are clean and in good working order. Adjust and accurately re-align doors and drawers as necessary.  |

Minimum standard of number of units are as follows:-

**1 bedroom property is:**

- 2 double base units,
- 1 double wall unit,
- 2 single wall units and 1 single base unit.

**2 bedroom property is:**

- 3 double base units,
- 1 double wall unit,
- 3 single wall units and 1 single base unit.

**3 bedroom property is:**

- 3 double base units,
- 2 double wall units,
- 3 single wall unit and 3 single base units.

**4 bedroom property is:**

- 3 double base unit,
- 2 double wall unit
- 3 single wall units and
- 4 single base units.

Install units if there are less than one wall unit and one floor unit

The existing sink top and associated sealant is to be carefully removed to avoid damage to adjacent surfaces.

The existing taps (where they are in good general condition) are to be removed and set aside for re-use unless otherwise directed by the client.

Replacement sink tops shall be stainless steel to BS 1244: Part2: 1988 and shall be of near identical proportions to the sink being replaced.

The front edge of a replacement sink top shall be shaped to complement existing worktop.

The new sink shall be fitted with a combined waste and overflow to BS 3380 complete with plug and chain and new PVCU bottle trap.

Where new taps are required they shall be 15mm highneck Peglar Polo or equal and approved, unless otherwise directed by the client.

Component parts to be assembled jointed together and secured to the existing base in accordance with the manufacturer's instructions and recommendations. The 'Hot' tap shall be positioned on the left as viewed by the user. Connect taps and trap to existing service and waste pipe work.

Bed and point around perimeter of new sink top with clear Silicone based sealant to BS 5889, Type

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| B with fungicide.  |
| Allow for reinstatement of electrical earth bonding as appropriate.  |
| Remove and clean off all labels, adhesive and protective coverings. Ensure that the new sink is free from damage or defects.   |
| Ensure that the hot and cold water supply is adequate and that all associated service and waste pipe work and fittings are functioning correctly and that there are no leaks.  |
| Make good all wall plaster, splash back tiling etc. disturbed.   |
| Defective or damaged kitchen worktops shall be replaced on a like for like basis. Where it is not possible or economic to obtain a replacement worktop to match existing then all associated worktops shall be replaced.                   |
| Minimum 40mm thick MR chipboard to BS EN 312 part 5 type 5 covered on top and all edges with coloured laminated plastic veneer to BS EN 348, Part 1, Table 1, Grade H, Class G, Type S, reverse compensated.                               |
| The front edge to match existing if replacing one worktop or post formed if replacing all worktops.  |
| Where a new tenant's colour choice is available, it will be confirmed in writing by Medway Council before the Contractor takes possession of the site.   |
| Where a colour choice is not provided, the Contractor shall install bench marx options range.  |
| New worktops to be fixed to existing bearers or base units with suitable corrosion resistant screws to BS 1210. Worktops to be fitted in unjointed running lengths. Angle joints are to be mitred and sealed to prevent water penetration. |
| Point around all abutments with suitable silicone sealant to comply with BS 5889, Type B with fungicide. Sealant to match colour of worktop.   |
| New kitchen units, where required, shall comply with the requirements of BS 6222: part 2, grade H and BS 6222: part 3 and shall match existing   |
| All new kitchen units are to be assembled (where necessary) and installed strictly in accordance with the manufacturer's instructions and recommendations.   |
| Existing ceramic tiling shall be removed and wall plaster made good as necessary.  |
| New splash back tiling to be a minimum of three courses (450mm) high adjacent worktops, extending down to floor level behind the cooker position.  |
| Full replacement of kitchens will be as per the specification on the planned programme and funded separately.  |
| The contractor shall ensure that upon departure all second fix joinery items shall be in a satisfactory condition and free of surface damage and defects and able to receive a decorative finish where appropriate.                        |
| Check hardboard self-finished bath panels are secure, fix with cupped screws into timber backgrounds where necessary.  |

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| Ensure pipe boxings are complete and refit loose panels where possible.  |
| Where floor coverings are not present the Contractor shall check all floors for loose or defective elements.   |
| Securely fix loose floor boarding, hatches etc. by nailing or screwing (as appropriate) to a solid background in order to prevent rocking and twisting.  |
| Ensure that all reinstated boards are left at the same level as the adjacent floor.  |
| Carefully cut out damaged floor boarding and replace with boarding on a like for like basis. Ensure that ends of softwood boards are fully supported by a joist or suitable bearer.  |
| Replacement boards forming permanent access traps to services should be substituted with suitable thickness plywood sheet cut and scribed to fit the opening and securely fixed in position with screws.   |
| Nails shall comply with the requirements of BS 1202 and be fully driven in without splitting or crushing the timber. Punch nail heads below the surface of the timber.   |
| Screws shall be suitable and sufficient to achieve a secure fixing, suitable for the loads to be supported and conditions expected in normal use.  |
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| <b>EXTERNAL DOORS:</b>   |
| The use of softwood doors as replacement will not be permitted.  |
| Agreement must be made with Medway Council that an external door is damaged beyond economical repair prior to its replacement.   |
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| <b>PLUMBING:</b>   |
| All voids will have a new WC seat fitted.  |
| All new seats shall match the colour of the existing bathroom suite wherever possible and be supplied with a hinged cover. Where a suitable colour match is not available, a Celmac 'Woodbridge' pine effect seat and cover (ref SWC 11 AP) shall be fitted. |
| Ensure that all taps to sinks, washing machine positions etc. are in good condition and operating freely and effectively. Defective taps or their component parts should be replaced.  |
| Ensure that all waste pipe work is complete, intact, watertight and operating effectively  |
| Where there is suitable space within the property for an automatic washing machine but there is no appropriate separate hot and cold supply or trapped waste, these shall be provided by the Contractor.   |
| Replace shower curtain to match existing.  |
| Secure bath panel and replace if missing (following asbestos test).  |
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| <b>SANITARY WARE:</b>  |

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| The Contractor shall generally be pre-advised by Medway Council of individual elements of the bathroom suite which are to be replaced.  |
| Where no such information has been made available the Contractor shall still closely inspect the suite for any hidden defects prior to cleaning.  |
| Wherever possible, where a single item is required to be replaced, the defective wash basin, bath or WC suite component shall be replaced on a like for like basis.   |
| Where an identical replacement is not available, one of the same colour and of similar proportions shall be installed where possible.   |
| Where a colour matched item is not available, a white coloured replacement will be accepted.  |
| Where it is necessary to replace the wash basin and/or bath splash backs, all associated non matching ceramic wall tiling shall be carefully removed and wall plaster made good where disturbed.  |
| New splash back tiling shall be provided, colour matched to new fittings. Tiling to be a minimum of two courses (300mm) high where appropriate, adjacent to all walls abutting the bath and the basin. Tiles to cut, spaced, fixed and grouted strictly in accordance with the manufacturers recommendations. |
| The existing defective wash basin, bath or WC suite and associated sealant is to be isolated and carefully removed to avoid damage to adjacent surfaces, floor coverings etc.   |
| Associated fittings such as brackets and pedestals, framing and panels, are also to be removed and renewed as part of the works.  |
| The existing taps are to be removed and set aside for re-use unless otherwise directed by the client.   |
| Where new basin taps are required they shall be 15mm chrome plated brass pillar taps or equal and approved, unless otherwise directed by the client.  |
| Where new bath taps are required they shall be 22 mm chrome plated brass pillar taps or equal and approved, unless otherwise directed by the client.  |
| Supply and install the new basin complete with a new 32 mm chrome plated brass waste, chain and plug and a new PVCU bottle trap.  |
| Supply and install new bath (which shall be to BS 1390) complete with a new 38 mm chrome plated brass waste, chain and plug and a new PVCU bottle trap.   |
| Supply and install new colour matched bath panel(s) (to be high impact polystyrene with rigid honeycomb backing).   |
| Make good bath enamel chips which are located below waterline   |
| Supply and install new vitreous china horizontal outlet pan to BS 5503: 1997 complete with colour matched plastic seat and cover to BS 1254: 1981. Connect pan to existing soil pipe with suitable finned plastic connector.  |

Where necessary, supply and install new 7.5 litre capacity low level vitreous china cistern with bottom overflow. Cistern to have high pressure ball valve to BS 1212 part II , operated by chrome plated lever. Flush pipes, where required, to be colour matched plastic, complete with proprietary connectors.

Remove and clean off all labels, adhesive and protective coverings. Ensure that the new bathroom fittings are free from damage or defects.

Ensure that the hot and cold water supply is adequate and that all associated service and waste pipe work and fittings are functioning correctly and that there are no leaks.

Make good all associated pipe boxing, skirtings and wall plaster, disturbed during the works.

**REPLACEMENT PIPE RUNS:**

Damaged sections of pipe runs shall be replaced regardless of location or accessibility, including the removal and/or renewal of pipe boxing, lifting of floorboards and the excavation of buried services. New pipe work shall be securely clipped and protected.

Replacement pipe runs shall be limited to not more than 50% of the installation.

Holes drilled in traditional joists for concealed pipe work shall be strictly in accordance with the Building Regulations Approved Document A.

Full replacement of bathroom suite will be as per the specification on the planned programme.

Plugs in sink and bath to be replaced in all voids

**ELECTRICAL INSTALLATION:**

The Contractor shall carry out the replacement of any defective accessories identified as part their testing works to bring the installation up to a serviceable standard. Unless otherwise dictated, accessories shall be replaced on a like for like basis.

Defective equipment forming part of the installation (Shower, Security Light etc.) shall be replaced with new and installed in accordance with the manufacturer's instructions.

Elements of defective wiring shall be renewed where they are readily accessible within surface mounted trunking or voids.

Remove all obsolete/redundant equipment within the property and make good all disturb surfaces.

The Contractor shall ensure compliance with current IEE regulations for supplementary bonding on works carried out during the re-let.

Elements of defective wiring shall be renewed regardless of location or accessibility, including the removal and/or renewal of pipe boxing, lifting of floorboards and the forming of chases. New wiring shall be securely fixed and protected.

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| Replace all single sockets with double sockets including all associated works.   |
| All pull cords are to be replaced in bathroom and any other cords in kitchen used for lights or fans   |
| Holes drilled in traditional joists for electrical service runs shall be strictly in accordance with the Building Regulations Approved Document A.   |
| Replace batten lamp holders with a vapour proof light fitting in bathrooms   |
|  |
| <b>PLASTERING REPAIRS</b>  |
| <b>PATCH REPAIR DEFINITION:</b>  |
| Confined to localised impact damage or patches around light switches or other services, also works to make good damage after other trades such as around window reveals or door frames.  |
| Where not more than 40% of the total wall area in any one wall is deficient.   |
| Patch repairs will not be accepted where works of the following nature apply:  |
| Where an additional underlying failure of a building element exists (i.e. repairs of a structural nature, or rising dampness).   |
| Sources of penetrating dampness cannot be easily identified and eradicated.  |
| Works including the replacement of whole wall or ceiling finishes. Whole wall or ceiling replacement is where more than 40% of the total surface area is deficient and shall generally apply where:  |
| An underlying failure of a building element has been diagnosed (i.e. repairs of a structural nature, or rising dampness) and has been suitably rectified.  |
| Sources of penetrating dampness have been identified and eradicated.   |
| All work to be carried out in accordance with BS 8000:Part 10: 1995 – Workmanship on Site. Code of Practice for Plastering and Rendering.  |
| Backgrounds shall be given appropriate treatment before plastering in accordance with BS 5492 Code of Practice for internal plastering. The background to be plastered should be sufficiently even to provide a reasonably plane plaster finish. The background should provide a satisfactory key for new plaster. |
| In the event of mixed backgrounds where differential movement is anticipated the plaster shall be, where practicable, isolated from one of the backgrounds using galvanised metal lathing.   |
| Angle beads and stop beads shall be galvanised metal or stainless steel, cut edges of galvanised metal shall be sealed with bitumen paint to prevent corrosion.  |
| Fixed with corrosion resistant fixings, maximum fixing centres 600mm.  |
| Where services, either new or relocated, are to be concealed behind plaster ensure chases are cut to adequate depth to provide protection against chemical action or thermal movement.   |

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| Plaster should be mixed in the specified proportions or as recommended by the plaster manufacturer for the particular location and use. Plaster should be mixed to uniform consistency. Different types should not be mixed together.  |
| Plaster shall be allowed to dry thoroughly before decoration to avoid the occurrence of salt efflorescence.  |
| Plaster shall be applied to a thickness sufficient to achieve the required quality of finish, and minimum number of coats, in accordance with the surface to be plastered.   |
| Undercoats to be finished with a keyed surface and should be sufficiently set/cured before top coats applied.  |
| Single coat gypsum plaster applied to gypsum plasterboard should not exceed 3mm.   |
| Two final coat gypsum plaster applied to gypsum plasterboard should have a minimum thickness of 5mm.   |
| Two coats of gypsum plaster (undercoat and final coat) should have a minimum thickness of 10mm.  |
| The overall thickness of two coat plaster should not exceed 13mm when applied over an even surfaced substrate.   |
| The overall thickness of three coat plaster should not exceed 19mm when applied over an even surfaced substrate.   |
| The finished surface should have no more than 3mm deviation in any 1.8m run.   |
| Where large depressions are present, deeper than 10mm, these shall be dubbed-out with undercoat plaster mix and built up in layers, not exceeding 10mm, until flush with the background surface. Dubbing out shall be done well in advance of the application of the first coat. |
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| <b>ADDITIONAL WORKS IN RELATION TO PLASTERBOARD:</b>   |
| Boards should not be erected in areas which are not weatherproofed.  |
| Foil backed boards to be used, where specified, in areas of condensation risk.   |
| Fixing of plasterboard should only take place when other first fix items have been completed. Ceiling boards to be fixed before wall boards.   |
| Plasterboard used for fire resistance purposes should be double thickness with the boards staggered. (12.5mm thick x2 no)  |
| All edges to be fully supported.   |
| Timber framing, in stud walls, minimum width 41mm for abutting joints.   |
| Minimum timber width for ceiling noggins 38mm for paper bound edges to be fixed.   |
| Minimum timber width for ceiling perimeter fixing 25mm.  |

Nails to be steel and corrosion protected, 2.5mm diameter shank, 7mm diameter head. Nails to be minimum 30mm long for single layer 9.5mm thickness plasterboard or a minimum of 40mm long for single layer 12.5mm thickness plasterboard.

Nails to be positioned a maximum of 150mm apart per metre.

Screws to be corrosion resistant with a thread diameter of a minimum of 3.5mm.

Screws to be minimum 32mm long for single layer 9.5mm thickness plasterboard or a minimum of 36mm long for single layer 12.5mm thickness plasterboard.

Screws to be positioned a maximum of 300mm apart per metre.

**ADDITIONAL WORKS IN RELATION TO DAMPNES:**

Plaster to be removed to a minimum height above dpc of 1000mm.

Rake out brickwork joints to 10mm depth to provide key.

Where new cement/sand plaster is to be applied;

1:3 cement sand undercoat and class B gypsum plaster finish, maximum thickness of cement/sand to be 10mm. Plaster shall not bridge dpc or meet floor construction.

Where renovating plasters plaster is to be applied;

Plastering system to be BBA certified, or have other third part accreditation.

Manufacturer's instructions to be followed precisely.

Gypsum based undercoats are not to be used.

**FLOOR COVERINGS:**

All aspects of the installation of floor coverings should be in accordance with the requirements of the relevant national British Standard Code of Practice i.e. BS5325 (Installation of textile floor coverings) or BS8203 (Installation of resilient floor coverings) and supplementary specifications, or BS8425 (Installation of laminate floor coverings).

The contractor shall, where existing carpet finishes are present, ensure that the covering is adequately secured at all door openings by use of suitable edge trims. The covering shall be secured to a standard free from surface irregularities, whether fixed by gripper rods or by means of full adhesion.

The contractor shall, where thermoplastic tiles are present, ensure that tiles are adequately bonded to the substrate. In the event that adequate bonding cannot be guaranteed then thermoplastic tiles shall be removed. Bring up the sub floor to the required standards to receive new vinyl floor coverings and lay new.

Any tiling identified as being an asbestos containing material shall NOT be covered over, refer to Asbestos specification for further details.

Floor tiling repairs shall be carried out with tiles to match existing. Where tiling is being replaced to a whole room, it shall be Polyflor Classic Mystique, Tarkett Sommer Tapiflex TX 233 Saphyr range or other equal and approved non directional printed vinyl floor covering.

Vinyl sheet flooring repairs shall be carried out to match existing. Where sheeting is being replaced to a whole room, it shall be PolySafe to closely match existing.

Where a new tenant's colour choice is available, it will be confirmed in writing by Medway Council before the Contractor takes possession of the property.

Where a colour choice is not provided, the following options to be installed: basic vinyl flooring and wet room would be non-slip flooring.

Make good floor screed as required

**CONCRETE REPAIRS:**

Minor cracks and deficiencies to self-finished concrete floors shall be patch repaired using a proprietary cementitious latex compound. Preparation and application must be carried out strictly in accordance with the manufacturer's instructions.

Larger cracks shall be filled and pointed with a weak cement and sand mortar mix. The edges of the crack shall be cut back to a straight edge, feather edging will not be accepted, and all dirt and debris removed prior to the mortar being applied.

Self-finished concrete surfaces shall be free from major defects.

Minor cracks and deficiencies shall be patch repaired using a cementitious latex mixture. Larger cracks shall be repaired with a weak cement mix, no stronger than that of the existing screed or slab. The edges of the crack shall be cut back to a straight edge, feather edging will not be accepted, and all dirt and debris removed.

Where cracking is suspected to be due to soluble sulphate leading to sulphate attack or attributable to any structural failure, specialist works will be required. This work shall be in agreement with Golding Homes and carried out under a separate programme of works.

**DECORATION:**

All backgrounds shall be suitably prepared to receive the finish in accordance with the relevant manufacturer's instructions.

Where patch plastering is identified on walls, that whole room to be stripped of any wall coverings and prepared ready for redecoration by others.

Where the background has been recently renewed and is still in the process of drying out an appropriate porous decorative coating ('Trade' emulsion or similar) will be acceptable.

For walls within bungalows and sheltered units, where new plaster has been applied the Contractor shall arrange for that room to be colour washed upon completion of plastering works.

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| The contractor shall, where instructed, carry out internal re-decoration to walls, ceilings and adjacent items of internal joinery.  |
| Vinyl matt emulsion shall be applied to walls and ceilings.  |
| Paint to walls and ceilings in kitchen, utility and bathrooms (areas where high humidity levels could be expected) shall be Vinyl Silk emulsion containing anti-fungal properties.                   |
| In general, colours shall be White for ceilings and woodwork and Magnolia for walls.   |
| Internal woodwork shall be prepared and painted or stained as appropriate to the existing decorative treatment.  |
| Repair/replace damaged or missing skirting boards.   |
| Remove polystyrene tiles from ceiling and skim ceilings.   |
| Remove tile surround, brick up, ventilate and make good plaster and skirting where back boiler / fire has been removed.  |
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| <b>GLAZING:</b>  |
| All glass in doors and windows will be thoroughly checked for defects.   |
| Single panes of glass to be replaced on a 'like for like' basis unless the glass is sited in a 'critical location'.  |
| Critical locations as defined by BS 6206:1981 'Specification for Impact Performance for Flat Safety Glass and Safety Plastics for use in buildings'.   |
| All glass to be installed in accordance with BS 8000 - 7:1990 Workmanship on building sites.   |
| Glass which is wholly or partially within 800mm of the floor level shall be: Minimum Class B (laminated) and permanently marked accordingly.   |
| Glazing in a door which is wholly or partially within 1500mm from floor level shall be: Minimum Class B to BS6206 and marked accordingly.  |
| Glass which is wholly or partially within 300mm of the edge of the door and which is wholly or partially within 1500mm from floor level shall be: Minimum Class B to BS 6206 and marked accordingly. |
| Glass in doors and windows forming part of an enclosure for means of escape to be clear fire rated (Pyro) glass, to withstand a minimum of 60 minutes exposure to fire.                              |
| Glass in a 'critical location' forming part of an enclosure for means of escape to be fire rated as above and safety rated to Class C of BS 6206.  |
| Insulated Glass Units to be manufactured in accordance with BS 5713.   |
| Units in critical locations to be minimum Class A (toughened) and permanently marked accordingly.  |
| First floor installations to have a degree of obscurity of a minimum of 4, ground floor installations to have a degree of obscurity of a minimum of 5.   |
| Glazing to be available in toughened format where installed in a 'critical location'.  |

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| Patterns to be limited, acceptable patterns are Arctic (4), and Cotswold (5).   |
| <b>MAJOR WORKS:</b>   |
| Where floor deflection, timber decay or infestation is identified or where significant cracking is evident in concrete floors prior to the contractor taking possession of the site, Medway Council shall identify the cause of the defect, assess the extent of the remedial work which is likely to be required and apply an appropriate re-let category. |
| The contractor will be provided with a schedule of works required prior to commencement on site.  |
| <b>UNFORSEEN WORKS:</b>   |
| Where defects of a similar nature as previously described are discovered by the contractor while work is in progress, the contractor shall immediately consult Medway Council (or his representative).  |
| The contractor is likely to be required to arrange or carry out exposure work and sample testing in order to identify the cause of the defect(s). The findings of such investigations shall dictate the repair or replacement method to be adopted and may affect the 'Relet' category.   |
| These issues shall be discussed and agreed between the Contract Administrator or his nominated representative and the contractor's representative. The Contract Administrator shall ensure that relevant parties within Medway Council are promptly informed regarding any expected or agreed changes to the Relet category.                                |
| <b>DAMPNESS ERADICATION:</b>  |
| Where dampness issues are suspected or identified prior to the contractor taking possession of the site, Medway Council shall assess or identify the cause of the problem, assess the extent of the remedial work which is likely to be required and apply an appropriate relet category.   |
| The contractor will be provided with a schedule of works which are likely to be required prior to commencement on site.   |
| Where defects of a similar nature are discovered by the contractor while work is in progress, the contractor shall immediately consult Medway Council.  |
| Issues which may affect the Relet category shall be discussed and agreed between the Medway Council and the contractor's representative.  |
| Medway Council shall ensure that all relevant parties are promptly informed regarding any expected or agreed changes to the Relet category.   |
| The contractor should be aware of potential sources of dampness and take appropriate initial steps to confirm the cause of any symptoms of dampness prior to contacting Medway Council. With a maximum limit of 1sqm.   |
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| <b>AREAS TO BE INVESTIGATED:</b>   |
| Potential excessive moisture symptoms and causes to be investigated include;   |
| § Discolouration and staining of finishes  |
| § Mould growth   |
| § Sulphate attack  |
| § Frost damage   |
| § High ground/path levels  |
|  |
| <b>EXPOSURE WORKS:</b>   |
| The contractor may be required to arrange or carry out exposure work, sample testing or specialist survey works in order to identify the cause of the defect(s).   |
| The findings of such shall dictate the repair or replacement method to be adopted.   |
|  |
| <b>NOTIFICATION OF RESULTS:</b>  |
| Following exposure works; survey results, prescribed remedies and estimates for works shall be forwarded to Medway Council. Approval prior to commencement of the works must be sought.                                |
|  |
| <b>REMEDIAL WORKS:</b>   |
| The contractor will be required to provide details of their proposed remedial works and offer appropriate guarantees for works carried out to eliminate or control structural dampness.                                |
| Where rot/dampness is associated with poor ventilation of areas [sub-floor voids or roof spaces] the contractor shall modify the ventilation so that it complies with current Building Regulations.                    |
| Where the contractor is able to effectively remove sources of penetrating dampness remedial plastering works in relation to dampness shall be observed.  |
|  |
| <b>SPECIALIST WORKS:</b>   |
| Where dampness is suspected in timbers these shall be thoroughly probed to locate the depth and extent of damage to enable the appropriate remedial package to be prepared to prevent a potential outbreak of dry rot. |
| Evidence of damage by wood-boring insects should also be noted to assist in the arrangement of specialist treatment works.   |
| Where referral to a specialist contractor is appropriate they shall;   |
| § Be a member of The British Wood Preserving and Damp Course Association.  |
| § Use only staff that are appropriately trained and certified.   |
| § Offer an insurance backed guarantee for all work.  |
| § Have a minimum of 10 years trading under their current name.   |

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| <b>FIRE DAMAGE:</b>   |
| When fire damage is evident prior to the contractor taking possession of the site, Medway Council shall assess the extent of the remedial work which is likely to be required and apply an appropriate relet category. Where deemed necessary, the contractor will be provided with a schedule of works required prior to commencement on site. |
|   |
| <b>ROOFING REPAIRS</b>  |
| <b>POLYSTYRENE TILES:</b>   |
| All polystyrene tiles should be removed as they are a potential fire risk.  |
|   |
| <b>FELT:</b>  |
| The contractor shall carefully examine defective built up felt roofing to identify points of ingress, paying close attention to joints and detailing work.  |
| The contractor shall take appropriate action to remedy defects in built up felt roofing including attending to splits small cracks and bubbles including cutting and drying out the covering prior to undertaking repairs.  |
| Where built up felt roofing is deemed to be beyond economical repair the contractor shall consult Medway Council.   |
| Where deemed appropriate, prepare and apply ACROPOL + fibre reinforced acrylic resin (or equal and approved) waterproof roof coating, applied strictly in accordance with the manufacturers recommendations and instructions.   |
| Reinstate gravel chippings where installed over repaired area to match the rest of the surface to resist solar degradation of coverings.  |
|   |
| <b>SHEET ROOFING:</b>   |
| Crawling boards must be used to prevent any deflections damaging new or existing sheets, fittings or sealants.  |
| The contractor shall assume that profiled asbestos cement sheeted roofs are fragile in all cases and take all necessary precautions to prevent the collapse of additional areas of roofing around the intended repair.  |
| The contractor shall install FILON DR Double Reinforced (or equal and approved) profiled roof sheets as either a direct replacement or, with prior approval from Medway Council, laid over existing damaged sheets.   |
| On single skinned applications, where the underside of the sheet would be exposed within a building, the contractor shall install Grade 104 sheeting in accordance with BS747 "Fire Tests": Part 3 and 7 to achieve Class 1 fire rating.  |

On normally exposed buildings, not exceeding 10m high with normal permeability, fix sheets in every corrugation and secure side laps at centres not exceeding 450mm.

For installations above this height the contractor shall consult the manufacturer for an appropriate fixing specification.

Rigid shaped supports are required [where not installing over original sheets] to absorb pressures required by sealing washers without distorting the sheet.

**SINGLE PLY MEMBRANES:**

The contractor shall identify the manufacturer of the system to be repaired.

The recommendations and instructions of the manufacturers repair specification shall be strictly adhered to.

**TILED ROOFS:**

The contractor shall identify and replace damaged tiles with identical type and colour. Where the original tile is no longer available the contractor may substitute with a replacement of equal proportions and colour. With a maximum limit of 1sqm.

Check that tiles are correctly located over battens to achieve the required lap in accordance with the manufacturers recommendations and, where required, fixed with galvanized or aluminium alloy nails through alternate courses of tiles.

The condition of battens should be inspected for potential rot where evidence of prolonged rain penetration exists.

New battens to be sized to match existing and graded to BS 4978, clause 5 or 9. Moisture content: not more than 22% at time of fixing. Preservative treatment: OS double vacuum as section Z12 and British Wood Preserving and Damp-proofing Association Commodity Specification C8.

**FLASHINGS:**

Flashings shall be checked to ensure they are set back against the wall and are totally watertight. Clean the area by raking out old debris and mortar. Brush away any dust or grit and dampen the bed joints prior to application of new mortar pointing.

Mortar pointing shall be evenly stemmed into bed joints. Joints to be raked out square to approximately 25mm depth.

**RIDGE/HIP TILES:**

Where ridge tiles are identified as loose because of cracked or crumbling bedding mortar the contractors shall carefully remove and clean them prior to repositioning.

Check that the roof structure is also clear of old mortar and brushed clean of dust prior to relaying of tiles.

Where tiles are damaged or broken they shall be replaced with a tile of equal proportions and colour.

Bed tiles in position using a 1:3 cement: sand mixture. The mixture should be as stiff as practicable, but not too loose as to allow run off which could become unsightly. Tiles to be soaked in clean water before fixing in position to assist bonding.

Dampen the ridge prior to laying fresh mortar to prevent loss of adhesion and resist premature cracking in hot weather.

The ridge tiles should be laid and set into position along the roof-line, using the same method already used on the roof. Ensure there is a solid bedding of mortar at the end tile or where the tiles come against a wall to seal the open end of the ridge.

If upon closer inspection the ridge tiles appear firmly fixed and only the cracked mortar between them needs replacing, rake out the gaps between the tiles and repoint using a gun applied bead of flexible non-setting mastic between the tiles.

The contractor shall select a mastic colour to match the other tiles along the run.

**GUTTERING:**

Where evidence exists of an overflow the contractor shall identify the source by checking the line of the gutter for sagging or missing brackets and adjust or replace as necessary to correct the defect.

Where sections of guttering are defective and require replacement this shall be limited to individual lengths and undertaken on a like for like basis, unless otherwise instructed.

Ensure all disturbed fittings and connections to rainwater pipes are watertight.

Satellite dishes & TV Aerials to be left in-situ if safe. Remove aerials and dishes where unsafe and in dangerous condition

**CHIMNEYS:**

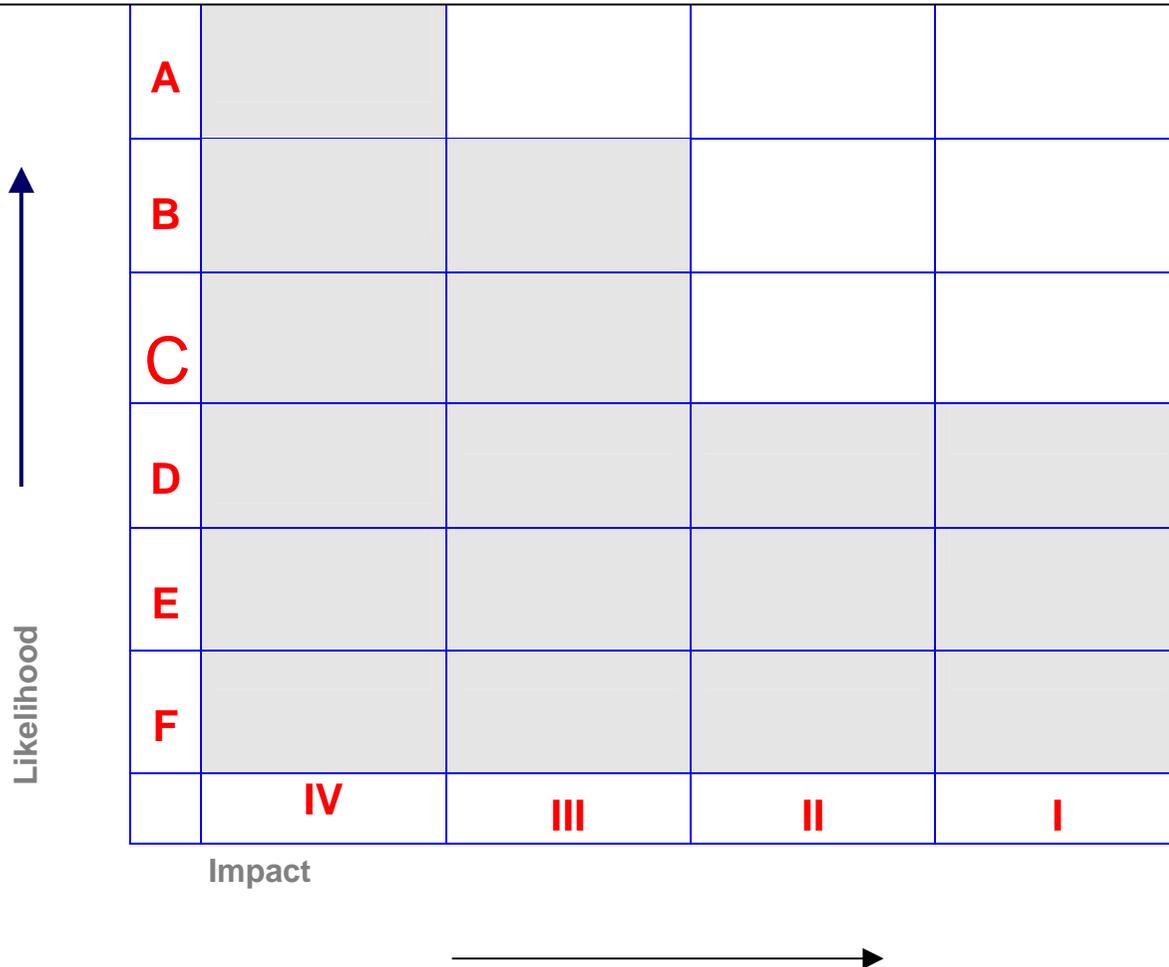
Repairs to chimneys shall only be undertaken in instances where the stack is in imminent danger of collapse and with prior approval from Medway Council.

Where scaffolding is erected at the property the contractor shall advise Medway Council who shall arrange for closer inspection of any stack in poor condition.

# RISK REGISTER – ASSET MANAGEMENT STRATEGY

## Appendix C

### RISK MATRIX



|          |           |            |           |          |
|----------|-----------|------------|-----------|----------|
| <b>A</b> |           |            |           |          |
| <b>B</b> |           |            |           |          |
| <b>C</b> |           |            |           |          |
| <b>D</b> |           |            |           |          |
| <b>E</b> |           |            |           |          |
| <b>F</b> |           |            |           |          |
|          | <b>IV</b> | <b>III</b> | <b>II</b> | <b>I</b> |

#### Likelihood:

- A Very high
- B High
- C Significant
- D Low
- E Very low
- F Almost impossible

#### Impact:

- I Catastrophic (Showstopper)
- II Critical
- III Marginal
- IV Negligible

|  |   |  |  |  |   |          |                   |                 |  |
|--|---|--|--|--|---|----------|-------------------|-----------------|--|
| <b>1</b>   | <b>Strategic</b>  | <b>Owner</b>                                 | <b>Strategic Asset Manager</b>   | <b>Portfolio holder: Howard Doe</b>  | <b>Current Risk Score</b>   | <b>B</b> | <b>I</b>          | <b>Reviewed</b> |  |
| <b>Link to Corporate Priority</b>                      |   | <b>Everyone benefiting from regeneration</b> |  |  |   |          |                   |                 |  |
| <b>Vulnerability</b>                                   |   |  | <b>Trigger</b>   |  | <b>Consequences</b>   |          |                   |                 |  |
| Failure to have an effective Asset Management Strategy |   |  | Lack of planning for:<br><input type="checkbox"/> Reinvestment in stock<br><input type="checkbox"/> Reinvestment in estates<br><input type="checkbox"/> Changes in demographics<br><input type="checkbox"/> Demand in properties |  | <input type="checkbox"/> Poorly maintained properties<br><input type="checkbox"/> Not enough stock to meet demand<br><input type="checkbox"/> Investment in poor performing areas<br><input type="checkbox"/> Properties do not meet the needs of customers |          |                   |                 |  |
| <b>Mitigating actions</b>                              |   |  |  |  |   |          |                   |                 |  |
| <b>Code</b>  | <b>Description</b>  | <b>Managed By</b>                            | <b>Desired Outcome</b>   | <b>Output</b>  | <b>Milestones/PIs</b>   |          | <b>Monitoring</b> |                 |  |
| 1.01   | Asset Management Strategy in place and reviewed regularly | Strategic Asset Manager                      | Stock delivers best value for money, creates sustainable communities and meets need  | Identify the key priorities for the stock.   | Asset Management Group to approve   |          | Annual review     |                 |  |
| 1.02   | Development programme in place                            | HRA Development Manager                      | Enough stock to meet housing demand  | Programme in place to increase and redevelop stock so that it meets the needs of residents                       | Number of affordable housing units delivered  |          | Quarterly         |                 |  |
| 1.03   | Stock viability reviewed annually                         | Strategic Asset Manager                      | Stock provides value for money and is sustainable  | Routinely provide a full analysis of all properties looking at income, cost and demand and make recommendations. | Analysis presented to Asset Management Group  |          | Annual            |                 |  |
| 1.04   | Right to buy policies and procedures                      | Policy and Business Development Officer      | Enough stock to meet housing demand  | Full suite of policies and procedures in place to ensure correct sale and disposal of properties                 | Number of properties sold through right to buy  |          | Quarterly         |                 |  |

|   |                    |                        |  |                                     |   |          |                   |                 |  |
|---|--------------------|------------------------|--|-------------------------------------|---|----------|-------------------|-----------------|--|
| <b>2</b>  | <b>Budget</b>      | <b>Owner:</b>          | <b>Head of Housing</b>   | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b>   | <b>E</b> | <b>I</b>          | <b>Reviewed</b> |  |
| <b>Link to Corporate Priority</b>                             |                    | <b>Value for Money</b> |  |                                     |   |          |                   |                 |  |
| <b>Vulnerability</b>  |                    |                        | <b>Trigger</b>   |                                     | <b>Consequences</b>   |          |                   |                 |  |
| Inadequate budget to complete planned maintenance programmes. |                    |                        | <input type="checkbox"/> Withdrawal or reduction in resources<br><input type="checkbox"/> Investment in properties that are un viable<br><input type="checkbox"/> Inaccurate planning/insufficient funds allocated<br><input type="checkbox"/> Overspend on reactive repairs<br><input type="checkbox"/> Components in excess of the schedule of rates |                                     | <input type="checkbox"/> Not achieving maximum benefit and best value<br><input type="checkbox"/> Failure to carry out full planned maintenance programme |          |                   |                 |  |
| <b>Mitigating actions</b>                                     |                    |                        |  |                                     |   |          |                   |                 |  |
| <b>Code</b>   | <b>Description</b> | <b>Managed By</b>      | <b>Desired Outcome</b>   | <b>Output</b>                       | <b>Milestones/PIs</b>   |          | <b>Monitoring</b> |                 |  |

## RISK REGISTER – ASSET MANAGEMENT STRATEGY

|      |                                     |                         |                           |                                   |   |         |
|------|-------------------------------------|-------------------------|---------------------------|-----------------------------------|---|---------|
| 2.01 | Planning carried out in advance     | Strategic Asset Manager | Increased value for money | 3 year budget project projections | Asset Management Group<br>Resident Budget Consultations | Annual  |
| 2.02 | Monitoring of programmes and budget | Deputy Head of Housing  | Increased value for money | Close monitoring of budget spend  | Monitoring meetings                                     | Monthly |

|          |                          |               |                        |                                     |                           |          |          |                 |  |
|----------|--------------------------|---------------|------------------------|-------------------------------------|---------------------------|----------|----------|-----------------|--|
| <b>3</b> | <b>Health and Safety</b> | <b>Owner:</b> | <b>Head of Housing</b> | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b> | <b>E</b> | <b>I</b> | <b>Reviewed</b> |  |
|----------|--------------------------|---------------|------------------------|-------------------------------------|---------------------------|----------|----------|-----------------|--|

**Link to Corporate Priority** | **Safe, clean and green Medway**

| Vulnerability  | Trigger  | Consequences  |
|--|--|---|
| Properties and estates to not meet health and safety standards | <input type="checkbox"/> Failure to carry out planned works<br><input type="checkbox"/> Failure to carry out gas and electrical servicing<br><input type="checkbox"/> Properties do not meet HHSRS | <input type="checkbox"/> Risk to residents and others<br><input type="checkbox"/> Failure to meet obligations as a landlord |

### Mitigating actions

| Code | Description   | Managed By                | Desired Outcome                          | Output  | Milestones/Pis   | Monitoring |
|------|---|---------------------------|--|---|--|------------|
| 3.01 | Cyclical testing and planned works carried out              | Deputy Head of Housing    | Properties safe                          | 5 year electrical test programme<br>Routine asbestos testing ahead of major works<br>Annual planned works programme             | Number of units completed  | Quarterly  |
| 3.02 | Annual servicing programme                                  | Deputy Head of Housing    | Properties safe                          | Annual gas servicing programme in place   | Access for gas servicing   | Monthly    |
| 3.03 | All visiting officers to complete HHSRS training            | Strategic Asset Manager   | Properties and estates free from hazards | Upon completion of training all officers able to identify risk and potential hazards and put measures in place to rectify these | HHSRS compliancy across HRA stock<br>Training needs identified at PDRs | Annual     |
| 3.04 | Estate inspections carried out                              | Housing Management Team   | Clean and safe estates                   | Housing Officers and local residents carry estate inspections out monthly.  | Number of inspections completed  | Monthly    |
| 3.05 | HHSRS surveys carried out as part of stock condition survey | Strategic Housing Manager | Properties and estates free from hazards | 20% of properties have full condition surveys carried out each year   | Number of surveys completed  | Quarterly  |

|          |             |              |                                |                                     |                           |          |           |                 |  |
|----------|-------------|--------------|--------------------------------|-------------------------------------|---------------------------|----------|-----------|-----------------|--|
| <b>4</b> | <b>Data</b> | <b>Owner</b> | <b>Strategic Asset Manager</b> | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b> | <b>E</b> | <b>II</b> | <b>Reviewed</b> |  |
|----------|-------------|--------------|--------------------------------|-------------------------------------|---------------------------|----------|-----------|-----------------|--|

**Link to Corporate Priority** | **Everyone benefiting from regeneration**

| Vulnerability | Trigger | Consequences |
|---------------|---------|--------------|
|---------------|---------|--------------|

## RISK REGISTER – ASSET MANAGEMENT STRATEGY

|  |  |   |
|--|--|---|
| Failure to collect, manage and maintain all stock related data | <input type="checkbox"/> Failure to carry out stock condition surveys<br><input type="checkbox"/> Inaccurate data collected<br><input type="checkbox"/> Inaccurate input of data<br><input type="checkbox"/> Data not maintained on asset database<br><input type="checkbox"/> Failure to record completed works | <input type="checkbox"/> Inability to plan works<br><input type="checkbox"/> Inaccurate business planning |
|--|--|---|

### Mitigating actions

| Code | Description   | Managed By                              | Desired Outcome                     | Output   | Milestones/Pis              | Monitoring |
|------|---|---|-------------------------------------|--|-----------------------------|------------|
| 4.01 | Regular audits of data                              | Strategic Asset Manager                 | Full and reliable data of all stock | All data added to database subject to audit<br>Codeman stock list audited against Academy and RTBs | Audit plan                  | Monthly    |
| 4.02 | Procedures for updating records                     | Policy and Business Development Officer | Accreditations such as ISO          | All staff to follow procedures   | ISO audit                   | Annually   |
| 4.03 | 5 year stock condition survey programme established | Strategic Asset Manager                 | Full and reliable data of all stock | 20% of properties have full condition surveys carried out each year                                | Number of surveys completed | Quarterly  |

|          |                                |              |   |                                     |                           |          |           |                 |  |
|----------|--------------------------------|--------------|---|-------------------------------------|---------------------------|----------|-----------|-----------------|--|
| <b>5</b> | <b>Title of risk: Delivery</b> | <b>Owner</b> | <b>Deputy Head of Housing/<br/>Building and Design Services</b> | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b> | <b>E</b> | <b>II</b> | <b>Reviewed</b> |  |
|----------|--------------------------------|--------------|---|-------------------------------------|---------------------------|----------|-----------|-----------------|--|

**Link to Corporate Priority** | **Everyone benefiting from regeneration**

| Vulnerability   | Trigger   | Consequences  |
|---|---|---|
| Failure to fully manage and deliver planned maintenance works | <input type="checkbox"/> Relationship breakdown with contractors<br><input type="checkbox"/> Failure of service provider<br><input type="checkbox"/> Lack of coordination with partners<br><input type="checkbox"/> Limited resources available | <input type="checkbox"/> Degradation of stock<br><input type="checkbox"/> Properties do not meet Decent Homes/Medway Standard<br><input type="checkbox"/> Deterioration of estates<br><input type="checkbox"/> Customer dissatisfaction<br><input type="checkbox"/> Undue expenditure |

### Mitigating actions

| Code | Description   | Managed By              | Desired Outcome                       | Output   | Milestones/Pis              | Monitoring |
|------|---|-------------------------|---------------------------------------|--|-----------------------------|------------|
| 5.01 | Coordinated approach with partners                    | Deputy Head of Housing  | Completion of planned work programmes | Monthly progress meetings with contractor                | Programmed units completed  | Annual     |
| 5.02 | Monitoring of Decent Homes/Medway Standard Compliance | Strategic Asset Manager | Completion of planned work programmes | Decent Homes reports monitored after all Codeman Updates | % Stock meeting DH Standard | Quarterly  |

|          |               |              |  |                                     |                           |          |          |                 |  |
|----------|---------------|--------------|--|-------------------------------------|---------------------------|----------|----------|-----------------|--|
| <b>6</b> | <b>Energy</b> | <b>Owner</b> | <b>Strategic Asset Manager / Policy and Business Development Officer</b> | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b> | <b>C</b> | <b>I</b> | <b>Reviewed</b> |  |
|----------|---------------|--------------|--|-------------------------------------|---------------------------|----------|----------|-----------------|--|

## RISK REGISTER – ASSET MANAGEMENT STRATEGY

| <b>Link to Corporate Priority</b>                         |  | <b>Safe, clean and green Medway</b>  |                                     |  |   |                             |
|---|--|--|-------------------------------------|--|---|-----------------------------|
| <b>Vulnerability</b>                                      |  | <b>Trigger</b>   |                                     | <b>Consequences</b>  |   |                             |
| Failure to provide energy efficient and comfortable homes |  | <input type="checkbox"/> Lack of Energy Strategy<br><input type="checkbox"/> Lack of funding streams available<br><input type="checkbox"/> Lack of energy surveys carried out (EPCs) |                                     | <input type="checkbox"/> Customer dissatisfaction<br><input type="checkbox"/> Residents in fuel poverty<br><input type="checkbox"/> Properties do not meet Decent Homes/Medway Standard<br><input type="checkbox"/> Failure to meet SAP rating targets |   |                             |
| <b>Mitigating actions</b>                                 |  |  |                                     |  |   |                             |
| Code  | Description  | Managed By   | Desired Outcome                     | Output   | Milestones/PIs  | Monitoring                  |
| 6.01  | EPCs carried out routinely when properties are void              | Neighbourhood Services Manager   | Improve energy efficiency of stock  | EPCs carried out whilst void.<br><br>All EPCs are logged centrally.  | Average EPC/SAP rating  | Annually                    |
| 6.02  | Member of KMSEP (Kent and Medway Sustainable Energy Partnership) | Policy and Business Development Officer  | Increase access to funding          | Access to funding<br>Access to frameworks to deliver measures  | Number of installations                                       | Annually                    |
| 6.03  | Energy survey carried out as part of stock condition survey      | Strategic Asset Manager  | Full and reliable data of all stock | 20% of properties have full condition surveys carried out each year.<br><br>Identify where resources can most effectively be allocated   | Number of surveys completed                                   | Quarterly                   |
| 6.04  | Procedures in line with Energy Strategy                          | HRA Development Manager  | Improve energy efficiency of stock  | All new Council houses being built will meet at least Code level 3.  | Assessment to take place when the homes have been handed over | On completion of properties |

|          |              |              |                                |                                     |                           |          |          |                 |  |
|----------|--------------|--------------|--------------------------------|-------------------------------------|---------------------------|----------|----------|-----------------|--|
| <b>7</b> | <b>Legal</b> | <b>Owner</b> | <b>Strategic Asset Manager</b> | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b> | <b>C</b> | <b>I</b> | <b>Reviewed</b> |  |
|----------|--------------|--------------|--------------------------------|-------------------------------------|---------------------------|----------|----------|-----------------|--|

| <b>Link to Corporate Priority</b>                    |  | <b>Putting our customers at the centre of everything we do</b>   |                                    |  |                                   |            |
|--|--|--|------------------------------------|--|-----------------------------------|------------|
| <b>Vulnerability</b>                                 |  | <b>Trigger</b>   |                                    | <b>Consequences</b>  |                                   |            |
| Portfolio does not comply with statutory obligations |  | <input type="checkbox"/> Insufficient record keeping<br><input type="checkbox"/> Lack of awareness of good practice<br><input type="checkbox"/> Failure to meet Decent Homes standard<br><input type="checkbox"/> Changes in legislation/political direction |                                    | <input type="checkbox"/> Failure of works to be carried out or<br><input type="checkbox"/> Works not carried out to standard   |                                   |            |
| <b>Mitigating actions</b>                            |  |  |                                    |  |                                   |            |
| Code   | Description  | Managed By   | Desired Outcome                    | Output   | Milestones/PIs                    | Monitoring |
| 7.01   | Full set of policies and procedures in place for staff | Policy and Business Development Officer Health   | Decent, well maintained properties | Following policies published and available to all:<br>Gas Safety and Servicing Policy<br>Asbestos Policy<br>Management of fire risks in communal areas policy<br>Responsive repairs policy | 100% compliancy<br><br>ISO Audits | Annually   |

## RISK REGISTER – ASSET MANAGEMENT STRATEGY

|      |                         |                         |                                     |  |                             |           |
|------|-------------------------|-------------------------|-------------------------------------|--|-----------------------------|-----------|
| 7.02 | Medway Standard agreed  | Strategic Asset Manager | Decent, well maintained properties  | All properties to meet the Decent Homes and Medway Standard  | % Stock meeting DH Standard | Quarterly |
| 7.03 | Records kept up to date | Strategic Asset Manager | Full and reliable data of all stock | Flow of information between Asset team and contractors so that updates can be processed following works completed. | Completed works updates     | Monthly   |

|   |                    |              |   |                                     |                           |          |           |                 |  |
|---|--------------------|--------------|---|-------------------------------------|---------------------------|----------|-----------|-----------------|--|
| 8 | <b>Procurement</b> | <b>Owner</b> | <b>Category Management / Building and Design Services / Head of Housing</b> | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b> | <b>B</b> | <b>II</b> | <b>Reviewed</b> |  |
|---|--------------------|--------------|---|-------------------------------------|---------------------------|----------|-----------|-----------------|--|

**Link to Corporate Priority** Value for money

| Vulnerability  | Trigger   | Consequences   |
|--|---|--|
| Failure to procure contracts that deliver good value for money | <input type="checkbox"/> Lack of understanding of contracts and specifications<br><input type="checkbox"/> Poor local market<br><input type="checkbox"/> Failure to procure quality contractors<br><input type="checkbox"/> Poor planning and incorrect tender specifications | <input type="checkbox"/> Contracts do not provide value for money<br><input type="checkbox"/> Contracts/works of poor quality<br><input type="checkbox"/> Customer dissatisfaction |

Mitigating actions

| Code | Description   | Managed By                   | Desired Outcome                       | Output  | Milestones/PIs  | Monitoring |
|------|---|------------------------------|---------------------------------------|---|---|------------|
| 8.01 | Category Management Team lead on all tenders            | Category Management          | Value for money                       | Tenders and contracts provide quality works and value for money | Works procured within budget<br>Works completed within budget | Monthly    |
| 8.02 | Robust planning and specifications ahead of all tenders | Building and Design Services | Quality and value for money contracts | Works target completed to specification                         | Customer satisfaction   | Monthly    |

|   |                             |              |  |                                     |                           |          |           |                 |  |
|---|-----------------------------|--------------|--|-------------------------------------|---------------------------|----------|-----------|-----------------|--|
| 9 | <b>Resident Involvement</b> | <b>Owner</b> | <b>Building and Design Services/ Policy and Business Development Officer</b> | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b> | <b>B</b> | <b>II</b> | <b>Reviewed</b> |  |
|---|-----------------------------|--------------|--|-------------------------------------|---------------------------|----------|-----------|-----------------|--|

**Link to Corporate Priority** Putting our customers at the centre of everything we do

| Vulnerability  | Trigger  | Consequences  |
|--|--|---|
| Failure to involve residents in planning and delivery of works | <input type="checkbox"/> Failure to adequately communicate Planned Programmes and involve residents<br><input type="checkbox"/> Failure to ensure that all targets and local standards agreed with residents are achieved<br><input type="checkbox"/> Residents unwilling to give access to property | <input type="checkbox"/> Customer dissatisfaction<br><input type="checkbox"/> Works do not meet customer expectations/needs |

## RISK REGISTER – ASSET MANAGEMENT STRATEGY

| Mitigating actions |  |   |                                 |  |  |            |
|--------------------|--|---|---------------------------------|--|--|------------|
| Code               | Description  | Managed By                              | Desired Outcome                 | Output   | Milestones/PIs   | Monitoring |
| 9.01               | Resident representatives sit on the quarterly Asset Management Group | Strategic Asset Manager                 | Resident empowerment            | Nominated customer representatives to sit on the group                                 | Asset Management Group                                     | Quarterly  |
| 9.02               | Repairs number regularly published - as well as out of hours number  | Policy and Business Development Officer | Increased customer satisfaction | Residents can easily get in contact to report repairs                                  | Number of repairs reported<br>Number of repairs report OOH | Monthly    |
| 9.03               | Residents invited to annual budget consultation                      | Community Development Manager           | Resident empowerment            | Budget planned and spent in consultation with residents and to meet their expectations | % Customers satisfied                                      | Annual     |
| 9.04               | Consultations carried out for larger scale projects                  | Building and Design Services            | Increased customer satisfaction | Works planned and carried out to meet demands and expectations of local residents      | % Customers satisfied                                      | Quarterly  |

|           |                       |              |  |                                     |                           |          |           |                 |  |
|-----------|-----------------------|--------------|--|-------------------------------------|---------------------------|----------|-----------|-----------------|--|
| <b>10</b> | <b>Specifications</b> | <b>Owner</b> | <b>Strategic Asset Manager/<br/>Building and Design Services</b> | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b> | <b>B</b> | <b>II</b> | <b>Reviewed</b> |  |
|-----------|-----------------------|--------------|--|-------------------------------------|---------------------------|----------|-----------|-----------------|--|

**Link to Corporate Priority** | **Value for money**

| <b>Vulnerability</b>                                | <b>Trigger</b>  | <b>Consequences</b>   |
|---|---|---|
| Inappropriate design and specification of materials | <input type="checkbox"/> Poor quality components<br><input type="checkbox"/> Lack of components<br><input type="checkbox"/> Installs/works to not meet anticipated lifespan<br><input type="checkbox"/> Works/install unsustainable | <input type="checkbox"/> Unexpected expenditure<br><input type="checkbox"/> Works required more frequently<br><input type="checkbox"/> Customer dissatisfaction |

| Mitigating actions |  |                              |   |   |                       |            |
|--------------------|--|------------------------------|---|---|-----------------------|------------|
| Code               | Description                            | Managed By                   | Desired Outcome                         | Output  | Milestones/PIs        | Monitoring |
| 10.01              | Robust procurement frameworks in place | Building and Design Services | Quality and sustainable works completed | Clear and precise specifications to meet required standards<br><br>Work with the category management team | % customers satisfied | Monthly    |

|           |                 |              |                                |                                     |                           |          |           |                 |  |
|-----------|-----------------|--------------|--------------------------------|-------------------------------------|---------------------------|----------|-----------|-----------------|--|
| <b>11</b> | <b>Staffing</b> | <b>Owner</b> | <b>Strategic Asset Manager</b> | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b> | <b>B</b> | <b>II</b> | <b>Reviewed</b> |  |
|-----------|-----------------|--------------|--------------------------------|-------------------------------------|---------------------------|----------|-----------|-----------------|--|

**Link to Corporate Priority** | **Value for money**

| <b>Vulnerability</b> | <b>Trigger</b>  | <b>Consequences</b>   |
|----------------------|---|---|
| Team resources       | <input type="checkbox"/> Insufficient training<br><input type="checkbox"/> Insufficient staffing<br><input type="checkbox"/> High staff turnover/lack of commitment | <input type="checkbox"/> Poor delivery of planned maintenance programme<br><input type="checkbox"/> Works reactive rather than strategically planned<br><input type="checkbox"/> Low staff morale |

## RISK REGISTER – ASSET MANAGEMENT STRATEGY

|                    |                                 | <input type="checkbox"/> Loss of key personnel<br><input type="checkbox"/> Poor team performance |   |   |                                  |                |
|--------------------|---------------------------------|--|---|---|----------------------------------|----------------|
| Mitigating actions |                                 |  |   |   |                                  |                |
| Code               | Description                     | Managed By   | Desired Outcome   | Output  | Milestones/PIs                   | Monitoring     |
| 11.01              | Regular training carried out    | Strategic Asset Manager  | Trained and effective staff delivering a strategic approach | Training needs identified through regular 1-1 meetings and PDRs.                    | Number of days training per year | Annually       |
| 11.02              | PDRs carried out twice per year | Strategic Asset Manager  | Staff motivation  | Identify targets for the year<br><br>Identify training needs and future development | PDR                              | Every 6 months |
| 11.03              | Correct levels of staffing      | Strategic Asset Manager  | Even work load and opportunities for innovation             | Ensure cover at all times within the team   | Monitoring at EMT                | Monthly        |

| <b>12</b>                         | <b>Voids</b> | <b>Owner</b>           | <b>Neighbourhood Services Manager</b>  | <b>Portfolio holder: Howard Doe</b> | <b>Current Risk Score</b>  | <b>B</b> | <b>I</b> | <b>Reviewed</b> |  |
|-----------------------------------|--------------|------------------------|--|-------------------------------------|--|----------|----------|-----------------|--|
| <b>Link to Corporate Priority</b> |              | <b>Value for Money</b> |  |                                     |  |          |          |                 |  |
| Vulnerability                     |              |                        | Trigger  |                                     | Consequences   |          |          |                 |  |
| Poor performance in void process  |              |                        | <input type="checkbox"/> Poor communication between teams<br><input type="checkbox"/> Property fails the void/HHSRS and Medway standards<br><input type="checkbox"/> Major works not undertaken during void period |                                     | <input type="checkbox"/> Rent loss<br><input type="checkbox"/> Properties not fit for occupation |          |          |                 |  |

| Mitigating actions |  |                                |                                   |  |   |            |
|--------------------|--|--------------------------------|-----------------------------------|--|---|------------|
| Code               | Description  | Managed By                     | Desired Outcome                   | Output   | Milestones/PIs                                    | Monitoring |
| 12.01              | Void standard published                                | Neighbourhood Services Manager | Clear standard for whole stock    | All stock meets standard<br>Officers and residents all aware of standard                 | Void turnaround time<br>Standard widely published | Monthly    |
| 12.02              | Clear process for request of major works               | Neighbourhood Services Manager | Reduced void turnaround time      | Referrals for major works in void properties sent through and completed in timely manner | Void turnaround time                              | Monthly    |
| 12.03              | Stock condition surveys carried out during void period | Strategic Asset Manager        | Increase access to properties     | Clear communication so that all void properties are surveyed                             | Number of surveys completed                       | Monthly    |
| 12.04              | Monitoring of new tenant satisfaction                  | Housing Management Team        | Increase in customer satisfaction | All new tenants to have visit from Housing Officer and complete satisfaction survey      | % Customer satisfaction                           | Monthly    |