Asset management strategy 2023-2030

Asset Management Strategy

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# Introduction

Asset management involves the management of physical assets to achieve both service and financial objectives. By using best practices and principles, we will ensure that our housing stock is fit for purpose and meets the changing needs of our community.

Since the introduction of self-financing, local authorities have greater control over the long-term management of their assets. We recognise the importance of sound asset management principles and are committed to incorporating them into our investment approach.

Our housing assets are a valuable resource, and their repair and maintenance costs are a significant liability. By keeping our properties in good condition and of an appropriate type, we protect our primary source of income and safeguard the council's interests. That is why it's essential to have an effective Asset Management Strategy (AMS) in place.

Our AMS provides a framework for developing planned maintenance programs and guides investment decisions to ensure the sustainability of our housing stock in the future. It outlines our vision for the housing stock, sets priorities for maintenance and improvement, and considers key drivers in asset management.

To effectively manage our housing assets and achieve our goals an AMS is essential. By implementing a sound asset management process, we strive to:

* Identify long-term capital investment requirements.
* Procure contracts and services that are suitable for works being delivered and provide value for money.
* Minimise expenditures on day-to-day repairs and prioritise planned maintenance.
* Maximise external funding sources and grants for financial sustainability.
* Provide affordable homes for tenants that meet government quality and energy efficiency standards.
* Prioritise investments based on tenant needs and feedback.
* Assess the long-term viability of at-risk housing stock and take appropriate action.

The strategy acknowledges that housing assets can also become liabilities and potentially jeopardise the council's role as a landlord and negatively impact tenants. To make informed decisions about the use of council assets, the AMS assesses asset management costs, risks, and opportunities, and focuses on achieving a positive return on investment and reducing overall costs. This may lead to considering wider strategies such as regeneration or replacement with new, better-quality homes.

The council must consider that as a social business, "investment" means maximising the benefit for both the landlord and residents in terms of economic performance and social and environmental sustainability.

This strategy is designed to be robust and evidence-based which in turn will inform business decisions in this evolving environment, without detracting from delivering value for money for the council and residents.

# Vision & Aims

Our vision is to provide the best value from housing assets through active asset management, create sustainable communities, and meet current and future housing needs of people in Medway. Our values include putting customers first, keeping them safe, and ensuring that delivering value for money is achieved.

The Asset Management Strategy aims to create a sustainable and effective housing environment. The primary aims are to:

* **Conduct regular surveys** of homes to assess their condition, ensure that are suitable, safe and decent, adapt to evolving needs, ensuring that housing standards are maintained, and residents' requirements are met.
* **Allocate adequate resources for investment** in housing, which will contribute to the overall quality and growth of the housing stock, benefiting both current and future residents.
* **Make well-informed investment decisions** based on comprehensive asset and financial data, which enables a strategic and data-driven approach to housing management and development.
* **Meet Decent Homes and Medway Standards** to ensure that all properties provide a safe, secure, and comfortable living environment, promoting the well-being of residents.
* **Enhance energy efficiency in homes** to alleviate fuel poverty, reduce residents' energy costs, and contribute to environmental sustainability by minimising the carbon footprint of housing stock.
* **Improve shared spaces and community areas** to create a sense of belonging, encourage positive social interactions among residents and ultimately contributing to the overall well-being of the community.
* **Actively pursue opportunities for the development of new homes** and the regeneration of properties that are no longer suitable for habitation, thus expanding the availability of quality housing options for residents.
* **Engage in regular consultations with customers and strategic partners** to ensure that all decisions are made collaboratively, considering the perspectives of those who are directly impacted by them which will lead to more effective and inclusive outcomes.

# Strategic Objectives

There are four overall strategic objectives that are considered in every decision Medway makes. They are:

* **Landlord Compliance:** We prioritise strong and consistent compliance with landlord regulations to meet the expectations of both our customers and the Regulator. Our focus will be on ensuring 100% compliance with the "Big-6" (gas, electricity, water, fire, asbestos, and lifts), and we plan to explore innovative solutions, such as digital technology, to achieve this goal. We will ensure that appropriate reporting and document storage solutions are in place.
* **Zero Carbon:** To align with the government's Clean Growth Strategy, which aims to bring all housing to EPC band C by 2030, we are working towards improvements in SAP ratings and ultimately, our goal is for each property to be zero carbon by 2050.
* **Property Standards:** Our customers' satisfaction with the quality of their homes is key to our success. Furthermore, we strive to improve the overall appearance of our estates and communities, so that residents are proud to call it home.
* **Financial Performance:** Our housing stock has varying perceived values depending on how each unit, block, or scheme is evaluated. By providing clear and timely information, we aim to make informed asset management decisions.

# National and Local Drivers

## HRA Self Financing

The Housing Revenue Account (HRA) manages the council's housing expenditure and income, primarily from rent paid by council tenants. It is a separate account from the council's General Fund, with regulations on what can be charged and credited to it. In 2012, the funding system for local authority housing changed to a locally managed self-financing model, giving the council the responsibility and rental income for managing and improving their housing stock. Medway can only spend what it brings in and the rental income often does not rise as fast as building and maintenance inflation. Therefore, efficiency and external funding will always be sought after to achieve maximum impact on our housing stock while being within budgetary constraints.

## Kent & Medway Energy and Low Emissions Strategy

Kent and Medway face several environmental challenges which need urgent attention to avoid serious deterioration. These include:

* **Securing a clean, green economic recovery:** Following the COVID-19 pandemic, the region must accommodate housing growth and new job creation while ensuring adherence to clean growth principles and climate action, thereby attracting low-carbon companies.
* **Reducing greenhouse gas emissions to net-zero:** Local authorities have committed to reducing emissions to net-zero. Though progress has been made, with a 37% reduction in carbon dioxide since 2005, achieving the target requires substantial scaling of actions. The transport sector, currently the largest emission source, has seen only a 4.5% reduction. Increasing carbon sequestration via improved land management is also necessary.
* **Tackling poor air quality:** Although air quality is generally improving, there are 43 Air Quality Management Areas and pockets of poor air quality along major road networks. Pollution from continental sources, London, HGVs, and marine diesel also impacts the area.
* **Protecting the vulnerable:** People living in deprived areas are most affected by poor air quality and cold homes. Actions need to be taken to support all residents in transitioning to lower emissions practices, such as improving home energy efficiency.
* **Enabling integrated and connected transport:** Over 40% of the county’s carbon emissions come from transport, leading to congestion and air quality issues. Investment is needed in low-carbon transport, smarter traffic management, walking and cycling infrastructure, and new transport models.
* **Ensuring energy supplies are low-carbon, secure, and affordable:** Energy consumption is expected to rise with housing growth, and the area needs to utilise efficient technology to reduce demand. Efforts must focus on increasing local low-carbon energy generation, cutting fossil fuel consumption, and increasing energy efficiency.
* **Overcoming energy grid constraints:** The UK’s energy system is changing, with many coal, gas, and nuclear power stations set to close by 2030. Kent and Medway already face electricity grid constraints, and with expected growth in demand due to increased electrification of vehicles and heating, further pressure is expected on the grid. The challenges can be met by investing in infrastructure and transmission networks and mapping future development against grid constraints.

## Priorities the most relevant to Medway HRA housing:

* **Priority 3: Planning & Development:** The priority plans to integrate climate change, energy, air quality, and environmental considerations into local plans, policies, and developments by developing a clean growth strategic planning policy and guidance framework for Kent and Medway. This is to ensure that the almost 180,000 new homes that will be built by 2031 are sustainable, carbon-neutral, and climate-resilient, and that the development and construction industry in the area is supported to be cutting-edge for faster economic recovery.

Immediate actions include securing agreement for a joint Kent and Medway clean growth and climate change evidence base and planning resource to inform planning decisions, and refreshing the Kent Design Guide to reflect clean growth, net-zero, and climate change mitigation and adaptation.

By 2023, the plan is to develop a jointly owned clean growth and climate change evidence base for planning policy and development control. A clean growth and climate change strategic planning framework will be developed for Local Plans and development by identifying common guidance, position statements, policies, and targets. The plan also includes setting ambitious net-zero targets for any new development over 100 houses.

By 2030, the goal is to fully integrate clean growth and climate change into Local Plans and planning policies, aiming for "energy positive" new developments and communities (communities producing more energy than they are using).

* **Priority 5: Building a Retrofit Programme:** The priority is to develop a net-zero building retrofit programme for public, domestic, and business sectors in Kent and Medway, is the most relevant to us in this strategy. This is because most emissions from the built environment over the next 30 years will come from existing buildings and communities. In addition, some vulnerable residents live in cold, energy-inefficient homes that worsen health issues and fuel poverty. Retrofitting these buildings will significantly reduce emissions and mitigate fuel poverty.

In the short term, the focus will be on expanding current domestic energy efficiency and fuel poverty initiatives and supporting energy efficiency and low carbon heat generation in non-domestic buildings. The eventual goal is to reduce greenhouse gas emissions and fuel poverty, establish high-volume retrofit programmes for homes, businesses, and public sector buildings, and support the local retrofit industry.

High-level activities include immediate quick-wins like converting public and commercial premises' lighting to LEDs, promoting existing funding programs, and training building managers. In the short term, by 2023, a public sector building retrofit programme will be established, and innovative funding mechanisms will be developed for housing retrofit. In the longer term, by 2030, a large-scale, cross-sector, area-based retrofit programme will be developed to create net-zero and “energy positive” communities.

* **Priority 7: Renewable Energy Generation:** The priority is to set up an opportunities and investment programme for renewable electricity and heat energy generation. The rationale is that a low-carbon, sustainable economic recovery requires a transformation in how energy is generated, with a focus on local and renewable sources. The aim is to make the county a leading example of renewable energy generation, producing more low-carbon energy than it consumes and stimulating a green recovery.

Immediate actions include installing rooftop solar panels on all suitable public sector buildings and supporting residents and small businesses to do the same through schemes like Solar Together Kent.

By 2023, the plan is to conduct a study on opportunities for renewable electricity and heat energy generation in Kent and Medway, considering all existing and emerging technologies such as solar, wind, nuclear, heat pumps, district heating, and green gas like hydrogen.

By 2030, the intention is to develop a joint Future Energy Investment Programme for Kent and Medway, focusing on aspects such as hydrogen, green gas, decentralised energy in new developments, community energy generation, and other emerging energy technologies.

* **Priority 10: Communication:** The priority is to develop a comprehensive communications, engagement, and behaviour change programme targeted at residents, employees, businesses, and visitors in Kent and Medway. The rationale is that achieving a net-zero future requires not just technological advancement but also significant changes in perceptions, behaviours, and social norms. There are barriers to change, including psychological, social, cultural, and physical factors, as well as mixed messaging from various environmental factions. The goal is to create simple, tailored, and targeted communications to raise awareness and encourage changes in perceptions and behaviour.

The outcome is for everyone in Kent and Medway to understand how their actions impact the environment and to be informed and motivated to adopt more sustainable and low-carbon behaviours. This increased awareness and engagement will amplify the impact of other programmes developed through the strategy.

Immediate actions include linking up existing stakeholder communications and agreeing on shared messages on topics such as air quality, fuel poverty, active travel, and energy efficiency, as well as using the Kent Environment Strategy Conference to raise the profile of collective action by local authorities.

By 2023, the plan is to develop a joint communications, engagement, and behaviour change strategy and programme for residents, public sector staff, and businesses. Additionally, the effectiveness of campaigns will be monitored and developed into targeted behaviour change programmes.

## Decent Homes

The Decent Homes standard, as outlined in the Social Housing Regulator's Regulatory Framework, requires the council to maintain tenants' homes to meet the standards set in the Government's Decent Homes Guidance and to maintain design and quality standards that were required when the home was built.

On a national level, the priorities for housing include new supply and the safety of existing buildings. The recent Fire Safety Bill and the draft Building Safety Bill focus on reducing the risk of fire, checking the accuracy of data on assets, and involving residents in building safety management. The Regulator of Social Housing has emphasised the importance of meeting the Home Standard and good quality data to prove compliance.

The Homes (Fitness for Human Habitation) Act and the Equality Act also impact housing. The net-zero emissions target has increased the importance of energy efficiency and rent reductions and welfare benefit reforms have limited resources for investment.

## Regulatory and Statutory Obligations

The council has a legal obligation to comply with various regulations and laws regarding the well-being of its residents. Areas that this includes but are not limited to are:

### External Legislation

* + - The Health and Safety Act 1974
    - Landlord and Tenant Act (1985)
    - Homes Act 2019
    - Defective Premises Act, S.4 (1972)
    - The Regulatory Framework for Social Housing in England from April 2015
    - Control of Substances Hazardous to Health (COSHH) Regulations 2002
    - Management of Health & Safety Regulations 1999
    - Technical Guidance HSG 274 -Legionnaires Disease
    - Lifting Operations and Lifting Equipment Regulations 1998
    - Institute of Engineering and Technology BS 7671 Wiring Regulations 18th Edition
    - The Regulatory Reform (Fire Safety) Order 2005
    - Pressure Safety Systems Regulations 2000
    - Gas Safety (Installation and Use) Regulations 1998
    - Home Energy Conservation Act 2019
    - Control of Asbestos Regulations 2012
    - Smoke and Carbon Monoxide Alarm (England) Regulations 2015
    - Social Housing (White Paper) 2020

### Internal Policies

* + - HRA Business Plan and Asset Management Strategy
    - Tenancy Management Policy
    - Management of Fire Risks in Communal Areas Policy
    - Water Management Plan and Policy
    - Fire Safety Policy
    - Gas Safety & Servicing Policy
    - Management of Electrical Equipment Policy
    - Housing Services’ Quality Policy
    - Landlord Services Energy Efficiency Strategy
    - Housing Services Health & Safety Policy Statement
    - Asbestos Management Plan Policy
    - HRA Electrical Management Policy
    - Secure Tenancy Agreement
    - QMS – TAHM – P8 Gas Servicing (Accessing Properties)
    - Housing Strategy

To meet these obligations, the council has a policy for HRA Housing Statutory Maintenance & Compliance, which is reviewed regularly to ensure it is applicable, relevant and in line with current and evolving standards. The council has an [Asbestos Management Plan](https://www.medway.gov.uk/downloads/file/3303/asset_management_strategy) and manual to ensure compliance with asbestos regulations and a database of communal asbestos and sample surveys of asbestos inside properties.

The policy has outlined a set of measures to manage the risks associated with statutory maintenance. These measures include:

* Establishing effective systems to manage the risks in compliance with legislation and guidance.
* Appointing a Responsible Person and Deputies who have the authority, competence, training, and knowledge to manage the risk effectively.
* Empowering the Responsible Person and Deputies with appropriate training, support, and resources to safely manage statutory maintenance in HRA Housing Services properties.
* Providing appropriate training to individuals involved in risk management, including external suppliers.
* Implementing a risk assessment program and taking necessary measures to control and minimize risks in all HRA housing stock.
* Maintaining records of statutory maintenance, inspections, tests, and other activities for a period of up to 5 years, unless mandated by law to keep them longer.
* Ensuring that the design of building services in new, refurbished, or modified properties adheres to the requirements outlined in the document.
* Maintaining an open information policy and collaborating with residents, tenants, staff, contractors, consultants, and statutory bodies to find solutions for statutory maintenance activities.
* Making compliance policies available to staff through the company intranet and communicating with tenants through various means, such as a tenant handbook, customer focus groups, and safety messages.
* Prohibiting any changes to this policy or related internal policies unless driven by business requirements, best practices, guidance, or legislation.

The council has a fire safety investment program, a fire safety management plan, and a policy to address fire risks from resident behaviour. To manage legionella, the council maintains a database of components that pose a risk and a program for cyclical testing.

The council requires all tenants to provide access for annual gas servicing and has a target of 100% completion rate, which has been maintained at 99.9% for the past three years. The remaining 0.1% relate to properties where access has not been granted and enforcement action was required.

Stock condition surveys include a risk assessment using the Housing Health and Safety Rating System (HHSRS) to identify any additional issues that may require attention and trigger a review of the property's investment needs.

## Housing White Paper

Central to the white paper is the Charter for Social Housing Residents, which highlights seven commitments that tenants should anticipate from their landlords. These commitments are:

* Safety in their homes.
* Transparency regarding landlord performance, including repairs, complaints, safety, and financial management.
* Prompt and fair complaint resolution, with access to a robust Ombudsman.
* Respectful treatment, supported by a powerful consumer regulator and enhanced consumer standards.
* A voice in landlord decisions.
* High-quality homes and neighbourhoods maintained in good condition.
* Government support for using social housing as a steppingstone to homeownership.

This charter mirrors many pledges made in the Together with Tenants charter, with particular focus on tenant voice, relationships, accountability, quality, and complaints resolution.

Additionally, the white paper outlines several other measures and reforms and include areas that focus on:

* A restructured Regulator of Social Housing with improved consumer regulation.
* Mandatory inspections of organisations with over 1,000 homes every four years to assess compliance with consumer standards.
* An enhanced Housing Ombudsman to facilitate access for tenants and expedite complaint resolution, along with quarterly webinars on insight reports, complaints data, learning points, and case studies.
* Required reporting of key performance indicators (KPIs) by landlords, including proposed satisfaction measures related to repairs, safety, complaints, engagement, and neighbourhood management. Landlords must also disclose executive pay and spending details.
* The appointment of a responsible person for safety and consumer standards within each landlord organisation.
* Tenant access to key information from landlords, though housing associations will not be subject to Freedom of Information requests.
* Efforts to address anti-social behaviour by clarifying the roles of different agencies and directing residents to available support.

The government has also initiated further consultation on the requirement of smoke and carbon monoxide alarms in rental properties and published a response to the Social Housing Green Paper consultation and Call for Evidence on the Review of Regulation.

# Property Information

The council has 3027 properties under the management of the HRA (as of March 2024). There are 17 general fund properties. The makeup of the stock is outlined below in terms of flats, houses, bungalows.

Through Right to Buy the council owned stock has diminished over time as many houses have been sold freehold. As of March 2024 there are 219 leasehold properties. The Council is actively building and acquiring properties to replenish the stock and increase the number of homes available for residents.

Generally, the housing stock performs well form an energy standpoint with the majority being rated EPC C. The average overall SAP score is 71 which is EPC C as of March 2024.

# How we will achieve our objectives

To deliver our Asset Management Strategy, we have a range of tools and resources that will help us make informed decisions, including:

* A set standard that our properties should meet, The Medway Standard.
* A comprehensive stock condition database that has been validated and is regularly updated.
* Involving residents in the strategic planning and operational management to meet their evolving needs and aspirations.
* A proactive approach to mitigating any of our properties falling into disrepair.
* A set of competent and accredited partners for repairs, maintenance, compliance, planned works and adaptation to ensure the delivery of property-related services and projects.
* A 30-year investment plan that maximises efficiencies by replacing components just before they need repairs, anticipating changes in standards, and reducing future maintenance needs.
* A team of qualified, competent, and experienced property services officers led by our Head of HRA Property and Development.
* An Asset Management checklist to use in all our decision making.
* Access to specialist knowledge from consultant surveyors and engineers as needed.

## The Medway Standard

The government introduced the Decent Homes Standard in July 2001 to establish a minimum housing standard across all local authorities, registered social landlords, and housing stock. The deadline to bring all stock up to this standard was March 31st, 2011. The council has carried out various programs to replace building elements and meet the Decent Homes standard, but it is important to maintain the stock to this standard or higher.

To ensure consistency and clearly define resident aspirations, Medway will document specifications, material selections, and local policy standards agreed through stakeholder consultation, creating the Medway Standard. The council-owned stock has already met the Decent Homes target set in 2010, but Medway aims to deliver a higher standard than Decent Homes in a sustainable and cost-effective manner.

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.

Further details of the Medway Standard are included in Appendix A.

## Data Management

To maintain accurate and efficient data on Medway's assets, the council will invest in necessary IT systems and hardware, and will constantly review processes to ensure that the correct asset data is being collected accurately and efficiently. The Asset Management Team will be responsible for maintaining the information recorded on Codeman and ensuring data is accurately inputted.

We will improve our Stock Condition Information through:

**New Surveys:** A rolling program of in-house surveys will be conducted to update Codeman with new data, visiting every property every 5 years. The surveys will include HHSRS information and capture energy data for external asset components.

**Works Data:** The database will be updated with information on both planned programs and reactive maintenance work.

**Database Enhancements:** Adding missing assets such as garages.

**Managing Properties:** Adding properties, and all related asset information, that have been recently acquired or built and removing those that have been sold through Right to Buy.

The database should always be up-to-date and no more than one month behind on any completed work plans. The database will provide investment forecasts, reports on decent homes compliancy, and help to produce future works programmes.

### Stock Condition Surveys

To ensure effective asset management, it is critical to have accurate and up-to-date survey data on the condition of our properties. This is achieved through Medway's ongoing stock condition survey program, which aims to inspect 20% of the properties each year.

Houses and flats will be surveyed every 5 years whilst blocks surveys will be conducted every 3 years in line with resident communication packs sent to residents every 3 years as well to be in line with the 3 year budget setting as blocks have the highest capital works costs vs houses.

The Stock Condition Surveys are conducted in-house by a dedicated Stock Condition Surveyor, who will be supervised and guided by the Asset and Energy Manager for maximum efficiency. The survey results are entered into Codeman, which is a comprehensive asset management system, which serves as the main tool for evaluating and planning maintenance and repair needs.

A well-maintained database offers numerous advantages for Medway's HRA, including:

* Understanding of the composition and condition of our housing stock.
* Evaluating the success of past and current maintenance programs.
* Planning a proactive maintenance program to minimise reactive maintenance.
* Focusing on priorities.
* Forecasting Capital and Revenue requirements.
* Determining financial resource needs.
* Supporting Capital Funding Bid applications.

We will monitor compliance with Decent Homes and Housing Health Safety Rating System (HHSRS) standards through the stock condition programme, making investments, repairs, and upgrades as and when needed.

* **Remaining Lives (REM Lives)**

Remaining life of a building, also known as remaining service life, is a key concept in asset management. It refers to the estimated period a home can continue to perform its intended function, meet performance requirements, and provide a satisfactory level of quality, assuming proper maintenance and repairs are carried out. Understanding the remaining life of a building helps Medway make informed decisions about maintenance, repair, replacement, or disposal of assets, and optimise the allocation of resources.

The remaining life of a building can be determined through several methods, including:

* Visual inspection: A trained professional visually inspects the building, its components, and systems to evaluate their current condition and identify any signs of deterioration or damage. This helps assess the remaining service life of the building.
* Condition assessment: A more in-depth analysis of the building's condition is performed, including structural, mechanical, electrical, and plumbing systems. This assessment can involve non-destructive testing, destructive testing, or a combination of both.
* Lifecycle analysis: This method takes into account the expected lifespan of building components and systems, as well as factors such as maintenance, replacement, and repair schedules, to estimate the remaining service life of the building.
* Performance analysis: By evaluating the performance of a building and its systems against predefined benchmarks or standards, asset managers can estimate the remaining service life based on how well the building continues to meet its intended purpose.
* Statistical methods: Data-driven approaches can be employed to analyse historical data on the lifespan and performance of similar buildings, which can then be used to make predictions about the remaining life of a building.

The process of estimating the remaining life of a building often requires input from various stakeholders. These estimates can be updated periodically as new information becomes available or as significant changes occur in the building or its environment.

It's essential to keep in mind that the remaining life of a building is an estimate and can be influenced by various factors, such as changes in maintenance practices, or regulatory requirements. Medway should continuously monitor and adjust our strategies to ensure the most efficient and effective use of resources for our housing portfolio.

The current REM life of the components in our homes are:

|  |  |  |
| --- | --- | --- |
| Element | Option | Life Cycle |
| Aerial | Present | 10 |
| Balcony/Walkway | Present | 30 |
| Bin Chute Damper | Yes | 20 |
| Bin Chute Door | Present | 20 |
| Bin Chute Smoke Head | Yes | 10 |
| Bin Store Door | Metal (20) | 20 |
| Bin Store Door | Timber (15) | 15 |
| CCTV | Large (10) | 10 |
| Door Entry Single Leaf Entrances | Aluminium (20) | 20 |
| Door Entry Single Leaf Entrances | Metal (20) | 20 |
| Door Entry Single Leaf Entrances | Timber (15) | 15 |
| Door Entry System | Video System (20) | 20 |
| Door Entry Twin Leaf Entrances | Aluminium (20) | 20 |
| Door Entry Twin Leaf Entrances | Metal (20) | 20 |
| Door Entry Twin Leaf Entrances | Timber (15) | 15 |
| Dry Riser | COM Dry Riser | 30 |
| Emergency Lighting | Both (20) | 20 |
| External Gate | External Gate | 20 |
| Fire Alarm | Present | 15 |
| Lightening Conductor | Lightening Conductor | 100 |
| Smoke Detector | Hard Wired (Mains) (10) | 10 |
| Water Tank | Present | 30 |
| Canopy | Canopy | 30 |
| Downpipes | Metal (30) | 30 |
| Downpipes | PVCu (30) | 30 |
| Fascia | Fascia | 30 |
| Front Doors | Aluminium | 30 |
| Front Doors | Composite | 30 |
| Front Doors | Hardwood | 30 |
| Front Doors | PVCu | 30 |
| Front Doors | Softwood | 30 |
| Garage Door | Garage Door | 30 |
| Garage/Store Roof | Garage/Store Roof | 30 |
| Garage/Store Side Door 1 | Garage/Store Side Door 1 | 30 |
| Garage/Store Window | Garage/Store Window | 30 |
| Gutters | Finlock (30) | 30 |
| Gutters | Metal (30) | 30 |
| Gutters | PVCu (30) | 30 |
| Patio/French Doors | Patio/French Doors | 30 |
| Pitch Roof Covering | Artificial Slate (45) | 45 |
| Pitch Roof Covering | Asphalt (40) | 40 |
| Pitch Roof Covering | Felt (20) | 20 |
| Pitch Roof Covering | Fibre Cement (45) | 45 |
| Pitch Roof Covering | Interlocking Tiles (60) | 60 |
| Pitch Roof Covering | Lead/Copper/Zinc (60) | 60 |
| Pitch Roof Covering | Metal Sheet (40) | 40 |
| Pitch Roof Covering | Natural Slate (70) | 70 |
| Pitch Roof Covering | Plain Tiles (60) | 60 |
| Pitch Roof Covering | Profiled Metal Sheet (40) | 40 |
| Pitch Roof Covering | Rubber Ply | 30 |
| Pitch Roof Covering | Single Ply (20) | 20 |
| Pitch Roof Covering | Thatch (45) | 45 |
| Pitch Roof Covering | Turf or Equivalent (30) | 30 |
| Primary Boundary Walls | Other (50) | 50 |
| Primary Paths/Hardstandings | Other (25) | 25 |
| Primary Wall Finish | Pointed Brickwork (30) | 30 |
| Primary Wall Finish | PVCu Cladding (30) | 30 |
| Primary Wall Finish | Render/Pebbledash/External Insulation (40) | 40 |
| Primary Wall Finish | Tile Cladding (40) | 40 |
| Primary Wall Finish | Timber Cladding (30) | 30 |
| Private Balcony | Private Balcony | 30 |
| Rear Door Main | Rear Door Main | 30 |
| Secondary Boundary Walls | Fair-Faced Brickwork (50) | 50 |
| Side Door | Side Door | 30 |
| Soffit | Soffit | 30 |
| Store Door | Store Door | 30 |
| Wall Structure | Concrete Frame Masonry Infill | 100 |
| Wall Structure | Curtain Walling | 100 |
| Wall Structure | Non-Trad (PRC) | 100 |
| Wall Structure | Timber Frame | 100 |
| Wall Structure | Traditional Cavity | 100 |
| Wall Structure | Traditional Solid | 100 |
| Chimney Structure | DHS Chimney Structure | 50 |
| Electric Rewire | DHS Electric Rewire | 30 |
| Flat Roof Covering | Block | 30 |
| Front Doors | Block | 30 |
| Patio/French Doors | Block | 30 |
| Windows | Block | 30 |
| Bathroom | Bath | 30 |
| Bathroom | Bath and Over Bath Shower | 30 |
| Bathroom | Bath and Separate Shower | 30 |
| Bathroom | Bathroom Extractor Fan | 7 |
| Bathroom | Shower Cubicle Only | 20 |
| Bathroom | Walk in Shower | 25 |
| Boiler | Mains Gas | 15 |
| Carbon Monoxide Detector | Carbon Monoxide Detector (Honeywell) | 10 |
| Electric Storage | Electric Storage | 20 |
| Electric Wiring | Electric Wiring | 30 |
| Electrical Test - Non Rewire | Electrical Test - Non Rewire | 5 |
| Electrics CCU | Electrics CCU | 30 |
| Flat Front Door | External (Exposed) | 30 |
| Flat Front Door | Flat Off Lobby (Internal) | 30 |
| Flat Rear Door | Aluminium | 30 |
| Flat Rear Door | Hardwood | 30 |
| Flat Rear Door | Softwood | 30 |
| Flat Rear Door | UPVC | 30 |
| Floor Lift | Floor Lift | 20 |
| Heat Detector | Heat Detector | 10 |
| Kitchen | Separate Kitchen (>2m Wide) | 20 |
| Kitchen Extractor Fan | Kitchen Extractor Fan | 7 |
| Smoke Detectors | Battery | 10 |
| Smoke Detectors | Hard Wired Mains | 10 |
| Smoke Detectors | Hard Wired Mains Interlinked | 10 |
| Stair Lift | Stair Lift | 20 |

* **Adaptions**

Medway Council offers adaptations services to help residents in general needs housing to continue to live independently in their homes for an extended period. As the number of older people in the stock increases, the council will continue to carry out necessary adaptations to meet their needs.

The asset management database records information on adaptations and adapted properties to make it easier to re-allocate the properties to households with similar needs or to recycle the adapted systems.

New Developments Medway's new housing developments comply with the National Design Space Standard (NDSS), the minimum design and quality standards set by the Homes and Communities Agency, and secure by design principles. They also meet as many of the lifetime homes criteria as possible, with an aim to exceed these standards where financially feasible on a site-by-site basis.

This means that the need for adaptations later in life is considered during construction, making it easier to make the necessary changes. Some of the new homes are even being built to full wheelchair standards.

## Involving & Communicating with Residents

By fostering open communication and involving residents in the decision-making process, Medway can create a more inclusive and collaborative environment, resulting in a more harmonious and satisfied community.

Effective communication with residents and leaseholders is crucial for fostering a positive living environment and ensuring that everyone is informed about upcoming changes and works. This can be achieved through:

* **Providing Residents with Choice**

Medway will give residents a say in the selection of fixtures, fittings, and finishes within their homes, such as kitchens, bathrooms, and other shared spaces. This can help ensure that the final result aligns with their preferences and expectations.

* **Involving Residents in Procuring Contracts**

Incorporating residents into the decision-making process when procuring contracts for maintenance, repairs, and improvements as their input can provide valuable insight and help guarantee that the best interests of the community are represented.

* **Leaseholder Section 20 Consultation**

By consulting leaseholders about upcoming works is a vital aspect of ensuring that their needs and preferences are taken into consideration when contracts are procured, and costs are recoverable.

* **Involving Leaseholders in Reviewing Specifications**

Leaseholders are encouraged through the Section 20 process to actively participate in reviewing specifications for upcoming works, providing input, and suggesting modifications or alternatives where appropriate.

* **Communication Packs**

Develop and distribute communication packs to keep residents informed and engaged throughout the entire process. These packs should be tailored to the needs of different groups, such as:

* + ***For Residents***

Provide all residents with regular updates on upcoming works, progress reports, and any potential disruptions or changes to the planned schedule. This can be done through newsletters, community meetings, or digital platforms.

* + ***For Leaseholders***

Provide leaseholders with a comprehensive plan outlining any planned works or improvements within the next three years. This can include timelines, budgets, and any potential disruptions to residents.

## Mitigating Disrepair Claims

To mitigate disrepair issues in our properties, Medway has implemented a proactive and systematic approach. The following steps can help to identify, prevent, and address disrepair problems:

* **Regular Inspections**

Conduct periodic property inspections to identify potential disrepair issues early on. This includes checking for signs of damp, mould, structural problems, and other maintenance concerns. Residents are encouraged to report any issues they may encounter.

* **Preventative Maintenance**

Establish a preventative maintenance schedule that addresses routine tasks such as gutter cleaning, roof inspections and drainage issues. This proactive approach can help minimise the risk of disrepair issues arising from neglected maintenance.

* **Prompt Repairs**

Address repair issues promptly and efficiently, allocating resources and personnel to ensure that problems are resolved quickly. This not only prevents issues from worsening but also demonstrates to residents that their concerns are taken seriously.

* **Capital Works**

Develop a long-term capital improvement plan to replace or upgrade building systems and components as they reach the end of their useful life. This may include projects such as roof replacement, repainting, and upgrading heating or cooling systems.

* **Staff Training**

Ensure that maintenance staff are well-trained, competent and knowledgeable about the property and its systems. This enables them to identify and address disrepair issues more effectively.

* **Compliance with Regulations**

Stay up to date with local building codes, regulations, and safety standards, ensuring that the property meets all necessary requirements. This can help prevent disrepair issues that may result from non-compliance.

* **Financial Planning**

Allocate sufficient funds in the annual budget for both routine maintenance and unexpected repairs. This ensures that resources are available to address disrepair issues as they arise.

By implementing these strategies, Medway can effectively mitigate disrepair issues, maintain the integrity of our properties, and provide a safe and comfortable living environment for our residents.

* **Regular tenant contact calls**

The goal of our Property Services team is to reach out to each of our 3040 properties at least once annually. The purpose is to identify any potential issues such as dampness, mould, pending repairs, or any other concerns that might impact the property. By doing so, we aim to lessen disrepair claims, decrease the expenses of neglected repairs, and gain insights into the condition of our properties and the satisfaction of our tenants.

**Procure contracts and services that are suitable for works being delivered and provide value for money**

The Housing Revenue Account (HRA) is considering the establishment of a new contract for a comprehensive repairs and maintenance service for the council's housing properties. The proposed contract will have a duration of 12 years, contingent upon the contractor's performance and adherence to the terms. Mears Group LTD currently holds the expiring contract, which is set to conclude on August 31, 2024.

This contract covers repairs to council-owned residences and communal areas, emergency services outside of business hours, annual gas appliance servicing, vacant property works, capital projects like kitchen and bathroom upgrades, as well as various compliance-related tasks.

We plan to establish up to 9 distinct contracts with varying durations. The contract types and their respective proposed terms are outlined in the table below:

### **Building Maintenance & Energy Works – Contract 1**

#### Contract 1 - Responsive Repairs

Responsive Repairs refer to repair works that are funded through revenue and are performed as soon as possible when components break down and can't wait to be included in a planned investment plan. Residents can report the need for repairs through the call centre managed by the contractor, who will then arrange for the repairs to be carried out. The repairs are categorised based on their urgency, and this determines the time frame for the repairs to be completed.

Below is a list of all the responsive maintenance that we, the Council, will be responsible for:

* Structure of the building including foundations, walls, windows, external doors, roofs, rainwater goods, chimney stacks, plaster, floors, stairs,
* Service installations including drains, inspection chambers, wastes, water pipes, electrical installations, gas pipes, central heating, communal lights, fire alarms, door entry phones, lifts, communal aerials.
* External works including paths, clothes posts, fences.

Day to day responsive repairs are typically carried out by property maintenance teams or contractors who are responsible for ensuring that the property is kept in good condition and that tenants or occupants are able to live comfortably and safely. In some cases, tenants may be responsible for reporting issues and requesting repairs, while in other cases, property managers or landlords may proactively identify and address maintenance needs.

Prompt and effective day to day responsive repairs are important for ensuring that properties remain in good condition and that tenants or occupants are able to maintain a high quality of life. By addressing maintenance needs quickly and efficiently, property managers and maintenance teams can help to prevent small issues from turning into larger and more costly problems over time.

### **Contract 1 - Planned Works**

The council has already met the minimum requirements of the Decent Homes Standard, but it is seeking to raise the bar. The council aims to invest in its stock according to the higher locally defined ‘Medway Standard for Accommodation,’ which goes beyond just meeting the Decent Homes Standard. This standard takes into account life cycles for key components such as windows, kitchens, and bathrooms, and also looks at standards for energy efficiency, communal areas, and the local environment (e.g. car parking and lighting).

This proactive approach anticipates component failure and allows for timely replacement, which improves residents’ quality of life and reduces the likelihood of multiple factors failing at once. The council is also able to provide residents with clearer information about when to expect certain elements to be renewed.

The Medway Standard covers Decent Homes and includes regular replacement of key components such as kitchens, bathrooms, and roofs, as well as fire safety, energy efficiency, and mechanical and electrical systems. The stock investment will be funded through the Housing Revenue Account and is projected to cost an average of £54,970 per unit over a 30-year period.

Planned maintenance allows for proactive replacement of components before they fail, improving the quality of life for residents and saving money in comparison to reactive repairs. The council has set a three-year budget for capital, cyclical, and planned maintenance works to support the planning and delivery of this program.

This standard strikes a balance between funding for additional housing and investment in the existing stock. The efficient repairs contract and rolling program of works are expected to lower the expenditure per unit over time.

Planned works can include a wide range of activities, such as:

* Refurbishment or replacement of building components (e.g., roofs, windows, heating systems).
* Upgrades to facilities or equipment (e.g., installation of new lifts or ventilation systems).
* Structural repairs or reinforcement (e.g., strengthening of concrete beams or columns).
* Decoration or landscaping works.
* Installation of new technology or systems (e.g., security cameras, smart building automation).

### **Contract 1 - Void Works**

Void properties are unoccupied dwellings, which typically occur during the process of re-letting a property. To prepare a void property for its next occupants, a range of works are required, including the mandatory testing of gas and electrical systems and the necessary repairs to bring the property up to a "decent home" standard.

The Void Lettable Standard outlines improved levels of repairs and cleanliness. All void properties are subject to gas and electrical safety checks, and new tenants receive information about asbestos and an energy performance certificate. A central voids team oversees all aspects of the void process and performance is regularly monitored through weekly void progress meetings.

The average cost of preparing a void property for re-letting is £3,800, which is lower than the average cost of £5,400 against similar organisations. To reduce residents' energy costs, incorporates energy-efficient measures, such as the installation of energy-efficient light bulbs and insulated hot water cylinders, as part of the Void Lettable Standard.

The objectives of managing void properties are to reduce the time taken to re-let them, maintain the Letting Standard consistently, and minimise the cost of relet works. To achieve these goals, Medway encourages tenants to leave their homes in good condition, minimises repairs within the Letting Standard, offers decorating allowances, and provides decorating assistance to older people and those with disabilities.

### **Contract 1 – Out of Hours Repairs**

An Out of Hours Repairs Service is a service provided by many maintenance companies and housing associations to handle emergency repairs outside of regular business hours. These services typically operate during evenings, weekends, and public holidays, when regular repair services may be closed or unavailable.

Examples of emergency repairs that may require an out-of-hours service include burst pipes, gas leaks, electrical faults, and broken windows or doors that compromise security. When a tenant reports an emergency repair outside of regular business hours, the out-of-hours team will typically dispatch a qualified repair technician to the property as quickly as possible to address the issue and ensure the safety and security of the occupants.

It's important to note that out-of-hours repairs services are typically reserved for emergencies only, and routine repairs or maintenance should be scheduled during regular business hours.

### Contract 1 - Cyclical Decorations & Repairs

Cyclical maintenance works are a type of planned maintenance that are carried out on a regular basis to ensure that a property or building remains in good condition and to prevent larger and more expensive repairs in the future.

These maintenance works are typically scheduled at set intervals, such as annually, bi-annually, or every few years, depending on the specific components or systems being maintained. Some common examples of cyclical maintenance works include:

* Painting and decorating: Painting the interior and exterior of a building, including walls, ceilings, doors, and window frames, to maintain their appearance and protect them from damage.
* Roofing maintenance: Inspecting and repairing a building's roof to prevent leaks, water damage, and other issues that could compromise the structural integrity of the building.

### **Contract 1 - Energy Works**

To tackle fuel poverty among council tenants, Medway Council aims to improve the thermal efficiency of its Housing Revenue Account (HRA) stock. With households spending more than 10% of their income on heating their home to an adequate temperature, reducing fuel poverty is a critical concern, particularly as utility bills continue to rise.

Energy-related works to houses refer to improvements or upgrades that are made to a home with the aim of reducing energy consumption, lowering energy bills, and improving energy efficiency. These types of works can include:

* Insulation installation: Insulation is added to the walls, floors, and roof of the home to reduce heat loss and retain heat.
* Window replacement: Single-pane windows are replaced with double or triple-pane windows to improve insulation and energy efficiency.
* Heating system upgrades: Older heating systems are replaced with newer, more energy-efficient models.
* Solar panel installation: Solar panels are installed on the roof of the home to generate electricity and reduce dependence on traditional energy sources.
* Lighting upgrades: Older incandescent bulbs are replaced with energy-efficient LED bulbs to reduce energy consumption.

These types of energy-related works can not only reduce energy consumption and save homeowners money on their energy bills, but they can also help reduce carbon emissions and contribute to a more sustainable future.

New council homes will be built to meet a minimum Energy Performance Certificate (EPC) rating of B, while older properties will face a challenge in improving thermal efficiency. Medway Council will develop a long-term strategy to improve the thermal efficiency of the HRA stock and set a minimum EPC rating for council properties. The council aims to achieve an average EPC rating of C by 2030, with properties below that level to be reviewed and brought up to standard.

The council will review the EPC ratings of properties and investigate options to raise them to the standard, including finding provision within the investment program for limited energy efficiency works. This will not only address the significant issue of fuel poverty, but also increase the council's chances of securing further external funding in this area.

## **Compliance Workstreams – Contract 2 to Contract 9**

Cyclical Maintenance is an essential aspect of property management that involves regular check-ups and upkeep of mechanical and electrical equipment, such as lifts. This practice promotes cost-effectiveness by preventing component failures and reducing the need for future repairs or maintenance.

Regular inspections also help to identify problems early and plan accordingly.

The council has established cyclical maintenance programs for various systems, including:

* Lifts
* Fire Safety Equipment
* Water Testing and Management (including Legionella testing)
* Gas Appliance Servicing
* Electrical Testing of Sheltered Units
* Electrical Testing of Common Areas, Streetlights, and Residential Units.

The below table illustrates the compliance activities that are undertaken and their frequency:

|  |  |  |
| --- | --- | --- |
| Category | Workstream | Frequency |
| Asbestos | [**Asbestos Management Survey**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Electrical | [**Appliances**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 6 Months |
| Electrical | [**Emergency Lighting - Drain Down**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Electrical | [**Emergency Lighting - Flick test**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | Monthly |
| Electrical | [**Lightning Conductor**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Electrical | [**PAT Testing**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Electrical | [**PIR - Communal - 5 Year**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 5 Years |
| Electrical | [**PIR - Domestic - 5 Year**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 5 Years |
| Fire | [**11M Building - Communal Doors**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 3 Months |
| Fire | [**11M Building - Flat FED**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Fire | [**Automatic Opening Vents**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 6 Months |
| Fire | [**Bin Chutes**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Fire | [**Communal Fire Doors**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Fire | [**Dry Risers - Full Service & Test**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 6 Months |
| Fire | [**Dry Risers - Minor Service**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 6 Months |
| Fire | [**Fire Extinguishers**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Fire | [**Fire Panels**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 6 Months |
| Fire | [**Fire Risk Assessment - Review**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | Every other Year |
| Fire | [**Fire Risk Assessment - Survey**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 2 Years |
| Fire | [**Smoke Alarms**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 10 Years |
| Fire | [**Sprinklers**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 year |
| Gas | [**CO Alarms**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 10 Years |
| Gas | [**Communal Boiler Inspection**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Gas | [**Communal Boiler Inspection - Insurance**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Gas | [**Landlord Gas Safety Record - Domestic**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Lifts | [**Domestic Lifts - Insurance Inspection**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 6 Months |
| Lifts | [**Domestic Lifts - Service**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Lifts | [**Passenger Lifts - Service**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | Monthly |
| Lifts | [**Passenger Lifts - Survey**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | Monthly |
| Lifts | [**Scheme Lifts - Service**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 6 Months |
| Other | [**Ladder Testing**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Other | [**Ladder Testing - Surveyors**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 3 Months |
| Water | [**Calorifier Blowdown**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Water | [**Calorifier Internal Inspection**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Water | [**Expansion Vessel Purge**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 6 Months |
| Water | [**Outlet Flushing**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | Weekly |
| Water | [**Shower Descaling**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 3 Months |
| Water | [**Subordinate Loop Inspection**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Water | [**Tanks Checks**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Water | [**Temperature Checks**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Water | [**Temperature Checks - Sentinels**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | Monthly |
| Water | [**Thermostatic Mixing Valve - Major**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Water | [**Thermostatic Mixing Valve - Minor**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 6 Months |
| Water | [**Water Risk Assessment**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |
| Water | [**Water Sampling**](file:///G:\My%20Drive\Work%20-%20HS%20Consulting\Clients\Medway%20Council\Asset%20Management\Strategy\Complience%20Streams.xlsx#RANGE!A1) | 1 Year |

### **Contract 2 – Gas Safety Works**

**Contract 2 – Landlord Gas Safety Record (LGSR)**

A Landlord Gas Safety Record (LGSR), also known as a Gas Safety Certificate or CP12, is a legal document that demonstrates that gas appliances, fittings, and flues in a property have been checked for safety and are in proper working condition. Medway is legally obligated to ensure the gas safety of our properties.

An annual gas safety check, in which the process to gain access starts 10 months after the last check to ensue annual compliance, is performed by a registered Gas Safe engineer is necessary to meet these legal requirements. The Gas Safety Record serves as evidence that Medway has fulfilled this obligation.

Ensuring the gas safety of a rental property is crucial for protecting tenants from potential hazards, such as gas leaks, carbon monoxide poisoning, or even explosions. The Landlord Gas Safety Record confirms that necessary inspections and maintenance have been performed to minimise these risks.

Regular gas safety checks help identify potential issues early on, preventing costly repairs or damage to the property in the long run. A well-maintained gas system can also extend the lifespan of appliances and fittings.

* **Contract 2 – Communal Boiler**

A communal boiler inspection is a process of inspecting and maintaining a shared heating system that serves multiple units or properties. Communal boilers are commonly found in apartment buildings, condominiums, and other multi-unit residential or commercial buildings.

The inspection is carried out by a qualified heating engineer or technician who checks the communal boiler's condition, including the combustion chamber, flue system, heat exchanger, safety devices, and other components. The inspection ensures that the boiler is running efficiently and safely, and any necessary repairs or maintenance can be carried out to prevent breakdowns and ensure the uninterrupted supply of heat to all units.

Communal boiler inspections are typically required by law and regulations to ensure the safety of the occupants and the public. They are usually performed annually, but the frequency may depend on the size of the boiler and its usage. It's important to hire a qualified professional to carry out the inspection and maintenance to ensure that the communal boiler is functioning correctly and safely.

### **Contract 3 – Electrical Works**

**Contract 3 – Emergency Lighting**

Emergency lighting is a backup lighting system that is designed to automatically illuminate when the main power supply fails, providing visibility and aiding evacuation during an emergency situation.

Emergency lighting drain down refers to the process of draining the battery power from the emergency lighting system in a controlled manner, usually during scheduled maintenance or testing. This is done to ensure that the emergency lighting system remains functional and to prevent the batteries from becoming overcharged or damaged. During the drain down process, the emergency lights are switched on and allowed to operate until the batteries are depleted. Once the batteries are fully drained, they are recharged to their full capacity to ensure that they are ready for use in case of an emergency.

An Emergency Lighting Flick Test is a quick test that is conducted to ensure that emergency lighting systems are functioning properly in case of a power outage or emergency situation.

During the test, the power supply to the emergency lighting system is interrupted for a short period, usually a fraction of a second, which causes the emergency lights to flicker. The purpose of the flicker test is to ensure that the emergency lighting system is operating correctly and that all the lights turn on when the power is lost.

If any lights fail to come on during the flicker test, it may indicate a problem with the emergency lighting system that needs to be addressed. Emergency lighting flicker tests are typically conducted regularly as part of routine maintenance and inspection of emergency lighting systems in buildings.

**Contract 3 – Lighting Conductor**

A lightning conductor test is a procedure carried out to check the effectiveness of a building's lightning protection system. Lightning conductors are installed on buildings to protect them from lightning strikes by providing a path of least resistance for the lightning to follow and diverting it safely to the ground.

During a lightning conductor test, a specialist engineer will inspect the lightning conductor system and associated earthing arrangements to ensure that they are in good condition and functioning properly. This typically involves checking the condition of the conductors, connections, and earth electrodes, and performing electrical tests to verify that the system is adequately bonded and earthed.

The test may also involve a visual inspection of the building's roof and other high points to ensure that the lightning conductor system is appropriately placed and connected to the building's metalwork. A report is usually issued after the test detailing the findings and any recommendations for repairs or maintenance.

**Contract 3 – Periodic Electrical Testing: Communal Areas**

A periodic electrical test for communal areas, also known as an Electrical Installation Condition Report (EICR), is a comprehensive inspection and test of the electrical installation in a communal area of a building. The purpose of the test is to determine whether the electrical installation in the communal area is safe and complies with the relevant electrical safety standards.

During the test, a qualified electrician will examine all the electrical components in the communal area, including the wiring, sockets, switches, and distribution boards, and check for any defects or damage. They will also perform a series of tests to ensure that the electrical installation is functioning correctly and safely.

Once the test is complete, the electrician will provide a detailed report outlining any defects or issues that were identified during the inspection, along with recommendations for repairs or improvements to bring the installation up to the required standard. The report will also include a schedule for when the next periodic electrical test should be carried out. It is generally recommended to have a periodic electrical test every 5 years.

**Contract 3 – Periodic Electrical Testing: Domestic Properties**

A periodic electrical test for domestic properties, also known as an Electrical Installation Condition Report (EICR), is an inspection of the electrical installation in a property. The purpose of the test is to determine the safety and condition of the electrical installation, and to identify any defects, damage, or wear and tear that could pose a risk of electrical shock or fire.

During the test, a qualified electrician will examine the wiring, sockets, switches, fuse box, and other electrical components in the property. They will also perform a series of tests to check the electrical circuits, grounding, and insulation.

Based on the results of the test, the electrician will provide a report detailing any defects or issues found, and recommending any necessary repairs or upgrades to ensure the electrical installation is safe and compliant with current regulations. It is recommended to have a periodic electrical test every 5 years for domestic properties.

### **Contract 4 – Fire Safety Surveys**

**Contract 4- Communal Fire Doors**

Communal fire door inspections are a type of inspection carried out on fire doors that are present in communal areas of residential buildings. The purpose of these inspections is to ensure that the fire doors are installed and maintained in accordance with fire safety regulations and standards.

During the inspection, a qualified professional will visually examine the fire doors and their frames, checking for any signs of damage, wear and tear, or other issues that could compromise their ability to function properly in the event of a fire. They will also check that the doors are properly labelled, fitted with the appropriate seals, and that the door closers are functioning correctly.

Any issues that are identified during the inspection will be noted in a report, which will be provided to the Council. Any necessary repairs or replacements will need to be carried out promptly to ensure that the fire doors remain in compliance with fire safety regulations.

**Contract 4 – Fire Risk Assessments**

A Fire Risk Assessment Survey is a systematic evaluation of a building or premises to identify potential fire hazards and assess the level of risk to people, property, and the environment. The purpose of a fire risk assessment survey is to identify any fire risks, evaluate the adequacy of existing fire safety measures, and recommend any additional measures necessary to minimise the risk of fire and ensure the safety of occupants.

During a fire risk assessment survey, a qualified fire safety expert will inspect the building's structure, layout, and facilities to identify potential fire hazards. They will assess the effectiveness of fire safety measures, such as fire alarms, emergency lighting, fire doors, and sprinkler systems, and evaluate the level of risk to people and property in the event of a fire. Based on the findings, the surveyor will make recommendations for improvements or modifications to ensure that the building is compliant with fire safety regulations and safe for occupants.

A Fire Risk Assessment Review is a process of evaluating an existing fire risk assessment to ensure that it remains valid and up-to-date. It is essential to review a fire risk assessment regularly to ensure that any changes in the building's use, layout, or occupancy are considered, and that any new hazards are identified and addressed.

The review should also consider any changes in legislation or regulations related to fire safety and any recent incidents or near-misses related to fire safety in the building. It may involve reviewing and updating the fire safety management plan and the emergency procedures and arrangements, as well as assessing the effectiveness of fire safety measures and equipment installed in the building.

A Fire Risk Assessment Review should be conducted by a competent person who has the necessary knowledge, skills, and experience in fire safety and risk assessment. It is important to ensure that the review is carried out regularly, and that any necessary actions identified during the review are implemented in a timely manner to ensure the safety of the building's occupants.

### **Contract 5 – Fire Safety Works**

**Contract 5 - Fire Safety Remedial Works**

Fire safety remedial works refer to the repairs or improvements made to a building or property to ensure it complies with fire safety regulations and standards. These works can include installing or upgrading fire doors, smoke alarms, sprinkler systems, emergency lighting, and fire alarms.

The aim is to reduce the risk of a fire starting, slow down the spread of fire, and provide occupants with the time to escape in the event of a fire. The specific remedial works required will depend on the type and age of the building, as well as any previous fire safety measures already in place.

### **Contract 6 – Fire Safety Servicing & Compliance**

**Contract 6 – Automatic Opening Vents (AOV)**

An AOV test and service involves testing and maintaining an Automatic Opening Ventilation system, which is typically installed in buildings to remove smoke in the event of a fire. The system uses vents or windows to create a ventilation flow, which helps to prevent smoke from building up and allows occupants to escape safely.

During an AOV test and service, a technician will inspect the system to ensure it is working correctly and in compliance with building regulations. This may include checking the controls, wiring, motors, and actuators, as well as testing the smoke sensors and emergency power supply. Any necessary repairs or replacements will be made, and the system will be fully tested to ensure it is functioning as intended.

**Contract 6 – Bin Chutes**

A bin chute inspection and service is a maintenance activity carried out on the refuse chute systems that are commonly found in high-rise buildings or large commercial properties. These chutes are used to transport waste materials from upper floors to a collection point on the ground level.

During the inspection and service, a qualified technician will typically carry out the following tasks:

* Inspect the chute system for any damage, blockages, or other defects that could affect its operation.
* Remove any debris or waste that has become lodged in the chute.
* Clean and disinfect the chute and surrounding area to prevent the spread of odours or harmful bacteria.
* Test the safety features of the system, such as the fire dampers and smoke detectors, to ensure they are functioning properly.
* Carry out any necessary repairs or maintenance to ensure the system is safe and efficient.

The frequency of these inspections and services will depend on the type and usage of the bin chute system, as well as any applicable regulations or guidelines.

**Contract 6 – Dry Risers**

A dry riser is a system of pipes and valves designed to provide a supply of water to multiple levels of a building in the event of a fire. A dry riser test and service involves checking and maintaining the system to ensure that it is in good working order and will function correctly in an emergency.

During a dry riser test, the system is pressurised to check for leaks and ensure that the valves and pipework are functioning correctly.

A dry riser service involves regular maintenance and inspection of the system, including cleaning out debris and checking for any damage or wear and tear. Regular servicing helps to ensure that the system is always ready for use in case of a fire and can help to prevent breakdowns and costly repairs.

**Contract 6 – Fire Panels**

A fire panel test and service is a maintenance procedure performed on fire alarm control panels to ensure their proper functioning. The fire panel is the central component of a fire alarm system that receives signals from fire detection devices, such as smoke detectors and heat detectors, and then activates alarms, triggers sprinklers or other fire suppression systems, and alerts emergency services.

During a fire panel test and service, a qualified technician will inspect the panel's components, clean the internal components, test the power supply, and verify the proper functioning of the alarms, detection devices, and notification appliances. Any necessary repairs or replacements will be performed to keep the system in good working order and to ensure it complies with fire safety regulations. The test and service should be performed periodically, as recommended by the fire safety regulations and the manufacturer's guidelines.

### **Contract 7 – Asbestos Management Surveys**

**Contract 7 – Asbestos Management Survey**

An Asbestos Management Survey is a comprehensive assessment carried out by a qualified asbestos surveyor to identify the presence, type, condition, and extent of asbestos-containing materials (ACMs) in a building or structure.

The survey aims to locate and record all ACMs that could potentially be damaged or disturbed during normal occupancy, maintenance, or refurbishment work, and to assess the risks associated with them. The survey report includes a detailed description of the location and condition of each identified ACM, as well as recommendations for management, such as whether the asbestos should be removed, encapsulated, or simply monitored.

The Asbestos Management Survey is an essential tool for the Council and occupants to ensure the safety of everyone in the building and comply with legal requirements related to asbestos management.

### **Contract 8 – Asbestos Remedial Works**

Asbestos remedial works refer to the process of safely removing or containing asbestos-containing materials (ACMs) found in a building or property after an asbestos survey or inspection has identified their presence.

The remedial works could include removing the asbestos completely or encapsulating or sealing it so that it no longer poses a risk to human health. The specific method chosen for remediation will depend on several factors, including the type and condition of the ACMs, the location of the materials, and the intended use of the building or property.

It is important to carry out asbestos remedial works in accordance with strict health and safety regulations to minimise the risk of asbestos exposure to workers and occupants of the building or property.

### **Contract 9 - Water Management Services**

The below activities are in place to ensure Medway conforms to HSG 274 Part B.

**Contract 9 - Calorifier Blowdown**

A calorifier blowdown refers to the process of removing water from a calorifier or hot water storage tank to reduce the concentration of dissolved solids in the water. A calorifier is a device that is used to heat and store hot water, and it is often used in commercial and industrial settings, such as hospitals, schools, and hotels.

Over time, minerals and other dissolved solids can accumulate in the water stored in a calorifier, which can lead to problems such as corrosion, scale build-up, and reduced efficiency. To prevent these issues, it is necessary to periodically remove some of the water from the calorifier and replace it with fresh water. This process is known as blowdown.

During a calorifier blowdown, a valve is opened to allow a small amount of water to flow out of the calorifier and into a drain. This water is then replaced with fresh water, which helps to reduce the concentration of dissolved solids in the tank. The frequency of blowdowns depends on various factors, such as the quality of the incoming water and the amount of hot water being used, and it is typically determined through regular water testing and analysis.

**Contract 9 - Calorifier Internal Inspection**

A calorifier internal inspection is a process of examining the inside of a calorifier, which is a container used to heat and store water, to assess its condition and identify any defects or issues that may affect its performance. The inspection may involve removing the calorifier's cover or manhole and visually examining the internal surfaces for signs of corrosion, scaling, or other damage.

The inspection may also include testing the calorifier's water quality, pressure, and temperature to ensure that it meets safety and performance standards. Calorifier internal inspections are typically carried out as part of a routine maintenance program to ensure that the equipment is functioning properly and to prevent potential problems.

**Contract 9 - Expansion Vessel Purge**

An expansion vessel purge is a process performed on a heating system that uses a sealed system, such as a boiler or a heat pump, to maintain the pressure and water level in the system. The expansion vessel is a critical component of this system, and it is responsible for absorbing the excess water and pressure that builds up as the system heats up.

Over time, the expansion vessel may become filled with water and lose its ability to function correctly. This can result in problems with the system, such as low pressure or leaks. To prevent this from happening, an expansion vessel purge is performed. During the purge, the water in the expansion vessel is drained and replaced with air, which restores its ability to absorb excess water and pressure.

The process typically involves shutting off the heating system, draining the expansion vessel, removing any debris or sediment that has accumulated inside, and then refilling the vessel with air. A qualified heating engineer or plumber is typically responsible for performing this service.

**Contract 9 – Outlet Flush**

An outlet flush is a plumbing maintenance procedure that involves flushing out the outlets, such as taps and showers, to remove any debris or sediment build-up that may have accumulated over time.

This is important for maintaining the quality of water and preventing blockages that can affect the performance of the outlets. The process typically involves turning off the water supply to the outlet, dismantling the fitting, flushing out the debris or sediment, and then reassembling the fitting.

**Contract 9 – Shower Descaling**

Shower descaling is a process of removing the build-up of limescale, soap scum, and other minerals that accumulate over time on the surfaces of showerheads, faucets, and other plumbing fixtures. This build-up can clog the small openings and affect the water flow, reducing the performance of the shower.

Descaling is typically done by applying a descaling solution or acid to the affected areas, allowing it to sit for a specified time, and then rinsing it off thoroughly with water. This process helps to restore the water flow and pressure in the shower and can also help to extend the life of the plumbing fixtures.

**Contract 9 – Subordinate Loop Inspection**

A subordinate loop inspection for water is a type of inspection carried out on a building's water system. It involves checking the subordinate (or secondary) water distribution system, which typically includes the smaller pipes and outlets that connect to the main water supply.

The inspection aims to identify any issues with the subordinate loop that may affect the quality or safety of the water supply, such as leaks, corrosion, or the presence of harmful contaminants. Regular subordinate loop inspections are important to ensure that a building's water system remains in good condition and complies with relevant health and safety regulations.

**Contract 9 – Tank Checks**

A tank check refers to an inspection of water storage tanks to ensure they are clean and free of contaminants. This can include checking for physical damage or deterioration of the tank, as well as ensuring that the water inside is safe and suitable for use.

Tank checks may also involve checking the tank's fittings, such as the overflow and ventilation pipes, to ensure they are functioning properly. Regular tank checks are important to maintain the quality and safety of stored water and to prevent the spread of waterborne illnesses.

**Contract 9 – Temperature Checks**

Temperature checks involve measuring the temperature of the water at different points in a building's water system, such as at taps and showers, to ensure that the water is being heated and distributed at a safe and appropriate temperature. This is particularly important in buildings with vulnerable occupants where excessively hot water can pose a risk of scalding.

Temperature checks can also help to identify problems with the water heating system, such as a malfunctioning thermostat or a build-up of limescale in the pipes, which can affect the efficiency and safety of the system.

**Contract 9 – Temperature Checks to Sentinels**

The Sentinel is a name given to a tap that is the last outlet on the system and the nearest going back into the Calorifier. This is a monthly check as part of the water management regime.

Testing the temperature of Sentinels typically involves using a temperature probe to measure the temperature of the water in the sentinel, which is a small vessel used to dose water systems with chemicals to prevent corrosion and scale build-up.

The temperature reading is then compared to the recommended temperature range for the specific chemical being used to ensure that the system is operating optimally. This test is typically part of a larger water treatment and maintenance program.

**Contract 9 – Thermostatic Mixing Valve**

A test and service of a thermostatic mixing valve involves checking and verifying the valve's performance and accuracy in controlling the temperature of hot water that is distributed to taps and showers. The process typically involves disassembling the valve to clean and inspect its components, including the temperature sensor and the control mechanism.

The valve is then tested to ensure that it can regulate the water temperature to within the required range, as specified by relevant regulations and standards. Any necessary adjustments or repairs are made to the valve to ensure its optimal performance and reliability.

Regular testing and servicing of thermostatic mixing valves are crucial in maintaining the safety and comfort of users.

**Contract 9 – Water Risk Assessment**

A water risk assessment is a systematic evaluation of potential risks related to the use, storage, and distribution of water in a building or facility. The assessment is typically carried out by a qualified professional and involves identifying potential hazards, assessing the level of risk associated with each hazard, and making recommendations for mitigating or eliminating those risks.

The purpose of a water risk assessment is to identify and evaluate the risks associated with Legionella bacteria and other waterborne pathogens that can cause diseases such as Legionnaires' disease.

The assessment will typically include a review of the water systems, an analysis of potential hazards, and the development of a management plan to control and monitor the risks. It is a legal requirement for buildings with water systems to undergo regular water risk assessments to ensure compliance with health and safety regulations.

**Contract 9 – Water Sampling**

Water sampling is the process of collecting water samples for laboratory analysis to determine the presence and concentration of various chemicals, microorganisms, or other substances that may pose a risk to human health or the environment.

This is typically done as part of a water quality assessment, which may be required for regulatory compliance or to ensure the safety of drinking water in buildings. Water samples can be collected from various sources, such as taps, faucets, showers, or cooling towers, and are analysed for parameters such as pH, turbidity, chlorine, bacteria, viruses, or metals. The results of water sampling can help identify potential issues and guide the development of appropriate treatment or mitigation strategies.

## **Uplifts to Contract Rates**

The contract document outlines the terms and conditions and has clauses that focus on the pricing framework and adjustment mechanisms related to the Consumer Price Index (CPI) till August 2025. It includes the following key points:

* The rates submitted by the tenderer are fixed until the end of August 2025.
* Adjustments to the rates in subsequent years will be calculated based on the movement in the CPI published by the Office for National Statistics. This movement will be calculated based on the increase/decrease between the index published in April each year and the base index, expressed as a percentage of the base index.
* The provider must notify Medway and provide its CPI uplift calculation no later than four weeks prior to the relevant inflation date. The client may request further substantiation if required.
* The contract also includes a provision for Medway to add or remove properties within the stock portfolio during the contract term. The rates for new properties will be based on the Price Framework or on the most applicable previous rates after discussion.
* It stipulates that all mobilisation costs are to be included within the tendered rates and discharged within the first two years of the Contract.
* The contract introduces a Contract Review Mechanism due to current market instability. It allows either party to request an increase or decrease to the Contract rates, supported by a business case, if there is a significant cost change equal to 10% of the tendered rates in either direction.
* The contract also mentions a Future Value for Money clause. Medway reserves the right to move from the current version of the NHF Schedule of Rates to a newer version, if warranted, to future proof the Contract over its long-term duration. The uplift against the newer version would be set by an independent consultant and also subject to annual CPI uplifts.

# A competent team to deliver the strategy

A competent team is essential for the repair and maintenance of properties for a number of reasons including:

* Expertise: A competent team possesses the necessary skills and knowledge to perform a wide range of repairs and maintenance tasks, from simple fixes to complex issues. This ensures that the work is done correctly and efficiently, saving time and resources.
* Preservation of Property: Regular maintenance and prompt repairs help in preserving and even enhancing the value of the property. A competent team can identify potential issues early and fix them before they escalate into significant problems, preventing costly repairs in the future.
* Safety: Many repair and maintenance tasks involve potential safety hazards, such as electrical work, plumbing, or working on roofs. A competent team is trained to handle these tasks safely, minimizing the risk of accidents.
* Tenant Satisfaction: Quality maintenance and repairs contribute to tenant satisfaction and retention. A competent team can provide quick and effective responses to maintenance requests, improving the tenant's living experience and reducing the likelihood of tenant turnover.
* Legal Compliance: Some maintenance and repair tasks are required by law, such as compliance with building codes, fire safety regulations, or housing standards. A competent team ensures that the property is always in line with these requirements, avoiding potential legal issues.
* Cost-Efficiency: A competent team can manage resources effectively, coordinate with trusted vendors, and schedule preventive maintenance activities that help avoid expensive emergency repairs, saving money in the long term.
* Emergency Response: A competent team can provide an immediate response to emergencies, such as plumbing leaks or heating system failures, preventing further damage and ensuring the safety and comfort of the tenants.

The team structure outlined below has be organised to achieve the goals of the Asset Management Strategy.

Picture to show the staff structure in the HRA property team

## Using an Asset Management Checklist

Medway must consider several questions when making Asset Investment Decisions:

* Do we understand the challenges of asset management, including achieving zero non-decency?
* Is the strategy linked and aligned with other key strategies within the Council?
* Do we consider current and future needs?
* Are residents involved in the development and delivery of the strategy?
* Are assets utilised optimally, including exploring capital recycling opportunities?
* Is the stock condition database accurate and up to date?
* Do we have prioritised repair and investment programs?
* Does investment planning consider life cycle costs, sustainability, regeneration, energy efficiency, and community outcomes?
* Is the value for money delivery from asset management activities clear?
* Is the activity financially viable and sustainable in conjunction with the HRA 30 year business plan?
* Are legal liabilities addressed, such as gas safety compliance?

# Development

The Council's primary objective is to deliver 25% affordable housing on all major developments to cater for the increasing demand for affordable housing in Medway. This strategy document delineates our intent to leverage the Housing Revenue Account (HRA) for funding development of affordable homes.

The demand-supply gap in affordable housing in Medway is vast. With a diminishing supply of council-owned homes due to Right to Buy (RTB), as of July 2023, there were 5,068 households on the waiting list and 2,055 active households, those eligible to bid for properties, in need of accommodation, with an average of 350 households in temporary shelters. The Council owns 3022 HRA properties and 12 General Fund properties, primarily in Gillingham, Rainham, and Twydall areas.

Having already completed three housing development phases, we are prepared for the next phase of housing development enabled by recent policy changes that allow local authorities to use additional borrowing within their HRA to build new homes. This strategy will be crucial in deciding viable projects for the next decade, aiming to deliver high-quality, affordable homes cost-effectively.

## Strategic Aim

The ambition is to fulfil Medway’s housing needs by offering high-quality, sustainable housing at affordable rents. Changes in government policy allow for increased borrowing to build housing, using surpluses within the HRA, RTB receipts, and the removal of the debt cap. The HRA Business Plan outlines the 30-year investment requirements, projected income, and available finances for our new-build program. Through our HRA, we aim to deliver a new generation of good-quality, affordable, rented homes, ensuring both the houses and the HRA remain sustainable.

## Strategic Objectives

* Implement an ambitious development program to increase our housing stock by 1% annually, post right to buy sales.
* Proactively explore development opportunities to achieve excellent value for money.
* Create a lasting legacy of distinct and well-designed homes.
* Construct homes that significantly contribute to successful communities and growth in Medway.

The cost of delivering housing must be in proportion to the rental income the Council will receive over 30 years. The impact of each scheme on the HRA Business Plan must be evaluated carefully. In addition to funding from the HRA Business Plan and Right to Buy (RTB) receipts, the HRA will seek additional funding sources such as Homes England Grant.

The Council will make the best use of existing housing land in its ownership and evaluate other land and development opportunities for potential acquisition. This includes exploring RTB opportunities, appropriating land and assets, purchasing private land or units, major estate regeneration, and joint ventures.

The use of Modern Methods of Construction (MMC) will be evaluated on a project-by-project basis. New homes will cater to a range of housing needs with a focus on 1- and 2-bedroom properties to accommodate downsizing tenants and free up family homes.

The HRA recognises the crucial role of its tenants in shaping the standards for future homes and will engage them through community structures and effective resident engagement. We aim to understand the needs of diverse communities and design homes and communities that are flexible to changing circumstances.

Estate regeneration is complex and requires careful feasibility studies to evaluate financing and delivery options.

# The Path to Net Zero by 2050

By 2030, Medway will have accomplished its goal of ensuring that all social housing properties meet a minimum Energy Performance Certificate (EPC) rating of C, with a focus on improving the building's structure. The next major challenge will involve transitioning away from fossil fuels for heating homes and adopting clean, renewable electricity as the grid becomes decarbonised.

This transition will entail replacing all gas-fired boilers with heat pumps, which can be sourced from either the air or the ground. These heat pumps can be installed individually for each property or can be implemented in a communal manner.

To ensure the efficiency and cost-effectiveness of these heat pumps for both the council and residents, Medway has devised a strategy to commence the transition from 2034 onwards. This timeline allows for advancements in heat pump technology, leading to improved efficiency and reduced costs, as witnessed in the solar energy generation sector. The network of installers and maintenance services will expand significantly, guaranteeing an adequate supply of equipment at reasonable costs.

Moreover, by waiting until 2034, the gas boilers installed up until that point will have completed their full 15-year life cycle. Any necessary replacements thereafter will be replaced with heat pumps. Each year, a gradual shift towards the goal of 100% gas boiler replacement by 2050 will be made. It is anticipated that full replacement will be achieved by 2048, allowing an additional year for addressing any outstanding replacements due to issues like access to the property.

The anticipated replacement numbers from 2034 until 2048 would be:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Year** | **2034** | **2035** | **2036** | **2037** | **2038** | **2039** | **2040** | **2041** | **2042** | **2043** | **2044** | **2045** | **2046** | **2047** | **2048** | **Total** |
| **Number** | 111 | 94 | 235 | 185 | 10 | 321 | 355 | 161 | 274 | 241 | 158 | 115 | 158 | 167 | 136 | 2721 |

The above table is indictive and may accelerate depending on external funding grants available.

**Parity Projects Energy Report - *Medway: Energy Performance of Homes 2022***

Medway commissioned Parity Projects to compile a report in December 2022, which offers a comprehensive overview of the energy performance of Medway’s housing portfolio within the broader policy context. The report synthesizes data drawn from Medway's Portfolio subscription, providing insights into the energy efficiency and characterization of their housing stock. Additionally, Parity have included a summary of the prevailing policy landscape and benchmarking results sourced from other clients who have graciously shared anonymized summary data for comparative purposes.

It's important to note that Portfolio is a dynamic tool that receives updates as work progresses, survey data enhances data accuracy, and scenario designs are fine-tuned. The figures presented in this report capture a moment in time, reflecting Medway's data snapshot from December 2022.

*A copy of this report is attached as Appendix B*

# 10. Managing Risk

The internal controls to manage risks in the Councils asset management include measures in the following areas:

**Stock Condition Surveys**

* The lifecycles and costs used are consistent with industry standards and are regularly updated based on actual prices.
* Resident engagement is involved in developing and updating lifecycles and standards.
* SCS updates are part of the annual investment planning process.

**Investment Plans**

* A planned investment program is in place.
* Performance measures are in place and regularly monitored and managed by the asset management team.
* Robust contract management arrangements are in place.
* Customer feedback informs and updates investment plans.
* Resident engagement is encouraged in investment program development.
* Programs are designed with diversity and disability needs in mind.
* Good customer satisfaction levels and feedback is obtained regularly.
* Repairs and maintenance delivery programs are in place with effective monitoring and management.

**Procurement & Staffing**

* Effective and efficient procurement plans and processes are in place delivering value for money.
* Management systems are in place to recruit, train and appraise staff.

**Responsive Repairs**

* Detailed contract controls and performance measures are in place and effectively managed by the response repairs management team.
* Service outcomes inform forward planning of response and planned repairs.
* Good customer satisfaction levels and feedback is routinely tested.

**Asset Management Strategy**

* Will be updated as part of the corporate planning process and inform business planning.

**Business Planning**

* The Asset Management Strategy is a key document in the Council's HRA business plan development.
* The annual business plan review process will show links between the asset management strategy, evaluation models, investment & procurement programs, and SCS.

Planned works up to 2030

The following table provides an estimate of the properties that will undergo work under the specified workstreams, generally under Contract 1. Please note that these figures may vary as we continue with our ongoing stock condition surveys and update the Remaining Economic Life (REM) of components within the properties.

Picture to show the repairs planned workstreams from 2024 to 2030

The following table provides an estimate of the properties that will undergo work in Contract 2, gas servicing and boiler replacement. Please note that these figures may vary as we continue with our ongoing stock condition surveys and update the Remaining Economic Life (REM) of components within the properties.

picture to show the gas planned workstreams between 2024 and 2030

The following table provides an estimate of the properties that will undergo work in Contract 3, electrical works and servicing. Please note that these figures may vary as we continue with our ongoing stock condition surveys and update the Remaining Economic Life (REM) of components within the properties.

picture to show electrical planned workstreams between 2024 and 2030

# Appendix A: Medway Standard for Accommodation

The government introduced the Decent Homes Standard in July 2001 to establish a minimum housing standard across all local authorities, registered social landlords, and housing stock. The deadline to bring all stock up to this standard was March 31st, 2011. The council has carried out various programs to replace building elements and meet the Decent Homes standard, but it is important to maintain the stock to this standard or higher.

To ensure consistency and clearly define resident aspirations, Medway will document specifications, material selections, and local policy standards agreed through stakeholder consultation, creating the Medway Standard. The council-owned stock has already met the Decent Homes target set in 2010, but Medway aims to deliver a higher standard than Decent Homes in a sustainable and cost-effective manner.

**Inside the Home:**

* Kitchens (20-year cycle): Modern fitted kitchen units with space for appliances, tiling, extractor fan, and safe flooring.
* Bathrooms (30-year cycle): Modern bathroom with shower, tiling, and extractor fan.
* Electrical Systems (30-year cycle with 5-year testing): Modern wiring, including an adequate number of sockets and a consumer unit.
* Central Heating: A full, controllable central heating system.

**Health, Safety, and Security:**

* Health: Disabled adaptations (referred by the Occupational Therapy Service), safe steps, paths, and handrails.
* Safety: Hardwired smoke alarms, CO detectors, annual gas service, removal of asbestos, and 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 and front or side gates.

**Energy Efficiency:**

* Double Glazing: High-quality PVCu windows with secure locking handles.
* Energy Efficiency: Energy-efficient boilers, roof/cavity/wall insulation (where cost-effective), draught and sound proofing.

**Improving Communal Areas:**

* 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
* Compliance with the Disability Discrimination Act

**Improving Neighbourhoods:**

* Improved car parking
* Improved lighting
* Improved fences and walls
* Improved maintenance and communal facilities developed in consultation with residents.

**Housing Services:**

* Improved repair service, including appointments.
* Improved grounds maintenance and estate management services

**Other Maintenance:**

* Roofs/Chimneys (60-year cycle): Safe and watertight, including rainwater goods.
* Fascia, Soffits, Guttering and Down pipes (30-year cycle).
* Doors (40-year cycle): Secure, modern GRP entrance doors to "secure by design" standard.
* 5-year rolling cyclical decoration program to improve the appearance of estates.
* 5-year rolling garage improvement program, including repairs and decorations.