

A place called



# Home



# Asset Management Strategy

2022-25

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## Foreword

Asset management is about looking at every part of the Council's housing stock to ensure it meets the needs and standards of our residents, now and in the future. This goes beyond investing in repairs and improvements, it includes reviewing and, where necessary, changing the asset base so that we have the right accommodation in the right location.

This document describes some of the work completed to date and sets out actions being taken to ensure that homes are managed and maintained in line with our vision for Manchester and residents.

The Strategy has the following key aims and objectives:

### Key Aims & Objectives

1. To deliver home improvements in line with the Decent Homes Standard, which are sustainable, represent best value, and provide excellent customer satisfaction
2. To provide a range of good quality homes for people in housing need and those requiring care and support
3. To comply with all property related legislation, particularly those regarding the control and management of asbestos and the assessment of fire risk
4. To ensure that funding is maximised, efficiency savings are identified wherever possible, and value for money and performance is delivered
5. To improve the energy efficiency of homes to help reduce fuel poverty and meet our Zero Carbon target of 2038
6. To ensure resident involvement and consultation is effective; allowing views to be heard and services to be adapted accordingly

This strategy will help to reinforce the council's vision of building a better Manchester:

## Our Vision

Our vision is for Manchester to be in the top list of world-class cities by 2025. The 'Our Manchester Strategy 2016–2025' sets out the future Manchester our whole city is building together. In this Strategy, we've said that we want a city that will be:-

- **Thriving and Sustainable** – vibrant with a cutting-edge economy involving and fairly rewarding all our people
- **Highly Skilled** – work-ready, well-educated young people and all residents supported to take up opportunities
- **Progressive and Equitable** – so all can thrive, with better joined-up support, care and health services
- **Liveable and Zero-Carbon** – safe, enjoyable neighbourhoods with affordable housing, zero-carbon by 2038 using green growth and design, energy, and more climate-resilience
- **Connected** – more walking, cycling and green transport, and accessible digital technology used by and working for everyone

## Asset Profile

- No. of properties in management 12,488
- No. of leasehold properties 475
- No. of wards 9
- No. of estates 85
- No. of garages 111

Included in the above are:

- Low rise retirement blocks 10
- High rise retirement blocks 2
- Extra care high rise block for over 60's 1
- Individual low rise retirement properties 85
- Miscellaneous properties 85
- Non Traditional properties 1,203
- SHOUT Tenant Management Organisation 103
- Avro Hollows Tenant Management Organisation 311

We recognise that there is the potential to redevelop estates to improve layout and where possible improve the housing offer. We have demolished properties in the Collyhurst Village estate to open up sites to provide more viable development opportunities for new mixed tenure homes.

We will seek to develop proposals for other estates (including vacant land and garage sites) where redevelopment is economically feasible, to help diversify the housing tenure and help create more sustainable communities. Opportunities to deliver new affordable housing solutions will be explored and any proposals will be subject to funding.

## Stock Valuation

Total Dwellings	Average Value Vacant Possession	Vacant Possession Value	Existing Use Value Social Housing (40%)
12,612	£91,502.78	£1,154,033,000	£461,613,200

Housing Stock as at 1/4/2021 - excludes Shared Ownership and Affordable Rents.

**To deliver home improvements in line with the Decent Homes Standard, which are sustainable, represent best value, and provide excellent customer satisfaction**

## **2.0 Home Improvements**

By April 2020 we had delivered around £340m in home improvements since 2006. This includes an estimated £80m spent on making properties more energy efficient to tackle fuel poverty and reduce CO<sub>2</sub> emissions.

Resident satisfaction with home improvements averaged at 9.2 out of 10, for the year up to April 2020.

The capital programme is based on the 30 year expenditure forecast for the cyclical replacement of assets, (heating, wiring, roofs, windows, kitchens, etc.) and improvement works, as well as estate performance. The programme is divided into four main themes. These are:

- Maintaining or making homes decent, including re-roofing, window replacement, re-wiring, replacement kitchens and bathrooms.
- Health & Safety related works, including sprinklers in high rise flats, compartmentation works, lift replacement, new warden call systems, replacement of fire alarm systems, and adaptations.
- Specific energy efficiency related works, including wall insulation and installation of low carbon/renewable heating such as ground source and air source heating systems.
- Improvements to the environment and communal areas of flats.

Taking into account the need to invest in the stock so that it has zero carbon emissions by the target date of 2038, it is estimated that a total of around £900m is required over the next 30 years for major repairs and improvements, based on present day costs. This is based on expected life cycles of key components, additional investment to improve the fabric of properties, and the removal of fossil fuel appliances. This would bring the stock up to a 'zero carbon ready' standard. Further investment may be needed between 2033 and 2038 to offset residual emissions, dependent on how far the grid is expected to be decarbonised by 2038.

Smoothed up to 2038 the investment required equates to around £35m per annum, and thereafter to 2050 around £20m per annum.

### **2.1 Stock Condition Survey & Database**

Savills were appointed to carry out a 20% stock condition survey in 2006. Since then, the 80% of cloned condition survey data were validated by an in-house stock condition surveyor who surveyed all properties that held previously cloned condition data.

In addition to the validation surveys, when improvement schemes are completed or 'one-off' replacements are carried out, the elements within our stock condition database (Promaster) are updated which automatically generates a next renewal date and cost. During any surveys, date and time stamped photographs are taken of key property components for future reference.

The identification of Housing Health & Safety Rating System (HHSRS) works are being carried out as part of the ongoing stock condition survey. The HHSRS assesses the health and safety risks within a property. If a property fails, the HHSRS it automatically fails the Decent Homes Standard. All HHSRS failures are immediately reported and treated as urgent and addressed at the earliest opportunity.

The information held in Promaster plays a central role in business and operational planning. Each year we produce an updated 30-year business plan which includes expenditure forecasts for programme renewals and improvements.

Going forward, to ensure that our approach to stock condition surveys and data collection is robust and consistent, we plan to procure external consultants to carry out a 20% stock condition survey over a five year period which will result in a refreshed stock condition survey.

## **To provide a range of good quality homes for people in housing need and those requiring care and support**

### **3.0 New Build**

Successful new build schemes to date include Homes England grant under the 'Local Authority New Build (Round 1)' Programme, for 32 x 2-bed bungalows which freed up 30 family type houses across the North Manchester area. They were constructed using modern methods of construction and met the City Council's Design for Access 2 (which exceed Homes England Lifetime Homes standard) and Secured by Design standards. They also met the Code for Sustainable Homes Level 4 which ensured high insulation values and low energy running costs were maximised by incorporating the latest technology.

The intention is to create neighbourhoods that will provide new high quality homes for existing and new residents and it is intended that 20% of all new homes delivered within the Northern Gateway area will be affordable. The term affordable housing includes a variety of products to support wider access to low cost home ownership and rental options including social rent, affordable rent, shared ownership and rent to buy.

Permission has been granted for the development of 69 low-carbon social homes on Silk Street, Newton Heath. The project will bring back into use a long-term under-used brownfield site to build 36 one-bedroom apartments; 12 two-bedroom apartments; 17 two storey, three-bedroom houses; and 4 three storey, four-bedroom houses – while 16 of the apartments will be available to people over the age of 55.

Off-road parking will be included as part of the development, along with electric vehicle charging points, and private driveways for the houses.

Each of the apartments will have a balcony and living walls will provide a green aesthetic to the development, along with shared outdoor green space. They will also be built to HAPPI design principles that ensure larger internal space as standard, which will easily accommodate someone using a wheelchair, along with extra storage space. The houses will have generous gardens and solar panels, while the apartments will feature living green roofs as part of the project's low carbon commitment.

This will also include the use of Ground Source Heat Pumps and mechanical ventilation with heat recovery to keep utility costs down for residents. The homes will be constructed by Rowlinson with a design informed by the history of Newton Heath, celebrating the brickwork that characterises the local area. The homes will be managed by the city council.

Work began on site in 2022. The development is being part-funded through the Government's Brownfield Land Fund along with the Homes England grant, which will help deliver 522 new homes on disused land across the city over the next five years.

The city is already on track to surpass the affordable homes delivery target, which was to support at least 6,400 affordable homes to be built in the city between 2015 and 2025. The Council now expects to deliver more than 7,000 affordable homes in this period, more than meeting the 20% affordable target for all housing development in the city.

A joint venture between Manchester City Council (MCC) and the Far East Consortium (FEC) received planning approval in 2021 for the first phase of its Collyhurst regeneration plans – part of Manchester's £4bn Victoria North project.

The plans for Collyhurst Village, will see 244 new homes built – including 100 high quality homes for social rent. The proposals comprise a mix of townhouses and apartments intended to cater for a mix of families, young professionals and older residents as FEC and MCC looks to create a sustainable neighbourhood for current and future generations.

The investment in Collyhurst represents part of the first phase of the Strategic Regeneration Framework for Victoria North, which will deliver up to 15,000 new homes while rejuvenating brownfield and underutilised land over the next 15 years.

### **3.1 Equipment & Adaptations**

Equipment & Adaptation services are essential to tenants in ensuring that they live as independently as possible in suitable, safe housing. It is very important to adapt the home so that whatever disability a person has, they can use each room as independently and safely as possible. We are committed to addressing all tenants needs with particular regard to improving accessibility standards and removing barriers for people within their homes and, where possible, in communal areas.

The assessment of need is undertaken by the Manchester Equipment and Adaptations Partnership (MEAP). MEAP assessment officers visit individual tenants in their homes and assess their needs and mobility. This allows them to then either



recommend adaptations to the client's current home to suit their needs or rehouse them to more suitable accommodation. Housing Operations are responsible for the delivery of the majority of adaptation work (the exceptions are lifts and hoists, which are still delivered by MEAP).

A new Adapted Homes Service was set up in 2017, within the Manchester Move Team which includes two Occupational Health Therapists. This service works closely with MEAP to make best possible use of existing adapted properties, and to provide an improved rehousing service to people who need adapted homes.

### **3.2 Creating Sustainable, Mixed Communities**

Manchester is rapidly evolving. We work closely with colleagues to ensure that all work undertaken complements and contributes towards the objectives set out in 'Our Manchester' (The Manchester Strategy 2016-2025) as well as relevant local Frameworks and Plans.

We contribute to the Manchester Housing Providers Partnership (MHPP) MHPP seeks to improve housing choice in the city and give everyone access to a decent home whatever their resources, as a balanced housing market is critical to economic growth and social wellbeing. It is our remit to develop the city's housing strategy which relies on a stronger, clearer and more consistent partnership between housing providers and other bodies with a stake in the city's housing.

We are involved in the Greater Manchester Housing Providers (GMHP) group which coordinates activity across the combined authority to give housing a more consistent voice. Together GMHP are increasing the supply of homes, improving the skills of their workforces and communities, creating more social value and supporting the improvement of the lives of residents across our communities.

We are represented on the North Place Group (including relevant Task & Finish groups) and is the lead housing provider on three of the four neighbourhoods in the north for the 'Bringing Services Together' initiative which aims to strengthen collaboration between the different agencies working in the area. We also work closely with the Local Care Organisation to explore how we might work together with partners in health across a number of areas of activity to support communities where the need is greatest.

We are a key partner in the regeneration of Collyhurst as part of the Northern Gateway area. A revised Strategic Regeneration Framework for the wider Northern Gateway was approved in 2019 and sets out some broad themes for future development. Our role has allowed us to influence proposals and helped to ensure residents are fully involved in any consultation and that they will benefit from new housing and employment opportunities as well as improved community safety and community assets.

We also actively participate in Ward Co-ordination which seeks to coordinate a range of public agencies who are committed to tackling issues at a local level, to improve the management of estates and neighbourhoods.

### 3.3 Housing Demand & Lettings

At January 2022 the number of households with live applications on the Manchester Housing Register was 15,171. The register has been rising steadily for the past few years and overall there are now more than 7,000 households in the top 3 bands (in housing need), an increase of just over 1,000 in the last 12 months and 2,000 compared to two years ago.

Demand for stock in north Manchester is remaining strong in most areas.

Applicants who have no housing need are now automatically made live on the housing register so over time we would expect to see a larger housing register overall. This saves on administrative tasks for applicants who are unlikely to ever get rehoused.

A new allocations policy was implemented in late 2020 and while the register may shrink slightly it is expected that demand will far outstrip supply across the majority of property types for many years. The new policy will remove some bureaucracy from the process for applicants as Working Household and Community Contribution awards are removed.

Application case papers held	July 2017	August 2018	August 2019	July 2020	January 2022
Total on Manchester Housing Register	12,788	13,715	14,128	15,087	<b>15,171</b>

### 3.4 Lettings

There were 521 MCC owned social rented homes let in 2020/21, which is around a 15% drop on 2019/20 due to the impact of Covid-19. There were no new build homes to let over this year. While the continued low turnover is welcomed as it adds to more sustainable communities, it also brings other challenges for those trying to secure a social rented home as numbers on the housing register continue to rise.

We do not expect turnover to rise over the next 12 months and it could potentially reduce further in light of Covid-19.

Under the new allocations policy there could be significantly fewer transfers which would also reduce turnover further. This will be monitored from go live of the new policy.

### 3.5 Turnover

Turnover (based on number of properties terminating) over the past five years is as follows:

Year	Turnover %	Numbers
2016/17	5.4%	719
2017/18	5.2%	683
2018/19	5.2%	645
2019/20	5%	616
2020/21	4.5%	521

Turnover for April 2021 to Jan 2022 is currently showing at 425 so could potentially be less this year than 2020/21 – possibly due to the change in maintenance contractor.

### 3.6 Demand

Demand remains very high for all property types (less so for retirement properties but not really different from previous years). The average level of bids per property is around 219 which has increased from 172 in the previous year. This is against average bidding of around 309 across all properties that are advertised on Manchester Move (the citywide choice-based lettings scheme managed by Northwards), attributed to the undersupply of housing stock across the city. Automatic bidding for applicants in temporary accommodation has increased the average bidding levels since October 2018.

89.5% of MCC owned social rented homes were let to an applicant in housing need in 21/22. This is slightly less than the average across the city which is 93.5%

It is expected that demand will remain high. At the end of Dec 2021 there were currently over 2,700 households in temporary accommodation, a rise of over 2,300 since 2010.

Retirement Housing continues to be at a high level of occupancy and there normally remains above 98% occupancy across schemes. Demand for the Extra Care scheme at Whitebeck Court remains especially high.

For the letting of our adapted homes, the dedicated team within Manchester Move work to ensure that a good proportion of these homes can be let to those needing the adaptations that are in situ. This remains working well.

### 3.7 Future Demand

Taking into account all the issues outlined above, along with a healthy housing register, future demand for homes continues to look strong. The number of homeless households (many with complex needs) in Manchester, where there is a statutory duty to rehouse, continues to rise and as other tenures remain out of reach for many, social housing will continue to be a choice for the people of Manchester. The number of households in the “housing need” bands has never been higher and is expected to potentially increase further depending on turnover and rates of new build.

A lot of work to meet the housing needs of key groups continues to take place. Care leavers, single complex homeless people, families in temporary accommodation and those leaving hospital but without permanent accommodation are amongst key groups of applicants where we endeavour to find the right housing option for them.

Continued close monitoring of both sides of the demand picture (turnover and applicants) takes place regularly so that any changes to this are identified quickly.

There remains a wish to keep the same quantum of social housing in Manchester. Further new build is planned in Collyhurst and Newton Heath in 2023 and there will be healthy demand for future tranches of new build homes. While the new allocations policy may change priority for some applicants, there will be no drop in the levels of demand for social housing.

## **To comply with all property related legislation, particularly those regarding the control and management of asbestos and the assessment of fire risk**

### **4.1 Asbestos Management**

- We have a responsibility to manage the risk associated with asbestos containing materials (ACM's) to human health within our property portfolio.
- The Housing Operations Asbestos Management Plan, details all our processes and procedures and is available upon request.

### **4.2 Fire Safety**

- In October 2006, the Regulatory Reform (Fire Safety) Order 2005 came into effect, which rationalised legislation.
- In addition to the Regulatory Reform (Fire Safety) Order 2005, the Fire Safety Bill was introduced in March 2020 following the Grenfell Tower fire in June 2017 and was made law on 29 April 2021 and has become the Fire Safety Act 2021.
- To ensure we meet these legal requirements, Fire Risk Assessments (FRA's) are undertaken at all offices and in common areas of blocks of flats.
- In order to ensure that we continue to meet our legal and moral fire safety responsibilities and provide assurance in regards to the approach we have implemented, we have retained fire safety consultancy services provided by Savills. Savills were commissioned to complete our FRA programme. Savills also continue to provide technical support in respect of all fire safety management, and we are utilising their RiskHub database to manage all FRA actions.
- Fire sprinkler systems have also been installed in all of our high rise blocks as part of the capital programme alongside other fire safety measures.

### 4.3 Legionella

- Water Quality Testing is carried out on a 6 month cycle and Legionella Risk Assessments are carried out at 24 monthly intervals to all “at risk” buildings in management.
- In 2018 we commissioned an external consultant to carry out an audit of our legionella systems and processes to ensure we are compliant in all areas. The report gave reasonable assurance in the overall assessment of adequate and effective governance, risk and control processes.
- Legionella Risk assessments and Water Quality Testing are carried out by third party Consultants, HSL Compliance, and water temperature monitoring and treatment by Equans.

### 4.4 Gas Servicing and Electrical Installation Condition

- We strive to ensure that all our gas appliances within our housing stock are safe, energy efficient and well maintained. In order to meet our legal safety requirements, all City Council installed gas appliances are serviced annually. Gas appliances service visits also include checking of smoke alarm batteries (unless hard wired), and wireless central heating thermostat batteries.

To comply with current wiring regulations, we carry out Electrical Installation Condition Reports every five years. The outcome of the periodic tests may result in essential repairs, and inform on-going repair, upgrade and rewiring programmes.

**To ensure that funding is maximised, efficiency savings are identified wherever possible, and value for money and performance is delivered**

### 5.0 Procurement Strategy and Value for Money

We are committed to providing excellent services to our customers, recognising the pivotal roles that both efficiency and value for money (VFM) have to play. VFM is not just about saving money, it is about delivering our services in the most efficient way possible whilst meeting the needs of our tenants, our stakeholders and the wider community. This means striking the right balance between cost and quality and understanding how investment can improve services and lead to recurring savings.

The strategy is funded almost exclusively from the Housing Revenue Account and there are other calls on this limited funding for properties managed by homelessness, properties in West Gorton and, most likely, to deliver zero carbon options across our 3 PFI-funded contracts.

For the delivery of the capital programme, the City Council re-signed to the Procure Plus capital works framework for a further 5 years from August 2018. This framework provides an efficient procurement vehicle for over 50 social landlords across the north of England and provides the following key benefits:

- Provides best value for money for client organisations by procuring contractor services and major materials separately.
- Allows bespoke or specialist type works to be tendered separately through a mini-competition process, thus providing the opportunity to test the market from time to time.
- Provides the facility and opportunity to benchmark actual costs and performance against other similar organisations for various types of capital funded works.
- Provides additional community benefits with targets set for the number of trainees employed by the contractors.
- Delivers social value through the 'Re:vision' charity which aims to support those furthest from the labour market, into employment.

We also have access to other procurement frameworks, for example the Small Works Framework for projects up to £500k, and a procurement team to assist with tendering options on more specialised projects e.g. lift replacements.

The contract for repairs and maintenance is currently delivered by Equans following a procurement exercise carried out in 2020.

## 5.1 Asset Value & Estate Performance

It is important that we have good quality data about the performance of our assets and estates to inform our decision making and provide confidence that we are taking the right action based on robust information. By analysing a range of indicators we can understand how our assets perform financially (through calculating their Net Present Value (NPV) and how estates perform in terms of their popularity. This annual analysis of assets and estates is an important diagnostic tool within our overall Asset Management Strategy.

The analysis and evaluation enables us to position each asset / estate relative to others and allows us to identify options for improving or maintaining viability from both a financial and socio-economic aspect. Over time, we can review the outcomes of any investment / intervention decisions. Understanding asset value and estate performance is a complex process drawing on a range of financial and non-financial data sets.

Financial indicators considered include:

- Income from rents & service charges
- Voids
- Arrears
- 30 Year investment needs
- Repairs & maintenance costs
- Housing management costs

Non-financial indicators considered include:

- Turnover
- Void period (days)
- Refusal of offers
- Transfer requests
- Tenancies < 24 months
- % of Casework
- SAP (energy rating)
- Indices of Multiple Deprivation
- % of casework

## 5.2 Option Appraisal

It is important that we continue to invest in assets that are sustainable. In addition to the annual asset value exercise, we carry out Option Appraisals to consider the sustainability of a property / group of properties by looking at maintenance, costs of repairs, and cost of security, demand and the effects of the property within the community. Currently Option Appraisals are carried out on high value void properties (typically over £10,000) and any property types identified through analysing their value / performance (as detailed in 3.10 above).

The appraisal will make use of additional management information, local knowledge and any other information that can help to assess what is happening to an asset and what options may assist in counteracting the issues of concern.

Examples of the information that the Option Appraisal process may include are:

- Number of empty properties and the current rental loss
- Turnover of stock
- Waiting list information (e.g. size and what needs people have)
- Transfer requests (e.g. number and reasons for transfer)
- Number of owner occupiers and leaseholders in the area
- Any properties managed by another Registered Provider
- Repairs information - number of orders, value and breakdown of what types of work are most frequently required
- Level of crime or vandalism in the area
- Number of ASB cases ongoing / ASB orders in use
- Information on surrounding area i.e. part of a wider regeneration area?

An initial Desk Top Analysis of information may trigger a more detailed investment appraisal and consideration of alternative options.

Option Appraisal is not be viewed as a process on its own, rather it is part of the business planning that the organisation does on a regular basis and should be flexible enough to take account of changes in property condition, funding opportunities and demand issues.

A copy of our Option Appraisal guidance is available on request.

## 5.3 Responsive Repairs

The responsive repairs service covers the day to day maintenance of housing stock – it is a 24 hour service provided 365 days a year.

We must do certain repairs by law on the structure, fabric and service installations. There are other repairs which we do not have to do by law but which we are currently able to carry out free of charge as well. Some other repairs are considered to be the tenant's responsibility, such as discolouration or surface cracking of baths and wash basins, toilet seats, small plaster cracks and mould treatment resulting from condensation.

We appreciate that this might make things difficult for some tenants, so we have arranged with our contractor, Equans, to offer these repairs to tenants should they wish to pay for them themselves. In addition, we also provide a handyman service 'Helping Hands' that all tenants and leaseholders can pay to use to help them with DIY jobs that they do not want to carry out themselves.

Equans deliver the responsive repairs service using Castleton Maintain appointment, repairs and maintenance software systems. The appointment system's dynamic workforce scheduling functionality, managed by a dedicated team co-located with the repairs and maintenance team, aims to deliver a high performing and efficient service through effective processes and communication with tenants. During 2021/22 repairs performance was adversely affected as the service went through transition to the newly appointed contractor, Equans on a truncated mobilisation during the pandemic when restricted services resulted in a backlog of repairs and some shortages in the supply chain for labour and materials. The City Council and Equans are committed to improving repairs performance and a Partnership Board which includes the City Councils Director and Assistant Director of Housing Operations, the Head of Integrated Commissioning and Procurement and Equans' Managing and Commercial Directors, meet monthly to focus on repairs service delivery, voids, performance and improvement.

The responsive repairs service is very accessible to tenants through a range of reporting systems covering all modern communication means. Tenants can choose from four appointment slots per normal working day together with Wednesday evening and Saturday morning appointments. Implementation of improved customer experience software is planned for 2022/23.

## 5.4 Voids

The voids service deals with around 600 empty properties each year. Performance in completing the void repairs on time and the average number of days to complete the entire void works process was adversely affected by the transition to Equans during the pandemic as stated in the previous section.

A robust quality checking process has been established with Equans and 100% of voids are jointly post inspected by Equans and MCC staff before being accepted as ready to let.



## 5.5 Reletting of Voids

Average void relet times remain a high priority. Currently our average relet time at end of Quarter 2 this year (2021/2022) was 86.28 day. The average relet times at year end 2020/2021 was 51.98 days which was an increase of 24.98 days.

We have experienced significant challenges with relet times throughout the pandemic and this has had an impact our performance. We also faced challenges with our outgoing and incoming contractor. We continue to meet our new contractor weekly to drive performance and strive to bring down the average relet times. We also have a void implementation group that is meeting regularly to focus on service improvement.

## 5.6 Right to Buy Sales

Current forecasts on stock reduction, based on current and anticipated Right to Buy (RTB) sale projections, are set out in the table below:-

The number of RTB sales in 2021/22 has increased to 119 in the first 10 months. In future years, it is anticipated that the forecast for RTB sales will be 125 per year based on previous typical year's sales and the current low interest rates.

Year	No. Properties
01/04/22	12,528
01/04/23	12,403
01/04/24	12,278
01/04/25	12,153

## To improve the energy efficiency of homes to help reduce fuel poverty and meet our Zero Carbon target of 2035

### 6.0 Energy Efficiency, Environmental Sustainability & Responding to the Climate Emergency

In November 2018 the City Council formally adopted a target for the city to become zero carbon by 2038, 12 years ahead of the current national target of 2050; and then in July 2019 declared a climate emergency. The declaration recognised the need for the council and the city as a whole to do more to reduce its carbon emissions and mitigate the negative impacts of climate change.

In February 2020 Savills completed stock modelling study to identify the measures need to bring our properties up to a 'zero carbon' standard by 2038. The study identified that an additional £211m is required to make properties "zero carbon ready".

We are playing an active role in working towards achieving the 2038 target, and are working with colleagues on plans and developing our Zero Carbon strategy on how to achieve this challenging target, however we will need to review our approach to low/zero carbon urgently if we are to meet our 2038 ambition.

Through the capital programme we have installed grade 'A' energy efficient boilers, double glazing to minimum Grade 'B' ('A' rated in retirement blocks), energy efficient light bulbs, spray flow taps to sinks, and dual flush systems on all new WC's. We have installed top up loft and cavity wall insulation where required (solid wall insulation where this is not possible), and improved green spaces.

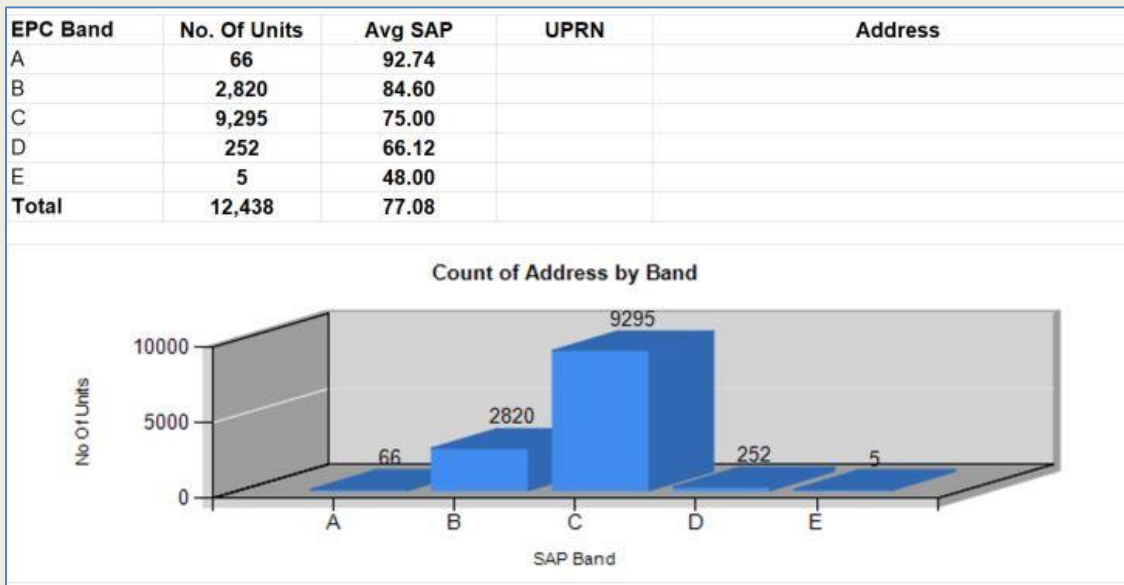
In addition to this we have:-

- Installed two combined heat and power units, to a block of 166 retirement flats. Electricity generated from the combined heat and power units is used to supply the communal lighting.
- Installed ground source or air source heat pumps in 546 properties (with a further 145 currently on site)
- Installed low energy lighting to the communal areas of all of our high rise and low rise blocks
- Installed solar thermal panels to 8 retirement blocks, alongside sun pipes in bathrooms and automatic dimming of lights in corridors
- Installed solar photovoltaic panels to 15 high rise blocks, 3 blocks of walk up flats, 3 retirement blocks and 2,334 individual homes
- Trialled the installation of flue gas heat recovery units, wireless heating zone controls, and micro combined heat and power boilers
- Cut waste and improved recycling on our estates and in our operations
- A fully trained carbon literate workforce
- Developed a Behaviour Change Strategy, which is led by a full time Energy Advice Officer
- Contractors recycled 97% of all construction waste in 2020/21.

We've secured nearly £12m in external grants for energy efficiency improvements since 2010, with a further estimated £9m to be claimed from the Feed in Tariff and Renewable Heat Incentive from the production of renewable energy over a 20 year period. This funding includes a grant secured in 2019 from the European Regional Development Fund to install more renewable energy, test demand side response technology and to explore how we can 'deep retrofit' homes. This is known as the Homes as Energy Systems (HAES) project.

All energy efficiency related improvement work carried out is entered into the Promaster Asset Management system. We are able to calculate an average SAP rating, and estimated CO<sub>2</sub> emissions and running costs per property, by ward or for the whole of the stock, enabling strategies for properties/areas with poor energy efficiency ratings to be formulated.

Our average SAP rating for all properties at May 2022 was 77.08 (using SAP 2009 V9.92 methodology), with less than 2% of the stock below Band C. We currently have five properties in Band E where the tenants have refused to have gas boilers installed. We are planning to include these properties in the HAES project to install air source heat pumps which will increase the current SAP ratings.

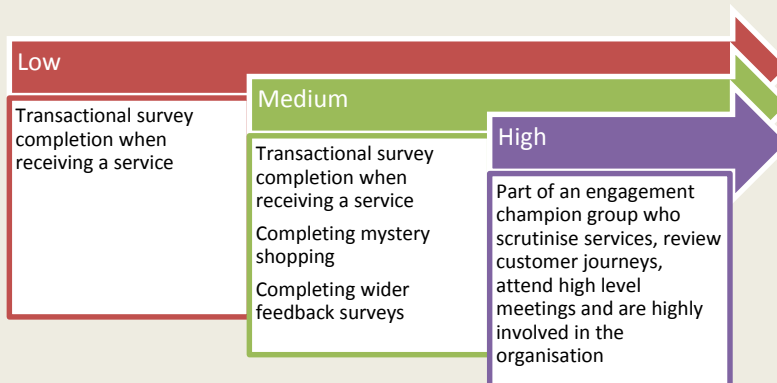


**To ensure resident involvement and consultation is effective; allowing views to be heard and services to be adapted accordingly**

**7.0 Resident Involvement and valuing residents**

Leading with the resident voice is a key aim for us as we currently work through transforming and redesigning the way in which we look at resident engagement and involvement across our service. We are currently developing a new Resident Charter that will clearly define how we align with the requirements of the Social Housing White Paper and how our resident offer, principles and measurements have informed our new Resident Engagement Strategy that is also currently in development.

Out of this new proposed strategy we envision 3 broad tiers of engagement which tailors to a much broader scope of how residents can get involved and listened too and at what level. All residents will automatically opt in to this with the ability to opt out if desired. A



sample of the type of engagement this will bring can be seen on the left;

We aim for the launch of our Resident Charter and Engagement Strategy in April 2022.

We have a network of involved residents', which provides a flexible way for tenants to be involved and influence the delivery of services. The network is open to all residents, and provides events to foster positive and meaningful information sharing and discussion to support the organisation's vision and values. Locally based meetings are arranged as and when needed to support our communities and involve local people in decision-making. This is all aligned with the 'Our Manchester' strategy.

We continue to have strong and effective working relationships with tenant and resident groups across our communities, and this work is supported by specialist resident involvement staff. We consult tenant and resident groups on important matters affecting them in their local areas, and we use networking events for discussing organisation-wide policies, plans and strategies. We also support specialist thematic groups such as the High-Rise Living Forum, involving them where appropriate in important decisions concerning the maintenance and improvement of buildings in which people live.

### **7.1 Capital Programme information and resident choices**

Information is available in various formats to explain each of the possible home improvements in detail, from what choices can be expected to the type of improvements that will be undertaken. The information has been developed following consultation with residents and written in plain English, with a range of translation options available.

Residents are given a range of choices, including windows, doors, kitchen units, worktops, handles, bath panels, toilet seats, wall tiles and flooring. In consultation with surveyors, residents also have the opportunity to help design their new kitchen.

An information range of 'how to use' have been developed in collaboration with partner contractors, which explain in plain English how to use and maintain any new installations i.e. heat pumps, windows, doors etc.

### **7.2 Monitoring Satisfaction – Capital Programme**

On completion of any improvement works, a customer satisfaction survey is issued to every tenant to feed back on the service they have received. This is either digital, paper or over the phone depending on the accessibility needs of the resident.

The survey covers a range of aspects including the choices available, quality of the work and the service provided by the contractor and delivery team. All feedback from residents is welcome and is seen as an opportunity to improve services. Equality and diversity data is used to analyse the results of the satisfaction surveys.

Tenant Association representatives carry out a number of satisfaction surveys to provide assurances that replies are open and honest.

### **7.3 Monitoring Satisfaction – Repairs**

Following a repair, tenants are asked to provide feedback on the service they have received. Any negative feedback from tenants on repairs is seen as an opportunity to improve services. Tenant satisfaction data collection for repairs is outsourced and re-procurement of this service for 2022/23 is in progress.

## 7.4 Leaseholders

The Leaseholders' Forum meet every six months and is attended by a small group of leaseholders. The Forum is open to all leaseholders, of which there are currently a total of 475, and is an opportunity to raise and discuss any issue that is pertinent to their lease agreement with the City Council. A 'Leaseholder Handbook' is issued to all new and current leaseholders. It covers the standard of service that leaseholders are entitled to receive.

## 7.5 Complaints

We welcome complaints so that we can learn lessons and improve our performance and service. We provide feedback to customers about the outcomes of different types of complaints and how we use that information to drive improvement of services. The Repairs Service Managers respond to complaints received regarding the repairs service and Equans' have a dedicated Customer Service Officer to assist as required. As part of our ongoing Customer Experience journey a 'Complaints Review' led by our Customer Experience Manager is in progress and aims to ensure that we are proactively dealing with complaints, identifying trends, learning lessons and implementing improvements.

## 7.6 Customer Satisfaction Survey

Whilst we have had two transactional surveys running at 1<sup>st</sup> point of contact with our Customer Service Centre and day to day Repairs service procurement of a new Satisfaction Tool has been made that will transform the way in which we measure satisfaction across every touchpoint from all of our services to enhance our understanding of our residents overall experiences when interacting with us. We aim for the launch of this new tool by April 2022 where we will then be presented with real time insight into our resident experiences, allowing us to act on feedback in real time aiding our continual improvement goals. The tool will also allow for an annual perception survey that ensures we are compliant with regulation and allows us to ask broader questions to residents to ensure we continually obtain meaningful data that will support our services to thrive.

## 7.7 Equality

We think setting equality objectives is an important way for us to show our commitment to equality, diversity and inclusion. Our equality objectives help us describe the things we'll do to support Manchester's vision to be a progressive and equitable city.

We've set three equality objectives below for 2020 - 2024, each with a set of indicators that describe in more detail what we'll focus on to ensure we're making progress. The objectives will last until 2024, but we'll keep track of where we're up to annually and update the aims as we make progress.

Objective 1 - Knowing Manchester Better

Objective 2 - Improving Life Chances

Objective 3 - Celebrating Our Diversity

For more detailed information, please visit the MCC website.

## **8.0 Coordination, Review & Delivery of the Asset Management Strategy**

The Assistant Director of Housing Operations is responsible for the implementation and delivery of the Asset Management Strategy. The Senior Leadership team drives the strategy forward with consideration to the outcomes of the estate performance annual exercise. An annual review of the Strategy is carried out to review the direction, update current information and make recommendations where appropriate.