



Asset Management Strategy

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Management is a key part of Business Planning which connects at a strategy level, decisions about an organisation's business needs, the deployment of its assets and its future investment needs"

Sir Michael Lyons (2004)

Asset Management Strategy

Background

As part of Shetland Islands Council (SIC) ongoing review and development of the Housing Service it was agreed that a new Asset Management Strategy was required to identify how the SIC propose to deliver the best use of the Housing Service assets.

This Housing Asset Management Strategy will compliment and support the new Housing Service Business Plan.

What is an Asset Management Strategy?

Asset management is the range of activities undertaken to ensure the housing stock meets the needs and standards now and for the future. The Asset Management Strategy is about reviewing and developing the asset to provide the right accommodation in the right location. This Strategy will demonstrate the SIC is effectively managing their assets and is therefore evidence that the organisation is well managed and governed.

Vision Statement

Shetland Islands Council Vision Statement;

'We will provide affordable, well maintained and energy-efficient homes for now and the future'

Underpinning this vision are three values;

Putting people first;

We value our tenants and our employees and we consider actions before making decisions.

Supporting communities;

We will work with others to do what is right.

Spending money wisely;

We will achieve value for money by consulting with tenants and involving employees to help make the right choices.

Aims and Objectives

The following aims and objectives have been developed to complement and support the SIC with meeting its Vision Statement;

- To deliver home improvements which are sustainable and represent best value.

- To continue to maintain homes in line with statutory standards and property related legislation.
- To provide a range of good quality homes to people in housing need and those requiring care and support.
- To achieve continuous improvement in all property related services through effective performance management and benchmarking.
- To ensure that funding is maximised and to deliver value for money and identify efficiency savings wherever possible.
- To improve the energy efficiency of homes in order to help reduce fuel poverty and contribute to the wider environmental sustainability agenda.
- To create successful, sustainable communities through ongoing regeneration activity with partners and stakeholders.
- To ensure resident involvement and consultation is effective, allowing views to be heard and services to be applied accordingly.

Asset Profile

Stock Data

The SIC has a total housing stock of 1787 as at October 2016.

The earliest property was constructed during the mid 18th century with the latest built during 2014. Diagrams One and Two provide an indication of the construction age for our current housing stock. The busiest period for constructing new homes in Shetland occurred between 1965 and 1982 when 1010 homes were built, which accounts for 55% of our housing stock. During this period oil was discovered within the North Sea and Shetland underwent a change in industry and prosperity as a result of the needs to service this new commerce.

Construction Period	Properties Built
Pre 1944	163
1945-1965	328
1965-1982	967
1983-2000	247
Post 2000	82
Grand Total	1787

Diagram One – Current Housing Stock Built Date Data

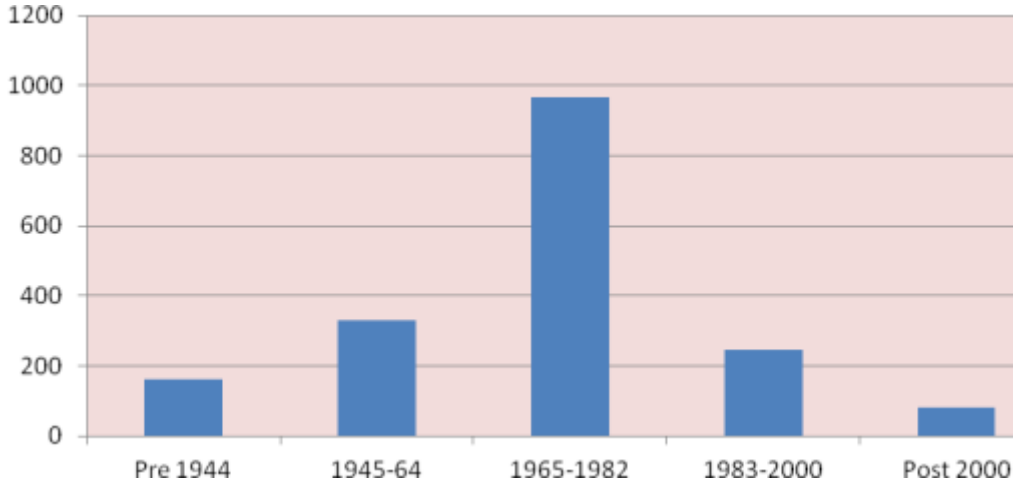


Diagram Two – Built Date Profile

Diagrams Three and Four detail the size of properties based upon the number of bedrooms provided. The largest provision of the current stock is for three bedroom properties accounting for 36% of our stock. The smallest allocation of four plus bedroom sized properties accounts for only 2% of our stock.

Property Size	Property Numbers
Bedsit/1 Bed	558
2 Bedrooms	545
3 Bedrooms	641
4+ Bedrooms	43
Grand Total	1787

Diagram Three – Property Size Data

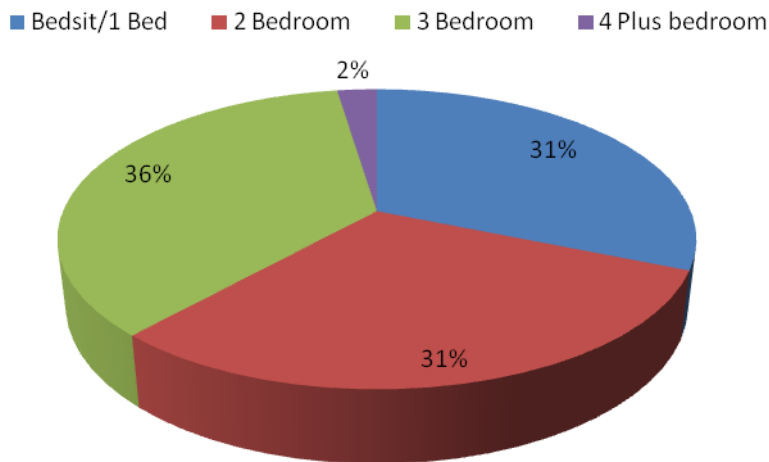


Diagram Four – Property Size Chart

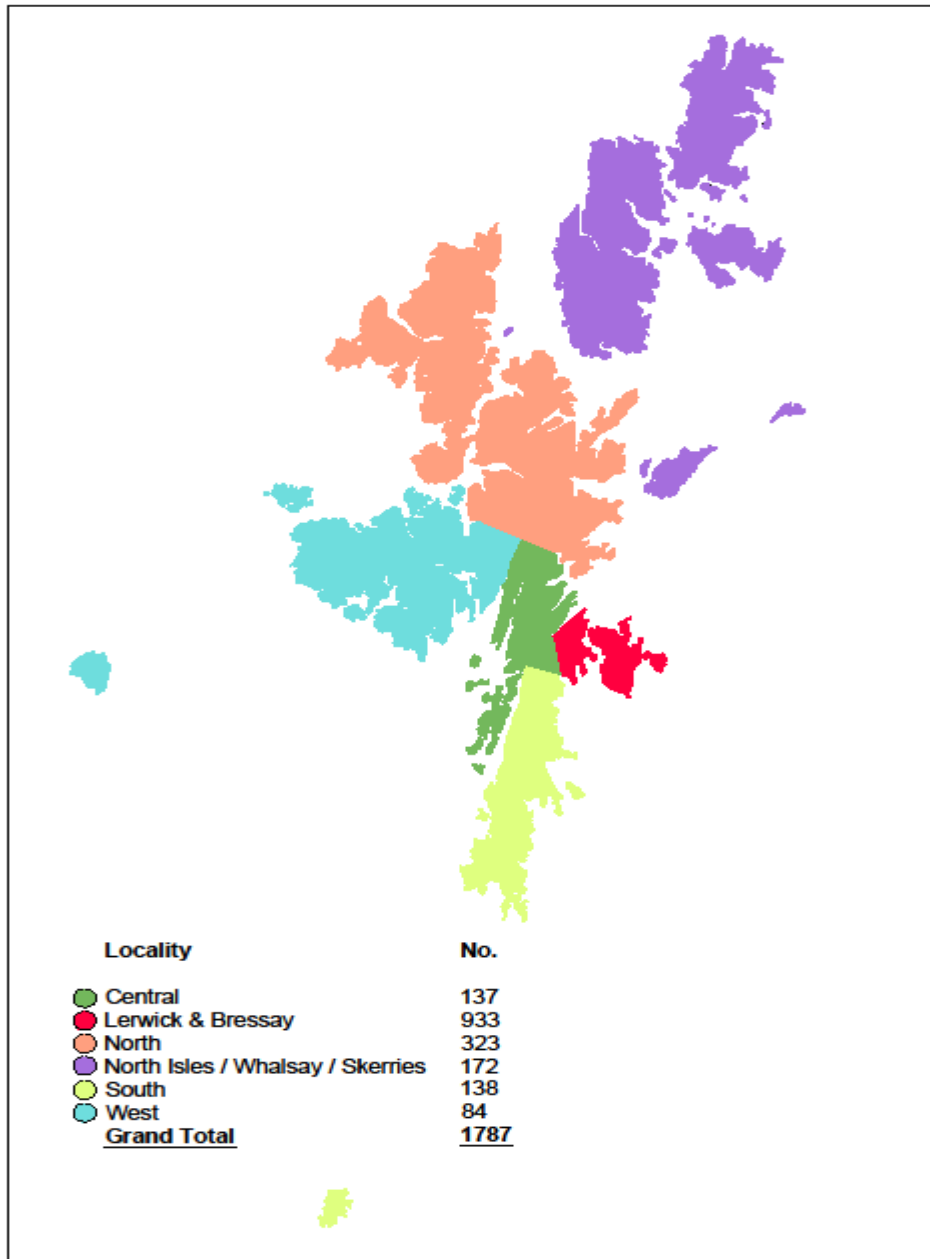


Diagram Five – Stock Location

The above map provides an indication of the location and numbers of housing stock within Shetland. The largest group is located within the Lerwick/Bressay area at 933 homes, this would reflect the area of largest population within Shetland.

Right to Buy

The Housing (Scotland) Bill was passed by the Scottish Parliament on 25 June 2014 and became an Act on 1st August 2014. The Act entitled council and housing association tenants in Scotland the opportunity to buy their property for a limited time. The Right to Buy for tenants ended on 1 August 2016 and as at 18 November 2016 there are 76 active Right to Buy applications. Further guidance can be found on the following dedicated website;

http://www.shetland.gov.uk/housing/housing_options_right_to_buy.asp

Asset Condition Review

The SIC have undertaken the following investigations to establish the condition of the existing assets;

- Stock Condition Survey
- Identified Structural Surveys
- Energy Assessments

Stock Condition Survey

The SIC commissioned a 20% Stock Condition Survey which was undertaken during October 2014. The headline findings from the Stock Condition Survey are as follows;

- Externally the consultant stated that the “**properties appeared to be in good condition.**”
- The surveys identified that “**investment had been made in recent years, however it was noted that a number of properties have components which are approaching the end of their useable life.**”
- The greatest immediate cost liability across the stock lies with replacement kitchens, with slightly over 21% of all properties requiring a new kitchen within the next 5 years.
- The replacement of heating systems presents the highest likely cost liability over a 30 year period.
- Roof coverings present the highest cost liability for external components.

Identified Structural Surveys

The SIC commissioned consultant engineers to undertake surveys of recognised structural issues. These surveys were undertaken during October 2014. The surveys related to concerns with block failure and properties constructed with a Cruden design.

Block Failure

The predominant issue identified related to concrete blocks manufactured between 1975 and 81. Some blocks manufactured during this period are now showing a loss of structural strength, presumably due to failings within the block manufacturing process.

To date the SIC have undertaken exceptional remedial repairs to 60 properties affected by block failure. Investigations are ongoing to identify any further stock affected.

Cruden Design

Cruden design properties were built throughout Britain during the late 1940's and early 1950's. These properties are built with a structural steel frame over clad with an outer finish. Through the passage of time it has been established that the steel frames were susceptible to failure. As a result of these failings exceptional remedial works are required to repair the affected areas.

To date the SIC have undertaken exceptional remedial repairs to 28 properties affected by frame failure. Investigations are ongoing to 6 further properties, which are the only remaining Cruden design homes within our housing stock.

Energy Assessments

The SIC undertook a desktop study to establish the current Energy Efficiency Ratings for our housing stock. This exercise identified the energy improvement works required to improve the energy ratings in line with the requirements of The Scottish Housing Quality Standards and Energy Efficiency Standards for Social Housing (ESSH). These are mandatory standard for social landlords which must be met by the end of 2020.

This desktop exercise identified that approximately 67% of our properties required remedial energy improvement works to meet the legislative standards by the end of 2020.

Stock Condition Review Action Points

The Housing Service will continue to monitor, record and assess the condition of our asset. When issues are identified we will proactively undertake remedial works to ensure our properties are well maintained and are energy efficient.

Investment

The SIC are responsible for financing housing management, maintenance and investment costs through the full rental income generated from our housing stock.

The outcomes of the Stock Condition Review assisted with the identification of the overall costs required to maintain and improve the housing asset over a 30 year business planning period. This information will enable the SIC to make

informed investment decisions against the estimated rental income over future years. This information is incorporated into the financial modelling of the Housing Service Business Plan.

Stock Condition Survey

The 20% Stock Condition Survey undertaken on behalf of the SIC identified the condition and likely renewal date for property components. Through the initiation of these projects we will continue with a programme of cyclical replacement which will ensure that components are replaced before they reach the end of their affective life.

The initial five year planned programme identified the following component areas as requiring significant investment;

- Kitchens
- Windows/doors
- Roof finishes
- External wall finishes
- Heating

Following the results of the Stock Condition Survey, the SIC reviewed the recorded data and developed a programme of capital component replacement and cyclical maintenance. Through the establishment of these programmes a reduction with reactive and emergency repairs is anticipated and therefore a decline in expenditure on unplanned repairs.

The SIC are developing a standard specification document for the replacement of components. The SIC believe that replacing components with good quality products, which are suitable for the chosen environment and with consideration to the life of the asset represents good value for money.

Exceptional Works

The SIC and consultant engineer are currently reviewing the Reports produced following the engineers surveys. This review will result in the establishment of a programme of remedial works required to rectify the identified structural issues, together with agreed timescales. This information will be included within the 30 year Investment Plan supporting the Housing Service Business Plan.

Energy Efficiency

Following a study by our Contracts Manager (Services/Energy) we identified a programme of remedial works required to meet current legislation standards. The study identified the need for the following property improvements works;

- Increase attic insulation
- Increase external wall insulation
- Increase underfloor insulation
- Improvement to heating systems

Resources

The SIC Housing Service Asset Management and Repairs Service who are responsible for the repair and maintenance of the Housing Service asset.

The Asset Management Section employs a mixed team of professionals to manage and monitor construction and maintenance projects. The estimated value of these projects can range from £10,000 to in excess of £1,000,000. The disciplines employed by the SIC are listed below;

- Contract Administration
- Inspection
- Architectural
- Contract Management (Services/Energy)
- Quantity Surveying

The Repair Service employs a multi trade workforce who provides a 24 Hour, 365 days a year responsive service. The trades employed by the SIC are listed below;

- Joinery
- Plumbing
- Electrical
- Painting

When works are identified that requires either specialist trades or our own workforce does not have the capacity to undertake the work we appoint external trade contractors.

Diagram Six Identifies the professional disciplines required to undertake a typical construction project. The positions shown in blue are those roles carried out by SIC employees. The positions shown in orange would be met by the appointment of external consultants. We do not have a sufficient workload to justify the employment of either an engineer or health and safety professional and therefore appointing this resource when required provides us with the correct balance and best value approach.



Diagram Six – Typical Construction Project Team

When planning future projects the SIC Housing Service have to take into account the 'Shetland factor'. This relates to the Islands remote location, our access to limited resources and the impact of other construction related projects.

As a result of this factor we work closely with other construction related organisations to identify future market trends. We also look to develop projects to reflect what the local market can best accommodate in relation to resources and availability.

Training

The SIC recognises that reviewing employee performance and the identification of development needs is central to the continuous improvement of service delivery and the motivation of employees.

We proactively ensure that our employees are trained to meet the standards required by current legislation and to keep our staff well informed with new developments.

The SIC have an Employee Review and Development Policy. Employees meet with management annually to review and discuss performance, future training needs and development and career planning.

The SIC operates an e-learning system. This gives the opportunity for staff to access a range of online training courses using Brightwave, which is an e-learning system developed by local authorities in Scotland.

Energy Efficiency

The SIC aim to improve the energy efficiency of our homes, reduce energy consumption, fuel poverty and the emissions of greenhouse gases.

The Scottish Housing Quality Standard (SHQS)

SHQS was introduced in February 2004 and was the Scottish Government's principal measure of housing quality in Scotland. The SHQS is a set of five broad housing criteria which must all be met if the property is to pass SHQS. These criteria in turn consist of 55 elements and nine sub-elements against which properties need to be measured.

The purpose of introducing a minimum housing standard in Scotland is essentially to provide a 'floor' below which a property should ideally not fall. In the case of the social housing sector (local authority landlords and Registered Social Landlords), Scottish Government has set a policy target for landlords to bring their stock up to every element of the standard (where applicable) by April 2015.

The SIC informed the Scottish Housing Regulator following the April 2015 deadline that 99.9% of our homes met SHQS with exemptions in relation to element 54 (Common Door Entry). The buildings we occupy eligible for a door entry system provide accommodation for a small number of mixed SIC and private tenancies. Historically we have had no issues highlighting the need for a door entry system. This is likely due to our Islands environment, where the issues that occur in the larger polluted areas on the mainland do not exist within Shetland.

The Energy Efficiency Standard for Social Housing (ESSH)

ESSH is a further legislative requirement from the Scottish Government. This is a mandatory standard for social landlords which must be met by the end of 2020. ESSH succeeded the energy targets and guidance of SHQS.

ESSH aims to encourage landlords to improve the energy efficiency of social housing in Scotland. This supports the Scottish Governments vision of warm, high quality, affordable, low carbon homes and a housing sector that helps to establish a successful low carbon economy across Scotland, as set out in the Scottish Governments Sustainable Housing Strategy.

The Standard aims to improve the energy efficiency of social housing and reduce energy consumption, fuel poverty and the emission of greenhouse gases. Meeting this standard will help to achieve the Climate Change (Scotland) Act 2009 target of reducing carbon emissions by 42 per cent by 2020 and 80 per cent by 2050.

The standards are available on the following dedicated website:

<http://energyefficientsocialhousing.org/>

The SIC identified a program of remedial works required to ensure that our homes meet the EESSH standards by the end of 2020. This will include the homes identified as exceptions from SHQS.

Energy Efficiency Action Points

Our Contracts Manager (Services/Energy) manages our energy efficiency projects. With the advent of SHQS and EESSH we have noted a steady increase in energy efficiency projects. Annually these works account for almost 25% of our annual budget and affect circa 350 properties. We have forecast that this profile will continue over the next 5 years to meet the needs of EESSH before the 2020 deadline. Subsequent ongoing analysis against legislative targets will identify future project needs.

Our Contract Manager (Services/Energy) has the added responsibility of developing and managing contracts in relation to services, which are identified under cyclical maintenance.

Taking into consideration the growth of energy efficiency projects together with the continued need to deliver our cyclical maintenance works we are reviewing our resource need to meet this increased service demand.

Tenant Involvement

Tenant involvement is important to us, it allows us to share information, evaluate needs and take onboard views prior to decisions being made. Feedback is also important, from this we can identify what works, what does not, and where improvements can be made.

During May 2015 the SIC arranged a workshop with stakeholders to review tenant feedback regarding building related works. The following points were raised as important;

- Tenants want more involvement with decision making.
- Improved communication before, during and after works are undertaken.
- Tenant involvement with performance monitoring.

Shetland Tenants Forum

The Shetland Tenants Forum was formed in 1991 and is the independent ear and voice for tenants. The way Shetland has approached tenant participation is held up as a model of good practice. The Housing Service and Tenants Forum

are in regular contact discussing asset management issues for both individual tenants and estate wide concerns. Involving and valuing the tenants is a key theme and as an organisation there is a strong focus on access and customer care across all aspects of the Housing Service. Further information regarding the Shetland Tenants Forum can be found on the following website;

<http://www.shetlandtenantsforum.com/>

Inspection Officers

All tenants have a named Inspection Officer who can provide technical advice and guidance. The officers liaise with tenants, assist with issues and provide technical advice. When required they will organise and manage repair works.

Estates Inspections

Estates inspections are carried out annually with invites issued to tenants, tenant groups, elected members and Environmental Health. These inspections are an opportunity for all to raise estate management issues on a formal or informal basis.

Tenants Home Improvement

Under the Scottish Secure Regulations 2002 tenants have the right to carry out improvement works to their homes, provided they obtain approval from the SIC. Tenants who carry out improvement works may have the right to claim compensation for any agreed specific works when their tenancy comes to an end.

Feedback

The SIC periodically carry out Tenants Satisfaction Surveys to provide feedback on the services provide by Housing to our customers. The responses from these surveys are summarised and included within the Scottish Social Housing Charter Return.

The information from the last Survey was also used within the Housing Report Card 2015-16 which was issued to all tenants. This Report Card summed up how the Council performed based on the information provided by tenants. The Housing Report Card can be found at the following web address;

<http://www.shetland.gov.uk/housing/documents/2015.16HousingReportCard.pdf>

Complaints

We are an organisation committed to continual improvement and see customer complaints as an essential part of that process. It is important to listen and work together to resolve issues. The SIC has provided a leaflet on how complaints are dealt with and this leaflet can be found at the following web address;

http://www.shetland.gov.uk/comments_complaints/

Condensation

Complaints associated with condensation related dampness have increased significantly in the last year. This issue is not specific to Shetland with other mainland social landlords reporting that these complaints have tripled over the last 12 months.

The SIC issued to all householders and published a leaflet during March 2015 to inform tenants of the causes of condensation. The leaflet also provided advice on how tenants and the SIC can work together to eliminate dampness caused by condensation. The leaflet can be found at the following website;

<http://www.shetland.gov.uk/housing/documents/SICHousingCondensationLeafletFINAL13022015.pdf>

Information Technology (IT)

The Housing Service operates a fully integrated housing management system (Capita).

Capita is regularly updated by staff to ensure that the data stored is current and the information can be used to inform SIC staff, tenants, contractors and anyone with a need for this data of the current status of a property/tenant.

The SIC also operate complimentary Capita software which can produce reports to assist with monitoring and future planning.

The SIC has a comprehensive Internet homepage that provides the public with an extensive library of information on Council Services. The Housing Service section of this site supplies the viewer with information on a wide range of housing related topics. The SIC Housing page can be found at the following web address;

<http://www.shetland.gov.uk/housing/>

Information Technology Action Points

We are developing Operational Procedures to ensure the Housing Service have agreed recorded guidance for staff to update and operate our IT systems. We acknowledge that IT is an area known for development and change, therefore we recognise the need to continually monitor and develop our Service needs to maximise the benefits from technology developments.

Procurement

In 2010 the SIC agreed that a corporate procurement approach be adopted with the establishment of a Procurement Section. The remit of the section is to ensure

that the regulatory procurement regime is adhered to and to take steps to improve procurement practice in order to realise significant cost savings.

The strategy sets out good procurement practice which in turn is aimed at delivering considerable cost savings, greater collaboration at a national and local level. It will also support local contractors, suppliers, service providers and benefit the local economy. We are exploring the potential to use community benefit clauses when the SIC enters into future contracts with the private sector. The strategy promotes and develops good procurement practice for the benefit of all concerned.

Procurement Action Points

The Housing Service is an active member of the Council's Procurement Contacts network. This network was created to monitor and develop procurement in line with regulatory requirements, changing industry standards and other procurement opportunities. We are a committed member of this network and acknowledge the positive benefits of collaborative working to identify and develop best procurement practice for Housing and the Council.

Cyclical Maintenance

Cyclical maintenance covers the work undertaken on an annual or long term basis. The current cyclical maintenance programme includes the following work areas;

- Legionella
- Heat pump servicing
- Ventilation servicing
- Fire alarm servicing
- Septic tank maintenance
- External painting
- Electrical testing

Cyclical Maintenance Action Points

The Housing Service will continue to proactively undertake a program of maintenance projects to meet legislative and manufacturers written guidance.

Housing Repairs Service

The Housing Repair Service is made up of a multi trade workforce that provides a 24 hour 365 days a year responsive service. The responsibility for repairs to SIC houses is shared between the SIC and the tenant in line with the tenancy agreement. In general, the SIC is responsible for maintaining the fabric and permanent fittings of the building. The tenant is responsible for internal decoration, furnishings and removable fittings like clothes lines, TV aerials, curtain rails, light bulbs and so on.

The SIC operate a repairs helpdesk where issues can be reported. Through this facility, repairs can be logged and tickets issued based upon priority. Repairs are categorised by the SIC as emergency, urgent, routine or 'other'. Tenants have the right to a repair being carried out within the timescales set out below.

- Out of Hours Emergency Repairs (same day)
- Emergency Repairs (same day)
- Urgent Repairs (response within 3 working days)
- Routine Repairs (response within 1 month)
- 3 Month Repairs

Further information regarding repairs can be found on the following dedicated website;

http://www.shetland.gov.uk/housing/tenants_repair_responsibilities.asp

Right to Repair

Under the Housing (Scotland) Act 2001, Scottish secure tenants have the right to have small urgent repairs carried out by their landlord within a given timescale. This is called the '*Right to Repair*'. It covers certain repairs which are known as 'qualifying repairs'. If the SIC repair service does not start the qualifying repair within the time limit set, the tenant can select another contractor from a provided list of contractors. The new contractor will inform the SIC and the tenant will receive compensation for the inconvenience caused.

Repair Service Action Points

Following the development and introduction of a new Housing Management System (Capita) our ability to evaluate performance and the changing service needs of the Repair Service has improved. We can now identify the localities where service need is greatest by trade together with the types of works undertaken. Through the analysis of this data we can develop our Repair Service to meet the developing needs of our housing stock.

The Repairs Service operates a Schedule of Rates to assist with calculating repair costs. The Housing Service engaged an external consultant to review our current schedule. We are looking to develop the schedule to provide a more specific list of items, which will be comparable with nationally recognised standards and assist with our performance reporting.

Through the development of our evaluation and monitoring procedures, we will establish and target service delivery together with developing the Service to limit the number of reactive repairs and proactively plan long term maintenance of the housing stock.

Health and Safety

The Scottish Housing Quality Standard (SHQS) was introduced in February 2004 and was the Scottish Government's principal measure of housing quality in Scotland. The SHQS is a set of five broad housing criteria which must all be met if the property is to pass SHQS and Section E of this Standard relates to Healthy, Safe and Secure. The Scottish Government set a policy target date for landlords to bring their stock up to meet the standard by April 2015. In the case of Section E there are 15 elements to comply with, the SIC met all of these standards and applied for an exemption from element 54, this relates to the need to provide secure door entry systems to common front doors. Only two properties were identified that met the criteria of requiring a door entry system. Historically no issues have been identified to necessitate the need to install door entry systems within these properties.

Asbestos

The SIC engaged external consultants to review and update our Housing Asbestos Management Plan in accordance with the following legislation;

- The Control of Asbestos at Work Regulations 2012
- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999

Our Plan details the approach that the SIC will take with the day to day management of asbestos contained within our assets.

The Capita computer system operated by the SIC incorporates our Asbestos Register. In its present form the Register indicates where known or suspected asbestos containing materials have been located and their generic type. This is a live document, which is continually updated.

The Control of Asbestos at Work Regulations 2012 continues a specific duty to manage the risk from asbestos containing materials in non-domestic premises. These regulations can also be used as guidance for domestic premises where the landlord has a duty of care to staff and tenants living and working within these properties.

Legionella

As a residential accommodation provider our obligations come under the approved code of practice 'The Control of Legionella Bacteria in Water Systems' guidance.

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 managed by the SIC.

Electrical Testing

In accordance with the 17th edition of the IET Wiring Regulations BS 7671:2008 electrical testing will be carried out at 10 year intervals unless the qualified electrician recommends an earlier inspection.

Inspections of the electrical installations will be carried out at every change of occupancy by a competent person. Competent person are those who hold a certification for attending the Electrical Awareness course provided by CORGI Technical Services.

Gas

Shetland does not have mains gas supply and therefore we have no properties with gas central heating.

We supply a small number of gas appliances which are serviced annually in accordance with our statutory obligations.

Fire Safety

The Regulatory reform (Fire Safety) Order 2005 came into effect on the 1 April 2006.

As a result of this legislation, all organisations were made responsible for their own fire safety. All employers must conduct a fire risk assessment regardless of the size of the risk, provide staff with fire awareness training, fire marshal training and the provision of fire safety management plans, log books and maintenance of fire safety precautions.

To ensure SIC is fully compliant, fire risk assessments of all offices and common areas of residential properties have been carried out.

Recorded Data

All information collected regarding health and safety is uploaded onto our Capita Housing Management System. This system provides our staff, tenants and contractors with readily available information about the health and safety data arising for our housing assets. In addition, this information assists us with managing all respective repair work tickets and managing our planned works program.

Health and Safety Action Points

The SIC is an organisation that proactively meets its statutory obligations with regards to Health and Safety. We will through continuous review, training and development ensure the safety of staff, contractors, tenants and stakeholders.

Review

To enable us to monitor and assess progress in relation to our Asset Management Strategy we have developed an Action Plan (Appendix 1) This Plan will provide the appropriate foundations and allow us to progress with a structured plan towards specific goals.

The Asset Management Team Leader within the Housing Service will monitor and manage the Action Plan. The Team Leader will meet with the Housing Services Executive Manager regularly to review progress. The Executive Manager will report on the progress to appropriate Council committees.

The Asset Management Strategy and Action Plan will be reviewed annually and updates published as required.

The Asset Management Strategy and the associated documents are live documents, which through continual review and development will assist the SIC to provide *“affordable, well maintained and energy-efficient homes for now and the future”*