

HRA Asset Management Strategy

Cabinet Member Cllr Ray Stanley

Responsible Officer Head of Housing and Property

Reason for Report: To advise members of the new Housing Revenue Account Asset Management Strategy 2015 – 2020.

RECOMMENDATION(S): Recommended that the Council approve the draft Asset Management Strategy 2015 - 2020

Relationship to Corporate Plan: The Asset Management Strategy will be key to maintaining the councils stock within the parameters of the Decent Homes Standard.

Financial Implications: The financial implications will be contained within the Housing Revenue Account. It is important to prioritise financial management of the HRA to ensure the all available funds are used to the best effect.

Legal Implications: None arising from this report. It will be necessary to ensure that the Asset Management Strategy addresses all the legal liabilities the Council has as a Landlord for the housing estate.

Risk Assessment: The management of 3069 homes for some of our most vulnerable tenants contains many risks. These risks are managed at a service level through various risk assessment. The completed Asset Management Strategy will undergo a risk assessment as part of their implementation.

1.0 Introduction

- 1.1 The councils stock of 3069 properties requires regular maintenance in order to maintain an acceptable standard. It is recognised that a 'planned' approach is more cost effective due to the economies of scale that can be achieved when tendering, and at the same time less disruptive to the tenant.
- 1.2 The existing Asset Management Strategy written in May 2011 will expire shortly and as such requires refreshing in order to take account of capital investment over the past 5 years, the HRA reform, changes to the cost base, and revised cost projections.
- 1.3 In 2004 a stock condition survey was carried out on approximately 40% of our stock with the remaining 60% being cloned. A subsequent stock condition survey was carried out in 2010 which picked up the properties not previously surveyed plus a 10% random sample of the original survey. The information from both these surveys was loaded into our asset management database.

- 1.4 Since 2011 we have been continually refreshing our asset management database to ensure the information held is as current as possible, this database and the information held on it has been the basis for the new Asset Management Strategy.

2.0 Process for completion of the Asset Management Plan

- 2.1 The Council holds detailed information on more than 80% of its stock; this information has been used to identify the necessary expenditure need over the next 5 and 30 years.
- 2.2 Estimates have been made as to the likely renewal, repair and replacement costs.
- 2.3 A range of profiling options has been explored to assess the best use of resources in meeting our commitments to the tenants at the same time prioritising a sustainable investment strategy. The profiling options detailed in the attached Asset Management Strategy reflects a reasonable level of spend on the properties to enable them to be maintained at a level slightly higher than the Decent Homes Standard.
- 2.4 The Asset Management Strategy will be used to finalise the HRA Business Plan. This will set out the financial resources available and the proposed expenditure to meet the needs of the Asset Management Strategy.

3.0 Financial Context

- 3.1 Maintaining the Councils housing stock is the largest ongoing element of the Councils capital programme. The basis of this funding recently changed with the HRA reform and as a result of this the Council has greater control of its funds
- 3.2 Whilst the current budgetary situation is sufficient to fund the Asset Management Strategy in the short term this cannot be guaranteed long term.
- 3.3 The cost of renewal work required keeping the key building elements of the Councils stock in good repair, meeting the Governments Decent Homes Standard, and maintaining an effective and efficient performing stock is always difficult.
- 3.4 The 30 year plan contained within the Asset Management Strategy details estimates for future works. The profile reflects an assessment of the best use of resources in meeting our commitments to tenants, Health and Safety, and Legislative requirements, and at the same time prioritising a sustainable investment strategy.

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Circulation of the Report: Management Team, Councillor Ray Stanley, Cabinet Member for Housing

Mid Devon District Council

**Housing Revenue Account
Asset Management Strategy
2015 – 2020**

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Introduction

This Asset Management Strategy, and associated action plan, demonstrates the Council clearly recognises that well maintained and sustainable properties are fundamental to ensuring we meet the expectations of our customers.

In order to achieve our vision we must be able to monitor and evaluate how our assets perform in order to target resources effectively.

1.1 Strategic Context

The Asset Management Strategy, and the maintenance programmes that flow from it, link to the business planning process and inform our Risk Management Strategy. The Asset Management Strategy aligns with the Council's Finance and Development Strategies.

All strategies have been developed to ensure the Council meets its corporate objectives set out the Council's Corporate Plan. This strategy should be read in conjunction with the Council's other strategies.

1.2 Developing the Strategy

The Council recognised that the housing sector's traditional approach to asset management did not dynamically respond to the changing needs of the Council, and in particular its customer expectations. To ensure the Council is able to respond accordingly, it has developed systems for regularly reviewing the performance of its assets that enables the pro-active targeting of intervention therefore making the most efficient and effective use of resources. Intervention can take various forms and is not limited to maintenance activities. This approach is referred to as Emerging Asset Management approach and is set out in the Strategy at 1.3.

The Council is aware that poor performance in terms of the property can be a symptom of wider housing related issues. Any system needs to be able to clearly establish the cause of poor performance to ensure intervention is efficient and effective.

This approach to asset management has been designed to inform decisions and ensure the careful targeting of resources, maximising value for money and enabling the highest quality property and customer services to be offered to our residents.

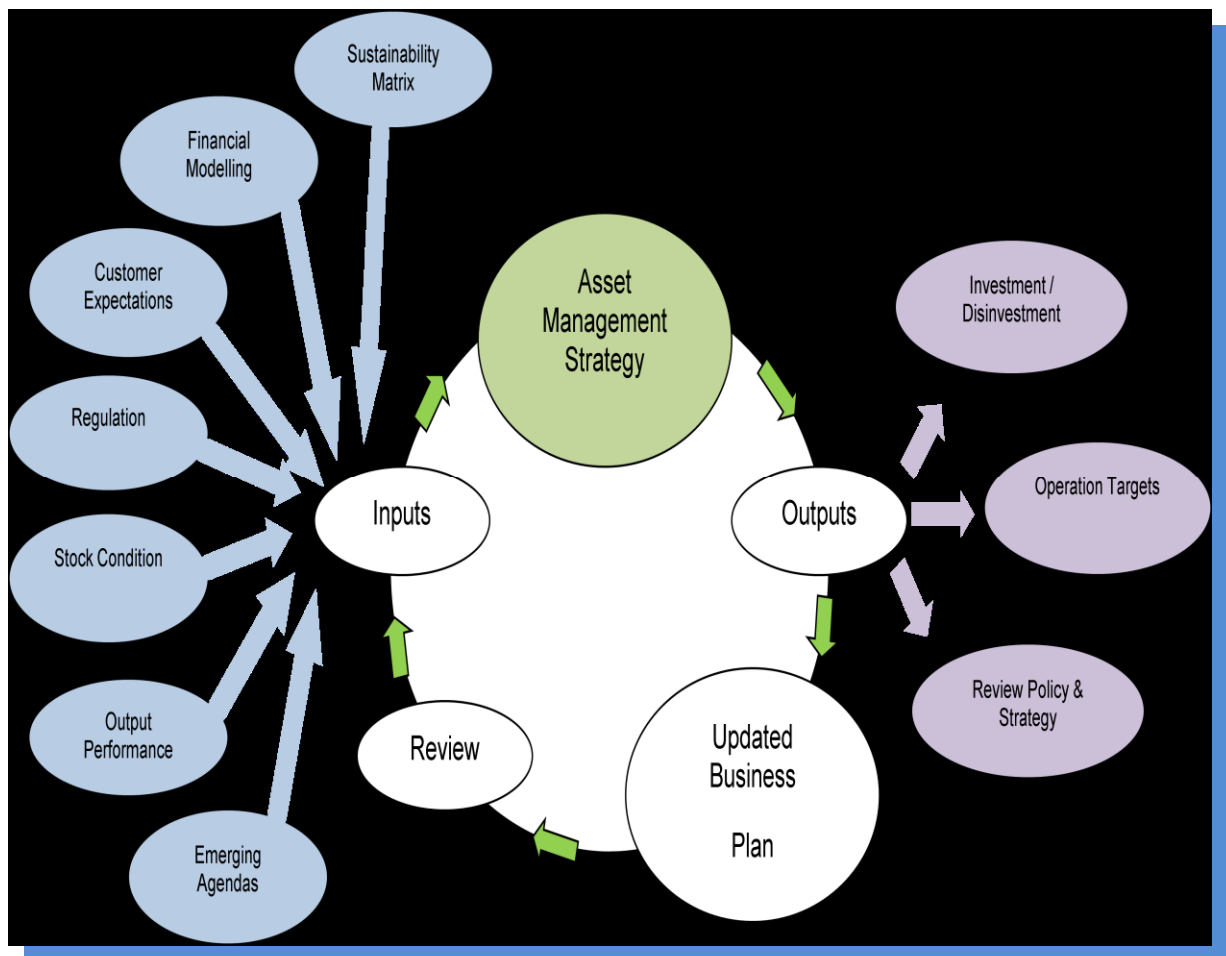
We are confident that this strategy will help us identify and respond to the many challenges that we will face in the management of the Council's assets.

1.3 Emerging Asset Management Approach

We intend to implement an Emerging Approach to Asset Management to ensure the Council responds to customer expectations and meets the challenges of the sector including the current economic climate. This is an evolving approach and will be subject to continuous development.

The following diagram summarises how the Emerging Approach to Asset Management cycle will operate:

Emerging Approach to Asset Management



The emerging Asset Management Approach is a continuous cycle that will be responsive to the changing performance of the Council's stock. It draws data from a number of sources (inputs) which are interpreted against the standards set by the Council before taking action in the form of operational targets, investment decision and changes in policy and procedures (outputs).

The Council's Business Plan will reflect the decision made to ensure the best performance of the Council's assets. The regular review of outputs and overall performance management information will allow the Council to closely monitor the impact of the actions taken through the inputs and make further decisions on future actions and thus repeat the cycle.

2. Key Asset Management Strategy Objectives

2.1 Deliverability

To ensure deliverability, objectives and target must give sufficient acknowledgement to a number of parameters. In essential that any idea, if it is to be deliverable, must comply with the following:

1. Specific
2. Measurable

3. Achievable

4. Realistic

5. Timely

The key to the successful managements of the Council's assets is to balance the expectations of customers with statutory requirements, good practice incorporating technological advancements and value for money, with overall Business Plan limitation.

This is a complex balance to achieve and is reliant on data management and reporting systems used efficiently and effectively. The key strategy objectives are designed to position the Council to achieve this balance.

2.2 Key Asset Management Strategy Objectives:

Objective 1: Decent Homes

Objective 2: Ensuring Health & Safety through Effective Maintenance

Objective 3: Fresh approach to Stock Condition Data and Property Portfolio Knowledge

Objective 4: Adaptations

Objective 5: Sustainability & Retro Fit

Objective 6: Mapping Stock and Performance to Maximise Service Delivery and Efficiency

2.3 Objective 1: Decent Homes

The current minimum standard for social housing is the Decent Homes Standard. The council must ensure this standard is achieved and where funds allow exceeded. It is essential that we listen to the needs of our tenants and build their expectations into our approach. To do this we need to develop a new standard this should be done in consultation with staff, Scrutiny Improvement Group, and other stakeholders, ensuring that we balance the customer expectations, decent homes, asset parameters, and financial constraints. The standard is also intended to ensure our stock remains attractive to both existing and new residents and meets the demands of the sector.

2.4 Objective 2: Ensuring Health & Safety through Effective Maintenance

Protecting the health and safety of anyone that uses or visits any of our properties is paramount. This includes tenants and their guests, staff and maintenance contractors. To achieve this, the Council has challenging but deliverable maintenance regimes in place to cover Asbestos, Gas installations, Electrical Installation, Fire protection and Water Treatment.

2.4.1 Asbestos

The Council has a legal requirement to provide information on the location and condition of any asbestos containing materials in its properties. Health and Safety Legislation imposes a responsibility upon the landlord to check for asbestos in all properties where tenants, employees (including Contractors) or others may be at risk. This means that the Council

must know the location of, the exact type of and how to manage any sources of, asbestos in its properties.

The disturbance of asbestos can release small fibres into the air and breathing in these fibres can eventually lead to a number of fatal diseases. Provided the asbestos material is intact and in a position where it cannot easily be damaged, it will not pose a risk to health.

In order to comply with legislation and best practices, we should as far as is reasonably practical:

- Prevent or, where this is not possible, minimise exposure to asbestos fibres
- Manage asbestos in our premises and inform, where required, on the location, state of repair and type of asbestos present

There are three forms of asbestos commonly known as blue (Crocidolite), brown (Amosite) and white (Chrysotile) albeit they cannot be identified by colour alone. Blue and brown asbestos (the two most dangerous forms) have not been imported into the UK for nearly 20 years and their use was banned in 1985. White asbestos was banned, except for a small number of specialised uses, in 1999.

In order to ensure we comply with the requirements laid down in law the Council originally carried out 'Type 1' asbestos surveys on approximately 70% of its stock with the remaining 30% being cloned from neighbouring properties of the same age and construction. In addition to this before works start on all major contracts 'Refurbishment and Management' Surveys are carried out to all properties involved to ensure hidden asbestos is identified prior to commencement. Where asbestos is discovered both the tenant and all maintenance contractors are informed of its location. If there any concerns about the stability or condition of the asbestos containing material steps will be taken to remove it by a register asbestos contractor. It is unlikely that any property constructed after 2000 will contain asbestos based products, however these properties will also be subject to a structured testing regime albeit less rigorous than that of older properties.

The type, condition, and location of asbestos contained within our housing stock are held on the 'Integrator' asset management programme. This programme will be updated as and when new surveys are carried.

Throughout any work in relation to asbestos, customers will be kept informed and provided with accurate information. To reduce the possibility of undue alarm a communication protocol for asbestos will be developed.

2.4.2 Gas Installations

The Council has a Gas Servicing Policy that recognises the potential hazard that poorly or incorrectly maintained gas services and equipment can cause. The Council will use its best endeavours to ensure the correct servicing and maintenance of gas services and equipment to ensure their continued safe operation.

The Council has a legal obligation to ensure the continued safety of its residents in respect of gas equipment installed in dwellings that it owns. It is the Council's intention to fulfil its responsibility by employing the services of a Gas Safe registered Gas Service and Maintenance Contractor, who will perform the duty of Gas Installer as defined in the current Gas Safety (Installation and Use) Regulations. The Council must undertake a gas safety check within 12 months of the previous one, and to ensure we allow for 'difficult access' properties we operate an 11 months programme.

The appointed Gas Servicing Contractor will be audited by an independent specialist to ensure properties are being correctly serviced. It is very important that procedures are regularly reviewed to ensure best practice is being followed.

2.4.3 Carbon Monoxide

Carbon Monoxide is a colourless, odourless, tasteless, poisonous gas produced by incomplete burning of carbon-based fuels, including gas, oil, wood and coal. When Carbon Monoxide enters the body, it prevents the blood from bringing oxygen to cells, tissues, and organs. Carbon Monoxide can kill quickly and according to the HSE around 20 people die from Carbon Monoxide poisoning every year. The Council's committed approach to maintaining gas installations to the highest standards should minimise any chance of excessive levels of Carbon Monoxide occurring.

Properties that have either gas or solid fuel systems will be fitted with a hard wired lithium celled, audible CO detector. The expiry date of these alarms when fitted are noted and the details entered into the 'Integrator' asset management programme, this programme will then be used to identify any alarms that need to be renewed on an annual basis.

2.4.4 Electrical Installations

Unlike gas, there is no legal requirement to undertake electrical testing of our properties however it is considered good practice to do so to ensure the health and safety of our customers.

It is common practice for the first electrical test of a new property to be conducted 10 years after construction. The latest version of BS 7671 updated in 2008 recommends that all our properties should be tested every 5 years and every time a property has a new tenancy. All our properties should have a label on the consumer unit that states the recommended date of the next inspection.

The Council has implemented a 5 year rolling programme starting with the eldest, initially the property will receive a full test this will then be followed by a visual test at the 5 year point and then another full test after 10 years, and so on. New properties are tested first at year 10. All void properties will also be tested and full records maintained.

The Council recognises that inspection and identification of remedial works should also help to reduce the number of responsive electrical repairs. Electrical safety also links with the important issue of fire safety. All records are to be held on Integrator and subsequent testing programmes will be drawn from this.

2.4.5 Fire Safety

The Council recognises the risks posed to our tenants and to the Council's assets, by fire. To combat this risk all properties will be fitted with fire prevention alarms. Individual dwellings will all have smoke detectors fitted and an annual service regime will be implemented to ensure they are checked to be operational.

Larger sheltered schemes and communal areas will be subject to a more rigorous servicing and testing regime in line with the recommendation for the type of installation.

All properties with larger communal areas (mainly Sheltered Schemes) have already been subject to Fire Risk Assessments and where deemed necessary will be fitted with fire prevention alarms. This approach will be extended to all properties with communal areas with Fire Risks Assessments updated annually.

When undertaking any refurbishment works, we will ensure that passive fire prevention (work to building structure) will comply with the current Building Regulations and Best Practice Guidelines.

2.4.6 Water Safety

The Council is aware of the importance of regular maintenance in the prevention of Legionella. Any property with communal vessels used for the storage of water will be regularly cleansed and will be subject to a water management plan. Where economically viable the communal vessels will be removed and individual supplies provided to the households, this not only has the advantage of removing the risk of water borne threats but will also allow the tenant to have a water meter fitted if so desired.

2.5 Objective 3: Fresh Approach to Stock Condition Data and Property Portfolio Knowledge

The Council recognises that the quality and condition of our stock is of significant importance to not only our current tenants, but to all stakeholders, regulators, and future tenants. We have a Stock Condition Model which is continually being updated and provides key financial information allowing us to ensure our stock is well maintained into the future. However, to meet the demands of the Emerging Approach to Asset Management this data and structure needs to be reviewed annually.

2.5.1 Stock Condition Data

The Council implemented a Stock Condition Database System known as Integrator in 2005. It has been maintained and regular surveys have been undertaken to update the information in the database. Processes are in place to ensure any components updated through responsive and planned maintenance are reflected in the Stock Condition Database.

The database is used to inform planned maintenance programmes and ensure the Council's robust business planning process has accurate maintenance liabilities incorporated. The development of this strategy required a comprehensive review and validation of the stock data. This review established that although the data is robust the structure of the data needs to be refreshed in order to respond to changing demands.

Improving the accuracy and relevance of data is fundamental to ensuring the Council delivers an effective maintenance service. To ensure this data is continually refreshed we have implemented a 5 year rolling programme to check stock condition. These new surveys will include additional data not previously collected and as such this will allow more accurate programming and assessment of lifecycles. It is important to accept that lifecycles are only guides and the actual performance of components is influenced by a number of factors including manufacturing quality, installation workmanship, weathering, environmental impacts, servicing cycles, and human impact through use.

In order to ensure that the annual expenditure across the 30 year plan can be rationalised, some components will be replaced on a fixed lifecycle with others purely on reaching the end of their useful life.

From the completion of this significant exercise, the Council will, each year, publish the next 5 years programme for the replacement of major components that are replaced on a fixed lifecycle. This will ensure customers are well informed about how their homes will be maintained.

The replacement costs of components also vary depending on market condition, advancement of technology, legislative/regulation changes and the need to respond to changing agendas such as carbon reduction. These will be reviewed annually and the cost data held within our asset management programme adjusted accordingly.

2.5.2 Property Portfolio

The Council has comprehensive records in the form of its Stock Condition Database but also in the form of health and safety files, operational and maintenance manuals, as-built drawings, energy performance certificates, the housing management system, and other data sources.

2.6 Objective 4: Adaptations

The Council is committed to the principle of enabling service users with disabilities to continue to live in their homes if they want to, however where that home can't be adapted or is not financially viable to adapt alternative accommodation will be considered. To this end the Council maintains good working relationships with other stakeholders including Health and Social Service specialists. This co-operation is aimed at enabling service users to receive aids and adaptations as part of appropriate support packages. In order to support this commitment the Council sets aside a considerable sum of monies annually from the Housing Revenue Account to fund disabled adaptations.

2.7 Objective 5: Sustainability & Retro Fit

The Council is committed to ensuring that all properties perform as well as possible in terms of environmental impact and cost in use but this has to be affordable to the organisation. There have been significant advancements in green technology in recent years but not all products have proven their benefit. The Council continually researches both good practice and new technology, and where viable undertake pilot studies to establish the most appropriate approach to this important agenda.

The principal of retro-fitting existing properties with new technology has always been supported by the Council. The Council will ensure that the cost of meeting this agenda will be clearly reflected in the Business Plan.

2.8 Objective 6: Mapping Stock and Performance to Maximise Service and Efficiency

The Objectives 1 to 5 are all designed to ensure the Council maintains its properties in the most efficient way that will meet both our tenants requirements and also their expectations. This whole approach has to be underpinned with a robust and dynamic approach to data management. Only with clear and informative data, can the Council make clear and demonstrable decisions, in conjunction with our customers, on how best to meet these challenges.

The Council's approach will ensure that the data held is in a format that lends itself to using mapping techniques that enable complex information to be represented in a clear visual form. Once data is held in the correct format, the Council will investigate the use of mapping tools that analyse performance trends on a geographical basis. This is a visual extension to the Emerging Approach to Asset Management.

2.9 Responding to other Challenges and Priorities

In addition to the key objectives set out above there are other challenges the Council must address relating to asset management and work is ongoing under other initiatives. A number of these initiatives will have an impact on the decision made under this strategy.

2.9.1 Customer Involvement and Customer Profiling

It is essential that the Council understands and embeds the views of its customers in all its activities. These include consulting with residents and resident panels in the decision making process. We are also gathering comprehensive data on our customers in order that this profile information can influence the decisions we make in ensuring we are delivering services in the most effective way. The Council recognises that this will be a continuous process with changing demographics.

2.9.2 Balancing Responsive and Planned Repairs

Planned maintenance is seen as the most efficient way in terms of cost, and service delivery, to undertake maintenance work to our stock. Clearly the organising of maintenance work into larger, and hence more cost efficient, packages of work is preferable to the more costly alternative of an unplanned one-off.

A good practice benchmark is to spend 70% of maintenance resource on planned maintenance and 30% on responsive maintenance. Achieving this balance in responsive and planned maintenance is an important performance measure for the Council and forms a Key Performance Indicator.

2.9.3 Efficiency in Procurement

The Council recognises that efficiency in procurement is a significant issue. With annual maintenance budgets circa £5 million (Capital Investment £2.5m, Cyclical Maintenance

£1.2m, Responsive Maintenance £1.2m) the opportunity of delivering value for money through effective procurement is evident.

The significant update of the Stock Condition System will enable the Council to plan maintenance spend with a higher degree of accuracy. This will in turn enable the Procurement Strategy to be developed to ensure the Council achieves value for money. Maximising the opportunity to achieve value for money will be greatly aided by ensuring the Council clearly identifies in detail the service and extent of work required. Entering into arrangements without this information could result in inefficient arrangements and higher costs to the Council.

The Council is also implementing a number of initiatives that are aimed at improving service delivery for responsive repairs. These works are currently carried out by the Direct Labour Organisation and the implementation of the digital strategy should increase the efficiency of this service further, reducing overall costs whilst at the same time improving delivery to the customer.

3. Stock Profile

| 3.1 Property Type | Numbers |
|---------------------------|----------------|
| Bedsit | 13 |
| Maisonette | 4 |
| Utilised for office space | 1 |
| Flats | 570 |
| Bungalows | 995 |
| Houses | 1486 |
| Total | 3069 |

| 3.2 Built Age Band | Numbers |
|---------------------------|----------------|
| Post 1995 | 29 |
| 1991 – 1995 | 20 |
| 1982 – 1990 | 241 |
| 1977 – 1981 | 269 |

| | |
|--------------|-------------|
| 1966 – 1976 | 726 |
| 1950 – 1965 | 1301 |
| 1930 – 1949 | 384 |
| 1900 – 1929 | 99 |
| Total | 3069 |

| 3.3 Location | Numbers |
|-----------------------|----------------|
| Urban Crediton | 310 |
| Urban Cullompton | 294 |
| Urban Tiverton | 1257 |
| Urban Willand | 109 |
| Urban Total | 1970 |
| Rural Total | 1099 |
| Combined Total | 3069 |

| 3.4 Non Traditional | Numbers |
|----------------------------|----------------|
| Cornish Unit | 262 |
| Woolaway | 46 |
| Wimpey No Fines | 33 |
| Hawkesley | 4 |
| Total | 345 |

4. Financial Data

The HRA reform has provided the Council with additional financial resources above that previously available from the MRA. The tables below identify the estimated level of expenditure required in order to maintain our stock to an acceptable standard taking into consideration funds available. The expenditure is shown as Capital and Revenue work over both 5 years and 30 years.

4.1 5 Year Capital Plan

| 5 Year Rationalised Capital Expenditure | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|
| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| Bathrooms and WCs | 400,000 | 400,000 | 103,000 | 103,000 | 103,000 |
| Kitchens | 200,000 | 200,000 | 133,000 | 133,000 | 133,000 |
| Heating and hot water | 410,000 | 410,000 | 250,000 | 250,000 | 250,000 |
| Electrics | 78,000 | 78,000 | 78,000 | 78,000 | 78,000 |
| CWS services | 74,000 | 74,000 | 74,000 | 74,000 | 74,000 |
| DPC | 15,500 | 15,500 | 15,500 | 15,500 | 15,500 |
| Drainage | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 |
| Flooring | 59,000 | 59,000 | 59,000 | 59,000 | 59,000 |
| Garages and sheds | 76,000 | 76,000 | 76,000 | 76,000 | 76,000 |
| Internal works | 229,845 | 15,850 | 22,075 | 19,950 | 18,000 |
| Paving and paths | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Roofs | 234,000 | 234,000 | 234,000 | 234,000 | 234,000 |
| Structural | 234,000 | 234,000 | 234,000 | 234,000 | 234,000 |
| Ventilation | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 |
| Wall external finish | 166,000 | 166,000 | 166,000 | 166,000 | 166,000 |
| Windows and doors | 51,000 | 51,000 | 51,000 | 51,000 | 51,000 |
| Responsive Capitalised Works | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Carbon Monoxide and Smoke Detectors | 71,000 | 49,800 | 21,550 | 87,400 | 58,500 |
| Insulation | 15,000 | 15,000 | 15,000 | 0 | 0 |
| Asbestos Management | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Void Capitalisation Works | 200,000 | 180,000 | 180,000 | 150,000 | 120,000 |
| Disabled Adaptations | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Scaffold Access | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| | 3,172,345 | 2,917,150 | 2,371,125 | 2,389,850 | 2,329,000 |

4.2 5 Year Revenue Plan

| 5 Year Rationalised Revenue Expenditure | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|
| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| Electrical Tests – Visual | 19,988 | 20,487 | 20,999 | 21,524 | 22,062 |
| Electrical Tests – Full | 38,438 | 39,398 | 40,383 | 41,393 | 42,428 |
| Electrical Tests – Remedial Works | 100,000 | 75,000 | 50,000 | 50,000 | 50,000 |
| Solid Fuel Testing | 17,938 | 15,375 | 15,759 | 16,153 | 13,797 |
| Solid Fuel – Remedial Works | 15,000 | 15,000 | 10,000 | 10,000 | 8,000 |
| Blocking Off Obsolete Fireplaces | 23,063 | 23,639 | 24,230 | 24,836 | 25,457 |
| Legionella | 3,588 | 3,677 | 3,769 | 3,863 | 3,960 |
| Lift Maintenance | 513 | 525 | 538 | 552 | 566 |
| Cyclical Painting | 451,000 | 462,275 | 473,832 | 485,678 | 497,820 |
| Gas Servicing | 358,750 | 367,719 | 376,912 | 386,335 | 395,993 |
| Gas Service Audit | 8,000 | 8,100 | 8,200 | 8,300 | 8,400 |
| Garage Repairs | 30,750 | 31,519 | 32,307 | 33,114 | 33,942 |
| ASHP Service | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Cavity Wall Insulation Remedial Works | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Door Entry Maintenance | 3,000 | 3,250 | 3,500 | 3,750 | 4,000 |
| Septic Tank Maintenance | 7,500 | 7,500 | 7,750 | 7,750 | 8,000 |
| Voids | 375,130 | 375,130 | 375,130 | 375,130 | 375,130 |
| Adaptations | 86,160 | 86,160 | 86,160 | 86,160 | 86,160 |
| Responsive Repairs | 793,010 | 793,010 | 793,010 | 793,010 | 793,010 |
| | 2,366,828 | 2,362,764 | 2,357,479 | 2,382,548 | 2,403,725 |

Excluding Client Side Salaries

4.3 30 Year Capital Investment

| CAPITAL WORKS | | | | | | |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2015/20 | 2020/25 | 2025/30 | 2030/35 | 2035/40 | 2040/45 |
| Bathrooms and WCs | 1,109,000 | 1,243,301 | 1,405,300 | 1,053,800 | 616,800 | 1,946,300 |
| Kitchens | 799,000 | 1,477,500 | 1,948,000 | 4,193,400 | 799,200 | 1,161,600 |
| Heating and hot water | 1,570,000 | 2,077,850 | 2,222,850 | 1,635,000 | 2,026,950 | 2,890,200 |
| Electrics | 390,000 | 434,300 | 548,850 | 1,028,151 | 1,262,450 | 3,207,200 |
| CWS services | 370,000 | 390,150 | 299,900 | 732,000 | 90,900 | 493,700 |
| DPC | 77,500 | 101,775 | 173,514 | 404,550 | 108,550 | 266,621 |
| Drainage | 1,125,000 | 1,488,689 | 958,344 | 1,565,499 | 555,700 | 1,005,447 |
| Flooring | 295,000 | 351,016 | 179,953 | 671,536 | 374,236 | 442,523 |
| Garages and sheds | 380,000 | 668,720 | 333,640 | 666,505 | 143,080 | 968,520 |
| Internal works | 305,720 | 410,015 | 194,150 | 370,265 | 19,000 | 313,385 |
| Paving and paths | 350,000 | 520,640 | 414,746 | 228,140 | 17,680 | 69,300 |
| Roofs | 1,170,000 | 2,667,008 | 2,933,505 | 1,440,676 | 1,735,833 | 873,130 |
| Structural | 1,170,000 | 424,540 | 797,140 | 2,505,040 | 2,874,200 | 3,897,654 |
| Ventilation | 95,000 | 105,650 | 91,050 | 146,150 | 229,650 | 92,550 |
| Wall external finish | 830,000 | 1,589,218 | 1,928,388 | 2,081,205 | 1,399,900 | 1,513,140 |
| Windows and doors | 255,000 | 2,100,051 | 5,808,900 | 2,769,500 | 2,877,800 | 2,454,350 |
| Responsive Capitalised Works | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Carbon Monoxide and Smoke Detectors | 288,250 | 107,950 | 288,250 | 107,950 | 288,250 | 107,950 |
| Insulation | 45,000 | 0 | 0 | 0 | 0 | 0 |
| Asbestos Management | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Void Capitalisation Works | 830,000 | 480,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Disabled Adaptations | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 |
| Scaffold Access | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| TOTALS | 13,179,470 | 18,363,373 | 22,651,480 | 23,724,367 | 17,545,179 | 23,828,570 |

4.4 30 Year HRA Investment

| REVENUE WORKS | | | | | | |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2015/20 | 2020/25 | 2025/30 | 2030/35 | 2035/40 | 2040/45 |
| Electrical Tests - Visual | 105,060 | 113,068 | 115,894 | 118,792 | 121,762 | 124,806 |
| Electrical Tests - Full | 202,040 | 217,444 | 222,880 | 228,452 | 234,163 | 240,017 |
| Electrical Tests – Remedial Works | 325,000 | 256,250 | 262,656 | 269,223 | 275,953 | 282,852 |
| Solid Fuel Testing | 79,022 | 70,710 | 72,477 | 74,289 | 76,147 | 78,050 |
| Solid Fuel – Remedial Works | 58,000 | 41,000 | 42,025 | 43,076 | 44,153 | 45,256 |
| Blocking Off Obsolete Fireplaces | 121,225 | 130,467 | 133,729 | 137,072 | 140,499 | 144,011 |
| Legionella | 18,857 | 20,295 | 20,802 | 21,322 | 21,855 | 22,402 |
| Lift Maintenance | 2,694 | 2,901 | 2,973 | 3,048 | 3,124 | 3,202 |
| Cyclical Painting | 2,370,605 | 2,551,328 | 2,615,111 | 2,680,488 | 2,747,501 | 2,816,188 |
| Gas Servicing | 1,885,709 | 2,029,464 | 2,080,201 | 2,132,206 | 2,185,511 | 2,240,149 |
| Gas Service Audit | 41,000 | 43,050 | 44,126 | 45,229 | 46,360 | 47,519 |
| Garage Repairs | 161,632 | 173,953 | 178,302 | 182,759 | 187,328 | 192,011 |
| ASHP Service | 75,000 | 76,875 | 78,797 | 80,767 | 82,786 | 84,856 |
| Cavity Wall Insulation Remedial | 100,000 | 102,500 | 105,063 | 107,689 | 110,381 | 113,141 |
| Door Entry Maintenance | 17,500 | 20,500 | 21,013 | 21,538 | 22,076 | 22,628 |
| Septic Tank Maintenance | 38,500 | 41,000 | 42,025 | 43,076 | 44,153 | 45,256 |
| Voids | 1,875,650 | 1,922,541 | 1,970,605 | 2,019,870 | 2,070,367 | 2,122,126 |
| Adaptations | 430,800 | 441,570 | 452,609 | 463,924 | 475,523 | 487,411 |
| Responsive Repairs | 3,965,050 | 4,064,176 | 8,461,287 | 4,269,925 | 4,376,673 | 4,486,090 |
| TOTALS | 11,873,344 | 12,319,091 | 12,627,068 | 12,942,745 | 13,266,313 | 13,597,971 |