Annex 1

Housing Asset Management Strategy

Scrutiny Committee 23rd September 2019

Summary

1. The 2019 Housing Asset Management Strategy will build on previous strategies to improve the existing Council housing stock for the benefit of residents and communities. It recognises the direct links between decent affordable housing and health and wellbeing.

2. In July 2019 the Council declared a Climate Emergency aiming to make the City carbon neutral by 2030. As the largest single landlord in the city the council is uniquely placed to take a lead role in reducing fuel costs and further exploring less fossil-fuelled based solutions, making homes greener, healthier and places where people want to stay.

3. The Asset Management Strategy will provide a clear foundation for investment decisions and improvements to individual homes, as well as looking for opportunities to provide new accessible and adaptable homes, built to high standards of efficiency and carbon neutrality.

Background

4. Housing conditions, quality and tenure have far-reaching impacts on us and the quality of our lives. A wide-ranging body of research has shown evidence that housing factors can impact on a range of outcomes including health, wellbeing, worklessness and other adverse life outcomes.

5. In York we are working closely with partners and residents to tackle poverty and disadvantage. There are clear plans to improve health and wellbeing and protect the vulnerable. Underpinning these aims is the need for good quality, affordable housing.

6. This Asset Management Strategy for York looks to identify (1) where housing repairs and modernisations need to be made and to focus on

sustainability of the existing stock, reducing fuel costs and ensuring cost effectiveness; (2) where new, energy efficient affordable housing development should go; and (3) where there are opportunities for area regeneration (new housing within a welcoming local environment with safe streets and interesting spaces to socialise in and enjoy). (4) Identify investment opportunities when properties become void.

7. Historically resources have focussed on maintaining and modernising the existing stock as well as addressing the affordable housing shortages with external bodies. The climate emergency means there must now be more of a priority for short, medium and long term actions that will reduce fuel costs of the existing stock of c7,000 homes by increasing energy efficiency, lowering consumption and further exploring less fossil-fuel based solutions.

8. As part of the previous Strategic Asset Plan 2016 an Asset Register was created to ensure we only invest in financially sustainable stock, take maximum advantage of any opportunities created by our investment, and assess proposed investments in homes held in the Housing Revenue Account.

9. The Register was developed to assess HRA properties in two ways: firstly through an asset rating which establishes the overall quality of every property on a sliding scale, rating and then ranking them in eight bands from the poorest to the highest quality assets including their environmental sustainability. Secondly, it will assess the Opportunity Rating of specific properties with:

- A high market value
- The potential for disposal
- The opportunity to remodel or extend
- The potential to create further development or regeneration land parcels

10. These comprehensive assessments will allow actual and anecdotal knowledge of properties to be formally captured in one place, providing

a clear and robust open access evidence base to improve decision making and make the best use of the housing stock.

11. Investment decisions will be considered through a cross-team Working Group which will include representation from the Housing Regeneration and Asset team, Housing Management, Housing Standards & Adaptations, and Building Services. The HRA Business Plan will be the starting point for decisions.

12. In addition to housing stock improvements and modernisation, the Working Group will also consider where there may be wider opportunities for estate improvements, using current and future work on the Groves Regeneration project as a learning and reference point.

Asset Management Strategy Key Objectives

1. **To invest in our estates to create successful communities**
2. **To ensure that all decisions are made with the Council's stated objective of tackling climate change and achieving carbon neutrality in mind.**
3. **To target intervention in poor quality stock or challenging areas in order to improve the quality and efficiency of affordable homes**
4. **To identify where urgent housing repairs need to be made**
5. **To create an Asset Management Matrix (AMM) in order to guide investment decisions when Council-owned properties become void**
6. **To use the AMM to guide investment decisions on modernisation, maintenance and repairs**
7. **To identify the highest value housing stock and create an interactive map to keep areas under review**
8. **To identify new affordable housing opportunities**
9. **To identify potential regeneration areas throughout the city, using the Groves model as a starting point**

Climate Change and Carbon Neutrality

13. The evolution of a new Asset Management Strategy will be underpinned by the Council's wider aims to tackle climate change and achieve carbon neutrality by 2030. We will accelerate our efforts to install technology to help control energy usage in Council homes, heat buildings using carbon free methods, and look to generate renewable energy across Council-owned buildings, together with more energy-efficient street lighting and new tree planting.

14. As a start, and following installation of demonstration sensors, we will trial IoT enabled CO_2 and humidity detection sensors in a small section of our housing stock as a pilot. This will help us to monitor air quality in homes, the improvement of which will massively improve health and wellbeing.

Project Timeline

15. A lot of work has already been produced. The 2016 Draft Asset Strategy is a starting point, and a Working Group has been set up in order to assess that work and also to consider where improvements can be made, calling in latest good practice around the country. The Asset Management Matrix will be revisited to include more 'green' measures and incorporate the pending Housing Stock Condition Survey information.

16. If this Committee approves the direction of the approach set out here, the detailed strategy will be developed through the Asset Management Working Group, and presented to Executive in December/ January.

Abbreviations

AMM- Asset Management Matrix

HRA- Housing Revenue Account

IOT- Internet of Things