



Housing Asset Management Strategy

2023 - 2028

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Background

Housing is at the heart of our communities and essential to providing a safe, stable, and secure place for families and individuals to live healthy and fulfilled lives.

This new Asset Strategy replaces the previous Housing Asset Management Strategy. During this time, considerable progress has been made regenerating areas such as Whitfield, Hilltown, Lochee and Mill O' Mains by developing new highly energy efficient homes fit for the 21st century with our partners and demolishing low demand, poor quality stock.

The Council recognises the serious and accelerating environmental, social, and economic challenges posed by climate change. It declared a climate emergency and published a climate action plan in 2019 with the target of reaching net zero greenhouse gas emissions by 2045.

Efficient management of housing assets is already contributing to the council's net zero ambitions by refurbishing and insulating social housing stock and our future plans are highlighted in the Energy Efficiency and Net Zero Strategy 2023 - 2027.

We have continued to modernise our own council houses by installing fuel efficient gas central heating, district heating systems along with new kitchens and bathrooms to meet the Scottish Housing Quality Standard (SHQS) and insulate over 5000 properties across the city including 2500 Dundee City Council homes with external wall insulation (EWI) to meet energy efficient standards in social housing and reduce fuel poverty.

The Local Government (Scotland) Act 2003 places a duty on Local Authorities to demonstrate 'Best Value' in delivering their services and in managing any assets they hold. Effective management of the Council's assets is essential and has a positive impact on the services provided.

The aim of the Housing service Asset Management Strategy is to ensure the assets are managed efficiently, provide safe and secure accommodation for tenants and service users, complies with regulatory requirements and support current and future service needs.

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 Council Plan, Neighbourhood Services - Service Plan, Local Housing Strategy and SHIP (Strategic Housing Investment Plan).

Strategic Objectives

The council's ownership of assets is categorised into six key areas:

- Buildings and Property
- Roads Infrastructure

- Housing
- Open Space
- Vehicle Fleet
- Information and Communications Technology

The overarching management of these assets is guided by the Corporate Asset Management Plan approved in June 2023. This ensures that all assets are optimally structured and financed to provide best value and efficient service delivery. Asset Management Plans have been prepared for each of the above assets areas which detail how the council will achieve its overall objectives, improve the performance of its assets and yield the required efficiencies. This plan deals with the councils Housing Assets.

Strategic Asset Management seeks, through a better planned alignment of assets and service demand, to achieve the best possible match of assets with the Council's service delivery strategies. This is best ensured by the systematic management of all decision-making processes taken throughout the useful life of assets. This strategy will guide the investment, refurbishment, use and disposal of housing assets to make the most of their service delivery potential and manage the related risks and costs over their entire life.

The main benefits of a Corporate Asset Management Plan are that it:

- Aligns asset plans with organisational objectives.
- Ensures overall efficient and effective use of assets.
- Provides a platform for structured forward planning and a basis for future decision making.
- Gives an explicit description of the direction that the council wishes to take with its assets.
- Brings clarity to the way assets are managed in the council.
- Identifies future levels of funding required to provide services.

We aim to support the Councils vision of asset management which will allow us to support the challenges and objectives as set out within the Council Plan.

By developing the Housing Service Asset Strategy, we will:

- Ensure that all our assets are known and that the information we hold on them is accurate and held on appropriate systems which support the reporting of effective management and regulatory information.
- That the Council's assets are used effectively, meet current service needs, meet regulatory requirements, and support future service delivery.
- Drive improvement in the sharing of assets and the coordination of asset improvement activity, and we will encourage a culture of co-operation between Services.

Policy Framework

The Council operates a policy planning framework which allows the aims and objectives identified in the major strategic plans to be identified and included in the asset management process.

The key plans are:

The Council Plan 2022-32

The Council Plan outlines the Council's main priorities and objectives aimed at delivering improved outcomes for all residents and provide details on the services the Council will provide over the five-year period 2022 – 2032.

The strategic priorities can be summarised as:

- Reduce child poverty and inequalities in incomes, education, and health.
- Deliver inclusive economic growth (including community wealth building)
- Tackle climate change and reach Net Zero emissions by 2045.
- Build resilient and empowered communities.
- Design a modern Council.

The Neighbourhood Services Service Plan

The Neighbourhood Services Service Plan outlines the departmental priorities and objectives which fit with the Council Plan priorities and additionally fit with the Services' wider remits and ambitions. These include:

- Keeping people safe and protected from health hazards.
- Improving the housing quality of social housing and private rented sector housing especially older people and those vulnerable to adverse living conditions.
- Leading the city in safeguarding the environment and enhancing health for current and future generations incorporating the principles of climate change adaptations and the Dundee city climate action plan.
- Recycling waste to meet Scotland's zero waste ambitions.
- Implementing air quality strategies supporting cleaner air for Scotland.

Increasing Housing Options in the City

The Strategic Housing Investment Plan (SHIP) 2024-2029 is the key driver for housing options within the City.

The SHIP is the key statement of affordable housing development priorities within local authority areas. To promote the delivery of the SHIP and the affordable investment resource

planning we will continue to work with partners to explore all possible housing development options that will help maximise the delivery programme.

The Council has approved a long-term City Centre Strategic Investment Plan (CCSIP). This plan will identify opportunities for housing development within the City Centre. As such, we will prioritise development opportunities for the affordable housing in future years where possible.

In addition, the Council has an open market acquisitions policy that allows for the purchase of suitable properties on the open market to meet the City's housing need and demand.

Drivers for Change

Whilst reviewing the Housing Asset Management Strategy, factors that have been considered are new legislation, Council, and national priorities alongside Scottish Housing Regulator requirements.

A key area for consideration at present is the current financial challenges that face the council. This has provided a focus on driving increased efficiencies in all areas of housing asset management.

This strategy assists in the management of these changes and considers service requirements in the short, medium, and long term and the implications for the council's assets.

Housing Asset Management

The strategy will aim to help deliver the aims of the Neighbourhood Services Service Plan and is further informed by strategies, regulation and legislation and other plans including:

- Council Plan 2022-2027
- Corporate Asset Management Plan 2023 - 2028
- Local Housing Strategy 2018-2023
- Strategic Housing Investment Plan (SHIP) 2024-2029. The SHIP is also embedded in Dundee's Community Partnership Planning framework and reflects the affordable housing priorities within the city's eight Local Community Planning Partnership areas and multi member ward boundaries
- Housing Energy Efficiency and Net Zero Strategy
- Housing Revenue Account Capital Plan 2023 – 2028
- Scottish Housing Regulator Regulatory requirements (and other relevant legislation)
- Corporate Procurement Strategy

Operationally it will:

- Maintain a focus on meeting and exceeding the targets set for reactive repairs and continued improvement in customer satisfaction.
- Deliver our planned maintenance programmes.
- Continued development of our medium to long term programmes of work.
- Develop and implement the Energy Efficiency Standard for Social Housing in Scotland (ESSH2)
- Continue to monitor SHQS compliance and ensure all properties can meet the standard, including completing the programme delivery of electrical safety inspections.

All Council housing must be maintained to the Scottish Housing Quality Standard (SHQS) and comply with all legislative requirements regarding health and safety.

The tolerable standard was amended on 16 January 2020 by the Housing (Scotland) Act 1987 (Tolerable Standard) (Extension of Criterion) Order 2019 and now includes a new element covering smoke, heat, and carbon monoxide alarms. These changes came into effect on 1 February 2022.

The Scottish Government published a Sustainable Housing Strategy in 2013 which set out a further target for improving the condition of social rented housing, the Energy Efficiency Standard for Social Housing (ESSH). This set a minimum energy efficiency rating for all social rented homes to achieve by December 2020. However, the Scottish Government's Climate Change Plan update and draft Heat in Buildings Strategy proposed more ambitious plans.

Our aim is to ensure that our housing stock meets, or can be treated as meeting, EPC B and C (Energy Efficiency Rating), or is as energy efficient as practically possible, by the end of December 2045 and within the limits of cost, technology, and the necessary consent. And to explore all options and where viable, install alternative heat solutions with a view to decarbonising heat sources across the housing portfolio, ensuring best value for the council and tenants.

As part of the new national Heat in Buildings Strategy, the Scottish Government is proposing that all local authorities lead the development of a Local Heat and Energy Efficiency Strategy (LHEES). LHEES aims to be the link between long term targets, national policies, and the local delivery of energy efficiency and heat decarbonisation activities, planning is already underway within Dundee to assist in meeting this new requirement.

Risk

Rising costs have had, and will continue to have an impact on the HRA (Housing Revenue Account) and remains a key risk in respect of the Housing Asset Management Strategy. Officers within the service continue to review the capital, planned and maintenance

programmes to manage this risk due to market conditions currently affecting the construction industry.

Partnering Framework

The frameworks between City Development, Construction Services and Housing Services, oversees all aspects of the Capital, Planned and Maintenance programmes that relate to all housing's improvement projects and Repairs & Maintenance.

Health and Safety

Dundee City Council's Housing Service considers the management of health, safety & care to be a fundamental part of every activity it undertakes. The Housing Service will take all reasonable steps to ensure the health, safety and care of all employees at work and others who may be affected by our activities i.e., tenants, contractors, or members of the public who are either directly or indirectly affected by the Council's work activities.

We will ensure that we provide compliant solutions for all aspects of mechanical, electrical, and building fabric maintenance, and will, where necessary use our forced access procedures to ensure vital compliance works are carried out. The Council has robust mechanisms and procedures in place to ensure the safety of our residents within our high-rise blocks.

We have procedures in place to ensure that these inspections are carried out within the correct timescales and that any maintenance is carried out in accordance with the relevant legislation.

To achieve this, the Council will:

- Adopt a planned and systematic approach to the implementation of the Councils Strategic Plan for Health, Safety.
- Secure the commitment and participation of all Management Teams, employees, and Trade Unions to create and maintain a positive Health & Safety culture.
- Review safe systems of working practices and apply methods of effective communication.
- Meet our responsibilities to employees, citizens and the environment in a manner which recognises that legal requirements are the very minimum standards and introduce pro-active measures and initiatives to continually improve on health, safety & care in accordance with Health & Safety Executive and Scottish Executive campaigns and initiatives.
- Establish a cascade approach to the communication of Health & Safety matters and ensure that Health & Safety is a standing agenda item on management and team meeting agendas.
- Train and ensure employees work safely and competently.

- Adopt a Risk Assessment process for all relevant activities to identify, assess and eliminate risks, as far as is reasonably practicable.
- Set targets for health, safety & care performance.
- Monitor performance through audit and review and benchmark the Council's performance against targets and similar organisations.

Housing Asset Management Systems

Keystone Cx Asset Management Software is the asset management system that the service uses to record the stock condition of assets which supports the planning of future works, streamline repairs and manage the safety and risk of our stock.

It provides clarity and insight for regulatory reporting and statutory duties and supports the scheduling and management of programmes of work which will support us with Capital and Planned Maintenance planning projections.

Stock Condition

All properties included in capital programmes and void properties receive a house condition survey. This is used to update our asset management system which informs our future Capital and Planned Maintenance programmes. We will also commission additional surveys of all stock types to supplement this information.

Housing Asset Stock Information

Property Types		Gas		Electric		Total
Flat		7829		248		8077
Four-in-a-Block		1144		9		1153
House (not Detached)		3236		57		3293
Detached House		36		0		36
Total		12245		314		12559
Year Built	House	Four-in-a-Block	High Rise	Tenement	Other Flat/Maisonette	Total
Pre 1919	4	0	0	4	3	11
1919-1944	271	1080	0	2008	166	3525
1945-1964	1996	0	336	3235	104	5671
1965-1982	869	61	668	1210	349	3157
Post 1982	153	4	0	29	9	195
Total	3293	1145	1004	6486	631	12559

Dundee City Council stock consists of 73% of flats and maisonettes, 27% of the stock consists of houses. 8% of the stock comprises multi storey flats.

There are 74 very sheltered properties, 295 amenity properties and 1,699 sheltered properties. Of the sheltered units 63 are adapted for wheelchair users with a further 204 adapted properties in non-sheltered stock.

Non-Housing

The Housing Service also has non-housing assets, including two office accommodation blocks, West and East of the City. Housing currently uses one for office accommodation, predominantly occupied by the Housing Teams whilst the West Office is used as office accommodation for other council services. Other units are made up of Community Lounges, Garage Sites, Traveller pitches and lockups.

Area	Total
Community Lounge	39
Garage Sites	131
Traveller pitches	14
Lock up	626
Total	810

Repairs Service

The repairs service is a key part of the asset strategy, and the aim is to maximise preventative expenditure under planned preventative programme's and external cyclical maintenance.

The reactive maintenance service is delivered via the Repairs Partnership Agreement. The aim is to deliver a high-quality service, accessible to all customers and be responsive to the individual needs of service users.

Repairs are categorised as emergency, urgent, right to repair, quick fix, routine, planned and out of hours. More detail is given in the Housing Reactive repairs and external cyclical maintenance [webpage](#).

Planned Capital Works

Our Capital programme is based on lifecycle replacement of assets/components such as boilers, roofs, kitchens, bathrooms etc, under the following headings:

Free from serious disrepair

Tackle climate change

Modern facilities and services

Health safe and secure

The provisional capital budgets for future years are:

- 2024/25 - £22,499m
- 2025/26 - £15,053m
- 2026/27 - £15,805m

Our asset information is managed through our housing information system which will identify programmes of work based on stock condition and pre-determined lifecycles. This is then verified and supplemented by information from our reactive repairs system and surveys.

Cyclical Maintenance

Cyclical maintenance is defined as work that requires to be carried out on an agreed cycle and can be annually or over a number of years. In 2022/2023 the value of this budget is £4,3m. For example, Gas servicing is annually, whilst close window and fence painting can be every 8 years. Other work includes Electrical safety checks (every 5 years) and annual visual inspections of all External Wall Insulation.

Disabled Adaptations

A budget is allocated each year to carry out disabled adaptations. In 2022/2023 the value of this budget is £850,000. Work is carried out following an assessment by the occupational therapy service. The work is primarily carried out by Construction services but, where necessary, specialist contractors are used.

Specialist Works

To improve the energy efficiency of homes within the City, the Housing Service looks to deliver improvements that increase the thermal efficiency of our assets. However, damp and condensation can occur, and mould growth becomes evident. When such cases are reported to us, we will work with tenants to do everything possible to tackle and prevent this, inspections will be carried out as soon as possible, usually within 5 working days in line with our repairs policy.

We work with both internal council teams and external specialist contractors to inspect properties and to carry out improvement works to remove the mould and tackle the root cause of the issue.

We will trial different monitoring technologies where repeated occurrences of condensation/damp have been reported.

We work closely with DEEAP (Dundee Energy Efficiency Advice Project) to provide advice on income maximisation and fuel advice. Further advice and information to raise awareness of how condensation can be reduced.

Factoring

Dundee City Council is a registered factor to Council blocks which are mixed tenure. This includes the delivery of mutual planned works. The service is currently building a new integrated housing management system which includes a factoring module. We are currently reviewing our factoring service.

Customer Satisfaction

Customer satisfaction surveys are undertaken with tenants who have had a repair completed, with results reported quarterly to the Housing Best Value Review Group. On completion of capital contracts, customer satisfaction surveys will be completed and reviewed as part of the Housing Capital Investment Management Team.

Complaints and tenant contact in relation to repairs and asset management is monitored monthly through the Repairs Operation Board.

Every 3 years a STAR (Survey of tenants and residents) is carried out which asks tenants and factored owners their views on the service they receive with results reported annually to the Scottish Housing Regulator.

Governance

It is important that we continue to have a clear overview of the housing stock to manage it effectively. This means that we need to continue to profile, review and appraise the stock to fully understand its performance and the contribution it makes to our HRA Business Plan.

Oversight, governance, risk management and direction will be provided through a new asset board chaired by Head of Housing and Construction Services. The board will include representatives from Housing, City Development, Construction, Finance and Procurement. The board will be responsible for shaping and driving the Asset Management Strategy for the Housing Service and delivery within the Housing Revenue Account Capital Plan and other funding sources. The Board will review the development of Options Appraisals in line with the established Capital Budgetary control procedures and reported to the Capital Governance Group.

Performance Monitoring

All works that are completed by the Asset Management team within the Housing Service will be monitored against the outcomes, milestones, and budget. This will be monitored on a regular basis to ensure all targets are met and progress will be measured by:

- Housing Asset Management Board.
- Project delivery team meetings.
- Regular monthly project meetings to ensure that timescales and budgets are in line with projections.
- Monthly Housing Capital Investment Monitoring Team (HCIMT) Budget meetings
- Housing, Property and Construction Partnership Meetings
- Council Committee Structure
- Customer Satisfaction Surveys
- Repairs Operations Board

Document Control

Date

4 December 2023

Version

Version 1 – Issued to the Neighbourhood Regeneration, Housing and Estate Management Committee

Update Due

November 2028

Responsibility for the Plan

The responsibility for the development and review of the plan are shown below:-

Officer	Responsibility for
Housing Asset Manager	Preparation and drafting of the plan
Housing Service Manager	Review and checking of the draft plan
Head of Housing and Construction	Approval of draft plan presented to committee for consideration of approval

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Integrated Impact Assessment

Committee Report Number: 337-2023

Document Title: Housing Asset Management Strategy 2023-2028

Document Type: Strategy

Description:

Asset management is fundamental to delivering the best housing service to our tenants. This plan is to be read in conjunction with the overarching Corporate Asset Management Plan which provides the strategic context for the management of council assets

Intended Outcome:

To ensure the assets are managed efficiently, provide safe and secure accommodation which complies with regulatory requirements and supports future and current service needs

Period Covered: 05/12/2023 to 04/12/2028

Monitoring:

Housing Asset Management Board, Project delivery meetings, Housing capital investment monitoring, council committee structure, repairs operations board

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Equality, Diversity and Human Rights

Impacts & Implications

Age: No Impact

Disability: Positive

A budget is allocated each year specifically to carry out disabled adaptations following assessment with the Occupational therapist which will have a direct positive impact on people with a physical disability

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregnancy & Maternity: Positive

has the potential for a positive impact depending on the investment being carried out

Race / Ethnicity: No Impact

Religion or Belief: No Impact

Sex: No Impact

Sexual Orientation: No Impact

Are any Human Rights not covered by the Equalities questions above impacted by this report?

No

Fairness & Poverty

Geographic Impacts & Implications

Strathmartine:	Positive
Lochee:	Positive
Coldside:	Positive
Maryfield:	Positive
North East:	Positive
East End:	Positive
The Ferry:	Positive
West End:	Positive

Positive Implications: Capital works and planned maintenance are carried out on all housing stock across the whole of the city

Household Group Impacts and Implications

Looked After Children & Care Leavers: Positive

Investment in the Housing stock should have a positive impact for residents.

Household Group Impacts and Implications

Carers: Positive

Investment in the Housing stock should have a positive impact for residents.

Lone Parent Families: Positive

Investment in the Housing stock should have a positive impact for residents.

Single Female Households with Children: Positive

Investment in the Housing stock should have a positive impact for residents.

Greater number of children and/or young children: Positive

Investment in the Housing stock should have a positive impact for residents.

Pensioners - single / couple: Positive

Investment in the Housing stock should have a positive impact for residents.

Unskilled workers or unemployed: No Impact

Serious & enduring mental health problems: Positive

Investment in the Housing stock should have a positive impact for residents given the improvement in housing quality and living conditions and the impact this will have on resident health and wellbeing.

Homeless: Positive

Investment in the Housing stock should have a positive impact for residents including homeless applicants residing in temporary and moving in to permanent accommodation.

Drug and/or alcohol problems: Not Known

Investment in the Housing stock could have a positive impact for residents given the improvement in housing quality and living conditions and the impact this will have on resident health and wellbeing but unknown to what degree and dependant on the individual circumstances.

Offenders & Ex-offenders: Not Known

Investment in the Housing stock could have a positive impact for residents given the improvement in housing quality and living conditions and the impact this will have on resident health and wellbeing but unknown to what degree and dependant on the individual circumstances.

Socio Economic Disadvantage Impacts & Implications

Employment Status: No Impact

Education & Skills: No Impact

Income: Positive

Having assets that meet the scottish housing quality standard and are energy efficient has a positive impact on household running costs.

Caring Responsibilities (including Childcare): No Impact

Affordability and accessibility of services: Positive

Having assets that meet the scottish housing quality standard and are energy efficient, utilising new technologies to enhance accessibility and support will have a positive impact.

Fuel Poverty: Positive

Having assets that meet the scottish housing quality standard and are energy efficient has a positive impact on fuel poverty

Cost of Living / Poverty Premium: Positive

Maintaining our stock effectively and ensuring we are delivering capital programme works in areas of most need will help keep running costs down and support with the cost of living

Connectivity / Internet Access: Positive

Investment in new technologies including fibre investment will have a positive impact.

Income / Benefit Advice / Income Maximisation Positive

Having assets that meet the scottish housing quality standard and are energy efficient has a positive impact on household running costs and therefore disposable income.

Employment Opportunities: No Impact

Education: No Impact

Health: Positive

Properties that are free from serious disrepair and are safe and secure has a positive impact on health

Life Expectancy: No Impact

Mental Health: Positive

Properties that are free from serious disrepair and are safe and secure has a positive impact on health

Overweight / Obesity: No Impact

Child Health: Positive

Properties that are free from serious disrepair and are safe and secure has a positive impact on health

Neighbourhood Satisfaction: Positive

Capital improvements carried out across developments in the city provide better living conditions which can have a positive effect on people in the neighbourhood as a whole

Transport: No Impact

Environment

Climate Change Impacts

Mitigating Greenhouse Gases: Positive

Investment in decarbonised solutions within our stock will have a positive impact

Adapting to the effects of climate change: Positive

Investment in decarbonised solutions within our stock will have a positive impact

Resource Use Impacts

Energy efficiency & consumption: Positive

Sitting underneath the asset management plan is the energy efficiency commitments for our housing stock which highlights External wall insulation, internal wall insulation are only a couple of ways in which we are improving the energy efficiency of our homes for tenants

Prevention, reduction, re-use, recovery or recycling of waste: No Impact

Sustainable Procurement: No Impact

Transport Impacts

Accessible transport provision: No Impact

Sustainable modes of transport: No Impact

Natural Environment Impacts

Air, land & water quality: Positive

Retrofitting existing homes and ensuring existing homes are low carbon and resilient to the changing climate is a major infrastructure priority. Our new homes will be low carbon, energy efficient and climate resilient having a positive impact.

Biodiversity: Positive

Retrofitting existing homes and ensuring existing homes are low carbon and resilient to the changing climate is a major infrastructure priority. Our new homes will be low carbon, energy efficient and climate resilient having a positive impact.

Open & green spaces: Positive

Retrofitting existing homes and ensuring existing homes are low carbon and resilient to the changing climate is a major infrastructure priority. Our new homes will be low carbon, energy efficient and climate resilient having a positive impact.

Built Environment Impacts

Built Heritage: No Impact

Housing: Positive

Having houses that meet the scottish housing quality standard, are energy efficient and meet current and future service needs will have a positive impact on all our current and future tenants

Is the proposal subject to a Strategic Environmental Assessment (SEA)?

No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environment Assessment (Scotland) Act 2005.

Corporate Risk

Corporate Risk Impacts

Political Reputational Risk: No Impact

Economic/Financial Sustainability / Security & Equipment: Not Known

The risk and positives are highlighted in the strategy but yet to be quantified

Social Impact / Safety of Staff & Clients: No Impact

Technological / Business or Service Interruption: No Impact

Environmental: Positive

Energy efficiency and decarbonisation has a positive impact on our corporate responsibilities and risk

Legal / Statutory Obligations: Positive

All council housing must be maintained to the scottish housing quality standard and comply with all legislative requirements regarding health and safety

Organisational / Staffing & Competence: No Impact

Corporate Risk Implications & Mitigation:

The risk implications associated with the subject matter of this report are "business as normal" risks and any increase to the level of risk to the Council is minimal. This is due either to the risk being inherently low or as a result of the risk being transferred in full or in part to another party on a fair and equitable basis. The subject matter is routine and has happened many times before without significant impact.