



Asset Management Strategy

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1. Introduction

Homes for Life Housing Partnership (HfL) is a registered social landlord operating throughout the East Lothian area and owns and management c300 housing properties.

The Asset Management Strategy sets out how HfL will maintain and invest in these properties.

2. Asset Management Overview

2.1 Definition: Asset Management – (SFHA)

“Asset management is about ensuring that a landlord’s homes are affordable and attractive to tenants and are financially viable in the medium to long term.

Managing assets is partly about investing in, maintaining and upgrading properties and partly about understanding the needs and aspirations of your customers.

A major part of asset management for housing associations and co-operatives is investing in energy efficiency in order to keep homes affordable and to comply with Scottish Government standards – firstly the Scottish Housing Quality Standard (which was to be met by 2015) and now the Energy Efficiency Standard for Housing (to be met by 2020).

Asset management includes a wide range of activities that are undertaken to ensure their homes are of good quality and are affordable to tenants.

Managing assets generally involves building, managing, maintaining and investing in homes.”

Asset management is a core business objective, and we commit ourselves to:

- ✓ Have homes that are well maintained
- ✓ Have neighbourhoods that are well cared for
- ✓ Invest in our assets to meet current and future customer needs
- ✓ Use our assets to enhance financial viability
- ✓ Ensure our database is current
- ✓ Ensure our people are equipped to deliver the strategy
- ✓ Use assets to support growth and diversity

2.2 Asset Management Strategy (AMS)

The purpose of our AMS is twofold.

Firstly, to set out a framework for our approach to investing and maintaining our asset base; and

Secondly, to put in place an Asset Management Plan with continual improvement in the efficient and effective delivery of the AMS.

2.3 Objectives of the Asset Management Strategy

- To produce an asset profile of our housing properties
- To state the value of our properties
- To review the findings of the most recent stock condition survey against the current and future repairs and maintenance requirements including the SHQS 2015 and ESSH and beyond
- To set out our approach to asset investment
- To evaluate our housing stock against existing and future housing needs and demand information
- To clarify our understanding of customer needs and detail how we will keep abreast of changing needs of current and potential customers
- To provide an integrated understanding of the 30-year financial plans for the organisation and how asset management impacts upon this
- To set out the risks acknowledged in relation to asset management and identify actions that we will take to mitigate against the effects of these risks
- Produce an action plan detailing how we will challenge ourselves to continually improve and remain effective and efficient in supporting our strategy
- To futureproof our properties

2.4 Structure of the Strategy

The AMS supports the overarching strategy of “providing our tenants with an affordable, tailored, responsive service where we will deliver more than “homes for life”. We will achieve this by investing in our people, our properties and communities assisting them to thrive and flourish”.

The Plan is laid out as follows with sections looking at:

- The **asset base**, its current condition and future stock projections. Including our current and anticipated performance in relation to SHQS, ESSH and other government targets.
- The **wider context** against which we operate, focussing on the responsibilities of HfL as a registered social landlord with the Scottish Housing Regulator and where specific legislation, the current position of HfL.
- Our **approach to investment**, how we secure value for money, develop partnerships, procure services and seek to ensure “added value” from our activities.
- The **linkages with business planning** and our wider financial forecasting.
- The review of **risks** in this area.
- Our **improvement plans**.
- **Monitoring and review** of the plan to ensure we have the capacity to deliver the Strategy.

3. Asset Base

HfL owns 304 housing properties spread throughout the East Lothian Region of which 279 are general needs and 25 are leased.

The properties at Old Course Gate, Musselburgh (16) and Market Street Haddington (8) are leased to East Lothian Council for homeless accommodation.

The Bankfoot Respite Unit in Prestonpans is leased to Aberlour Child Care Trust (Aberlour) for the purpose of providing supported accommodation for people who have special housing and welfare needs. Under the terms of the lease, Aberlour is responsible for the day-to-day management of the property and collection of rent as well as the internal repair and redecoration of the property. HfL remain responsible for the repair and maintenance of the exterior of the property.

The chart shows the numbers in each town and the tenancy types.

Homes for Life Summary Stock		Origin				Self Contained Rented				Non-self contained		Type			Total
Town	Total	Own Build	Ex ELC	Leased On	1 bed 2 Apt	2 bed 3 Apt	3 bed 4 Apt	Rented Total	Bed spaces	NSC Total	Total Units	Rent	Leased		
Aberadly	5		5		3	1	1	5			5	5	0	5	
Athelstaneford	1		1				1	1			1	1	0	1	
Cockenzie	36	36			20	16		36			36	36	0	36	
Dunbar	12	12			4	6	2	12			12	12	0	12	
East Linton	25	21	4		13	6	6	25			25	25	0	25	
Elphinstone	31	30	1		12	14	5	31			31	31	0	31	
Garvald	1	1			1			1			1	1	0	1	
Gifford	35	34		1	10	14	11	35			35	34	1	35	
Gladsmuir	1		1				1	1			1	1	0	1	
Gullane	47	45	1		14	21	12	47	2	1	48	47	0	47	
Haddington	42	33	1	8	18	20	2	40	4	2	42	34	8	42	
Innerwick	3		3		2	1		3			3	3	0	3	
Longniddry	1		1		1			1			1	1	0	1	
Macmerry	1		1				1	1			1	1	0	1	
Musselburgh	16			16	8	8		16			16	0	16	16	
North Berwick	14	13	1		10	2	1	13	2	1	14	14	0	14	
Ormiston	28	26	2		8	15	4	27			27	28	0	28	
Prestonpans	1			1				0	4	1	1	0	1	1	
Stenton	1		1			1		1			1	1	0	1	
West Barns	1		1			1		1			1	1	0	1	
Whittinghame	2		2				2	2			2	2	0	2	
	304	251	26	26	124	128	47	299	12	5	304	278	26	304	
								Self Contained Rented						299	
								Non self contained						4	
								Respite Unit						1	
								Total number properties						5	
														304	

All properties were built as new build developments in the early 2000s with the exception of 28 which were acquired through trickle transfer funding.

These 28 properties are a mix of bungalows and semi-detached houses and are located around Aberlady and East Linton.

The full age profile of the properties is summarised below.

Year	1999	2000	2001	2002	2003	2004	2005	2006
------	------	------	------	------	------	------	------	------

Units	14	23	21	76	19	40	88	23
Age	23	22	21	20	19	18	17	16

4. Wider Context

As a Registered Social Landlord, we have a responsibility to manage HfL within the guidance, constraints, good practice and legislative standards we operate under.

4.1 Key Legislation - General

Compliance with the undernoted key legislation impacts on how we manage our properties.

4.1.1 Scottish Housing Regulator (SHR)

We are a registered social landlord. The Regulator has one statutory objective which is to "safeguard and promote the interests of current and future tenants of social landlords, people who are or may become homeless, and people who use housing services provided by registered social landlords (RSLs) and local authorities".

4.1.2 Housing (Scotland) Act 2001/2010/2014

We comply with the Housing (Scotland) Act which covers the following areas:

- ✓ Rights for homeless people
- ✓ Single Scottish Secure Tenancy & Short Scottish Secure Tenancies
- ✓ Strategy for tenant participation
- ✓ Regulation and performance standards
- ✓ Scottish Social Housing Charter
- ✓ Scottish Housing Regulator's role
- ✓ Management of Tenancies
- ✓ Abolition of Right to Buy
- ✓ Allocations rules

4.1.3 Antisocial Behaviour etc (Scotland) Act 2004

Under this Act we have a duty to prepare and review antisocial behaviour strategies.

4.1.4 Scottish Secure Tenancy Agreement – Landlord Responsibilities

Our responsibilities in relation to our housing assets are detailed in our Scottish Secure Tenancy Agreement and requires us:

- ✓ to keep the house in a condition which is tenable, wind and watertight and, in all other respects, reasonably fit for human habitation
- ✓ to carry out repairs relating to water penetration, rising dampness and condensation dampness. Our duty also includes a duty to take into account the extent to which the house falls short of the current building regulations by reason of disrepair and sanitary defects
- ✓ to keep in repair the structure and exterior of the house
- ✓ to keep in repair and proper working order installations that we have provided for space heating, water heating and sanitation and for the supply of water, gas and electricity

4.1.5 Scottish Secure Tenancy Agreement - Tenant responsibilities

Tenants also have a responsibility in relation to our housing assets are detailed in the Scottish Secure Tenancy Agreement and include:

- ✓ to pay rent
- ✓ to take reasonable care to prevent damage to the house, decoration, fixtures and fittings and common parts
- ✓ to make reasonable efforts to heat and ventilate the house using suitable means provided
- ✓ to take reasonable care if you have a garden to keep it from becoming overgrown, untidy or causing a nuisance
- ✓ to not act in an anti-social manner
- ✓ to inform us immediately of an emergency regarding your home

4.1.6 Scottish Social Housing Charter

The Charter, last reviewed in 2017, sets the standards and outcomes that all social landlords are expected to achieve when performing their housing activities.

Annually we report our performance to the Scottish Housing Regulator. This includes key performance information in relation to our achievement of the outcomes.

We also have a duty to report our performance to our tenants.

Specific Charter outcome and standards that are relevant to our housing assets are:

- **Standards 4** - Quality of housing and **13** - Value for money
- **Outcome 5** - Repairs, maintenance and improvements, **Outcome 6** - Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes **Outcome 11** - Tenancy sustainment **Outcomes 14 and 15** - Rents and service charges

4.2 Key Legislation – Specific

The specific legislation which impacts on how we manage our properties is summarised in each section below along with the current position of HfL in this particular area.

4.2.1 Scottish Housing Quality Standard (SHQS)

The Scottish Housing Quality Standard was introduced in 2004 with revised guidelines issued in 2011. It set out a minimum quality standard for all social housing to be met by 2015.

The five main criteria of assessment are reviewed for each property. These criteria are as follows. Our homes:

1. must meet the Tolerable Standard
2. must be free from serious repair
3. must be energy efficient
4. must have modern facilities and services
5. must be healthy, safe and secure

We report on an annual basis to the Scottish Housing Regulator our progress to achieving the standard through the Annual Report on the Charter (ARC).

HfL current position

HfL have 5 SHQS fails, all of which fail to meet the EESSH standard. This is due to the construction type and alternative means of insulation is being investigated. (These properties are timber framed).

4.2.2 Energy Efficiency Standard for Social Housing (EESSH) and (EESSH2)

In 2014 the Scottish Government introduced the Energy Efficiency Standard for Social Housing (EESSH) aims to improve the energy efficiency of social housing. It will help to reduce energy consumption, fuel poverty and the emission of greenhouse gases. The deadline for compliance was 31 December 2020.

We report on an annual basis to the Scottish Housing Regulator our progress to meeting the Energy Efficiency Standard for Social Housing through the ARC.

In 2018 a further milestone was introduced - EESSH2:

“All social housing meets, or can be treated as meeting, EPC Band B (Energy Efficiency rating), or is as energy efficient as practically possible, by the end of December 2032 and within the limits of cost, technology and necessary consent.”

This includes a review in 2025 to assess progress and confirm any additional requirements for the 2032 deadline. Included in this review will be air quality and Environmental Impact.

Subject to temporary specified exemptions, no social housing is to be re-let below EPC Band D from December 2025.

HfL current position

All HfL properties are a band D or above, so currently we meet the 2025 target.

4.2.3 Procurement

European and Scottish directives dictate levels and routes of how we procure our property maintenance and improvement. Procurement exercises are carried out in accordance with our Procurement Strategy. We make use of experts in this field to ensure compliance and to attain value for money.

HfL current position

HfL has laid out how it will comply with procurement practices in its Procurement Policy. HfL will ensure community benefits are built into the tenders for larger projects.

4.2.4 Health & Safety

As a landlord we have statutory duties in relation to Health and Safety.

HfL current position

Homes for Life, as members of EVH, use the EVH Health and Safety Control Manual and the Landlord Safety Manual.

The Health and Safety Control Manual sets out the actions HfL take to comply with the general requirements of the Health & Safety at Work Act and the specific requirements of Health & Safety Legislation that apply to Social Housing. The Control Manual is tailored to HfL and includes a comprehensive set of policies, procedures and risk assessments.

The Landlord Safety Manual (LSM) has been designed to mirror the Health & Safety Control Manual style for ease of use.

Each section of the LSM such as Fire Safety, Security and Water Systems has guidance, legislation and policy providing all of the necessary information for HfL to be legally compliant.

4.2.5 Gas Safety

The Gas Safety (Installation and Use) 1998 requires that each appliance and flue to which that duty extends is checked for safety within 12 months of being installed and at intervals of not more than 12 months since it was last checked for safety.

HfL current position

Homes for Life operate a rolling 10-month programme of safety inspections to ensure the anniversary date of each inspection is never missed. An independent auditor inspects a minimum of 10% of Gas Safety Inspections annually to ensure compliance.

4.2.6 Electrical Safety

We are committed to ensuring our tenants' homes remain safe. In achieving this we will comply with all relevant legislation and regulations relating to electrical safety.

The following sets out the key legislation and requirements:

- Landlord and Tenant Act 1985
- Complying with the Housing (Scotland) Act 1987 (Tolerable Standard) (Extension of Criterion) Order 2019.
- Management of health & safety at work regulations 1999
- Workplace (Health, Safety & Welfare) Regulations 1992 (as amended)
- The Construction (Design and Management) Regulations 2015
- Building Regulations (Scottish Technical Standards)
- The Health and Safety at Work Act 1974
- Electricity at Work Regulations 1989
- Requirements for Electrical Installation IET Wiring Regulations 18th Edition BS7671:2008 (including all amendments)
- The Electrical Equipment (Safety) Regulations 1994
- Defective Premises Act 1972
- Environmental Protection Act 1990

HfL current position

We carry out periodical inspection of electrical installations every 5 years in accordance with the Housing (Scotland) Act 2014 which states –

19A Duty to ensure regular electrical safety inspections

(1) The landlord must ensure that regular inspections are carried out for the purpose of identifying any work which—

(a) relates to installations for the supply of electricity and electrical fixtures, fittings and appliances, and

(b) is necessary to ensure that the house meets the repairing standard.

(2) The duty in subsection (1) is complied with if—

(a) an inspection has been carried out before the tenancy starts (but not earlier than 5 years before the start of the tenancy), and

(b) inspections are carried out during the tenancy at such intervals to ensure that there is a period of no more than 5 years between each inspection.

EICR's are also carried out whenever a tenancy changes, regardless of the period of time left.

4.2.7 Asbestos

The Control of Asbestos Regulation 2006 and 2012 and Health and Safety at Work Act 1974 require an asbestos register to be maintained. Historically there were issues with asbestos in the attic at Prestonkirk House which dates from 2019.

HfL commissioned an extensive survey of Prestonkirk by The ACS Risk Group. Their survey was complete in October 2021 which showed traces of asbestos on water pipes in the attic spaces but no contamination in the wall voids and confirmed there was no risk to tenants. 3 properties that had been held as long-term voids were subsequently re let.

Prices are being sought from removal contractors to determine if it is economically viable to remove the asbestos entirely. The expectation is that this will be too expensive to justify and a 'manage in situ' plan would be the best way forward.

The contaminated attic spaces are sealed off and risk assessments and method statements are in place for contractors who need to work in these areas.

HfL current position

In addition to the registers, we follow our internal procedures as laid out in our Asbestos Management Policy. To date, any asbestos identified has been minimal and low risk and has either been managed in-situ or removed.

4.2.8 Legionella

The Health and Safety Executives Approved Code of Practice and Guidance requires the risk associated with legionella bacteria in domestic properties to be assessed.

HfL current position

Homes for Life has several specific legal duties which relate to water safety and in particular, Legionella risk management. These include:

- Identifying and assessing sources of risk
- Preparing a scheme for preventing or controlling the risk
- Implementing and managing the scheme
- Keeping records and checking what has been done is effective

We comply with the following legislation –

- 1) Health & Safety at Work Act etc. 1974
- 2) Management of Health & Safety at Work Regulations 1999, as amended
- 3) Control of Substances Hazardous to Health Regulations 2002, as amended
- 4) L8 Legionnaires' Disease - The control of Legionella bacteria in water systems, Approved Code of Practice and Guidance (4th Edition)
- 5) HSG274 Legionnaires' Disease – Technical Guidance (in 3 Parts) (2013)
- 6) INDG458 Legionnaires' Disease – A brief guide for Duty Holders (2012)
- 7) HSG220 (Second Edition) Health & Safety in Residential Care Homes (2014)
- 9) British Standard 8580-1:2019 - Water Quality: Risk Assessments for Legionella Control

4.2.9 Energy Performance

In addition to the energy efficiency criteria set within SHQS as a landlord we must provide an Energy Performance Certificate (EPC) for every property that is built/acquired or has had a change of tenancy.

HfL current position

These EPCs rate the property in term of energy efficiency and state measures that can be carried out to help save energy and possibly increase the rating.

As an RSL we are able to seek funding for some of these improvement measures through government schemes such as HEEPS or Warm Home Fund. Over the 2021/22 financial year, HfL have worked with Greenskye Energy to provide additional insulation to 13 properties failing EESSH. Funding for this work has been secured through ECO3 scheme.

As at March 2022, HfL have 5 properties that currently fail the EESSH standard. Additional insulation measures are complicated by the construction type, so further work is required. To meet the EESSH2 standard, HfL will have to do substantial levels of work to bring properties to the required band B level. The table below shows that we currently have 6 properties that meet the standard, with the majority currently achieving band c.

	Band	no. of Properties	%
	Band B	6	2%
	Band C	244	81%
	Band D	53	17%

4.2.10 LD2 Requirements

The Housing (Scotland) Act 1987 (Tolerable Standard) was updated in 2019 to ensure all properties in Scotland had a fully interlinked smoke detection system in place by February 2022. The standard was agreed –

- One smoke alarm installed in the room most frequently used for general daytime living purposes (normally the living room/lounge)
- One smoke alarm in every circulation space on each storey, such as hallways and landings
- One heat alarm installed in every kitchen
- All smoke and heat alarms to be ceiling mounted
- All smoke and heat alarms to be interlinked

HfL current position

95% of HfL properties now have an LD2 fire detection system fitted. 14 properties have no refused access and HfL are working with tenants to ensure access. HfL expect to be fully compliant by April 2022.

5. Stock Condition Survey 2021

A stock condition survey was carried out in December 2021 by JMP surveyors. The results of that survey have been used to inform the property investment plans. 90% of properties were surveyed to ensure that we have correct data base information.

There were no issues uncovered as part of the survey.

The information gathered by the stock condition survey is stored on HUB asset management software. HUB is a web-based system that allows HfL access to all their property details through a log-in screen. HfL can view, interrogate, update and edit all our property data and run short- and long-term investment reports and Quality Standard compliance assessments.

Over the next five years the undernoted spend has been extracted from the survey. The main expenditure item being kitchen and heating replacements.

	2021-22	2022-23	2023-24	2024-25	2025-26
Windows & Doors	£1,000	£12,000	0	0	£4,500
Bathrooms	£300	£3,568	0	£1,750	£7,427
Common areas	0	0	0	0	0
Electrics	0	£250	0	£100	£200
External Walls	0	£350	0	0	0
Heating	£6,500	£67,724	£4,500	£6,000	£49,500
Kitchens	£750	£5,953	£4,200	£46,835	£395,929
Landscaping	0	£3,550	0	£2,600	£12,850
Roofs	0	£5,485	£4,000	£420	0

Spend by cost centre was also provided in the report and demonstrates the differences between the average spend required in each property within the area cost centre. The costs for the non-new build are substantially higher than the new build properties. From below as an example the trickle transfer properties at Longniddry (£39,227) and Macmerry (£50,905) are out of kilter with the overall average spend (ex fees and VAT) of ££25,762.

Area	Number of properties	Total Cost – 30 years	Average per property
Aberlady	5	£193,494	£38,699
Athelstaneford	1	£26,876	£26,876
Cockenzie	36	£1,007,894	£27,997
Dunbar	12	£278,649	£23,221
East Linton	25	£629,327	£25,173
Elphinstone	31	£664,368	£21,431
Garvald	1	£27,044	£27,044
Gifford	35	£906,394	£25,897
Glasmuir	1	£26,876	£26,876
Gullane	47	£1,364,459	£29,031
Haddington	42	£900,689	£21,445
Innerwick	3	£84,794	£28,265
Longniddry	1	£39,227	£39,227
Macmerry	1	£50,905	£50,905
Musselburgh	16	£412,134	£25,758
North Berwick	14	£404,250	£28,875
Ormiston	28	£676,905	£24,175
Prestonpans	1	£26,154	£26,154
Stenton	1	£21,092	£21,092
West Barns	1	£30,840	£30,840
Whittingehame	2	£59,290	£29,645
Total	304	£7,831,661	£25,762

All of the information in the stock condition survey is being used to inform the future maintenance plans of HfL.

6. Asset Values Property Valuations 2021/22

A property valuation exercise was carried out. The report issued in January 2022 provided the undernoted valuations:

Asset Value for Loan Security Purposes

The valuation of the 304 properties being valued on the basis of Existing Use Value for Social Housing ("EUV-SH"), in aggregate, at the valuation date is: **£15,620,000 (Fifteen million, six hundred and twenty thousand pounds)**

The valuation of the 303 properties (excluding the Respite Unit) being valued on the basis of Market Value subject to Tenancies ("MV-T"), in aggregate, at the valuation date is: **£30,060,000 (Thirty million, and sixty thousand pounds)**

The indicative valuation of the 304 properties on the basis of Market Value subject to vacant Possession ("MV-VP"), in aggregate, at the valuation date is: **£46,865,000 (Forty six million, eight hundred and sixty five thousand pounds).**

The report also concluded that all properties were in a satisfactory condition commensurate with their age and nature of construction.

7 Our Repairs Services

7.1 Responsive repairs service

All general repairs are provided by our main repairs contractor, R3. Our response times for repairs are as follows –

Emergency Repairs - This class of repair is intended to deal with emergencies which are likely to cause injury or death or substantial property damage. The response target time to attend and make safe is within 4 hours and completion of the repair within 24 hours

Urgent Repairs - These are faults that may cause inconvenience to a tenant but little possibility of further property damage if dealt with within the specified target time. The response target time is within 3 working days.

Routine Repairs - These are faults that are not hazardous or which cause minor inconvenience to a tenant. The response target time is within 10 working days.

Complex Repairs - These are repairs which are likely to involve multi-trades and can include jobs requiring time to dry out, removal of asbestos, jobs over a certain value, jobs requiring authority from owners, insurance approval. The response target time is within 20 working days.

Right to Repair - Under the Scottish Secure Tenants (Right to Repair) Regulations 2002, qualifying repairs must be done within a limited timescale. Such repairs are known as "Qualifying Repairs" and tend to be small but urgent repairs costing up to £350.00". HfL monitor repairs to ensure qualifying repairs are carried out in time. Information on qualifying repairs and the RTR scheme are detailed on our website.

7.2 Cyclical and environmental management

We undertake a range of cyclical programmes to maintain our assets. Some are mandatory e.g., gas and ASHP servicing and others are to prolong the life of the asset e.g., external painting, while others are to maintain neighbourhoods e.g., grounds maintenance.

Works Type	Properties	Period
Grounds maintenance	Areas with open spaces	Annually over 8 months
Gas Central Heating	206 Properties	Annually over 10 months
Air Source Heat Pumps	8 Properties	Annually over 10 months
EICR's	304 Properties	5 year rolling program
EPC's	304 properties	10 year rolling program
Gutter Cleaning	All stock	Annually
Cyclical Painting	All stock	10-year program

7.3 Planned maintenance programme

Following the Stock Condition Survey carried out in 2021, we have developed a 30-year investment plan to maintain and upgrade our assets. This plan will be re visited annually to ensure data is up to date.

The current projections for spend are detailed below and has been extracted from the Survey document.

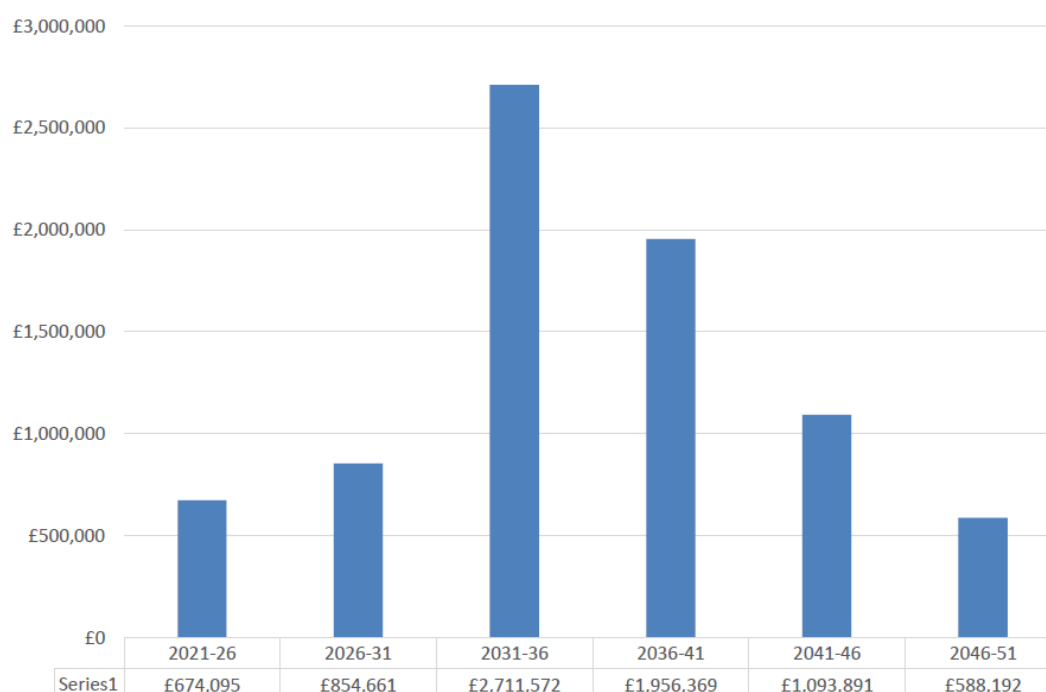


Chart 4.2 – Total Spend Profile / Property– 30 years

Each five-year period will be looked at in detail and where appropriate the spend will smoothed by pulling elements forward or delaying replacements.

Each element being replaced as part of the Planned Maintenance Program has a specific lifecycle. All efforts will be made to ensure elements last the duration of the time allocated. Below are the lifecycles of the main elements:

Element	REVISED LIFECYCLE
Kitchens	25
Bathrooms	25
Windows	30
Doors (Front and Back)	30
Electric Heating	30
Gas Heating (Boiler)	15
Heating (Full System)	30

The chart below shows the anticipated number of installs required for the main elements over the next five years, based on the recent stock condition survey:

Element	2022-23	2023-24	2024-25	2025-26	2026-27	Totals
Bathroom	1		5	19	38	63
Central Heating System Source	44	2	3	33	53	135
Common Windows	0				1	1
Front Door	10				1	11
Back Door	10				1	11
Kitchens	10	1	16	82	29	138
Windows	1			1	6	8

The above shows a substantial number of central heating systems and kitchens will need replaced over the next five years. The replacement of central heating systems will give HfL the opportunity to investigate more efficient heating systems, helping achieve EESSH2 and Net Zero targets.

8. Other Relevant Information

8.1 Social Value

In accordance with procurement legislation HfL is committed to promoting enhanced social, environmental and economic values through its procurement of goods and services by including clauses in major contracts for the delivery of community benefits by successful bidders.

8.2 Recording and Upkeep of data

SDM, our housing management software, is now being fully used to store and process our asset data, with the exception of the HUB software. Compliance registers have been built to capture gas and EICR servicing data, LD2 compliance and tenant satisfaction. A move has been made away from the use of spreadsheets, with more accurate and accessible data being held

on SDM. SDM gives us the ability to view data through custom built dashboards and to generate ARC reports.

The asset management area of SDM was deemed unsuitable for HfL's needs so the decision was made in 2021 to invest in HUB Asset Management software. HUB is a web-based system that allows HfL access to all their property details through a log-in screen. HfL can view, interrogate, update and edit all our property data and run short- and long-term investment reports and Quality Standard compliance assessments.

8.3 Future

Changes in 2021 include the move from TB Mackay to R3 as our repair's contractor. The opportunity was taken to introduce the My Homes portal. This, once fully rolled out, will allow tenants to raise repairs online, book time slots that are convenient for them and track the progress of existing repairs.

This portal will also allow tenants access to other information including their rent account, forms and important documents. Full roll out of this system will take place in the 2022/23 financial year.

Futureproofing our properties is a priority for HfL. As well as meeting the future EESSH targets, HfL will need to develop a strategy to deliver net zero carbon emissions by 2045. How this will be delivered or funded is unclear, but HfL will focus on a 'fabric first' approach by ensuring the insulation standard of our properties is as high as possible.

9. Monitoring

This strategy will be monitored on a 6-monthly basis. Profiled budgets for cyclical and planned maintenance spend will be produced to monitor progress of programs. Annual budget setting will be undertaken to ensure adequate finance available for ongoing projects.

10. Review

This strategy will be reviewed every three years, or sooner if considered necessary in response to changing regulation or legislation.

Although set out as a 5-year plan, our Investment Plan will be reviewed annually to ensure that the priorities identified are correct and to reflect any changes required by changing circumstances throughout each year.