

REPORT TO: HOUSING COMMITTEE – 9TH SEPTEMBER 2013

REPORT ON: ASSET MANAGEMENT STRATEGY

REPORT BY: DIRECTOR OF HOUSING

REPORT NO: 363 – 2013

ITEM No ...3.....

1. PURPOSE OF REPORT

This report contains the Housing Department's revised Asset Management Strategy.

2. RECOMMENDATIONS

It is recommended that Committee approve the updated Asset Management Strategy.

3. FINANCIAL IMPLICATIONS

None.

4. MAIN TEXT

4.1. Asset Management

The Asset Management Strategy was approved by this Committee on 12 September 2011 (Article II - Committee Report 412-2011 refers) and outlines the Council's approach to managing its housing stock and related assets. Asset management is concerned with the management of physical assets to meet the Council's service and financial objectives. By effective implementation of its Asset Management Strategy the Council aims to ensure that it meets the housing needs and aspirations of Dundee citizens by providing quality affordable housing.

4.2. Main Issues

It is essential that all core stock meets SHQS by 2015 and the Council is on track to meet this target with 80.7% of the Council's housing stock meeting the standard at March 2013. The Council has in place a Partnering Framework with contractors to ensure delivery of improvement programmes which provide quality and value for money.

Under the HRA capital programme increasing emphasis is on thermal efficiency and the likely need to meet new energy efficiency standards for social housing post 2015. The Council has been successful in obtaining £1.935M Home Energy Efficiency Programme for Scotland – Area Based Schemes (HEEPS-ABS) to provide external wall insulation in mixed tenure properties. This will tackle fuel poverty across housing tenure in the City.

Supply and demand for social rented housing is broadly in balance within the City. The demolition programme previously agreed will be complete by 2015. There is the need to provide larger houses within the social rented sector i.e. dwellings with 3 (or more) bedrooms. There is also significant demand for housing to meet the needs of disabled and wheelchair user households. Welfare benefit changes and the introduction of the under occupancy charge increases the need for 1 bedroom properties. In building new homes the priority is the creation of sustainable communities.

There are four priority regeneration areas in the City – Hilltown, Whitfield, Mill o Mains and Lochee and the provision of high quality affordable rented housing is crucial to the redevelopment of these areas. Economic conditions make it difficult for first time buyers to obtain mortgages to purchase properties.

There is provision within the HRA Capital Plan 2013-2018 for council new build after 2015. The Council works in partnership with RSLs to provide affordable housing and is also participating in the National Housing Trust (NHT) initiative. (Reference Article III of this Committee of 22nd April 2013 - Agenda Note 50-2013).

The Council meets all statutory requirements in relation to gas safety through its gas safety policy. In year 2012/13, 99.7% of all gas houses had a valid gas safety certificate in place.

The Council's re-let standard ensures that all properties are in good condition, safe, clean and secure and that properties are let within the minimum timescale. In year 2012/13, Non-Low Demand properties took 55 days to let and Low Demand properties took 56 days to let.

Tenant satisfaction rates with capital programme improvement programme are 98% and 96.9% with the reactive maintenance service.

The Council is complying with its duties under the Property Factors (Scotland) Act 2011 in relation to the services it provides to former owners of council dwellings in mixed tenure blocks.

5. **POLICY IMPLICATIONS**

This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

6. **CONSULTATIONS**

The Chief Executive, Director of Corporate Services, Head of Democratic and Legal Services and all other Chief Officers have been consulted on the preparation of this report. No concerns were expressed.

7. **BACKGROUND PAPERS**

None.

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DIRECTOR OF HOUSING

DATE: SEPTEMBER 2013

DUNDEE CITY COUNCIL
HOUSING DEPARTMENT
ASSET MANAGEMENT STRATEGY

SEPTEMBER 2013

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EXECUTIVE SUMMARY

The Asset Management Strategy sets out the Council's approach to managing its Council housing and related assets.

Asset Management is defined within the Strategy as 'the management of physical assets to meet an organisation's service and financial objectives. Good asset management will ensure that the Housing stock meets current and future needs, including planning for investment in repairs and improvements and reviewing and changing the portfolio in response to local circumstances' and 'the management of physical property assets to ensure they contribute efficiently and effectively to the achievement of an organisation's objectives now and in the future'. (*Scottish Housing Regulator*).

The Asset Management Strategy sets out the linkages to the relevant Council Corporate Planning frameworks and the Housing Service Plan.

The Housing Needs and Demand Study 2009 (Craigforth) shows that the strategy of removing poor quality low demand housing implemented by the Council has ensured that need for and supply of social rented housing is broadly in balance. The study also shows that there is waiting list pressure for larger properties with waiting list pressure above 6 applicants per let. It is important that the Council increases provision of dwellings with 3 (or more) bedrooms. There is also significant demand for housing to meet the needs of disabled and wheelchair user households.

As the implementation of the Welfare Reform agenda rolls out this is now having a wide ranging impact on tenants. The introduction of the reduction in housing benefit for those under occupying properties means that tenants are faced with paying an additional 14% - 25% rent. The Council has around 3,900 one bedroom properties and 6,700 two bedroom properties. As a Council we have introduced a number of policies to mitigate the effects of welfare reform.

Regeneration strategies, tackling the removal of poor quality less popular housing and replacing this with good quality sustainable housing are central to addressing housing need in Dundee.

As a result of the continuing difficult economic climate access to home ownership, particularly for first time buyers, remains problematic. The Council has taken a number of steps including shared equity, National Housing Trust (NHT) and mortgage provision to assist this group. The numbers of households within Dundee is predicted to grow from 68,470 by 1.7% to 2017 to 69,610.

By effective implementation of its Asset Management Strategy the Council aims to ensure that it meets the housing needs and aspirations of Dundee citizens by providing quality affordable housing. It is essential that all core stock meets SHQS by 2015 and that the Council maximises rental income to the Housing Revenue Account, minimising rent loss due to void periods.

The Council implements high quality reactive and planned maintenance systems to ensure the housing stock is well maintained and obtains best value for tenants. The Council aims to tackle fuel poverty by making its houses energy efficient and providing advice and assistance through the Dundee Energy Efficiency Advice Project (DEEAP). The total financial benefits achieved last year through DEEAP's efforts has resulted in savings of £1.4 million to Dundee households. In its strategic role the Council is tackling energy efficiency and fuel poverty in the owner occupied sector and has been successful in obtaining £1.95M Housing Energy Efficiency Programmes – Area Based Schemes (HEEPS/ABS) in 2013/14.

The Council owns 12,989 core units at March 2013. The Housing Stock Condition Survey 2007 along with constant updating on completed contracts and on-going surveys populates the Council's Stock Information Database (SID) which enables the Council to track stock condition and effectively plan investment programmes. The Council completed a validation exercise on its Stock Information Database in 2012 which found it to be robust. Currently (April 2013) 80.7% of the housing stock is SHQS compliant and 91% of the stock complies with the SHQS energy efficiency standard.

The Council completed a Root and Branch Review of the Standard Delivery Plan which was reported to Housing Committee in August 2010. The Review considered, housing needs and demand, investment needs, financial planning and included extensive consultation with tenants. The review concluded that the Council is on track to meet SHQS by 2015, however, this is qualified for example by the possible shortfall in receipts from land sales.

Effective risk management strategies are in place. The Local Authority Network of auditors, which includes the Scottish Housing Regulator, has determined that 'the Council is working towards meeting the [SHQS] standard and mitigating the financial risks and other challenges it faces.' The regulator has rated the Council a 'green' status to signify good risk management.

The Department delivers high quality investment programmes and does this through its procurement and partnering framework. The framework agreements for kitchens and bathrooms and controlled entry systems have been reviewed and will run to 2015. Customer Satisfaction Surveys show levels of satisfaction at 98% (March 2013).

The Department delivers high quality reactive and planned maintenance via the partnership arrangement with Environment Department Construction Services. Current satisfaction rating with the repairs service is 96.9%.

The Department meets its statutory responsibilities on gas safety through its gas safety policy. The Department has effective mechanisms in place to manage periodic electrical inspections, water systems in MSDs, asbestos and fire safety.

The Council introduced a new re-let standard for void houses in 2010 and has reviewed and implemented comprehensive changes to the ways it manages void properties. At March 2013 days to let for non low demand houses had reduced to 55 days and for low demand housing 56 days.

The Council has worked with the Dundee Association of Council House Owners (DACHO) to ensure that owners are involved as partners in developing strategies to effectively manage properties where there is joint ownership.

The Director of Housing reporting to the Housing Committee is responsible for the management of the Housing Department's assets. The Housing Investment Unit manages the Capital Plan and investment strategies. The Housing Management Division is responsible for reactive maintenance, re-letting void properties and gas safety.

Service standards, agreed with tenants, are in place governing consultation and information provision. Tenants are fully involved in planning the delivery of SHQS and tenants are involved in scrutiny of the Repairs Partnership and the reactive maintenance service. The Dundee Federation of Tenants' Associations is represented on the Best Value Review Group which scrutinises performance on a quarterly basis.

The Housing Department works with communities by working in partnership with tenants and residents organisations, other community groups and Local Community Planning Partnerships.

The Council uses services provided by the Council's City Architect's Department in delivering investment and repairs programmes. The Council works closely in partnership with RSLs in delivering its Asset Management Strategy.

INTRODUCTION AND CONTEXT

Asset management of the Council's Housing is fundamental to delivering the best Housing Service to existing tenants and citizens within Dundee who require social rented housing including dealing with homelessness in the City. The Asset Management Strategy is informed by the Single Outcome Agreement, the Council Plan, Local Housing Strategy and Housing Service Plan.

1.1. Links to Corporate Plans

The Single Outcome Agreement for Dundee 2012-2017

The Agreement represents the shared ambitions of the Dundee Partnership and lays a firm foundation on which community planning for the future of the city will be built.

Dundee continues to make progress on improving local environments across various geographical areas of the City through a range of innovative and effective ways. Unpopular house types have been demolished to make way for new types of houses and local amenities more fitting to 21st Century living whilst matching expressed housing needs and aspirations. This tackles the problem of supply and demand through rebalancing the housing supply chain and improvement of existing core stock by:

- increasing the supply of quality affordable housing;
- creating more housing choice;
- contributing to sustainable and mixed communities;
- providing social housing which provides better value for the public purse;
- annually increasing the number of core social rented houses which meet the Scottish Housing Quality Standard.

Outcome 9 states 'Our people will live in strong, popular and attractive communities.'

- Our neighbourhoods have improved physical environments.
- We have quality, choice and affordability of housing.

The Council Plan 2012-2017

The population in Dundee is expected to increase by 6.5% over the next 25 years from 144,290 to 153,697 by 2035. Dundee has the third largest percentage of its population (29%) living in the 15% most deprived areas of Scotland (Scottish Index of Multiple Deprivation - SIMD). 22.3% of Dundee citizens are in receipt of welfare benefits and it is estimated that £27.5 million will be cut from people living in Dundee due to welfare benefit changes. It is anticipated that Welfare Reform will have significant impact on socially rented tenants across Dundee.

The Housing Need Demand and Affordability Study (Craigforth 2009) found that the supply and need for social rented housing are broadly in balance. The greatest unmet need is for housing comprising dwellings with 3 (or more) bedrooms and to meet the needs of those households with physical disability. With the advent of welfare benefit reform and changes to housing benefit there is likely to be a need for more one bedroom properties.

The Council Plan within Outcome 9 includes the following key actions: Achieve the Scottish Housing Quality Standard.

- Build new energy efficient homes in partnership with Housing Associations and the National Housing Trust.
- Complete the deployment of priority physical regeneration areas.

Sustainability

The Council Plan also sets out the objective, 'Our people will live in a low carbon, sustainable city.'

- Dundee will mitigate and adapt to the effects of climate change for the transition to a low carbon economy.

The Local Housing Strategy 2012-2017

The Local Housing Strategy (LHS) reflects the priorities identified in the Development Plan as focus areas for housing investment. The areas of Hilltown, Whitfield and Greater Lochee have been identified as priorities and master plans for these areas have been agreed.

Hilltown

The Hilltown Physical Regeneration Framework was approved in January 2008. Implementation of the Action Plan is now underway.

The proposals within the Framework aim to significantly improve the physical environment of the Hilltown and create a safe and attractive neighbourhood by planning for permanent positive change. The Framework promotes opportunities for the development of new housing for sale and for rent as part of an integrated approach to improve the physical, economic and social environment of this important part of the City. A new primary school and community facilities are also planned. Twelve new flats were completed in Ann Street in July this year.

Whitfield

The Whitfield Design Framework has been approved by Dundee City Council. The Framework proposes significant new housing development together with investment in improved community infrastructure such as schools, shops, open space and community facilities. The first phases of new social rented housing development commenced in 2009. A new primary school has been provided and the Crescent – a joint initiative between the Council and NHS Tayside along with shopping facilities is due for completion in the autumn of 2013. A key element of the Framework is to provide a more balanced tenure within the Whitfield area. Sites for new private housing development have therefore been identified and these are being marketed by the Council.

Lochee

The Lochee Physical Regeneration Framework is being implemented. The Framework focuses on the land use themes of housing, employment, transportation, retail, leisure and recreation, public realm and environment. It promotes a cohesive approach to the regeneration of Lochee by pulling together the District Centre focused "Central Lochee Development Framework/Master plan" and planning proposals for the wider area. Investment in new private and social rented housing is critical to the successful regeneration of this historic part of the City. To build on the regeneration to date early discussions are taking place to develop 32 affordable social rented housing on Coupar Angus Road.

Investment Outside Priority Areas In addition to the priority areas for housing investment there is a recognition that opportunities to improve housing choice will arise in other neighbourhoods and that these opportunities should be taken to ensure that existing stable neighbourhoods do not deteriorate. Also the requirements of people with particular housing needs (e.g. community care needs) may require investment outwith the priority areas.

Housing Department Service Plan

The Housing Department Service Plan 2012-2017¹¹ aims to deliver the following objective:

- Provide good quality houses for our tenants that meet the SHQS and improve the quality of housing in the private sector.

1.3 Nature of the Stock

Dundee City Council Housing Department stock consists of 12,989 core units at March 2013. The total social rented housing stock within Dundee owned by Registered Social Landlords and the Council is around 22,000 units.

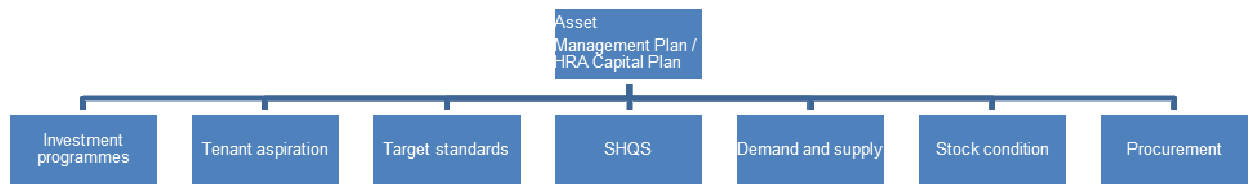
Dundee City Council stock consists predominantly of flats and maisonettes (74%), only 26% of the stock consists of houses and 8% of the stock comprises multi storey flats.

1.4 Service Delivery

Dundee City Council delivers a comprehensive housing service from Corporate Headquarters, West and East District Offices and the Lily Walker Centre.

2. Aims and Objectives

DIAGRAM 1



The Asset Management Strategy brings together information from the Housing Needs Demand and Affordability Study, stock condition, investment, capital planning and procurement as well as the context of Regeneration Initiatives within the City to ensure that the Housing Department can make the best decisions about current and future Council housing provision in Dundee (see diagram 1 above).

- The aims of the Asset Management Strategy are to:
- To meet the housing needs and aspirations of Dundee citizens by providing quality affordable housing that meets the Scottish Housing Quality Standard.
- To balance the needs/demands on the stock to minimise void periods for the housing stock and to maximise income to the Housing Revenue Account.
- To identify at risk and potentially surplus housing and following discussions with stakeholders, bring forward proposals for demolition and rehousing of tenants.
- To produce and implement financial and investment plans to ensure that all the Council's housing stock meets the Scottish Housing Quality Standard by 2015.
- Contribute to and lead regeneration strategies for communities that include Council housing stock in partnership with stakeholders within and outwith the Council.
- Repair and maintain the Council's housing stock through day to day reactive maintenance, cyclical maintenance and maintenance of specialist components, where required.
- Increase the energy efficiency of the Council's housing stock in line with SHQS, the Climate Change Act and to alleviate fuel poverty as far as is practicable.

The Council will achieve these aims by:

- Removing poor unpopular houses.
- Using Prudential Borrowing and capital receipts to support delivery of SHQS to core housing stock.
- Improving energy efficiency.

- Ensure that re-provisioning by RSLs and other partners meets identified housing need.
- Providing support to address residents behavioural issues and provide support and assistance to vulnerable residents.
- Improving external areas to create sustainable and safe environments.

2.1. Meeting Housing Need

Following on from the Housing Need and Demand Study 2002 (DTZ Peda) the SHQS Standard Delivery Plan (2006) set out the problems of low demand and poor condition within some of the Council housing stock, over 1,900 units were earmarked for demolition.

The Council is nearing the end of this demolition programme to remove unpopular poor quality housing. The Council is ensuring that replacement stock is good quality low density, thermally efficient housing. Through CESP and ECO we have secured funding to bring the remaining multi storey blocks up to SHQS standard as part of our core stock.

The Housing Need Demand and Affordability Study (2009) found that due to the strategy deployed by the Council supply and demand for social rented housing within the City are broadly in balance.

The Council works closely with other stakeholders both within and outwith the Council including the Scottish Government and RSLs to ensure that Regeneration programmes, demolition programmes and new build meet the housing needs for the citizens of Dundee. The Local Development Plan sets out an average build rate of 610 houses per year across tenures and we are aiming for completion of an average of 95 units per year for affordable housing over the next five years.

The Council recognises that increasingly new models for providing affordable rented housing such as mid market rent under the National Housing Trust will be important in contributing to high quality, energy efficient new homes for rent.

2.2. Providing Good Quality Housing

We want to ensure that there are stable, attractive and popular neighbourhoods throughout the city.

With the completion of the new build development at Ann Street, Hilltown in July 2013, the Council has completed a new build programme of 116 units (including 32 wheelchair units). All of the Council new build has been built to ensure sustainability and high energy efficiency standards reducing fuel consumption, carbon emissions and alleviating fuel poverty. The Council plans to resume a programme of new build council housing after 2015 when the Scottish Housing Quality Standard has been achieved.

The Council is continuing its investment programme to ensure that its housing stock meets SHQS by 2015, spending around £16m per year to 2015. A Root and Branch Review of the SHQS Standard Delivery Plan has been completed and approved by Housing Committee in August 2010. The Local Authority Network (LAN) of auditors, which includes the Scottish Housing Regulator, has determined that 'the Council is working towards meeting the [SHQS] standard and mitigating the financial risks and other challenges it faces.'

The Council has spent £110 million to date on meeting the SHQS (from 2006). In terms of meeting the 'safe and secure' elements of the Standard the Council has experienced difficulties in installing secure entry systems due to the difficulties in engaging owners in mixed tenure blocks and in response has developed the Tenement Management Scheme to permit installations on the basis of majority voting. The scheme is achieving positive results. To date there have been 639 successful ballots, with 265 still to be undertaken.

An individual houses programme ensures that where existing tenants have refused improvements at the time of the main improvement contract that these properties are modernised when the tenancy is terminated and the property is void.

To improve energy efficiency, meet NHER ratings required for the SHQS, to address fuel poverty and reduce carbon emissions the Council is installing gas central heating systems fuelled by energy efficient condensing boilers and insulating properties. The Dundee Energy Efficiency Project works with tenants across all sectors to assist residents and address fuel poverty.

The Council has partnered with British Gas under the Community Energy Saving Programme to deliver district heating and insulation schemes for multi storey blocks at Dallfield, Whorterbank and Lansdowne assisting in the alleviation of fuel poverty for some of the most vulnerable groups within the City. The Council has also approved an Energy Company Obligation (ECO) scheme in partnership with British Gas for Elders and Adamsons Courts and adjacent low rise tenemental property at Kirk Street. This will provide external insulation and gas fuelled district heating from a central energy plant. This will mean that all multi storey developments have insulation and efficient heating systems.

The Council delivers an External Cyclical Maintenance Programme to proactively maintain external and communal elements of its houses.

2.3. Ensuring Value for Money

Due to the factors outlined such as the demolition programme the Council has implemented there is a relatively high level of loan debt within the HRA - £ 175 M at March 2013. The Council requires additional prudential borrowing in order to meet the costs of the investment programme to achieve SHQS by 2015.

The Council is also utilising capital receipts from land sales, last in block sales and right to buy sales to finance the SHQS investment programme. Due to the current economic climate land sales are lower than anticipated. The department will continue to monitor it's financial arrangements and will work to ensure continuing value for money within the HRA.

The Dundee Federation of Tenants' Associations (DFTA), a Tenant Focus Group and tenants by participating in Tenant Conferences have fully participated in the SHQS Root and Branch Review, review of the annual HRA capital plan and in annual rent setting processes. The risks associated with partly financing delivery of SHQS from capital receipts has been fully explained and is understood by the DFTA and the tenants. This has been achieved by modelling the implications of additional prudential borrowing and consequent implications for rent increases.

The Council ensures value for money in procurement through Framework agreements, these are currently in place for heating, kitchen and bathroom projects and controlled entry systems to 2015. The Frameworks ensure that the most economical advantageous tenderers provide value for money on the basis of tendered rates. City Architects continually evaluate the application of rates across contracts. Other works continue to be tendered on an on-going basis as required.

2.4. Well Maintained Stock

The Council delivers an External Cyclical Maintenance Programme to proactively maintain external and communal elements of its houses.

The Council's annual budget for day to day reactive maintenance in 2013/14 is £11 million. The service is delivered under a Partnership Agreement with Environment Department Contract Services (EDCS).

Tenant satisfaction surveys show that 96.9% of our tenants expressed that they were satisfied or very satisfied with the repairs and maintenance service.

Gas safety in Council Housing is also managed under the partnership with EDCS.

2.5. Sustainable Strong Communities

The Council's Regeneration Strategy focuses on holistic regeneration solutions with master planning and effective community engagement to ensure poor housing conditions, poverty, employment and community empowerment are tackled.

Currently the Council is working in partnership with HOME Scotland in Mill o Mains, Sanctuary in Ardler, Hillcrest Housing Association in Lochee and HOME and Angus Housing Association in Whitfield. The Council will be bringing forward proposals for selecting partners to work on planning regeneration within the Hilltown.

The Housing and City Development Department work closely together in the planning of and delivery of regeneration strategies. Through these strategies we aim to address tenure balance in local communities where there has tended to be a predominance of social rented housing to ensure that there are sustainable well balanced communities comprising owner occupation, shared equity, mid market renting and affordable housing for rent.

The Housing Department works with and engages communities by working in partnership with tenants and residents associations, other community groups and Local Community Planning Partnerships. Focus groups of tenants are used as a mechanism for engagement in specific reviews and service improvement teams.

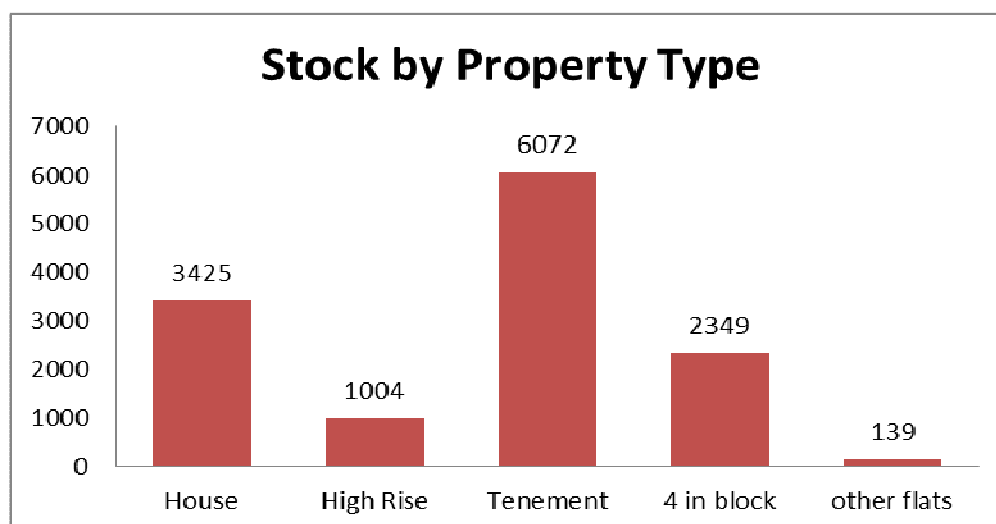
Dundee City Council adopts a proactive position to addressing anti social behaviour. The Dundee Community Safety Partnership ensures that a comprehensive multi agency approach exists to tackle anti social behaviour. The Community Safety Hub, based at West District Office, has co-located the Anti Social Behaviour Team, Community Safety Wardens and Tayside Police to improve the response to anti social behaviour.

We work in partnership with Social Work Department to meet the challenges presented by an increasingly ageing population, with those aged over 65 within the City predicted to grow to 25% by 2031 and the proportion of those aged 85 or over growing significantly. It is anticipated that this will present increasing challenges in future years.

3. CURRENT ASSETS

3.1. Housing Stock

The Council is nearing completion of the demolition programme for those properties which have been declared surplus. The Council core stock comprises 12,989 units at April 2013.

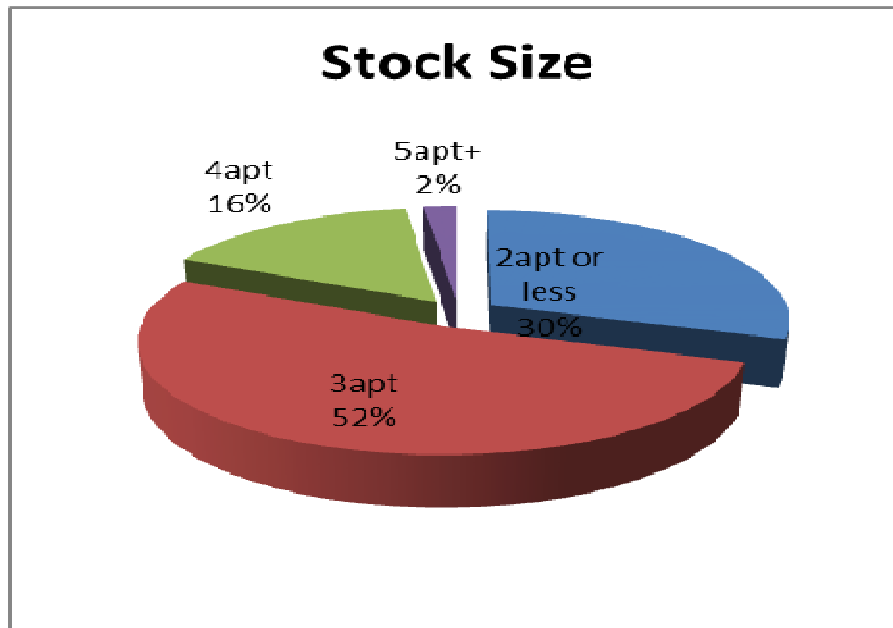


3.2 Housing Mix

82% of the Council's stock is general needs housing, 17% are sheltered flats and 1% are fully adapted disabled persons houses.

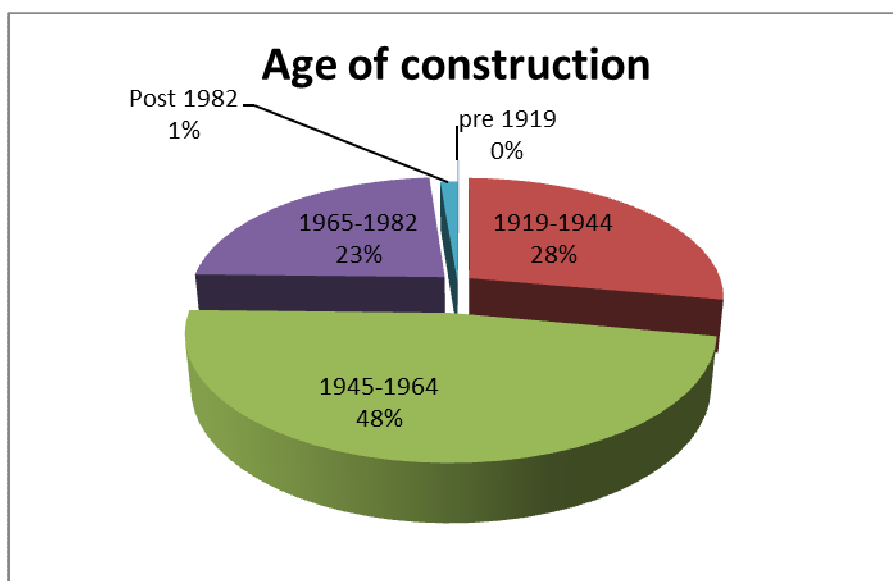
3.3 Housing Stock – Sizes of dwelling

The Council stock comprises 30% 2 apartment properties (1 bedroom or bedsit), 52% 3 apartment properties (2 bedroom), 16% 4 apartment (3 bedroom) and 2% 5 apartment (4 bedroom) accommodation.



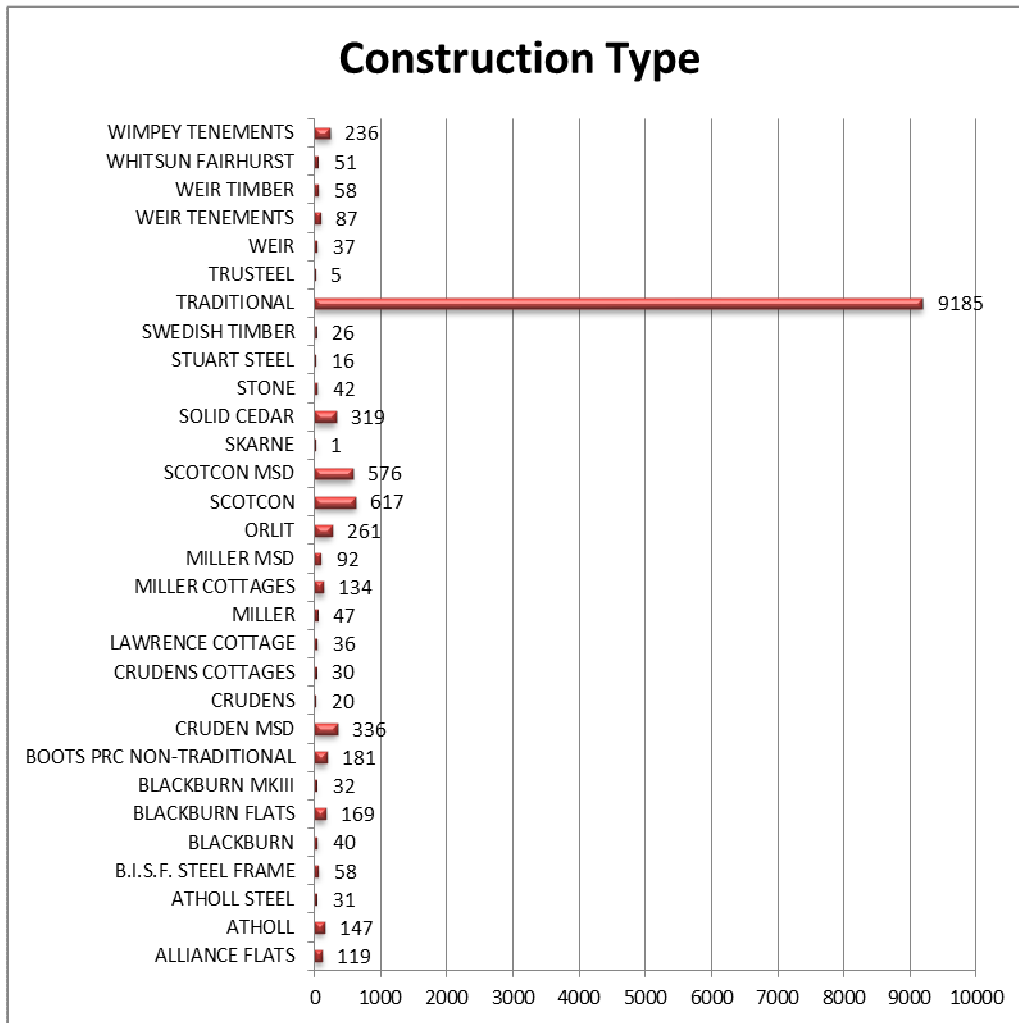
3.4 Age of Construction

The chart below shows the age of construction of the housing stock.



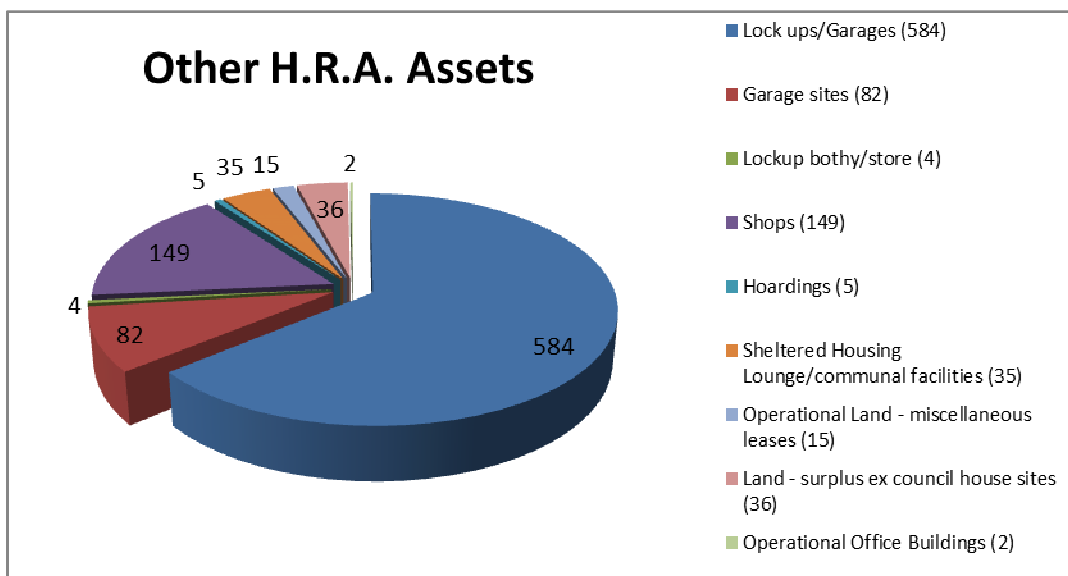
3.5 Construction Type of Houses

The chart below shows the construction type of properties.



3.6 Other H.R.A. Assets

Various additional assets are held on the Housing Revenue Account. These assets generate income however there are responsibilities attached to sustaining and maintaining these.



Where there is no demand surplus lock up garages will be demolished.

Shops are managed by the Council's City Development Department who retain part of the income to cover maintenance and repair works. The Housing Revenue Account receives the balance of rental income.

3.7 Other Housing Account Assets

Assets at 31 March 2011	Number	Number generating rent
Travelling People's Site's	20	20 pitches
Homeless People's Operational Office building/accommodation	1, including 26 flats	26 flats
West District Housing Office		
East District Housing Office		

3.8 Housing Stock Condition

In 1999 Dundee City Council commissioned a 10% stock condition survey, undertaken by external consultants. An additional survey of 30% was commissioned in 2007. In addition to the main Stock Condition Survey an NHER level one survey was carried out as a separate exercise in order to establish energy efficiency of the stock and to identify those houses that fall below the minimum level of NHER 5.

The Stock Condition Survey data has populated the Stock Information Database (SID), and the data was used to clone the remaining stock. This cloning was carried out on the basis of sample stratas identified through house type, construction and location.

Since the initial data capture updates have been made to specific elements based on more recent surveys commissioned by the Council undertaken by internal and external sources. These include:

- Full Citywide Roof and Roughcast Condition Surveys.
- Ongoing Concrete and Non Traditional Property Surveys.
- Annual Gas Maintenance records.
- Rewire Surveys – Periodic Testing Surveys.
- NHER Ratings (EPC's).
- Inspection of specific elements by DCC qualified personnel.

On completion of works carried out as part of the Housing Department's Capital Investment Programme or re-let works, relevant elements are updated to reflect the works carried out.

In 2012 an external validation exercise on the Stock Information Database was completed by the John Martin Partnership which determined that the data is robust.

The Council recognises the need to continue improve information on the condition of our core housing stock and is moving towards a 100% database over time.

3.9 Stock Information Database (SID)

SID provides a up-to-date summary of the condition of the core housing stock, in particular the data associated with passes/fails in respect of the Scottish Housing Quality Standard (SHQS). SID can also provide scenarios for different compilations of data sets of the strata to aide planning and funding profiles. This allows different permutations of data to be used to create scenarios of differing investment options. A Schedule of Rates and Element Lifecycle Replacement Cycles have been developed in association with the City Architect's Department. These have been loaded into SID to influence the scenario outputs.

3.10 **Core Housing Stock Condition**

At April 2012 55.7% of the Council's housing stock was SHQS compliant. This has increased to 80.7% at April 2013, with 91% of the stock meeting SHQS NHER (National Home Energy Rating) standards.

3.11 **SHQS Investment Plan**

The current delivery plan proposes to ensure that all stock meets the SHQS standard by March 2015 and/or will be exempt or held in abeyance at that time.

4. **STRATEGY AND OPTIONS APPRAISALS**

The Council utilises and applies the following data in appraising and carrying out options appraisals on its housing stock.

4.1. **Housing Needs Demand Study**

An assessment of Housing Need, Demand and Affordability in the greater Dundee housing market area was completed in 2009.

The outcomes from the Housing Need Demand and Affordability Study were reflected in the SHQS Root and Branch review. An analysis of stock performance of various properties across the city, which included the remaining multi-storey blocks, indicated that there are no significant differentials between weighting applied to turnover and demand factors for the multistories, compared to others. Applicants on the waiting list continue to include these localities within their preferences and whilst the type of house might not be their preferred choice, their locality and closeness to amenities does sustain demand for them. The Community Energy Savings Projects (CESPs) at Dallfield and Lochee and the Energy Company Obligation (ECO) scheme at Lochee enable the Council to bring all multistories up to the required SHQS standard by 2015.

The Study highlights that the greatest waiting list pressure is for larger properties with pressure ratios for this accommodation being above the 6 applicants per let. Therefore the Study concludes that it is important to increase the provision of dwellings with 3 (or more) bedrooms. The Council also has significant demand for wheelchair housing.

4.2. **Stock Assessment**

The Stock Information Database (SID) developed by consultants employed to update two earlier house condition surveys, enables measuring and recording progress in achieving the Standard. The Council continues to replace 'cloned' information with survey information.

The Stock Information Database (SID) is updated on a regular basis with all elements which have been brought up to standard from ongoing projects. These include all work undertaken since 2006 on Heating Replacement, Kitchen and Bathroom Replacement, External Cyclical Maintenance and Controlled Entry. Energy Performance information is being updated within the database following heating projects and re-let inspections.

Roof and roughcast surveys are also used to update the database.

4.3. **Stock Viability**

The Council has devised a robust methodology for assessing stock viability, the matrix compares management information and investment requirements. Annual turnover, demand, maintenance and investment requirements are weighted to provide an overall picture of performance.

This information is collated to obtain an overall scoring. Lower scoring indicates more potential viability, higher scoring indicates potentially less viable stock. The outcomes from the stock classification provide indicators for dialogue with relevant officers managing the stock, District Manager and Lettings team and consultation with residents.

4.4. **SHQS Review**

A review of the 2006 SHQS Standard Delivery Plan (SDP) submitted to Communities Scotland in 2006 was completed and approved by Committee in August 2010. This review was undertaken partly due to the requirements of the approval of the initial SDP. Given that the SDP was assessed as being high risk the Council also wanted to review progress and ensure risks to the delivery of the SQHS can be managed appropriately.

The review was undertaken in conjunction with the Dundee Federation of Tenants Associations and tenant focus groups supported by TIS (Tenant Information Service) as independent tenant advisers. The review examined in detail housing need and demand information, stock condition and performance and the stock information database, HRA finance, prudential borrowing and capital receipts.

The Review commenced in 2008 and was reported to Housing Committee in August 2010. The review considered:

- Stock profiles including needs and demand for the Council's housing stock.
- Investment needs of the stock.
- Financial plan.
- Consultation.
- Risks to delivery of the Standard.

The conclusions from the Review were that the Council is still on track to meet the SHQS by 2015, however this is qualified by the number of risks to delivery that are still apparent, for example the possible shortfall in receipts from land sales. However, the Scottish Housing Regulator has now stated that the Council is successfully mitigating the financial risks and other challenges it faces.

These risks are being monitored on a regular basis and plans are in place for mitigation. In the case of financial shortfalls this will inevitably have implications for rents and levels of prudential borrowing. Any changes will be closely scrutinised and discussed with tenants before implementation. The Housing Department continues to meet on a quarterly basis with DFTA and Tenant Focus Group to discuss progress towards meeting SHQS. The financing of SHQS delivery is discussed further with tenants in annual rent consultations.

4.5. **Sales Strategy**

The Council has adopted a policy of selling flats where these are the last in a communally owned block subject to assessment of whether such flats if on the ground floor would meet the needs of applicants with disabilities. This minimises Council management of mixed tenure blocks, releases the Council from liability for mutual common repairs and realises capital receipts to assist in delivery of SHQS and Council new build.

The Council sells properties under the Right to Buy (RTB) Scheme again realising capital receipts to assist in delivery of SHQS. Where owners of former Council houses are interested in buying additional miscellaneous land within housing developments the Council will sell land as appropriate. The Scottish Government has now outlined its intention to remove the RTB scheme in the forthcoming Housing Bill from 2017.

Where the need arises and following options appraisal the Council will also consider sales of properties in particular situations where this is justified and represents value for money.

The Housing Department owns significant land where demolitions of Council housing has occurred. The assumption is that receipts from sale of such land is used to finance achievement of SHQS.

4.6. Neighbourhood Regeneration

The Council is currently delivering regeneration initiatives with partner organisations in identified priority areas in Mill o Mains, Whitfield and the Hilltown.

In Hilltown the 4 multi storey blocks at Alexander Street and the two multi storey blocks at Derby Street have been demolished. . The regeneration aims to replace these with around 240 lower density housing units for rent, ownership and shared equity.

In Mill o Mains a partnership with HOME Scotland is delivering a phased demolition and new build programme to remove unpopular flatted blocks with lower density family housing for rent as well as housing for shared equity and sale.

In Whitfield HOME Scotland and Angus Housing Associations are continuing to build new family housing on brownfield sites. A new Primary School has been provided and the Crescent Life Services Centre is due for completion in the autumn of 2013. A new Spine Road crucial to the redevelopment of the area was completed in May 2011. The Housing Department is currently marketing brownfield sites for housing.

5. INVESTMENT AND IMPLEMENTATION OF PROGRAMMES

5.1. How Do We Deliver?

5.1.1. Ongoing capital programme

The department's asset management strategy for its stock involves all aspects of managing our property portfolio and establishes the framework to ensure investment is directed to meeting the Scottish Housing Quality Standard (SHQS) by 2015 as a minimum standard.

In addition to day to day repairs the department has an on-going capital programme as well as planned and cyclical maintenance.

The capital programme for 2013/14 to 2017/18 was agreed by the Policy and Resources Committee in January 2013. The estimates were configured in line with a revised SHQS Standard Delivery Plan agreed in June 2006 and amended following a Root and Branch Review of the Delivery Plan that was agreed by Housing Committee in August 2010. All programmes are subject to SHQS criteria in order that Council houses in the core stock meet the standards by 2015. A summary of the approved HRA Capital Plan is contained in Appendix 1.

Under the Council's new build programme 32 houses have been built to full wheelchair accessible standard in order to respond to an increasing demand for such housing, and there is an on-going programme of disabled adaptations following recommendations for these from Social Work Department Occupational Therapists.

5.1.2. Priorities for investment

Previously it has been necessary to declare some stock as surplus to requirements either due to low demand and associated unsustainable social or physical influences or under neighbourhood master plans. This has been to ensure the creation of sustainable neighbourhoods offering a choice of quality, sustainable and affordable houses generated to meet future needs and aspirations.

The demolition programme will be completed following the demolitions in Mill O Mains approved to facilitate the regeneration by 2015. There are now 11 multi storey blocks retained as core stock at Dallfield, Lochee and Dudhope.

5.1.3. **Performance and expenditure against budget**

Performance and expenditure are measured against the budget and reported monthly at a Housing Capital Investment Management Team meeting, chaired by the Housing Investment Manager and attended by representatives from Finance, City Architects, City Engineers and Housing. Further scrutiny is undertaken by the SHQS Project Board and is included in the department's Performance Report.

5.1.4. **Quality**

There are a number of ways in which the quality of work to maintain our assets is set and monitored. In relation to the capital programme this starts with procurement, i.e. how we select the contractors who deliver the programme. Following a partnering procurement exercise in 2012/2013 Environment Department Construction Services and McGill were appointed as contractors under the Framework until the end of the SHQS programme in 2015 with an option for a further year to take it to four years. All contractors must abide by our Code of Conduct for Contractors which sets out the minimum compliance standards..

Tenants' views are sought through Customer Satisfaction Surveys for all capital contracts and through Tenants' Focus Groups for specific issues.

The department has also gone through procurement exercises based on quality and cost for the central heating boilers and for kitchen units. These are for use on the capital contracts, day to day repairs and re-let works. Two manufacturers were selected for boilers and two for kitchen units.

All of these measures are designed to ensure that the standard of materials and work is constantly improving, and that the views of tenants are taken into account. Performance is monitored at an on site level (using Key Performance Indicators), at Cluster meetings (Quality and Design and Client Clusters) and the SHQS Project Board, as well as the Housing Capital Investment Management Team.

5.1.5. **Compliance with legislation**

A primary focus of our Asset Management Strategy is ensuring the stock complies with relevant regulatory requirements (e.g. SHQS and standards on gas safety, asbestos, and electrical safety). This is done by:

- carrying out pre contract asbestos surveys.
- implementing agreed planned maintenance programmes such as Periodic Inspections.
- annual gas servicing of gas boilers.
- regular testing and disinfection of water systems to prevent contamination by legionella bacteria.
- regular servicing of passenger lifts.
- regular fire risk assessments.

5.1.6. **Customer focus in planning, standards, choices and delivery**

The department has developed, with the assistance of tenants and service users, service standards for complaints, customer care, Dundee Energy Efficiency and Advice project and Major Housing Improvements and Repairs. In addition, tenants were involved on the selection board for kitchen unit manufacturers, and focus groups of tenants have taken place to follow up on issues raised by the Customer Satisfaction surveys.

For the Root and Branch review of the Scottish Housing Quality Standard delivery plan regular meetings were held with a focus group comprising tenants from the Dundee Federation of Tenants Associations and from other Registered Tenant Organisations. The tenants were supported by an independent advisor from the Tenant Information Service.

Regular Customer Satisfaction Surveys are undertaken after each capital contract and for the disabled adaptation programme.

As some of the capital projects affect owners of previous council housing, meetings are held on a regular basis with the Dundee Association of Council House Owners (DACHO). A service charter has been signed by both the department and DACHO.

5.2. **Lifecycle Planning**

There are two main routes for planning the investment programme. Traditionally it has been based on lifecycle, and in particular, the length of time since the last work of a similar nature took place. In Dundee, council housing was built in developments (and phases within developments) over the years, and there are approximately 250 phases. This means that within a small area there may be several developments all built at different times. Therefore it has been difficult to plan work on a geographical basis.

However, considerable work has been done on a 'Ready Reckoner' which details every development and dates when capital programmes are due (e.g. roofs, heating, kitchen and bathroom, windows, rewiring). This allows for consolidation of projects within an area to minimise site establishment costs and travel time for housing officers.

In addition to this programmes take into account information obtained from a stock condition survey and Stock Information Database (SID). The stock condition survey was commissioned in 2007 and was carried out by John Martin Partnership (JMP). It covered 30% of the housing stock stratified in such a way that the remaining 70% of the stock could be cloned from the information gathered. The results of the survey were considered in 2008 and investment planning to meet SHQS was revised to meet the priorities identified.

In addition to a stock survey, a stock information database was provided, capable of being updated property by property in order that progress towards meeting the SHQS could be tracked by the Housing Investment Unit.

The Department is moving towards a 100% database over time. This will happen as capital programmes are input on completion, in-depth survey information on elements such as roofs are input, and links to the corporate repairs system are developed. The Council had JMP complete a validation exercise of the SID in 2012 which found the information to be robust.

5.3. **Planned and Cyclical Maintenance**

As well as the capital programme there is a budget agreed for Planned Maintenance that covers external cyclical maintenance, surveys and repairs to multi-storey blocks, concrete surveys and repairs, timber treatment, common stairs, laundry equipment, water pumps and soil stacks.

5.4. **Relets**

The Department has developed a Void Management Procedure and Relet Standard in order to maximise the use of the Council's housing stock by minimising the time properties stand empty to reduce rent lost, repair expenditure and the number of refusals. The performance on relets has improved during 2012/13, with Non-Low Demand properties being relet in 55 days and low demand properties being relet in 56 days (as at March 2013).

To achieve the Relet Standard officers are required to ensure that properties are offered to prospective tenants in good condition - in relation to the standard of cleanliness, that the property offers a safe and secure environment for the prospective tenant and that property is let within a minimum timescale.

5.5. **Gas Safety Checks and Servicing**

The Housing Department will, on an annual basis, arrange for a gas safety check to be undertaken on all the gas boilers within the housing stock.

The programming of this safety check will be undertaken at 9 months. This is to ensure that all properties are checked within the statutory 12 months and, at March 2013, 99.7% of properties with gas had a valid gas safety certificate.

For the convenience of the tenants, the Council will undertake a maintenance service at the same time as the gas safety check. The work is carried out by Environment Department Contract Services (EDCS) and all EDCS Gas Engineers will be Gas Safe registered and carry both their Gas Safe Registration and Council ID card.

The Housing Department will initially attempt to make contact with the tenant via phone (or any other media). If unsuccessful, a personal visit by a Gas Engineer will be undertaken (cold call). Thereafter, a series of letters will be sent to the tenant encouraging contact for an access arrangement. Ultimately, if no contact is made, the tenant will be scheduled for a forced entry.

If a tenant has repeatedly ignored the Housing Department's efforts to arrange a gas safety check appointment, a forced entry will be arranged. This action is undertaken under clause 5.12 of the Tenancy Agreement which states:

"It is your responsibility to allow access for annual inspections of gas appliances that have been provided by us".

5.6. **Timer Units**

The Council will install a service timer to properties under certain conditions:

- A forced entry.
- New boiler installation.
- At the discretion of a Housing Officer.

The timer is designed to disable the use of the boiler if a safety check has not been undertaken by the anniversary date of the previous check. The timer is set by the Gas Engineer at the time of the safety check.

5.7. **Audit**

The gas process will be audited on an annual basis by an external agent.

- 300 safety checks will be subject to a quality audit.
- The gas process will be audited by EDCS internal audit arrangements for their quality assurance system.
- The EDCS administration of the gas function will be audited as part of their Gas Safe Registration.

5.8. **Performance Monitoring**

The gas safety check process will be subject to regular performance monitoring by both the Housing and EDCS Departments. Statistical information will be submitted to the Repairs Service Management Board on a monthly basis.

5.9. **Health and Safety**

In addition to the capital programme, the estimates include projects to ensure the department meets Health & Safety requirements and complies with legislation. These projects include safety checks (gas, periodic inspections, water systems), annual servicing, asbestos management and fire safety measures.

5.10. **Specialist Maintenance**

Specialist Maintenance work is required for many Council properties on a lifecycle and reactive Maintenance basis. Specialist maintenance includes such items as CCTV cameras, washing machines in MSD developments and sheltered lounges, maintenance of controlled entry systems, maintenance and repair of warden call systems in sheltered housing, and the more routine tasks such as the regular cleaning of bin chutes at multi storey blocks. Some of this work is so unique in its nature that only one or two contractors can provide a service, however where the input required is more generic and of a larger scale then we will seek to procure contractors primarily through the open tender route.

5.11. **Housing for those with Particular Needs**

As described in previous chapters the Council has a variety of Housing within its stock which caters for those with special housing needs. In the normal course of events any cyclical improvement or repair work on this stock will be carried out in line with the mainstream housing within the same development. There is however a dedicated kitchen replacement scheme for houses that are built or adapted for people who use wheelchairs and other adaptations are also carried out at the same time. The Council has an annual budget of £750k for adaptations to its own stock for disabled people, the vast majority of this following recommendation from occupational therapists from the Social Work Department.

5.12. **Owner Issues**

The Council has former council house owners within its estate who still have a mutual interest in works that the Council carries out. This can be a major project such as a Roof renewal or a day to day repair on a mutual element in the block. At the present time all mutual repairs are charged back to owner occupiers in line with their rateable value share in the block. The Housing Investment Unit works closely with our Private Sector Services Unit to deliver grants to those owners of ex council housing stock that undergo improvement and repair contracts for which they will be recharged as mutual owners of common areas. The Tenement Management Scheme has been introduced to maximise installation rates of controlled entry systems in mixed tenure common closes. Under this scheme majority voting enables the Council to install controlled entry systems. Grants are available within the Scheme of Assistance for the installation of secure entry systems to common closes.

5.13. **Factoring**

The Council has registered under the Factoring (Scotland) Act 2011. The Council provides factoring services to former owners of council dwellings in mixed tenure blocks. The services include common repairs in capital contracts, installation of controlled entry systems and cyclical maintenance programmes..

5.14. **HEEPS/ABS**

The Scottish Government has introduced Home Energy Efficiency Programme / Area based Schemes funding to facilitate the delivery of ECO schemes in Scotland. This funding is directed at involving owners in improving the energy efficiency of their homes and can therefore facilitate completion of works such as external insulation in mixed tenure blocks. Dundee City Council has submitted a successful bid to the Scottish Government and has been allocated £1.9500M over 2013/14 to deliver area based schemes in Dundee.

6. ROLES AND RESPONSIBILITIES

This section provides the context to the structures that are in place to manage the City's Housing Assets in a way that ensures optimum performance, value for money, and provides the best possible service for those using the service, the tenants of the housing stock.. The various partnerships that are in place are outlined as well as the methods and scope of consultation with tenants and others.

6.1. Structure

Responsibility for Asset Management of the Housing Department's stock is directed through both the Housing Strategy and Housing Management divisions. Housing Strategy is broadly responsible for the investment in the stock through capital programmes and the implementation of individual projects that are part of this programme. At present the core function of Housing strategy is to ensure that all the City Council's housing stock is SHQS compliant by 2015. The Housing strategy division is also responsible for regeneration strategies in housing estates through a range of activities along with other landlords and agencies, it also administers the sale of land on the Housing revenue account and council houses through both the right to buy and sales of last remaining houses in mutual blocks.

The Housing Management division is responsible for the day to day management of assets including lettings, day to day repairs, and discharging the Councils homelessness responsibilities. The day to day Housing Management responsibilities are divided geographically into East and West offices whilst the Housing strategy division is based in the City centre and operates citywide.

6.2. Governance

Ultimately the Housing Committee oversees the asset management of the councils housing stock. It agrees overall policy such as the Local housing strategy, SHQS delivery plan. The Policy and Resources Committee approves the 5 year Capital investment plan (Housing Capital Budget). In terms of SHQS compliance the Scottish Housing Quality Standard Project Board oversees progress towards compliance, monitors installation progress, expenditure, prudential borrowing, and levels of receipts from land sales and council house sales. Crucially the Board also monitors risks to compliance through a risk matrix mechanism designed to give early warning on areas where underperformance may undermine progress towards meeting the Standard. Membership of the Board comprises the Director of Housing, the Director of Corporate Services, the Director of Environment and the City Architect.

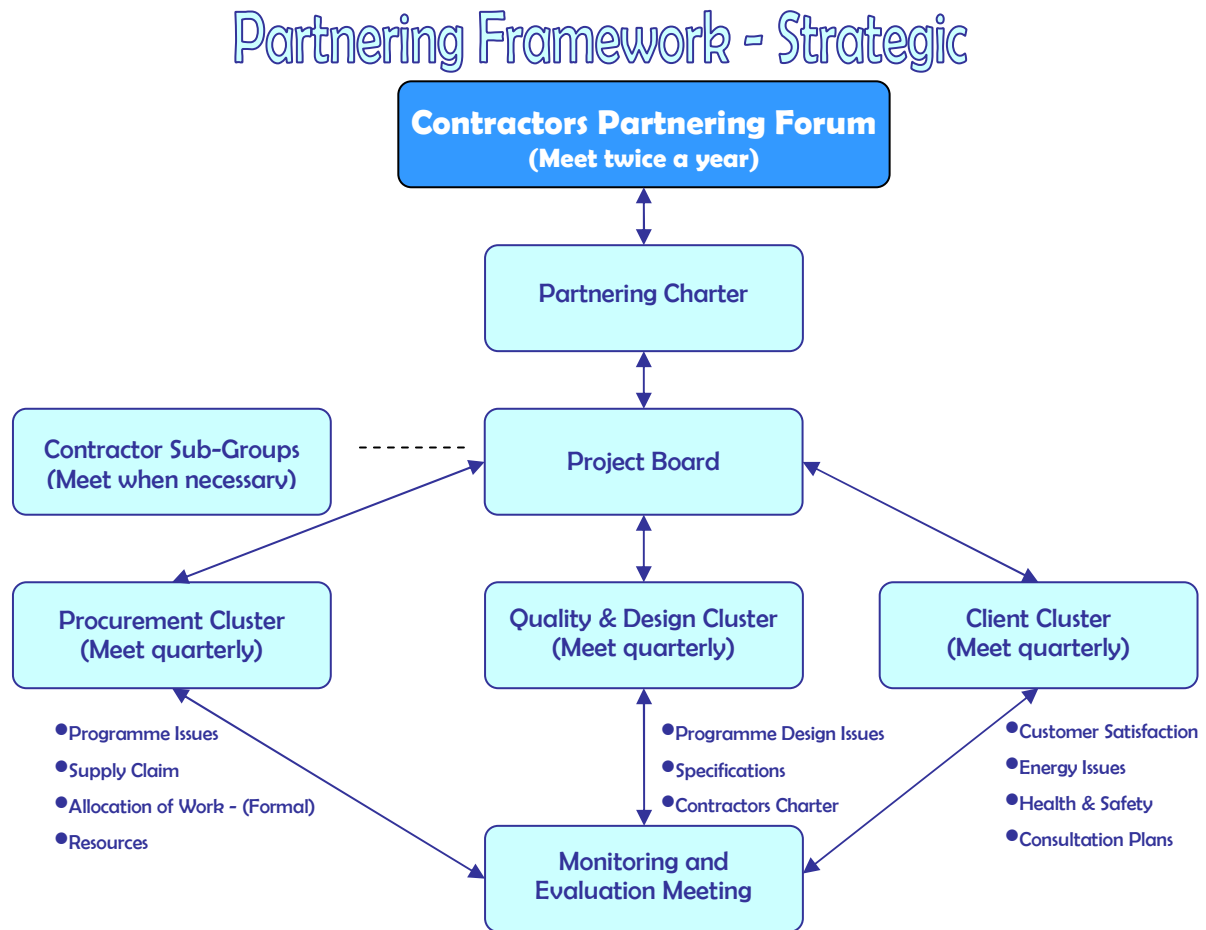
For reactive maintenance the strategic scrutiny previously undertaken by the Repairs Partnership Board has been replaced by the Housing Best Value Review Group. The Repairs Management Board tracks repairs performance, discusses policy issues arising from the service, and help to identify priorities for capital investment.

The Housing Department Management Team meets monthly to discuss performance on all aspects of the Housing service. These discussions involve asset management in one form repairs, improvements, lettings and SHQS progress. Performance is measured through against the Housing Service Plan objectives and SMART targets. Performance is also measured at Division and Unit level with each Unit having a set of measurable actions that relate to the departmental unit plans.

A further group whose remit is to track project progress and expenditure is the Housing Capital Investment Management Team (HCIMT) this group includes representatives from the Housing Department, City Development, Finance Department and City Engineers, and is chaired by the Housing Investment Manager. The aim of the group is to ensure that Capital expenditure utilises all available budget in any given financial year without moving into a situation where the budget overspends.

6.3. Partnerships

DIAGRAM 2



As part of the Councils procurement arrangements for projects within the SHQS Delivery plan a partnering framework is in place which services the Heating, Kitchen, and Bathroom replacement programme. This programme consists of around 1,500 houses per annum and a spend of around £10-12m per annum.

The purpose of the Partnership is to carry out projects to the best possible quality for the best possible value to all involved. The partnership is overseen by a board which meets quarterly and is the umbrella group for a number of clusters which meet on a regular basis in order to direct and manage the day to day and strategic direction of the partnership. The various clusters are;

- Procurement (tracking costs, developing unit rates, allocating projects)
- Quality (Strategic and operational, supply chains, specifications, site meetings)
- Client (Customer satisfaction, Contractors code of conduct, information standards)
- Monitoring and evaluation (Measuring the success of the partnership, costs, defects, time)

These clusters report back on progress and issues to each Project board meeting where new initiatives can also be discussed and agreement made to pilot for feedback to future meetings.

In terms of overall asset management the Partnering Framework has been of great value for all involved. For contractors it provides certainty and continuity of work with an opportunity to plan with and work with the council. For tenants it brings increased quality of work with less disruption in a shorter timescale, and for the council all of the above with significant decreases in the amount of time devoted to dealing with tenant complaints, decreases in the amount of administration by not going out to tender for every job, and increased customer satisfaction from tenants demonstrated by improved results in customer satisfaction surveys since the advent of the partnership.

The day to day repairs service is also administered by way of a Partnership. This is the Repairs Partnership and is between the council and its direct labour organisation Environment Department Construction Services. The Partnership directs and monitors the repairs service and also delivers the External Cyclical Maintenance programme.

6.4. **Consultation/Information**

Consultation is undertaken at all levels within the Asset Management function. At a macro level the progress towards SHQS and consequent Capital Plans and Investment needs are discussed quarterly with the Dundee Federation of Tenants Associations. The Best value Review Group is chaired by the Chief Executive and has cross party elected membership as well as DFTA and TIS.

At Project level there are Service standards in place which govern the consultation and information process before, during, and after capital contracts. Some examples of this process are;

- At least six months prior notification of projects (up to 3 years on Roof programmes)
- Regular briefing of registered tenants organisations on programmes in their areas
- Display portacabins for kitchen and bathroom programmes
- Tenant information packs as agreed through the Service standards
- Brochures provided by Contractors as part of the Kitchen/Bathroom programme.

Through the process of reviewing progress towards SHQS compliance (Root and Branch Review) two Tenants Conferences were held in order to gauge opinion on key issues. The conferences consisted of presentations and breakouts on key areas and were fundamental in allowing the completion of the review.

6.5. **Technical Services**

The Council uses in house expertise to design and administer its Capital contracts and fees are payable for this service which is included in the Capital Plan budgets.

Projects will typically require a Contract Administrator, a Clerk of Works, and a CDM representative. This will ensure that works are planned and executed to standards expected by the Council.

Quantity surveyors are also employed to measure and value work undertaken and to pay contractors sums due.

There is also a wider role for City Architects in supporting the Partnering framework by organising procurement, ensuring value for money, overall budget monitoring, and ensuring quality standards.

Other functions carried out by City Architects in relation to Asset management include, Feasibility studies, survey work, building condition surveys, and benchmarking with comparable providers.

6.6. **Registered Social Landlords (RSLs)**

In terms of the Cities overall Asset Management Strategy Housing associations play a pivotal role through contributing to re-provisioning of Social rented housing in the city thus playing a major role in regeneration activities. This involves the removal of unpopular and poor quality housing stock and it's replacement with high quality affordable housing at the size and type which meets the needs of existing and future tenants.

They are major partners in developing Housing strategy and policy for the city and are involved in many joint initiatives with the City council Housing Department including leasing of and management of accommodation for young single homeless, night shelters, and other special needs initiatives in the city.

The availability of suitable development opportunities from the City councils land bank is crucial to the building of affordable housing and also provides an income for the council to reinvest in its own stock.

Nomination rights are provided to the council for any new houses built by RSLs and for re-let turnover.

6.7. **Private Sector Services Unit (PSSU)**

This unit operates within the Council's Housing Department and provides the following services;

- Grants for private owners for improvement /repair work
- Grants for improvement /repair work to owners of ex council housing
- Landlord registration service
- Oversees Houses in multiple occupation
- Care and repair service

These functions help to ensure that the councils assets both social rented and in the private sector do not fall into significant levels of disrepair and assists owners who might otherwise not be able to live in a wind , watertight, and safe house.

6.8. **Staff Resources**

As evidenced elsewhere in this document considerable staff resource is dedicated to the management and maintenance of Housing assets in the city. These staff in themselves are an asset without whom many of the activities and benefits previously mentioned would not be possible.

7. **REVIEW AND EVALUATION**

This section of the plan will outline the methods by which the strategy is monitored, evaluated, and reviewed to ensure continuous improvement. This will touch on the overall Partnering framework, methods of gauging customer satisfaction and how the results of these processes are fed back into future actions.

7.1. **Partnering Framework**

The framework oversees all aspects of the Capital programme that relate to internal improvement projects. In our experience these are the projects that are most difficult to execute in a manner that meets both the organisations goals and the occupiers' needs and aspirations.

The structure of the framework has been detailed elsewhere in the strategy but for the purposes of review and evaluation the Project board will oversee the process with the Client & Monitoring Cluster providing the background information and analysis. Originally there were two clusters performing the role of this cluster, namely Client and Monitoring & Evaluation.

It was agreed to amalgamate these as measuring performance is so closely aligned to customer satisfaction.

The Client cluster is responsible for the commissioning and evaluation of customer satisfaction surveys that relate to the work that the framework is responsible for. In addition it measures the performance of the partnership with a particular focus on defects.

Customer satisfaction surveys are concise and are carried out by the contractor who has carried out the work immediately following completion of the works. The vast majority are carried out face to face with the remainder carried out as phone surveys either by the contractor or in some instances by the Housing Investment Unit Contact team. The results of these surveys are analysed and reported back to the cluster with any recommendations for future actions. In recent surveys these have included, the setting up of display portacabins for kitchen and bathroom fitments for tenants in the kitchen and bathroom programmes, a recommendation that a separate satisfaction survey be carried out to gauge satisfaction with contractors' response to any defects that may arise, and proposals for improved communications on site between contractors and tenants.

Following the introduction of this methodology customer satisfaction has risen from 81% to 98% in the space of four financial years.

In addition, the cluster is responsible for measuring the performance of the partnership It is presently developing a range of tools to enable meaningful conclusions to be reached, some of these are:

- Analysis of defects by contract and contractor
- Analysis of cost by contract of housing services and other support services
- End to end measurement of predicted site time against actual
- Measurement of agreed maximum price against outturn costs
- Measurement of cost of allowances predicted against outturn (decoration, decants etc)

The aim of the monitoring stated here is that we the council is always self aware. The Partnering framework's performance and the range of tools deployed should give early warning of any areas of performance that may give cause for concern. The framework is also able to demonstrate continuous improvement in its performance by its use of customer feedback to improve the service.

Much the same methodology is used by the Repairs Management Partnership in its appraisal of on-going performance with regard to the overall Repairs and Maintenance service. A range of key performance indicators are utilised and benchmarking information from other authorities and organisations is used for comparison purposes. This information is also documented in the monthly Housing Department Performance Report as is other management information on lettings, void management, and rent recovery.

Customer feedback is gathered in a number of ways, these include;

- Customer satisfaction surveys
- Focus Groups
- Discussions with the Tenants federation and other Tenants organisations
- Feedback from the Annual Housing News

Customer Satisfaction Surveys are used to assess the Departments performance across the Housing Service both by Service area and generically , results from these surveys are discussed at Partnering forums and are used as a basis for improving customer service following the "you said we did" principle.

Following surveys Focus Groups can be set from those that took part in the survey to look at some of the issues raised in more detail. This in turn enables the Council to fine tune its service with its customers aspirations. In general these are short life focus groups which include for example tenants who have just benefited from a Capital project.

More permanent Focus groups are also in place and an example of this is the SHQS Delivery Focus group which oversees progress towards SHQS compliance in the city.

Performance information and other newsworthy items are reported in the annual Housing News. Feedback on issues raised as a result of this are fed back into the process of continuous improvement.

7.2. **Capital Estimates**

The Council plans its Capital programme on a lifecycle basis and this has been explained in detail earlier in this report. The five year capital estimates are approved by the Policy and Resources Committee each year.. As well as lifecycle planning this gives the opportunity for a review of any investment needs on an annual basis and for inclusion of any urgent or unforeseen projects. The Capital estimates are discussed in detail with the SHQS Focus group before a final draft is agreed and reported to committee.

7.3. **Review of the Strategy**

This Plan is subject to regular review and will be updated to take account of any changes in direction in Policy or Strategy. Following review the Strategy will be reported to the Housing Committee for approval.

GLOSSARY

BVRG – Best Value Review Group
CESP – Community Energy Savings Project
DACHO – Dundee Association of Council House Owners
DFTA – Dundee Federation of Tenants Associations
EDCS – Environment Department Contract Services
ECM – External Cyclical Maintenance
ECO – Energy Company Obligation
HEEPS-ABS – Home Energy Efficiency Programme for Scotland – Area Based Schemes
HIU – Housing Investment Unit
HNDA – Housing Need Demand and Affordability Study
HRA – Housing Revenue Account
JMP – John Martin Partnership
LAN – Local Authority Network
LDP – Local Development Plan
LHS – Local Housing Strategy
NHER – National Home Energy Rating
PSSU – Private Sector Services Unit
RSL – Registered Social Landlord
RTB – Right to Buy
SDP – Standard Delivery Plan
SID – Stock Information Database
SIMD – Scottish Index of Multiple Deprivation
SHQS – Scottish Housing Quality Standard
SOA – Single Outcome Agreement
TIS – Tenants Information Service
TMS – Tenement Management Scheme

RELEVANT DOCUMENTATION

Dundee City Council Single Outcome Agreement

Dundee City Council Development Plan

Dundee City Council Local Housing Strategy

Dundee City Council Housing Service Plan

Dundee City Council Plan

Housing Need Demand and Affordability Study 2009

SHQS Root and Branch Review

Procurement Policy

HRA 5 Year Capital Plan

Voids Procedure

Dundee City Council**HOUSING HRA CAPITAL PLAN 2013/14-2017/18**

PROJECTED CAPITAL RESOURCES		2013-14	2014-15	2015-16	2016-17	2017-18
		£'000	£'000	£'000	£'000	£'000
1.	Capital Expenditure Funded from Borrowing	13,465	10,439	9,787	11,865	11,532
2.	Capital Receipts - Council House Sales	2,062	2,117	2,172	2,227	2,310
3.	Capital Receipts - Land Sales	1,400	1,700	1,800	1,800	1,800
4.	Capital Receipts - Sale of Last House in Block	800	850	850	850	850
		17,727	15,106	14,609	16,742	16,492
5.	Slippage at 15% on SHQS Expenditure only	2,512	-	-	-	-
TOTAL PROJECTED CAPITAL RESOURCES		20,239	15,106	14,609	16,742	16,492
Note:	Council House Sales	55	55	55	55	55
	Average Selling Price	£37,500	£38,500	£39,500	£40,500	£42,000