

1.0 **Introduction**

Elim Housing Group (EHG) owns / manages over 800 homes and is a well-respected provider of housing and support services in the West of England and Gloucestershire. The strategy has been developed in conjunction with the other internal documents, including the business plan and the financing strategy.

There will need to be a close working relationship between the asset management team, finance team, housing management team, as well as our customers over the course of this strategy to ensure an integrated delivery which maintains and improves our property and meets customer expectations. We will address issues that are important to customers by introducing choice of certain elements, including individual kitchens and bathrooms styles and colours.

Our vision is ***to meet housing need and deliver homes that change people's lives.***

1.1 The purpose of this strategy is to set out our approach to the management and maintenance of the Group's physical assets – its property, which may be owned, leased, or managed on behalf of others. Also, to ensure that intelligent investment decisions are made and that we develop, improve, and maintain properties to the Elim Standard (see appendix II) as set out in our business plan objective, Quality Homes.

1.2 The Elim Standard is a standard that exceeds the Decent Homes Standard and one which guarantees our customers safe, good quality homes, that are affordable to heat, are attractive to our customers and in the areas that they want to live in. We want every resident to feel safe, and happy to come home to their Elim property.

There will be an integrated approach to the management of assets to our properties. One aspect of this will be achieved by reviewing repair trends, servicing history, stock condition and information from housing teams and customers when formulating planned works. Consultation on the planned works programmes will take place by publishing the proposed planned works programme to customers prior to setting the programme (see 2.1 customers and stakeholders). Low carbon elements on new developments and existing properties such as heating and windows will be selected based on their overall performance.

Additionally, the asset management team will be involved early in the development process for new properties so that maintenance issues, heating costs and future replacement costs can be identified at the design stage.

1.3 There are six main aims to the strategy:

- (i) to contribute to the Group achieving its vision and business plan objectives during the period 2020-25 and to meet the current expectations of customers,
- (ii) to contribute to the Group achieving its vision and business plan objectives in 2020-25 and to ensure the Groups, assets are well maintained, safe and fit for purpose,
- (iii) to set out plans in relation to Elim assets, including stock condition, stock evaluation and the Elim Standard,
- (iv) to ensure that we have the right data, enabling us to develop integrated response and planned maintenance programmes, an investment strategy, and rationalisation plans,
- (v) to meet standards of regulatory requirements, health and safety compliance and environmental sustainability,
- (vi) to inform decisions on rationalisation, redevelopment and disposal when assets do not meet our strategic needs.

2.0 Context

2.1 Customers and stakeholders

The Elim Group has a wide range of customers, including families and single people living in properties for rent; vulnerable people in receipt of our support services and those buying homes that we have developed. Using the benefit of our size, and *Your Best Move*, we know that we can make a real difference to people's lives.

We anticipate the launch of the Future Homes Standard in the early years of this plan, and this will affect how we build new homes, and manage our existing properties. We are engaged with the National Housing Federation's work on Together with Tenants and this includes the roll-out of our Customer Service and Involvement Strategy, improving the relationships we build with our customers. The three aims of the Customer Service and Involvement Strategy being:

- Customer service
- Involvement
- Empowerment

More information on this strategy can be found on the following link:

<P:\Business plans & Strategies\Strategies\Customer Services & Involvement Strategy\Draft Customer Service and Involvement Strategy 2020-23.docx>

Elim is committed to the principles of co-regulation and involving customers is critical to Elim's strategic and operational decision-making. Elim's Customer Service and Involvement Strategy defines how we will ensure customers are involved in our Asset Management Strategy with active customer participation in setting and monitoring standards and by promoting choice and partnership. When undertaking the stock condition survey (SCS) our customers will be asked about their homes including the positive and negative aspects of living there and what they would like to see improved. We will engage with our customers and listen to and act on their views on existing properties and new developments as set out in the Elim Standard.

Elim's values are captured in the phrase Elim CARES.



CUSTOMERS FIRST

Customers are at the heart of our services and decision making.



ASPIRATIONAL & ACCOUNTABLE

We are ambitious for our customers, staff and stakeholders. We work with integrity, learn from mistakes and do what we say we will.



RESULTS DRIVEN

We work hard and deliver great results for our customers and for Elim.



EVERYONE'S VIEW MATTERS

We listen to understand, improve and build our services.



SUPPORTIVE

We tackle challenges head on and inspire each other to achieve our potential.

All these values will influence our asset management strategy.

Customer surveys will provide data on satisfaction with response repairs, servicing and planned works and these comments will be used together with other performance indicators to assist in the management of contractors carrying out these works. Customers will be given feedback on these comments and actions taken to address performance issues.

The SCS data will be used to create a visible planned maintenance programme for each financial year together with associated costs. This programme will set out detail the plans for the following year and an outline for the four subsequent years. These five-year programmes will be shared with customers and feedback on the proposals will be sought from them.

2.2 Business plan

Elim's business plan has five strategic objectives which set out what we will do towards the achievement of our vision, and to ensure each part of our business is aligned, complementary and focussed on the same end goal.

This strategy aligns with our 'Quality Homes' objective: to have an uncompromising health and safety position and an 'Elim Standard' that guarantees good quality, Decent Homes for every resident. We want every resident to feel safe, and happy to come home to their Elim property.

Our customers have expectations of quality and security, and we want to do everything in our power to meet these expectations, and to deliver on our commitments and duty of care to deliver high quality homes and housing management services.

This strategy will be delivered in the context of a heightened focus on consumer regulation, which requires us to deliver improvements in service and value for money, and to uphold an uncompromising health and safety position. We ensure that all our property meets the compliance standards set by legislation, and all Elim properties will as a minimum comply with the Decent Homes Standard.

Our delivery model, *Your Best Move*, reflects the aim for our homes to genuinely represent the best housing option for each of our customers, providing a home and a foundation for people to realise skills and access networks around them to manage their homes, achieve their aspirations and live successful, independent lives. The diversity of the homes Elim provides enables us to facilitate genuine change through the provision of integrated support services and housing of all tenures.

Our future asset management decisions will take into consideration how effectively our properties support the *Your Best Move* model, with a view to location, access to services, quality, and affordability, including rent and utilities costs.

We have committed to finalising the Elim Standard in the first year of our business plan, and this is attached in appendix II. This standard is to be applied to both new build and existing properties. However, we are not able to apply the Standard to leasehold properties, or properties managed on behalf of other organisations.

More information on the business plan and our Quality Homes objective can be found here:

<F:\Business Plan\2020 - 2025\Business Plan 2020 - 2025.pdf>

2.3 Elim properties

Our portfolio comprises over 800 homes covering a range of tenures and services. Details are provided in the table below:

Property Type	Owned	Managed	Leased	Total number of Units
General Needs	422	37	22	481
Supported	190	0	36	226
Gypsy and Traveller	44	41	0	85
Shared owners	43	0	0	43
Total	698	78	58	835

Appendix I is a graphic showing the location of our properties.

We have a diverse mix of property types from listed buildings to recently built properties, which include individual houses, houses in multi occupation, flats in converted and purpose-built properties. We provide homes and services to a variety of customers, many of whom are vulnerable; Gypsy and Traveller sites of different sizes, supported housing projects, general needs as well as student accommodation. We also provide a means for our customers to aspire to full home ownership by offering shared ownership options. Included in this mix of properties, we have several staff offices that deliver services locally.

Regulation and the Decent Homes Standard (DHS)

We are aware of and comply with the numerous statutory compliance regulations to ensure that Elim properties are safe and well maintained. As a minimum all our homes will continue to meet the DHS. This requires that all social housing in England should be:

- free from health and safety hazards (using the Housing Health and Safety Rating System (HHSRS)),
- in a reasonable state of repair,
- offer reasonably modern facilities – kitchen, bathroom, and heating system, and
- be adequately insulated.

Further information on the Decent Homes Standard can be found on the following link:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/7812/138355.pdf

2.4 Environmental considerations

We are aware of both the government's "Future Framework for Heating in Buildings" which focuses on the decarbonisation of the UK domestic heating systems and "Clean Growth Strategy" which states as many homes as possible should be upgraded to an Energy Performance band C by 2035. Planning and Building regulations are likely to change over the next few years and this change will increase the requirement to reduce our carbon footprint.

Affordable warmth and fuel poverty affect many of our customers who are generally on a low income and or on benefits. Elim's properties have a very diverse range of Energy Performance Certificates (EPC) ratings including several properties of traditional solid wall construction which have poor thermal efficiency.

It is our ambition to reduce fuel poverty to our customers and the environmental impact of our properties on the environment. In meeting the Elim standard, existing properties will have, or be brought up to an EPC, of a C as a minimum EPC standard. New developments will have to comply with more stringent regulations and the reduction of carbon both in the construction process and in future emissions from these developments. Heating systems will be given careful consideration.

Using our stock evaluation assessment, which will include a review of the data from our EPCs along with the other criteria we will identify properties where we can improve the EPC as well as identifying those where it is uneconomical or practically difficult to achieve improvements. We will target our energy efficiency improvements programme on the lower performing properties we want to invest in and where it is practical and cost effective to do so.

EHG has an environmental policy which sets out our general approach to the environment and carbon management. It also touches on the issues of affordability for customers. This policy requires updating to reflect new thinking and government strategies in this area. This policy includes carbon reduction but also other related items such as waste, the use of grey water systems and encouragement of the use of public transport and cycling.

3.0 Asset Management Strategy objectives

The achievement of this strategy will be directed and monitored through progress against the key objectives set out below (see appendix III for details):

- (i) the completion of a stock condition survey of all Elim Group properties to inform the preparation of a 30-year investment programme,
- (ii) the introduction of new asset management data systems, which allow for the prompt, effective and accurate management and reporting of property and compliance data,
- (iii) the development of a stock evaluation assessment, which is appropriate to the needs of the Elim Housing Group,
- (iv) the completion of a short and medium-term property disposal and rationalisation plan,
- (v) the introduction of a new integrated approach to our repairs, servicing, planned works and improvement programmes, with an aim to reduce the whole life cycle cost of maintaining our property.

3.1 Data Systems

Data and information are an essential part of the asset management strategy. Over the first year of the strategy, the following data sets will be reviewed and updated as required:

- (i) a master property database – our asset register, which lists all our properties for administrative, financial and depreciation purposes. Properties are categorised as: owned, managed, or leased to ensure that the maintenance regimes applied to these properties are appropriate,
- (ii) a SCS database which will project the likely repair cost of each element of each property over 30 years. This is kept up to date through routine inspections and updates following works,
- (iii) a health and safety compliance dataset which includes all properties and contributes to the management of asset-based compliance. This specifically monitors the following areas of compliance:
 - gas safety
 - electrical safety
 - fire safety
 - asbestos safety
 - lifts
 - pressure vessels
 - water management

3.2 Stock Condition Survey and 30-year Investment Programme

The SCS will be used by the Group for managing our property assets and for assessing and planning their maintenance programmes. It will be used for the financial planning of the works programmes and to ensure that Elim's properties are maintained to a high standard and remain compliant with the DHS and the requirements of the HHSRS. The SCS database will be updated as elements are replaced, so that it remains live.

Within the first year of the strategy we will carry out a SCS, the results of which will be transferred to the asset register and the stock condition data base.

A complete stock condition database will provide the foundation for:

- (i) profiling and evaluation of stock,
- (ii) preparing a 30-year investment plan, the criteria will be used to grade our homes into their categories of good, average, and poor.

3.3 Stock evaluation assessment

The stock evaluation assessment will be based on the criteria in appendix IV. This will be used to determine asset performance and the return on investment for each building.

The assessment will involve reviewing the stock, using a series of qualitative and quantitative tests. These are summarised below:

- **Customer:** customer feedback and satisfaction
- **Demand:** waiting list, refusals, voids
- **Property:** energy efficiency, security, planned works, repairs, servicing cost projections
- **Location:** concentration of properties, distance from office
- **Financial:** contribution to surplus, yield, management costs
- **Business:** ease of management
- **Overall performance:** commercial performance of the property

This assessment process will categorise our properties into:

- **Good:** Properties that are sustainable – are ‘in demand’, are acceptable to customers and do not need significant re-investment to meet and, be maintained at the new Elim Standard and therefore represent good value for money.
- **Average:** Are ‘in demand’ but do not meet all customers’ needs and need some additional investment is required to bring them to the new Elim Standard.
- **Poor:** Suggests they are poorly performing in terms of overall demand, quality and return on investment. Additionally, it may be necessary to carry out an option appraisal. Properties in this category may be identified as unsustainable in the longer-term and will be considered for conversion, rationalisation, disposal, or redevelopment as part of Elim’s active development programme.

All stock including supported housing, Gypsy and Traveller sites, communal areas as well as our satellite offices will be evaluated to ensure that the buildings are providing optimum benefit to the organisation.

Stock will be assessed using a Net Present Value (NPV) evaluation to determine the financial performance and contribution to the surplus. The NPV calculation will consider the income generated from the property and the cost of owning, managing, and maintaining the property.

The desirability of the property will be factored into the calculation by taking account the frequency and duration of voids and its EPC rating. The distance from head office will be factored into the calculation with an uplift in management costs.

The outcome of our assessments cannot be definitive but will give us a valuable overview of different stock and how these perform, and which could be applied to a geographical grouping of properties. By understanding the performance and return we can develop our plans and policies to meet future needs, maximise value for money and meet regulatory expectations.

A 30-year investment plan will be prepared to guide the budgeting process for planned maintenance and major repairs.

3.4 Rationalisation and disposal

Rationalisation is the process of streamlining ownership and management by stock swaps, stock transfers, refinancing, leasing and management agreements and new partnerships to be more cost effective and meet corporate objectives.

For each property identified for rationalisation there should be a thorough assessment of all the options including refurbishment, redevelopment or change of use alongside the various options for disposal to realise the most beneficial commercial outcome for the organisation.

Our properties which are used to provide support services are generally subject to time limited contracts. For each such service we have an agreed exit strategy, and these will be reviewed at least one year prior to the end of each contract.

3.5 Maintenance and repairs

Maintenance is the second largest cost to the organisation and Elim aims to reduce these costs by having integrated; repairs, servicing, planned works and improvement programmes. This integrated approach will reduce the whole life cycle cost of maintaining our property.

Elim has an overall aim to allocate spend in a ratio of 70% to planned works and 30% to responsive repairs. Our repairs and servicing data will be analysed to alert us of trends and will influence our planned works and investment strategy. Close working between the housing and maintenance team will improve void management.

There are four principle activities carried out as part of an asset management service:

Response repairs

Any work undertaken to repair or replace a component but does not extend its life.

Cyclical maintenance

Work to service and maintain components on a regular basis. This includes meeting our statutory responsibilities for areas of compliance and the regular external decoration of our properties.

Planned maintenance and improvements

Any work that forms part of a planned works programme.

Customer Feedback

From the use of customer feedback obtained from our SCS survey and other requests from residents, we will identify issues that are important to our customers and consider these when carrying out our planned works and improvement programmes.

4.0 Finance and procurement

Procurement of safe and well managed value for money contracts are required to ensure the delivery of all planned, responsive repairs and cyclical servicing.

The Group's contractor management policy and procedures sets out how Elim will engage, procure, and manage its contractors. This requires a close working relationship with the finance team ensuring that the works and servicing contracts follow the financial regulations, procurement procedures and property maintenance procedures.

The finance department will partner with the asset management team to produce a long-term integrated programme of works ensuring affordability within the constraints of financial covenants. The FD will be involved in the tendering and procurement of the planned maintenance works because of the size of programme, to ensure value for money and adherence with financial regulations.

Finance will provide monthly management reports to the asset management team to ensure effective budget management in all areas of maintenance. The department will also provide any financial information to inform the option appraisal process and any decision making.

5.0 Risks

The association's risk register identifies risks associated with asset management together with controls and measures to mitigate the risks. The risk register is reviewed monthly. The current risks are included as appendix VI and these are summarised below:

- 5.1 The lack of an accurate up to date Stock Condition Survey impacting on future investment decisions and stock rationalisation.
- 5.2 Poor contract management of major contracts, particularly development and maintenance, results in poor financial performance or poor-quality standards for our properties.

8.3 Health and Safety compliance failure which results in loss, damage, or death.

The risk register can be found on the following link:

<F:\Risk Management\Elim Risk Register Apr - Jun 2020.xlsx>

6.0 Monitoring, reporting and review

- 6.1** The development and asset committee (DAC) has responsibility for the endorsement of this strategy and subsequent reviews. The committee is also responsible for the quarterly review of health and safety compliance and PIs.
- 6.2** The finance, risk and audit committee is responsible for the overall risk management processes within EHG, including those related to asset management. Emerging risks will also be reported by the DAC to the Board.
- 6.3** Internally, the health and safety compliance group will review performance related to assets prior to the committee reports being prepared. The compliance group will also review policies and procedures in this area.
- 6.4** The senior leadership team and operational leadership team will receive occasional reports relevant to asset management, stock condition and the 30-year plan.
- 6.5** The Board will receive reports from time to time related to asset management and rationalisation.
- 6.6** This strategy should be read in conjunction with the development and growth strategy, customer strategy, financing strategy, maintenance policy and environmental policy
- 6.7** The asset management strategy has incorporated external advice in terms of content and focus. The strategy will be reviewed for its effectiveness on a regular basis ie, every two years.

Aspects of delivery of the strategy will also be subject to external review. Internal audit will look at areas such as:

- o health and safety compliance,
- o the maintenance service,
- o procurement and contract management.

7.0 Action plan 2020 / 2025

The strategy includes a detailed action plan covering the first two years and headline actions for the following three years. The action plan is attached as appendix (iii)

8.0 Appendices

The following appendices are attached to this strategy:

- (i) graphic showing property location,
- (ii) Elim Standard,
- (iii) AMS action plan 2020/2021
- (iv) stock evaluation criteria
- (v) asset management risk register,

Alistair Allender
Group Chief Executive

Jed Revans
Head of Asset Management

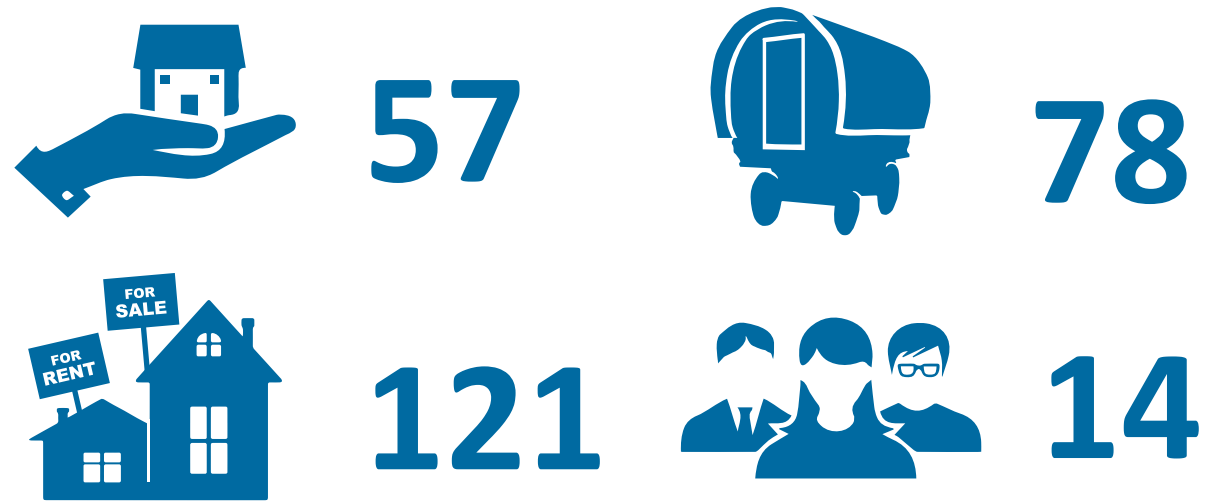
May 2020

ELIM HOUSING GROUP 2019

BIRMINGHAM



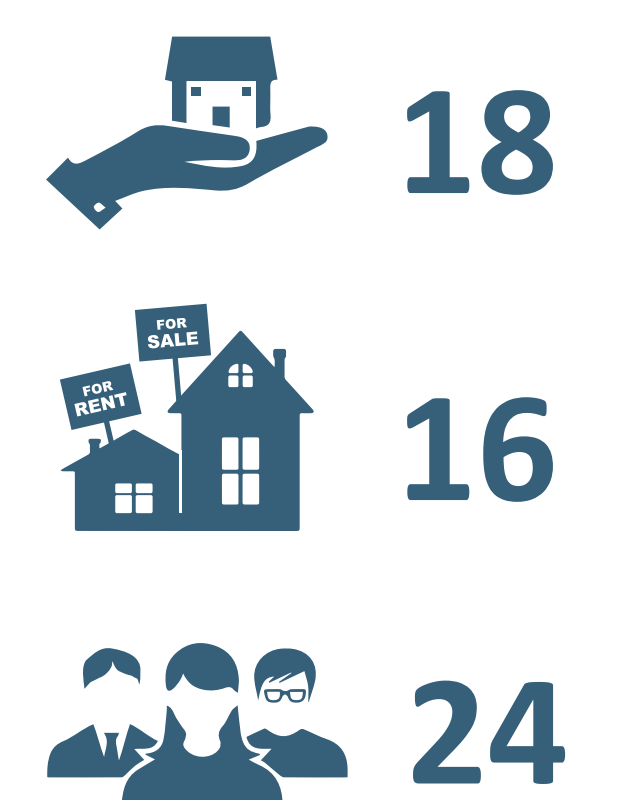
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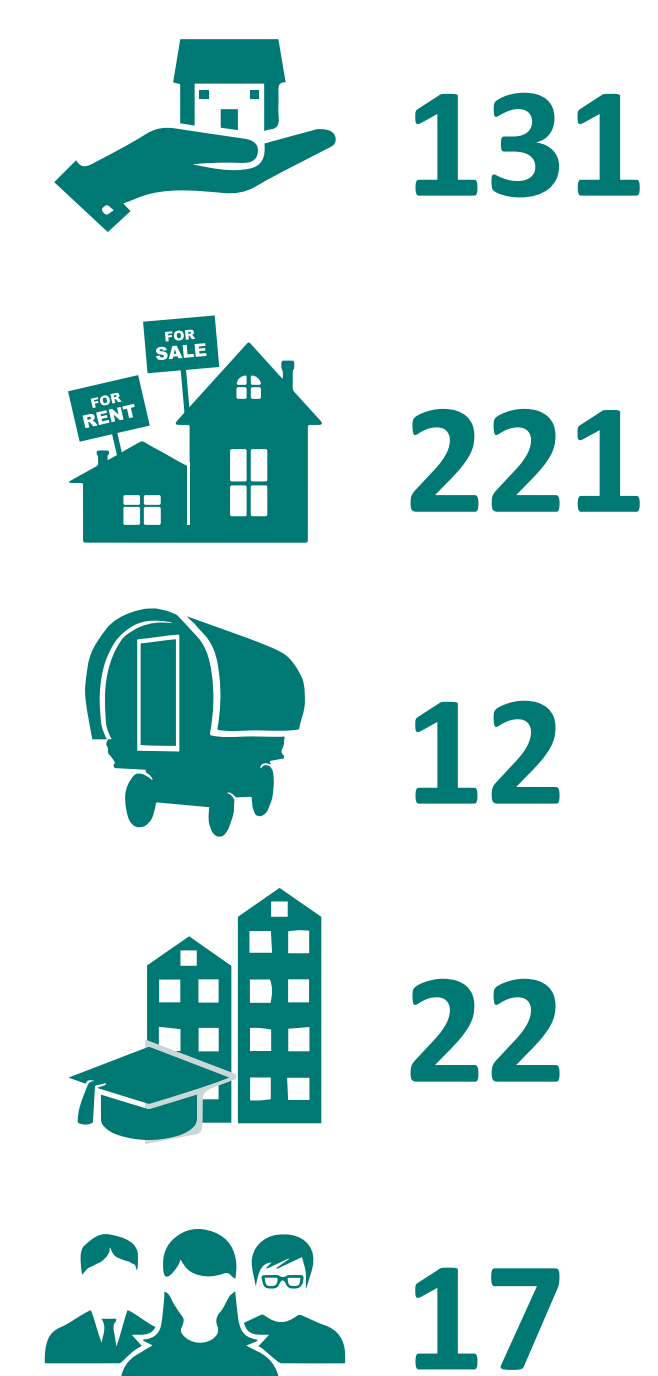
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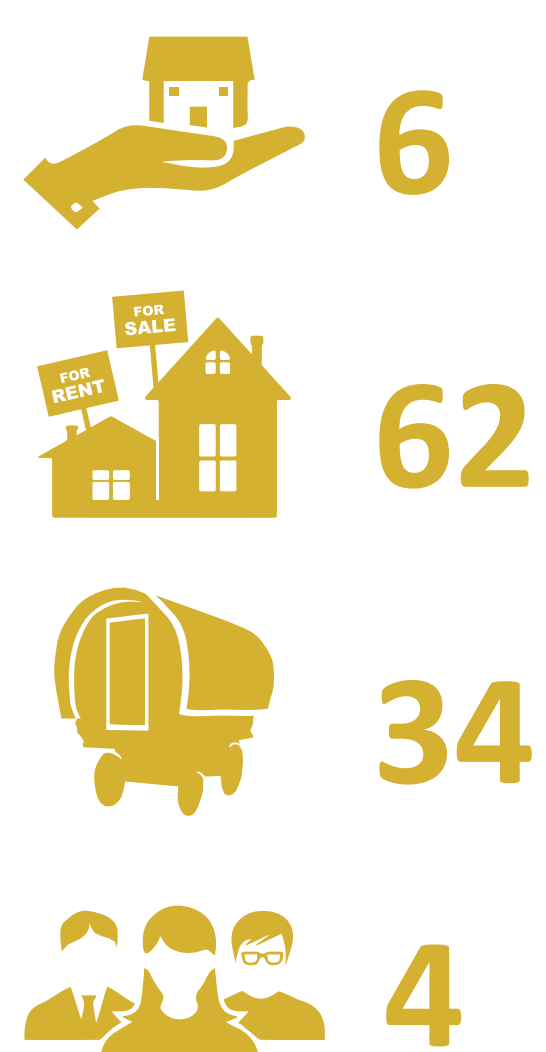
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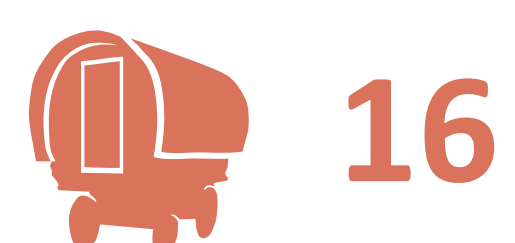
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NORTH SOMERSET



DEVON



KEY

- SUPPORTED ACCOMMODATION
- HOMES FOR RENT OR SHARED OWNERSHIP
- GYPSY & TRAVELLER ACCOMMODATION
- STUDENT ACCOMMODATION
- STAFF
- DEVELOPMENT OR GROWTH ACTIVITY UNDERWAY

ELIM STANDARD

1. **INTRODUCTION**

The Elim Standard has been developed to provide a uniform standard for all owned Elim Housing Group properties. This Standard does not apply to short term leases, or properties managed on behalf of other organisations. This will include the amenity blocks on Gypsy and Traveller sites. All properties we own or manage will as a minimum comply with the Decent Homes Standard.

The Elim Standard goes beyond Decent Homes Standard and reflects Elim's ambition to ensure that our homes are sustainable, well maintained and meet the needs of existing and future customers. This will be achieved by carrying out the stock evaluation assessment process following the stock condition survey. This evaluation process will categorise our properties into good, average and poor and will identify which properties meet the standard and those that require further investment to bring them up to the standard and provide a benchmark for new properties or properties that we are considering leasing or managing.

Further information on the Decent Homes Standard can be found in the links below:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/7812/138355.pdf

The following requirements set out in greater detail the key elements of the Elim Standard; these requirements are not intended to be exhaustive. The Standard will continue to develop over time in response to resident feedback, best practice, regulatory framework and wider legislation:

- Safety & security
- State of repair
- Provision of modern facilities and standards
- Environmental sustainability
- Compliance
- Customers aspirations and expectations
- Energy efficiency & thermal comfort
- Value for money
- Future needs
- Coordinated management approach

2. **SAFETY & SECURITY**

Our customers should feel both safe and secure in their homes. All homes will provide tenants with a reasonable level of physical security with controlled door entry systems on all communal entrances and secure external and flat doors. For details of building safety related to compliance, please see section 5 Compliance.

- All new windows and doors will meet 'secure by design' (or equivalent) standards, where this is achievable.
- Communal entrances should be covered with a canopy or have a lobby and should have suitable security lighting so that the entrance is safe to use.
- Entrances should be easily accessible, well-lit and if there are more than 3 steps a handrail will be fitted. Consideration will be given to providing level or ramped approaches.
- Communal areas should be illuminated to provide safe transit and be well decorated and maintained including clean and kept clear of debris.

- Grounds are to be kept maintained and rubbish & debris cleared on a regular basis.
- All opportunities will be taken to respond to resident's safety concerns in their external environment (e.g. lighting, landscaping, and boundaries).
- Upper windows will have window restrictors fitted.
- There will not be any open flued gas appliances.

3. **STATE OF REPAIR**

Properties will be well maintained, this will include the servicing of gas, fire prevention equipment and other items as detailed below:

- Customers will receive a high-quality repairs service carried out to meet the Elim repair timescales.
- External and internal decorations of communal areas are to be carried out as part of the planned works programme and be carried out on a 7 year cycle and shall include the washing down of PVCu elements and the cleaning of gutters and downpipes. Internal colour schemes to communal areas will be provided for customer consultation and shall coincide with floor and lighting replacements to provide a refresh to these areas.
- Voids will only be let if they meet the Elim Void Standard to ensure are properties are appealing to our customers and to an agreed standard.
- Key elements will not be allowed to fall into a state of disrepair and will be replaced on agreed life cycles set out in the stock condition survey which will reduce repair costs and inconvenience to customers.

4. **PROVISION OF MODERN FACILITIES & STANDARDS**

It is important that our properties are attractive to our customers and places that they want to live and are proud to live in, to achieve this we need to:

- Ensure where possible the design, space and layout of kitchens and bathrooms meet 'Lifetime Homes' principles. Kitchens should be as a minimum in good condition i.e. fully operational and easily cleanable and not be more than 20 years old. When replacing kitchens customers will be given a choice of kitchen units from a range, be able to choose floor and tile colours. Additional electrical outlets will be provided as well as LED lighting and mechanical extraction.
- Bathrooms should be as a minimum in good condition and not more than 30 years old. When replacing bathrooms customers will be able to choose floor and tile colours. An over bath shower, LED lighting and mechanical extraction will be provided.
- Heating systems are to be economical, automated, with simple controls. Gas boilers will be in good condition and not be more than 15 years old.
- Communal areas will be regularly decorated and refurbished as detailed in section 3.
- Elim will explore ways to improve internet access for its customers, for example by taking opportunities to provide improved cabling or wireless infrastructure as part of related planned works.
- Ensure that the SCS lifecycles and costs match those on the finance system so that the programme of works is correctly forecast and adequate budget provision is made.

5. **COMPLIANCE**

All customers have a right to be safe in their homes and to ensure this all elements requiring statutory inspection and servicing will be carried out regularly as legally required. Some of these elements will be within customers' homes and others will apply to the communal areas that they share with others. To comply with the standard all compliance servicing and inspection shall be 100% within date and follow the Health and Safety procedures: Gas, Electrical, Fire, Asbestos, Water and Lifts can be found in the following link:

<P:\Policy & Procedure New Structure\Health & Safety\Health & Safety Policy\Procedures>

6. **ENVIRONMENTAL SUSTAINABILITY**

Elim will enhance the housing Group's position as a sustainable & environmentally conscious organisation by contributing to key appropriate and practical objectives to enhance environmental sustainability for owned, occupied homes. Included within these objectives will be considerations relating to customers aspirations and expectations with value for money a priority.

These key objectives primarily being:

- To reduce the impact on the environment by delivering effective, sustainable services and developments.
- To achieve a minimum EPC rating on assets of C
- To achieve a reduction in CO2 emissions over the Group's assets (to include construction on new developments).
- Reducing waste and fuel bills.
- Respond to customers' needs with minimum impact on the environment.
- Provide high quality new homes and effective investment in existing stock to minimise future carbon and CO2 emissions, reduce power and water consumption and encourage the use of grey water systems where possible. The implementation of the above will require performance monitoring to ensure the impact on the environment is kept to a minimum and value for money can be achieved. Areas for improvement and efficiencies will also be identified in the process.
- For new build developments and refurbishments energy performance standards will be set by Building Regulations, with changes in legislation, requirements and regulations monitored and improvements made where required. Future anticipated amendments are expected, in particular to relate to fire assessments, thermal insulation properties and waste.
- Through active asset management existing properties with poor thermal efficiency and heating will be improved and new developments will aim to reduce waste and generate best value for money through the construction process, providing homes which are affordable to heat and ventilate.

7. **ENERGY EFFICIENCY & THERMAL COMFORT**

EPC rating must be carried out on properties rented as homes. The EPC details the energy efficiency of a property and the environmental impact rating. A typical rating for an occupied residential home is D/E and the certification is valid for 10 years. Elim's goal is to reduce its environmental impact by ensuring the EPC band for all owned properties is brought up to a minimum of a C rating.

This may not prove achievable or realistic for some properties owned by Elim for a variety of reasons potentially being due to age, design, layout, etc. If these properties are in locations where customers want to live and meet the other criteria set out in this standard, we will advise them that these properties cannot reach this EPC standard.

The aim of improving energy efficiency is to protect tenants from fuel poverty and high energy costs and lower the environmental impact of each home. This will require some properties to be upgraded to meet minimum standards. We will ensure all properties have a minimum loft insulation thickness of 270mm where feasible. Flat roof insulation will be upgraded to current building regulations when these roofs are replaced. We will fit A rated energy performance windows and doors as calculated by the [British Fenestration Rating Council \(BFRC\)](#) energy to properties when we replace these components. New heating will have fully automated, easy to use controls, shall be suitable for the building and will be economic to use.

New developments will follow requirements on a project specific basis in relation to the scale and nature of energy efficiency provided where practical and considering local and national policies. This potentially in the form of new modern methods of construction, increasing overall efficiencies of a building's performance and through the construction process, through design, procurement, sourcing of and use of materials. In turn lowering the general running and maintenance costs and subsequent environmental impact of housing developments, in the process improving modern technological provision to individual homes in many forms, from IT to vehicle charging points.

8. CUSTOMER ASPIRATIONS & EXPECTATIONS

Research programmes and feedback from our customers is essential to promote added services and to support and understand customers aspirations and expectations, providing an insight into the priorities for individuals and communities. From previous feedback received some of the main priorities for customers would appear to be repairs and maintenance, keeping homes warm and secure, planned works and the overall quality of their home.

Proactive work and data analysis provide vital information on these aspirations and expectations which allows an understanding of the required delivery of services and developments and to enhance these where possible. Customers profiles must be understood which in turn assists in meeting current needs/demands, priorities and aspirations, these varied profiles will include different requirements depending on property type, tenure, age, gender, economic, vulnerability, etc, all of which will be closely monitored and reviewed through customer surveys carried out in person when the SCS is undertaken and also by telephone or via video via smartphones, with regular reviews of the information received.

A summary containing a condensed version of the Elim Standard will be made available to all our new and existing customers. This summary will contain a link to this document which will be available on our website

9. VALUE FOR MONEY

Value for money (VFM) is the balance between the economy, efficiency and effectiveness of a home, minimising costs but not compromising on quality or environmental impact.

Elim aim to maximise the services provided to customers by building and maintaining quality, sustainable homes and investing in customers and employees. It is important to consider if more could be delivered with more input. VFM will be achieved by the following:

- Innovation and review of homes and services is essential and the way these services and homes are delivered, providing overall affordability and value for money to benefit the customer and environment.
- Elim will continue to invest in homes to ensure that they continue to meet the standards required and expected and increase investment in existing stock. This will improve the overall quality of homes, providing value for money for customers.
- Ensuring contracts are procured that represent both quality and VFM and that key building elements are selected for their VFM, environmental and energy performance over the service life of a home to reduce premature failure, early replacement and excessive repairs and maintenance.

10. FUTURE NEEDS

Future aspirations and requirements of customers and environmental sustainability is key, this requires customer feedback and regular reviews with subsequent actions to maintain an in demand, quality, value for money, sustainable home adaptable for future requirements of customers and diverse communities.

The pipeline of development opportunities takes a commercial approach to delivery and demand and drives value for money and futureproofing of homes. Delivering a mix of homes and tenure types and future proofing in terms of low carbon heating and energy efficiency on new projects/developments.

Planned improvements will take place on existing owned properties where cost effective, safe and practical to do so with future requirements and expectations at the forefront of this planning.

Elim will work with its customers and will provide minor aids and adaptations works for customers and encourage customers who need additional adaptations to seek Disabled Facility Grants to make their homes suitable for their long-term needs. Elim will be proactive in making customers' homes suitable for their occupancy and will carry out level access shower bathroom installations instead of standard bathrooms where customers need these facilities.

11. COORDINATED MANAGEMENT APPROACH

We will have a coordinated management approach to ensure that properties meet and are maintained to the above standards. We will have an integrated approach to the asset management of these properties.

This approach will capture feedback from customers on repairs and the questions asked when carrying out the stock condition survey on what is important to them, this information together with the stock condition survey information, repair trends, servicing reports will all feed into the planned works programmes. Properties will be inspected internally and externally on a regular basis by both the maintenance and housing teams to ensure properties are kept in good condition.

Close working between the housing and maintenance teams will ensure items that require actioning are dealt with effectively and efficiently with customer liaison being key.

When appropriate, for example, where customers do not want the interruption of planned works being carried out in their homes, these works will be captured when the home becomes void and will be brought up to the standard.

There will be a close working relationship between maintenance and development teams at a very early stage of a project, from initial investigations of sites, especially when refurbishment are being considered. This will include input into the specification on key elements such as heating, glazing, roofing, landscaping, position of bin/cycle stores. The maintenance team will provide QA input throughout the works and will be formally involved in the final snagging, handover and defect management of the works.

Juliette Saunders
Head of Development

Jed Revans
Head of Asset Management

September 2020

ASSET MANAGEMENT STRATEGY : 2020 – 2025 : ACTION PLAN

Action / objective	No	Lead	Target / outcome	Completion date RAG status	Monitoring / accountability	Commentary
To complete the stock condition survey	(i)	HAM	The target is for 100% survey of all Elim Group properties this will allow the preparation of a 30-year investment programme based on condition and replacement costs of elements.	January 2021	DAC	On target: We have engaged an experienced stock condition surveyor to carry out the survey. We advised customers that we will be undertaking the SCS in the June rent statement and we have produced a leaflet to explain to customers why we are carrying out the survey and what to expect. We are offering a prize draw to all customers who keep their appointments as an incentive. Surveys commence in September each appointment is being made individually by telephone and confirmed by letter.
To undertake stock evaluation and profiling	(ii)	HAM	Our stock evaluation assessment will include a review of the data from the stock condition survey, Energy Performance Certificates (EPC's) and 5 other qualitative and quantitative tests as set out in the Asset Management Strategy. This will enable our stock to be categorised into good, average and poor and will give Elim a valuable overview of its different stock and how these perform and allow intelligent investment in its stock.	End March 2021	DAC	On target: Data is currently being collated by the maintenance team regarding EPC's, Kitchen and Bathroom replacements, heating replacements and other components.

Action / objective	No	Lead	Target / outcome	Completion date RAG status	Monitoring / accountability	Commentary
			This profiling will assess the properties commercial performance and consideration will be given to change of use, redevelopment, or disposal.			
To develop a 30-year plan	(iii)	HAM	<p>The completion of the stock evaluation assessment will allow a 30-year plan to be prepared for the planned works programme. This programme will also include improvements.</p> <p>The 30-year planned works programme will also include requests from customers and information on repair trends from our repairs data and information from our servicing contractors. The plan will initially target low performing EPC's on properties which have been identified as worth investing in to bring these up to an EPC C rating or above.</p>	End March 2021	DAC	On target:
To undertake an option appraisal on our Birmingham properties	(iv)	HAM	The stock in Birmingham is 80 miles from Elim's head office, this makes the management of this stock more difficult and expensive. Using the data from the stock evaluation assessment an options appraisal will determine whether this stock is worth investing in and consider other the options including refurbishment, redevelopment, stock transfer, change of use or sale.	December 2020	DAC	<p>On target:</p> <p>We are carrying out the SCS on our Birmingham property portfolio first which will enable these properties to be evaluated ahead of the rest of our properties</p>
To align the 30-year plan with budgets over the same period	(v)	V	The 30-year plan and the costs arising from it will be analysed and smoothed where possible to produce an even budget demand over the 30 years.	End June 2021	DAC	On target:

Action / objective	No	Lead	Target / outcome	Completion date RAG status	Monitoring / accountability	Commentary
			<p>There will be a number of initial demands on the 30-year plan including catch up works and energy improvements. The entire asset management budget for each financial year will be set considering other budgets required to meet our statutory compliance responsibilities and day to day repairs.</p> <p>Depending on the requirements of these budgets' decisions may need to be made in regard to the funding of the development programme and other areas of the business over the 30-year plan.</p>			
To embed the new compliance procedures and reporting mechanisms	(vi)	HAM	This will require the rewriting of several compliance procedures and embedding these in the maintenance team and Elim as a whole. It will also require the introduction of a robust method of managing compliance servicing, testing and surveying together with a suitable reporting mechanism.	September 2020	DAC	<p>Completed:</p> <p>All compliance procedures have now been re-written to reflect current legislation and best practice. A new Compliance workbook has been set up alongside these procedures and an external consultant has now reviewed the Gas and Electrical procedures and their management using the new workbook and these have been deemed to be providing reasonable assurance.</p>
To update the environmental policy	(vii)	HAM	To bring the environmental plan up to date to reflect the current environmental challenges. The aim of the policy is to reduce Elim's impact on the environment and will include measures to reduce this impact and will include the whole of Elim.	October 2020	DAC	

Action / objective	No	Lead	Target / outcome	Completion date RAG status	Monitoring / accountability	Commentary
To set up appropriate building maintenance contracts to deliver planned cyclical servicing and responsive repairs.		HAM	To ensure appropriate contracts are procured for the delivery of responsive and planned repairs including use of existing framework contracts such as West Works and LHC frameworks were appropriate from 2022.	September 2021	DAC	This is dependant on the stock evaluation assessment and 30-year plan.

Jed Revans
Head of Asset Management
May 2020

No.	Risk & Implication	Cause of risk	Type	Impt	Likhd	Gross Risk	Key Controls	Further key controls required	Assurance that control in place and working	Impt	Likhd	Net Risk	Actions to Reduce Risk Further	Corporate Owner	Owner						
5. Investment in housing stock	5.1	<ul style="list-style-type: none"> Decline in property standards results in failure to meet decent homes standard which must be reported, reduction in customer satisfaction, properties becoming unlettable which in turn results in high number of voids, reputational damage due to poorly maintained properties. Major building defect could result in damage, loss, or death. The lack of an accurate up to date Stock Condition Survey impacting on future investment decisions and stock rationalisation. COVID 19 restrictions will impact on the physical survey and delay overall AMS strategy 	<ul style="list-style-type: none"> Lack of accurate data i.e. out of date Stock Condition Survey Lack of funding Early Failures of elements Condition of stock Lack of previous planned works programmes Age of some stock Lack of asset management strategy Lack of cyclical decoration programme Restrictions caused by COVID 19 delaying repairs and maintenance and creating a backlog of works The affect of the economic downturn predicted following COVID19 and the potential loss of numerous contractors 	5	4	3	12	<ul style="list-style-type: none"> Adequate capital is budgeted for, compliance servicing, responsive and capital works which include replacements and improvements. Records of boiler replacements giving age of boilers referred too prior to major repairs, new boilers have anti scaling devices fitted to prevent premature failure Equipment is regularly serviced and tested to ensure functionality and premature breakdowns Estates inspections are undertaken Condition of an individual property is thoroughly reviewed at void Boilers are inspected upon completion to ensure standard is met and surveyor undertakes checks to other occupied properties Repairs are reported and not allowed to become major defects Advice on HM Gov COVID 19 restrictions being followed regarding safe working practices allowing compliance servicing to continue Logging of all routine repairs being carried out on QL and marked COVID19 to ensure works are actioned following the easing of restrictions 	<ul style="list-style-type: none"> Review of Asset Management Policy Implementation of Stock Condition Survey (SCS) and modelling of one year and five-year planned works programme. Review of 30-year SCS programme and smoothing of works to ensure DH compliance and even budget spread over 30-year programme. Early procurement of planned works to ensure delivery in planned financial years Undertake customer satisfaction surveys and report. Implement Elim Standard 	<ul style="list-style-type: none"> Elim standard is regularly reviewed Boilers are inspected upon completion to ensure standard is met and surveyor undertakes checks to other occupied properties Budget has been allocated and is used monitoring of repairs and planned maintenance orders Stock checked against SCS prior to final programme agreement Programme regularly checked against plan and budget Review of Asset Management Strategy Review continuously Government COVID19 procedures 	4	1	4	<ul style="list-style-type: none"> Appropriate specifications and accurate estimating of costs Cash flow forecasts to include operational and development functions Adequate software and systems to manage contracts Adequate form of standard form of building contract i.e. JCT, NEC Regular site inspections to ensure project is on programme and valuations are accurate Adherence to original specification so costly amendments are not made Agreement of Practical Completion and sign off works Defect management in defects period Contract management meetings to monitor performance Review of project at completion and end of defects (lessons learnt) Compliance with CDM 2015 ensuring appointment of designer / contractor and producing pre-contract information ahead of works. 	<ul style="list-style-type: none"> Long term view of forthcoming projects to enable early mobilisation of project planning Grouping of planned works projects to provide work packages that are attractive to contractors and delivery economic benefits Early engagement with appropriate consultants/contractors who can deliver programmes of works Early dialogue with planners on planning issues Early engagement of managing agents Asbestos Refurbishment & Demolition Surveys undertaken in advance of major works and removal planned prior to main contract mobilisation 	3	1	3	<ul style="list-style-type: none"> Adherence to Business, Development and Asset Management Plans Asset Management and Development contracts to be reviewed and approved prior to implementation HoAM to have input into component selection on new developments HoAM to be formally involved in handover of new developments 	Board	HoAM
	5.2	<ul style="list-style-type: none"> Poor contract management of major contracts, particularly development and maintenance, results in poor financial performance or poor-quality standards for our properties. Poor management of contractor results in major Health and Safety incident 	<ul style="list-style-type: none"> Lack of, or ambiguous, procedures and protocols Inadequate delegated authority Actions taken outside of protocol or delegated authority Poor budget management Lack of available financial information relating to live performance Inadequate health & safety management of contractors 	0	4	2	8	<ul style="list-style-type: none"> Appropriate specifications and accurate estimating of costs Cash flow forecasts to include operational and development functions Adequate software and systems to manage contracts Appropriate form of standard form of building contract i.e. JCT, NEC Regular site inspections to ensure project is on programme and valuations are accurate Adherence to original specification so costly amendments are not made Agreement of Practical Completion and sign off works Defect management in defects period Contract management meetings to monitor performance Review of project at completion and end of defects (lessons learnt) Compliance with CDM 2015 ensuring appointment of designer / contractor and producing pre-contract information ahead of works. 	<ul style="list-style-type: none"> Long term view of forthcoming projects to enable early mobilisation of project planning Grouping of planned works projects to provide work packages that are attractive to contractors and delivery economic benefits Early engagement with appropriate consultants/contractors who can deliver programmes of works Early dialogue with planners on planning issues Early engagement of managing agents Asbestos Refurbishment & Demolition Surveys undertaken in advance of major works and removal planned prior to main contract mobilisation 	<ul style="list-style-type: none"> Appropriate and effective contracts database with owner to periodically review Bidquidity and cash flows viewed at DAC Board reviews overall financial position 	3	1	3	<ul style="list-style-type: none"> Adherence to Business, Development and Asset Management Plans Asset Management and Development contracts to be reviewed and approved prior to implementation HoAM to have input into component selection on new developments HoAM to be formally involved in handover of new developments 	FRAC	HOD/HOAM					
8.3	<ul style="list-style-type: none"> Health and Safety compliance failure which results in loss, damage or death. This would also mean we have broken the law which could result in legal action which we would need to report to the regulator and would also cause reputational damage. 	<ul style="list-style-type: none"> Lack of Health & Safety Culture within Elim Lack of, or ambiguous protocols, procedures and appropriate systems Inadequate record keeping and or location of records Lack of awareness and therefore failure to adhere to policy and procedures by staff Reliance on contractors to carry out compliance matters, just in time rather than timely Failure to manage contractors Mistakes or oversights in recording data Tenants deny access causing breach in compliance Elim fails to undertake essential health and safety works Lack of understanding regarding legislation Inadequate training means staff unaware of their responsibilities and obligations which are therefore not carried out Poor risk management of near misses and potential risks Issues with gaining access due to residents in self isolation under COVID19 restrictions 	0	5	3	15	<ul style="list-style-type: none"> New Policy & Procedures drafted for Gas, Electrical, Fire, Asbestos, Water Management, Contractor Management and lifts. Gas appliances serviced and inspected annually, currently moving Gas serving to a longer lead in period from 8-12 weeks and adopting Deadline Date servicing to ensure procedures have enough time to issue legal proceeding if required and maintain the Deadline Date. New Compliance Workbook currently being implemented which has one property information set for all property compliance related matters: Gas, Electrical, Fire, Asbestos, Water Management, Pressure Vessels and Lifts which will provide improved management and timely delivery of surveys, testing and inspections. Fire Risk Assessments (FRAs) position now reviewed and new FRAs are now to be undertaken by an external consultant on all property in 2020. Asbestos Management Surveys position has now been reviewed and it has been agreed that asbestos review surveys to all properties with a survey date exceeding 2 years are to be undertaken by an external consultant in 2020. Electric test certificates for individual properties and communal areas are currently undertaken every 10 years and for schemes and communal areas 5 yearly. New policy and procedures to migrate all testing to a 5-year cycle to follow best practice. Water management position reviewed, and new procedures classify Complex or Simple Water Systems. All Complex Systems are managed and serviced by external consultants/contractors. Lift management reviewed and recording of statutory inspections and servicing reviewed. Weekly fire alarm tests where alarms are provided 6 monthly inspections of fire alarm, detection and annual emergency lighting testing, occupied room checks in supported schemes, asbestos assessments reviewed for support schemes, panic alarms checked Monthly; update emergency procedure notices, property inspections, check first aid box, furniture check, legionella testing Quarterly fire drills at support schemes Annually; fire equipment serviced, workstation assessments, 24-month PAT testing of all Elim's portable electrical equipment 	<ul style="list-style-type: none"> Health & Safety to be given highest priority CDM 2015 to be followed on maintenance and new build works and contractors who demonstrate good health and safety are to be selected Review of Property Risk Assessments Policy and Procedures to ensure properties health and safety is maintained Compliance Monitoring System (Compliance Workbook) to be tested & monitored and reviewed to ensure maintenance and safety works are tracked and reported against Audit of Compliance procedures Health & Safety Training to be implemented across Elim Specific Compliance training to be undertaken Pressure Vessels Policy & Procedures required Stock Condition Survey to be undertaken Planned Works Programme to be produced initially concentrating on Health and Safety related matters Ensuring that records of attempts to carry out servicing are recorded on the system and per Government advice during COVID19 	<ul style="list-style-type: none"> Gas safety KPI Robust policies and procedures for compliance testing Monthly audit of 5 random properties for gas and electric certificates and accuracy Compliance spread sheet set up so it automatically alerts when servicing is due up to 3 months ahead of Deadline Date and monitors it until service is undertaken. The use of a master data set ensures all properties are accounted for. Health and safety compliance and risk meeting meets quarterly and reports to DAC Maintenance team meet monthly to monitor performance and operations CSMO produces weekly report on properties that are becoming of concern COVID 19 gas letter issued to residents giving guidance on gas safety inspections and servicing under restrictions Gas contractors issued with COVID19 advice from Gas Safe to ensure they are fully aware of policy and safe working practices 	4	3	12	<ul style="list-style-type: none"> Completion of internal investigation Implementation of internal audit actions as appropriate Regular monthly checking by HoAM Regular quarterly checking by Director of Operations & Business Development Adopting regular Continuous Improvement reviews to improve processes Gas servicing contract required to ensure all gas works are completed as set out in the Gas Safety procedures Consideration to be given to the replacement of gas heating with low carbon heating when considering replacement of boilers Planned programme for gas boiler replacements required 	FRAC	HoAM						

STOCK EVALUATION ASSESSMENT CRITERIA

Assessment Criteria		
Factor	Consideration	Measure
<i>Customer</i>	<ul style="list-style-type: none"> ▪ Customer Satisfaction ▪ Complaints and ASB 	<ul style="list-style-type: none"> ▪ Tenant satisfaction survey results and property to be rated Good, Average or Poor ▪ The number and type of complaints received
<i>Demand</i>	<ul style="list-style-type: none"> ▪ Waiting list ▪ Number of applicants ▪ Refusals ▪ Voids 	<ul style="list-style-type: none"> ▪ If there is a waiting list and how long it is ▪ The number of applicants for the void property ▪ How many times the property was refused before it was let ▪ Frequency and duration of voids
<i>Property</i>	<ul style="list-style-type: none"> ▪ Repair costs ▪ Void costs ▪ Energy efficiency ▪ Development potential 	<ul style="list-style-type: none"> ▪ The total and average cost of repairs for the property ▪ The number of repairs per annum ▪ The spend at void prior to re-let ▪ The EPC rating A-G ▪ Whether there is potential to increase the return on the asset by developing or refurbishing.
<i>Location</i>	<ul style="list-style-type: none"> ▪ Concentration of properties ▪ Distance from head office 	<ul style="list-style-type: none"> ▪ Within the key four areas ▪ Number of other Elim properties within a set radius ▪ Distance from head office in driving miles
<i>Financial</i>	<ul style="list-style-type: none"> ▪ Contribution to surplus ▪ Yield (Gross & Net) ▪ Management costs ▪ Commerciality / performance 	<ul style="list-style-type: none"> ▪ Contribution to surplus ▪ Return ▪ If increased management costs are incurred due to increased tenant dissatisfaction or other unusual property specific issues ▪ Properties must produce a commercial return
<i>Business</i>	<ul style="list-style-type: none"> ▪ Ease of management ▪ Ease of maintenance 	<ul style="list-style-type: none"> ▪ Discussions with the housing officers to identify an ease of management rating of Good, Average or Poor ▪ Levels of arrears with amounts and frequency of occurrences. ▪ Discussions with the maintenance team to identify an ease of maintenance rating of Good, Average or Poor