

Item No. 20.	Classification: Open	Date: 20 October 2015	Meeting Name: Cabinet
Report title:		Asset Management Strategy	
Ward(s) or groups affected:		All wards	
Cabinet Member:		Councillor Richard Livingstone, Housing	

FOREWORD – COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR HOUSING

Last month, Cabinet considered a report showing how we have moved from a position where only 56% of our council homes met the Decent Homes standard in April 2010 to a position of having 90% meet the standard by next April. This success, delivered through our Warm, Dry and Safe programme, clearly demonstrates what can be achieved with the ambition to improve our council homes and the commitment to clearly set out for all our homes what improvements will be carried out and when.

This report starts the consultation with the council's tenants and leaseholders on the next cycle of major works, clearly setting out timescales for work on each estate, block and street together with our priorities, in particular our commitment to ensure that every council tenant will have a quality kitchen and bathroom.

Unfortunately, the government's recent decision to impose rent decreases on social landlords, without a financial contribution to address the shortfall, has meant that it will now take the council longer to carry out the next cycle of major works than originally envisaged. As a consequence, it will now take until the 2022/23 financial year to complete the kitchens and bathroom programme.

The report also reintroduces regular cyclical decorations for our homes, ensures that homes are safer from fire risks, and improves mechanical and electrical systems, including lifts. It also establishes an options appraisal for our district heating systems to investigate how the council can best improve a number of these systems.

This report is the most comprehensive programme of housing major works that the council has ever produced. The proposals tell all our tenants and leaseholders what work they can expect and when in the programme that starts from next April. I hope that as many of them as possible feed back their comments and observations of this programme so that we can fine tune it before taking final decisions in the New Year.

RECOMMENDATIONS

That cabinet:

1. Comments on the draft asset management strategy for consultation.
2. Approves the consultation plan for the strategy and notes the initial consultation on the principles of the strategy that has been taking place up to the cabinet date and is included as an appendix to this report.

3. Approves the first year programme for delivery in 2016/17 and agrees design and initial consultation for the schemes is progressed immediately.
4. Notes the revised standard, maintaining decency and delivering the kitchens and bathroom guarantee and cyclical decorations.
5. Notes that the draft asset management strategy sets out a delivery timetable for:
 - a. Maintaining a high level of decency
 - b. Delivering a cyclical works programme
 - c. Completing the kitchen and Bathroom programme within the first cycle of the programme
 - d. Delivering of a mechanical and electrical programme
 - e. Bringing all properties to a Fire Risk Assessment (FRA) to a 'tolerable' level by the end of the first cycle of the programme.
6. Approves an options appraisal for 2016/17 on the council's district heating systems. The findings and recommendations will be used to ensure that the investment required is financially viable within the constraints of the business plan. A report will come back to Cabinet with the outcomes of the appraisal and the financial implications to the strategy.
7. Notes that an investment appraisal of the first years programme has identified a small number of properties based on their financial and social sustainability that require further investigation to ensure the long term sustainability of the units. These properties have, for the moment, been removed from the programme for further consultation in line with the Charter of Principles.

SUMMARY

8. The asset management strategy sets out a programme for completing major works for the next eight to ten years. The strategy is aimed at delivering key strategic priorities with resources that are included in the Housing Revenue Account (HRA) 30 year plan.
9. The strategy sets out plans to achieve a well maintained, sustainable housing stock that residents value and enjoy living in.

BACKGROUND INFORMATION

10. Following the Housing Commission report in 2012 the council engaged Savills to carry a stock options appraisal. Their final report was issued in June 2013. This noted that: 'The development of an active policy of managing housing assets which challenges the value for money of each investment decision, based on an analysis of both the value of future cashflows, and the extent to which investment meets the council's social housing objectives could improve long term business plan capacity and resident satisfaction.'
11. Savills' work provided a stock investment financial profile that has been adjusted and used as the financial basis for the investment outlined in this plan. However, this work was prior to recent government proposals on rent reduction and the extension of Right to Buy. Work is continuing on the HRA 30 year plan to balance resources with strategic priorities, with the investment outlined in this report included in the plans assumptions.

KEY ISSUES FOR CONSIDERATION

12. The council's Warm, Dry and Safe (WDS) standard has focussed on the external structure of estates and street properties, carrying out works to those in the worst condition first and bringing properties to the Decent Homes Standard. This has meant that the structure and external elements will meet the WDS standard on completion of the programme. The strategy proposed addresses wider investment needs including internal works such as kitchens and bathrooms as well as the need for cyclical maintenance.
13. The strategy is aligned to achieve the Fairer Future Promise - **Quality affordable homes**, which states 'We will improve housing standards and build more homes of every kind, including 11,000 new council homes with 1,500 built by 2018. We will make all council homes warm, dry and safe and start the roll out of our quality kitchen and bathroom guarantee.'
14. There are a number of national factors which continue to put pressure on the Housing Revenue Account (HRA) and the council's ability to deliver its priorities including the strong promotion and increases in local authority right to buy, proposals forcing councils to sell vacant council properties in the upper third of values and a 1% reduction each year in social rents over the next four years.
15. Despite these pressures, this report outlines proposals for the delivery of this promise, by setting out plans for a cyclical works programme. As part of this programme the remaining kitchen and bathrooms renewals will be delivered and this programme will also maintain decency. The strategy also plans the mechanical and electrical investment over the period.
16. The council will be moving to this cyclical programme over eight to ten years. In general, in the longer term there will be an average of 7,000 properties included in each annual programme if a seven year programme can be met within budgets. Wherever possible, when carrying out cyclical works, all main internal and external works, such as doors, roofs and windows, are to be carried out to the structure of a block, together with external and communal decorations and repairs. The individual components of buildings, which are the parts of the building that make up the overall structure, such as doors, roofs and windows, will be repaired where feasible or renewed if detailed surveys indicate that the condition is such that the component has reached the end of its repairable life-span. The kitchen and bathroom guarantee will be delivered alongside the cyclical programme. Delivering works together will improve value for money and reduce disruption to residents. The cyclical programme prioritises blocks that have not been in the previous WDS programmes, those falling out of decency and then those in previous WDS programmes. However, programmes are subject to reprioritisation due to emergencies and additional investment requirements.
17. Fire safety remains of paramount importance to the council. As one of the largest landlords in the country Southwark takes its duties very seriously and ensure a fire risk assessment of all communal areas are kept current and plans in place to actively manage risks to minimise the risk of injury or loss of life in the event of a fire. Works required to reduce the risk from the spread of fire and smoke from these Fire Risk Assessments, will usually be integrated into the cyclical programme to bring all remaining blocks to a 'tolerable' rating. The works are typically ventilation adjustments, fire stopping, replacements of doors to properties and communal doors to meet standards required by the fire safety

regulations. The Fire Risk Assessment programme of works is reviewed on a quarterly basis through a joint strategic meeting between the council and the London Fire Brigade to ensure that resources are appropriately prioritised.

18. It should be noted that the Aylesbury Estate has been excluded from officer's plans to develop an ongoing asset management strategy, including kitchens and bathrooms renewal because it is part of a separate estate regeneration programme.
19. The strategy only covers the forward programmes and does not include the resources of schemes under existing programmes such as WDS work identified for Tustin Estate and Portland Estate. These schemes are scheduled towards the end of the new cyclical programme as they are due investment under existing programmes, so will not require work until towards the end of the new cycle.
20. The report outlines an improved standard for homes across the borough delivered through an ongoing cyclical programme initially over 8 – 10 years. The standard can be summarised as:
 - a. Maintaining the WDS standard equating to the Government's Decent Homes Standard
 - b. Keep homes in a reasonable state of decorative repair and maintenance
 - c. Provide a quality kitchen and bathroom
 - d. Providing programmed upgrades to other 'non decency' components such as lifts
 - e. Provide programmed works required from fire risk assessments to maintain all blocks to a 'tolerable' rating.
21. Most of the mechanical and electrical investment is programmed separately. Many district heating systems have far exceeded their life expectancy. It may not be financially prudent to invest in some of these existing systems, but to look at alternative provision. The programme only provides a minimum investment whilst the council commissions a stock and options appraisal to address the future requirements of its needs, such as fuel use, CO2 emissions, service demands and expectations. The appraisal is planned for 2016/17 and the findings and recommendations will be used to ensure that the investment required can be financially viable within the constraints of the business plan. The investment requirement for district heating for the future is expected to increase dramatically and the options appraisal will look at solutions to provide clear evidence for the council to take informed decisions.
22. Security will be increased through the availability of a revenue budget for upgrading obsolete door entry systems and new installations where anti social and criminal activities exist, and the majority of residents, over 50%, agree to a service charge increase.
23. The strategy will be monitored through reporting on key actions and associated measures, primarily through an annual report to cabinet including:
 - a. Delivery of cyclical works programmes
 - b. Delivery of kitchens and bathroom guarantee
 - c. Reviewing of planned and reactive budgets to ensure the best use of resources
 - d. Review planned investment programme to ensure the investment will deliver economic and social performance

- e. Review resident consultation on major works
 - f. Complete an options appraisal for the borough's district heating systems
 - g. Deliver lift and heating programmes
 - h. Deliver the upgrade to the APEX asset management and compliance system
24. The design and initial consultation for the 2016/17 programme needs to be commenced immediately in order to ensure that the works can be delivered in 2016/17. If it is decided that there are changes in the programme as a result of further consultation then schemes can be delayed or new properties brought into the programme at a later stage.
25. Following the Housing Commission report in 2012, Savills consultancy was instructed to carry out work in conjunction with the council to assist with a comprehensive appraisal of the overall performance of current HRA assets. The aim of this review was to:
- a. Consider operational cash flows at a local level and assess their worth to the housing business to provide a measure of financial performance
 - b. Identify non-financial measures of social sustainability and to provide an analysis of this at the same local level.
26. Savills' evaluation of the performance of HRA assets has been used to inform the investment strategy and detailed planning based on an active asset management approach, where the council seeks to make investment decisions that are informed by an understanding of the financial performance of the stock, and the extent to which it delivers the council's social housing objectives. In this way decisions can strengthen the business plan and contribute to meeting the council's policy objectives.
27. The strategy endorses an active asset management approach, undertaking activities to improve or replace properties that have a poor economic and social performance with properties that are fit for purpose. An appraisal of the first year investment included in Appendix 5 of the strategy identifies properties that have, for the moment, been removed from the programme for further consultation in line with the Charter of Principles.

Policy implications

28. The council plan confirmed our ten Fairer Future promises, a set of key commitments to the residents and businesses of Southwark that outline the things we will be working towards as an organisation to create a fairer future for all. The updated promises were approved by cabinet on 2 July 2014.
29. A structured approach to asset management supports three of these promises in particular through providing a structure for prioritising and making investment decisions. Such investment decisions may be investment in our properties but may also be to improve the conditions of the local area for all of Southwark residents.
- a. Promise 1 – Value for Money
We will continue to keep council tax low by delivering value for money across all our high quality services. The structured asset investment approach will look at priority estates and set out the options for each estate to ensure that Value for Money is achieved from the investment being made.
 - b. Promise 3 – Quality Affordable Homes

We will improve housing standards and build more homes of every kind including 11,000 new council homes with 1,500 by 2018. We will make all council homes warm, dry and safe and start the roll out of our quality kitchen and bathroom guarantee. This approach will enable priorities for financial resources to be balanced between existing stock and the delivery of the new homes programme.

c. Promise 9 – Revitalised Neighbourhoods

We will revitalise our neighbourhoods to make them places in which we can all be proud to live and work, transforming the Elephant and Castle, the Aylesbury and starting regeneration of the Old Kent Road. This approach will both improve the physical aspects of our existing housing assets but also look at the wider social economic aspects of the areas in which they are situated.

30. Southwark Housing Strategy to 2043 set out Southwark's first long-term housing strategy, and marks Southwark out over others in setting out a long-term plan of action. Principle 2 states 'We will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership' And more specifically the following commitments as set out in the strategy:
- a. Putting in place a robust 30 year business plan, enabling us to invest in our homes, improve energy efficiency and provide a planned, preventative approach to maintaining and investing in our housing stock.
 - b. Providing a quality kitchen and bathroom for all council homes
 - c. Carrying out other improvement works to our stock and the surrounding area, including increasing estate security.

Community impact statement

31. Improving housing in Southwark is central to the council's wider plans to create a fairer future for all. Access to appropriate, good quality, genuinely affordable homes is important not just for residents but also to the wider economy and essential to shaping a borough that all residents can be proud of and which is truly sustainable into the future. A key part of this is the active management of current council housing assets that this report addresses to ensure that they play their part in continuing to make a positive impact on the community.
32. With regard to locations where the decision is taken to proceed with either new council housing or investment in existing stock those living in properties with major works or living close to new developments may experience some inconvenience and disruption in the short-term, while works are taking place but communities as a whole will benefit in the longer term.
33. In local areas, the effects will be mitigated by working closely with residents on the delivery process and using experience gained on a significant number of recent projects. Residents will continue to be at the centre of and involved in works that take place. Where financially viable other positive community impacts will also be included as part of the works.
34. The works will provide a better standard of accommodation for tenants and contribute to improved general health and well being. Due consideration will be given to those tenants with specific needs both during works and after completion.

35. The Public Sector Equality Duty requires public bodies to consider all individuals when carrying out their day to day work, in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.
36. The consultation plan is designed to be inclusive and provide different ways for residents to feedback and engage. The results of the consultation will be included in the final report to cabinet.

Economic considerations

37. Successful works contractors will be expected to deliver direct benefits to the local community and local residents. It is proposed that these benefits will be delivered through some or all of the following possible means during the enabling works contracts, if available and possible but especially so during the progress of the main construction works:
 - a. Supply chain and procurement
 - b. Use of local labour and training initiatives, including a construction employment, skills and training scheme linked to the council's Building London Creating Futures programme, which aims to match local residents with construction vacancies especially where these are linked to key development sites and regeneration activities
 - c. A commitment to construction apprenticeships in proportion to the size and scale of the development
 - d. Corporate social responsibility and sustainability
 - e. Community initiatives in the borough and on estates where works are taking place.
38. Where appropriate Planning Consent Conditions for projects will include targets for employment and training opportunities with employment and training packages being agreed in consultation with the senior strategy officer of the chief executive's corporate strategy team.
39. Construction personnel and, once occupied, staff, residents and visitors using the new building are likely to bring economic benefit to local traders through increased trade.

Social considerations

40. The appointed contractors will carry out the works under the Considerate Contractor scheme, which seeks to minimise disturbance and disruption in the locality during the construction phase. Their performance will be monitored as a Key Performance Indicator (KPI).
41. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. It is expected that payment of the LLW by the successful contractor for this contract will result in quality improvements for the council. These should include a higher calibre of multi-skilled operatives that will contribute to the delivery of works on site and will provide best value for the council. It is therefore considered appropriate for the payment of LLW to be required. Anticipated benefits include a more incentivised

workforce and improved staff retention. Following award, these quality improvements and any cost implications will be monitored as part of the contract review process.

Environmental considerations

42. Through ECO funding and delivery in partnership with British Gas over 7,000 properties benefited from energy efficiency works by March 2015. The council will continue to look for opportunities to maximise funding and deliver energy efficiencies including, carrying out pilot scheme to look at photovoltaics on a council block, replacing redundant lighting with more energy efficient lighting systems and providing insulation when replacing roofs.
43. The council will also improve thermal comfort by replacing single and double glazed units that are beyond repair with modern double glazing and improving the efficiency of district systems through the use of Building energy management systems (BEMS).
44. The code for Sustainable Homes requirements will cover the construction process as well as design and specification and will set targets for minimising the adverse environmental impact of carrying out the works for each project.
 - a. The project briefs prescribe materials and components to be specified for the works. In terms of excluded construction materials, good practice is to be adopted:
 - b. Asbestos products: not to be specified
 - c. Brick slips: only to be used where cast onto pre-cast elements as risk of failure is unacceptably high
 - d. Man-made mineral fibre (MMMMF): the material to be encapsulated in all applications
 - e. No insulation materials in which hydro fluorocarbons (HFCs) are used in their manufacture or application
 - f. No hardwood unless from FSC or equivalent sources.
45. A low energy, efficient and cost effective building engineering services design that keeps running costs to a minimum, will be an essential component of the project brief. Key considerations will include:
 - a. Consideration of whole life-cycle costs;
 - b. Sustainable sourcing, including locally produced materials and, where possible, timber from renewable resources.
 - c. Selection of contractors should take into account their environmental policies;
 - d. Incorporation of environmentally benign heating and lighting provision;
 - e. Provision of facilities and equipment to encourage the re-use and recycling of materials including, where practicable, water recycling;
 - f. Ensuring project achieves Code for Sustainable Homes criteria

Consultation

46. An initial consultation on the principles of the strategy is taking place with the Future Steering Board, Home Owners' Council, Tenants' Council and Area Forums over September and early October and the initial feedback is in appendix 1 of this report.
47. The feedback will be in response to the following questions:

- a. Do you think a seven year cycle for planned maintenance is a reasonable cycle?
 - b. If not, why not and what do you consider a better time cycle?
 - c. Do you agree with the prioritisation set out in the report?
 - d. If not, what do you think they should be?
48. Consultation on the draft strategy will be both through the existing resident forums as well as through the website to encourage wide feedback from the community.

No	Consultation	Date
1	Draft asset management strategy to Cabinet	October 2015
2	Draft asset management strategy to Future Steering board, Tenants' Council, Home Owners' Council, Area Forums and published on the website. All T&RAs & TMOs to be directly contacted to invite them to participate in the consultation through the website.	November 2015 /February 2016
3	Final asset management strategy including kitchen and bathroom programme to Cabinet	March 2016

Resource implications

Financial issues

49. This report is requesting cabinet to note the draft the asset management strategy and other related recommendations which are detailed in the recommendations. The estimated cost of implementing the asset management strategy across the years is summarised below and detailed in Appendix 1 of the Asset Management Strategy attached to this report.
50. The total cost of implementing the asset management strategy across the 2016/17 to 2023/24 period is currently estimated at £796.5m which cannot be contained in the current approved budgets within the Housing Investment Programme. However, cabinet is being asked to approve only the first year of programme which is currently estimated at £48.3m which can be contained in the current approved budgets within the council's housing investment programme.
51. It is expected that a further report will be submitted to cabinet in early 2016 following the outcome of the consultations and appraisal and the full financial implications of implementing the asset management strategy for the next 10 years.
52. The cyclical programme (as reflected in Appendix 1 of the strategy)

Type of Works	1	2	3	4-5	6-7	8-10	Grand Total
External & Communal Maintenance (Estates)	£ 18,680,128	£ 15,229,233	£ 23,042,737	£ 78,238,427	£ 96,654,692	£ 171,976,267	£ 403,821,484
Kitchens & Bathrooms (Estates)	£ 5,293,800	£ 3,949,400	£ 5,841,713	£ 25,671,995	£ 32,290,126	£ 46,627,802	£ 119,674,836
Street Properties (All Works inc. K&B)	£ 9,068,994	£ 14,956,495	£ 6,177,967	£ 6,439,226	£ 38,020,176	£ 31,900,000	£ 106,562,859
Engineering	12,240,000	12,480,000	12,720,000	26,160,000	27,120,000	42,480,000	133,200,000
Fire Risk Assessment	3,060,000	3,120,000	3,180,000	6,540,000	6,780,000	10,620,000	33,300,000
Total	48,342,922	49,735,128	50,962,417	143,049,648	200,864,994	303,604,069	796,559,179

Budget issues

53. The business plan will be used to inform individual years' budgets.

Staffing issues

54. There are no staffing issues arising directly from this report.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

55. The report makes a number of recommendations in respect of a draft asset management strategy for its housing stock including approval of the consultation plan for the strategy.
56. Details of the consultation carried out with interested parties to date and the plan for further consultation are set out in paragraphs 44 to 45 of the report.
57. Cabinet members should satisfy themselves that the consultation plans meets legal requirements. To meet legal requirements consultation must be undertaken when proposals are still at a formative stage; it must include sufficient reasons for the proposals to allow interested parties the opportunity to consider the proposal and formulate a response, allow adequate time for interested parties to consider proposals and formulate their response. The outcome of the consultation must be conscientiously taken into account when the ultimate decision is taken.
58. The consultation plan should be kept under regular review to ensure that all interested parties are included, that they are provided with clear and accurate information that contains sufficient detail of the proposals, the reasons for them and, where appropriate, refer to alternatives, including those disregarded and the reasons for disregarding them and that consultee's have sufficient time to consider the proposals and respond to them.
59. When considering the recommendations, cabinet members must also have due regard to the public sector equality duty contained within section 149 of the Equality Act 2010. That is the need to eliminate discrimination, harassment, victimisation or other prohibited conduct; advance equality of opportunity between persons who share a relevant protected characteristic and those who do not and foster good relations between those who share a relevant characteristic and those that do not share it. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Cabinet members are referred to the communities' impact statement contained in this report.

Strategic Director of Finance and Governance (FC15/026)

60. This report is requesting cabinet to comment on the draft asset management strategy and other related recommendations as detailed in paragraphs 1-7.
61. The strategic director of finance and governance notes that the total cost of implementing the asset management strategy across the 2016/17 to 2023/24 period is currently estimated at £796.5m which cannot be contained in the current approved budgets within the Housing Investment Programme. However,

cabinet is being asked to approve only the first year of programme which is currently estimated at £48.3m which can be contained in the current approved budgets.

62. The strategic director of finance and governance notes that approval of the asset management strategy for the period 2016/17 to 2023/24 will be subject to a further report to cabinet in early 2016 for approval following the outcome of the consultations and appraisal process outlining the full financial implications of implementing the asset management strategy.
63. It should be noted that contracts and costs should only be committed against approved budgets and confirmed funding.
64. Staffing and any other costs connected with this recommendation to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Asset Management Strategy - Kitchens and Bathrooms Programme 2015/16	Southwark Council Housing and Modernisation Dept Hub 3, 3rd Floor PO Box 64529 London SE1P 5LX	Richard George 020 7525 3293
Link: http://moderngov.southwark.gov.uk/documents/s51902/Report%20Asset%20management%20strategy%20-%20Kitchen%20and%20Bathrooms.pdf		
Housing Investment Programme – Confirmation of Five Year Programme and Update on the High Investment Need Estates Options Appraisal Project 18 October 2013	Southwark Council Housing and Modernisation Dept Hub 3, 3rd Floor PO Box 64529 London SE1P 5LX	Richard George 020 7525 3293
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=3816&Ver=4		
Housing Investment Programme and Revised Strategy 31 May 2011	Southwark Council Housing and Modernisation Dept Hub 3, 3rd Floor PO Box 64529 London SE1P 5LX	Richard George 020 7525 3293
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=3866&Ver=4		

APPENDICES

No.	Title
Appendix 1	An initial resident consultation on the principles of the strategy
Appendix 2	Southwark Housing Asset Management Strategy (circulated separately)

AUDIT TRAIL

Cabinet Member	Councillor Richard Livingstone, Housing	
Lead Officer	Gerri Scott, Strategic Director Housing and Modernisation	
Report Author	David Markham, Head of Major Works	
Version	Final	
Dated	12 October 2015	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		12 October 2015

An initial resident consultation on the principles of the strategy

APPENDIX 1

The initial consultation outlining the principles of the strategy is taking place with the Future Steering Board, Home Owners' Council, Tenants' Council and Area Forums over September and early October. With residents asked to consider the following four questions:

- a. Do you think a seven year cycle for planned maintenance is a reasonable cycle for the longer term?
- b. If not, why not and what would you consider a better time cycle?
- c. Do you agree with the prioritisation set out in the report?
- d. If not, what do you think they should be?

This is the latest version; the final version will be handed out at the Cabinet on the night of the meeting.

Meeting	Question / Comment origin	Question / Comment	Response
Aylesbury Area Housing Forum	Forum representative	How will the commitment to the kitchens and bathrooms programme be applied to residents living on Area 4 of the Aylesbury? People will be housed there for 10+ years so why can they not be a part of the programme if it was commenced now?	Aylesbury is not included for new kitchens and bathrooms as the council could not justify this financially given the limited life for all Aylesbury properties.
Aylesbury Area Housing Forum	Forum representative	If the regeneration is decided against for the Phase 4 (Regeneration) properties, what will LBS be doing to keep up the maintenance of the Aylesbury Estate?	This will be reviewed if any changes are made to the Aylesbury regeneration programme.
Aylesbury Area Housing Forum	Forum representative	How vulnerable will the programme be subject to the Housing Bill going through, and the impact (e.g. of sales of Council Stock, RTB for HAs, rent restrictions, etc).	The exact details of the bill are still not known.
Aylesbury Area Housing Forum	Forum representative	There has been some confusion over surveying for bathrooms. Extensive communications were sent out to residents to residents of Taplow concerning a bathroom programme.	Phase 1 works were about components only and this was made clear in correspondence to residents. These works have now been completed.
Home Owners Council	Formal response	The forum voted for and agreed a five year cyclical works programme.	This cannot be afforded within current resources.
Home Owners Council	Formal response	Agreed with the prioritisation set out in the report.	Not applicable.

Meeting	Question / Comment origin	Question / Comment	Response
Tenants Council	Formal response	Report was noted.	Not applicable.
West Walworth Forum	Forum comment wide	The forum voted for and agreed a seven year cyclical works programme.	Not applicable.
West Walworth Forum	Forum comment wide	The forum want to include fencing and estate paving, as well as gutters in their Major Works programme where access is available.	This cannot be afforded within current resources, but will be reviewed after the first cycle of works.
West Walworth Forum	Forum comment wide	The forum would like provisional items and risk pots to be considered as they feel this can be too high in some instances.	Provisional items and risk pots will be reviewed for each contract and reduced as much as possible.
West Walworth Forum	Forum comment wide	The forum would like Major Works to review materials used as good quality plastic fences in a range of colours are available and offer a low-maintenance product that could improve appearance in some locations.	Fences are not part of the proposed asset management programme.
West Walworth Forum	Forum comment wide	The forum would like Major Works to review the use of scaffolding and/or consider cost-effective methods such as mobile platforms, abseils, towers, etc	Major Works are currently looking to run a pilot scheme using abseiling, and constantly look to carry out works to a high standard safely and at minimal cost.
Rotherhithe Area Housing Forum	Formal response	The forum voted for and agreed a seven year cyclical works programme with a few provisos (below). It was noted that a seven year cycle is much faster than has happened in the past, and is a definite step in the right direction.	Not applicable.
Rotherhithe Area Housing Forum	Forum comment wide	The forum feel that tower blocks should have works carried out every five years – due to the increased level of wear and tear to communal areas.	This issue will be reviewed after the first cycle of works.
Rotherhithe Area Housing Forum	Forum comment wide	The forum feel that stock condition surveys for tower blocks need to be in more detail than at present.	Specific surveyors will carry out surveys at every block prior to works being carried out.
Rotherhithe Area Housing Forum	Forum comment wide	The forum feel that there is a need for contractors that will do a good job.	All contractors carrying out works in the early years of the programme will be selected from the current partnering and tendering agreements.

Meeting	Question / Comment origin	Question / Comment	Response
Rotherhithe Area Housing Forum	Forum comment wide	The forum feel that some jobs need to be done annually, or every two or three years (e.g. roof inspections/clearing) and that these jobs need to be programmed in appropriately alongside the wider seven year cyclical programme.	A separate planned maintenance programme will be investigated for these areas.
Rotherhithe Area Housing Forum	Forum comment wide	The forum feel that the worst blocks need to be prioritised first.	The asset management programme has been developed on this basis.