



HAIL

Housing Association for Integrated Living

Asset Management Strategy

2021 - 2025

Approved: xxxxx

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1. Introduction

Housing Association for Integrated Living (HAIL) was founded in 1985 as a not-for-profit, approved voluntary housing association.

HAIL is a specialist housing association whose mission is to provide quality housing and individually-tailored services to support tenants and clients, primarily those with mental health difficulties, to integrate and live independent lives in the community.

Our Asset Management Strategy outlines how we will manage and maintain our housing stock over the next 30 years. At the end of 2020 HAIL owned and managed 406 homes.

2. Principles of the Asset Management Strategy

The Asset Management Strategy has been drawn up to contribute to HAIL's Strategic Plan 2020-2022 and is to be read in conjunction with the Association's Strategic Plan, Annual Business Plans, Risk Management Strategy and Policies and Procedures.

This Strategy will be continually assessed and updated to ensure that it remains fit for purpose.

Our Asset Management Strategy sets out a strategic framework within which HAIL will assess, invest, manage and maintain its housing assets and management services.

The aim of the strategy will be to:

- Provide homes that are:
 - good quality
 - well maintained
 - energy-efficient and comfortable
 - compliant with all applicable statutory requirements, regulations and guidelines
- Provide a first-class maintenance response service to our tenants
- Protect the value of our investments and thereby strengthen our borrowing power
- Meet the expectations of our tenants

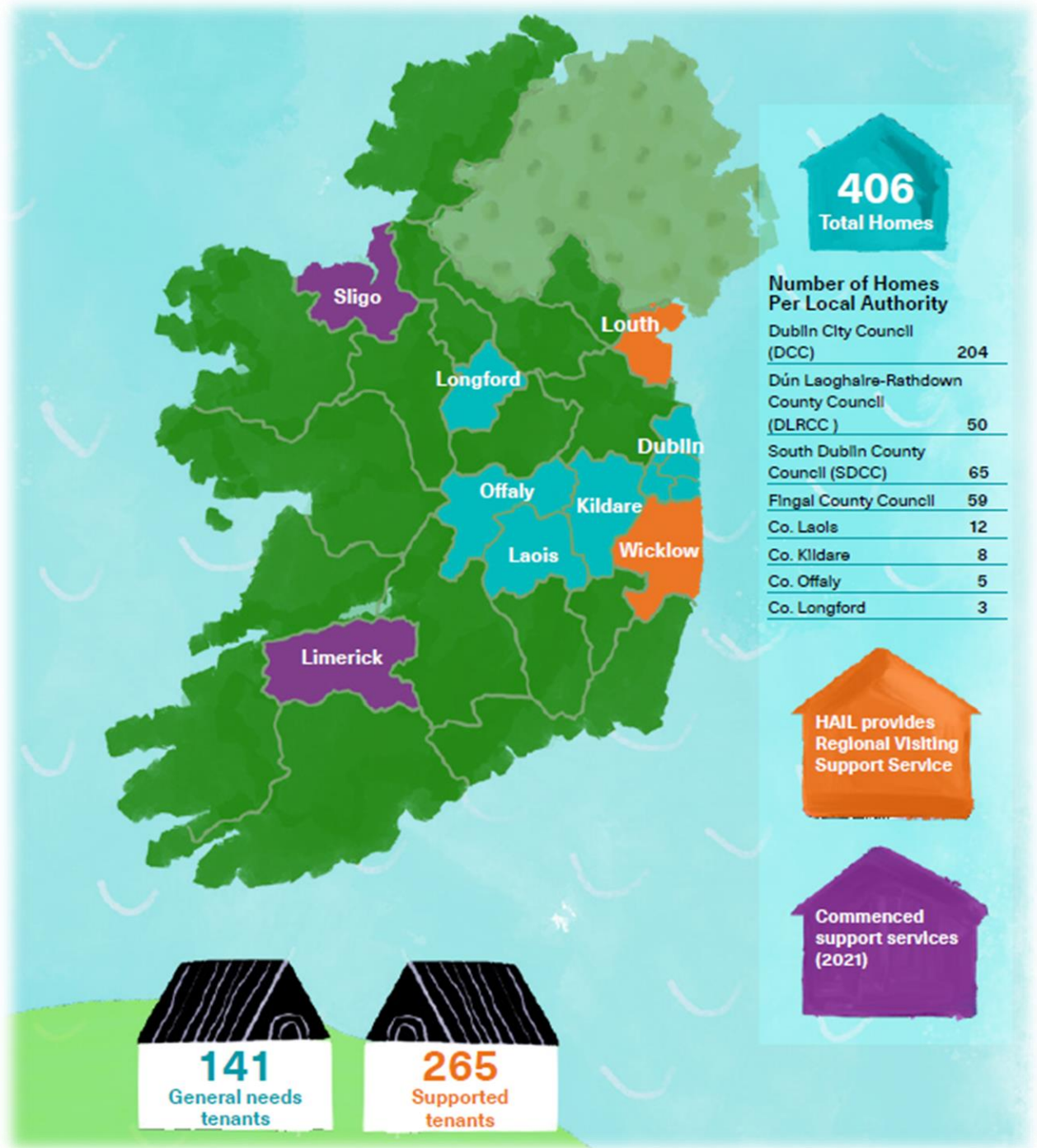
The principles underpinning this Strategy are to:

- Appraise properties to identify the investment required to maintain those properties
- Deliver the organisation's capital investment
- Deliver planned and cyclical maintenance
- Deliver a responsive and cost-effective repair service

3. Existing Assets

3.1 Geographic Profile

HAIL's current stock of 406 homes at the end of 2021 is primarily located in the greater Dublin area, with some stock also in Kildare, Offaly, Longford and Laois:



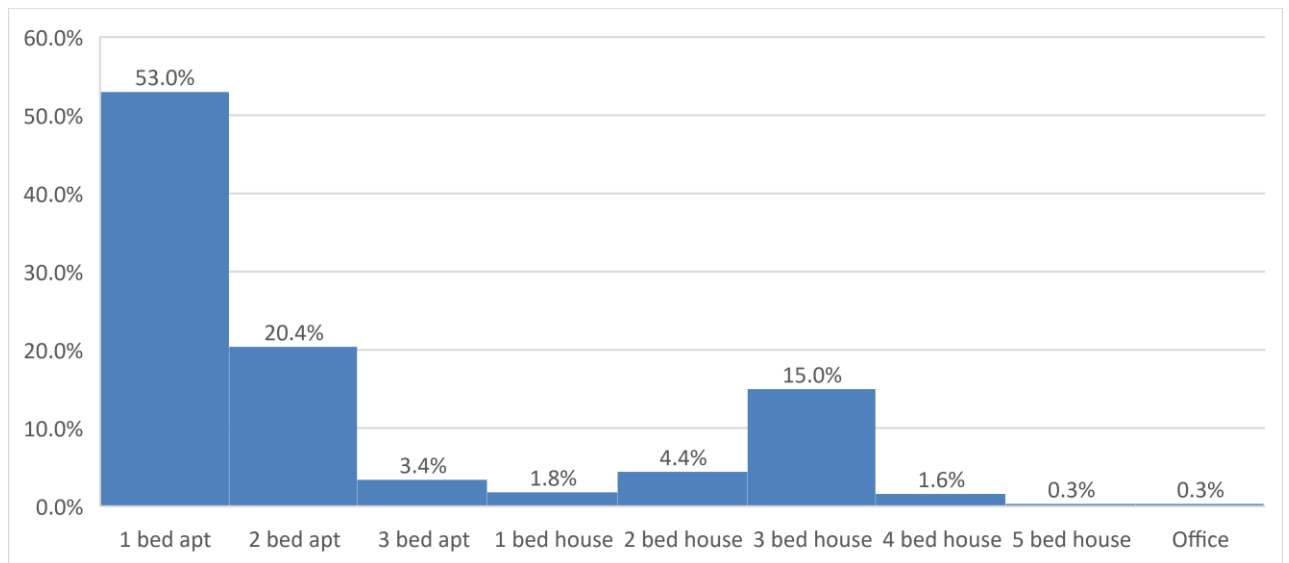
3.2 Property Type

HAIL's stock consists of the following:

- 1,2 and 3-bedroomed apartments
- 1,2,3, 4 and 5-bedroomed houses
- Offices

These properties are a mixture of once-off units, single and multiple units in multi-unit developments, and multiple units in HAIL owned or managed developments.

One and two-bedroomed apartments account for nearly 73% of the total stock, with three-bedroomed houses at 15% the next largest category:



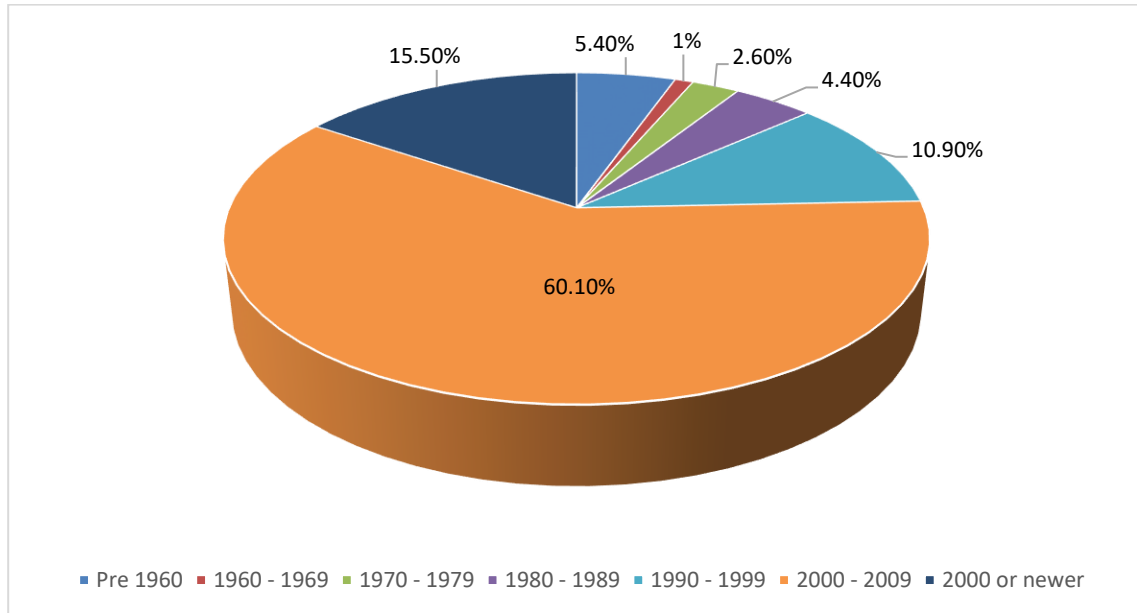
The large proportion of one and two-bedroomed apartments in the portfolio means that planned maintenance investment costs will be lower than a portfolio consisting of larger homes. However; HAIL must take note that there is a higher wear and tear on its properties due to its client base.

One-bedroomed units are our preferred properties as the majority of our supported tenants will require single-occupancy units and the main local authorities funding and allocations policies reflect this.

In addition, due to the shortage of one-bedroomed units in both newly-built developments and for once-off purchase we also acquire a mix of property sizes to obtain one-bedroomed units or to integrate our tenants into a mixed development. These larger units are mostly allocated to general needs (non-supported) tenants. Our strategic objectives reflect this and we have set a target to maintain the percentage of supported tenants at no less than 70% of our overall stock.

3.3 Age of Stock

86.5% of HAIL's stock was built since 1990 and 75.6% since 2000:



Pre 1960	5.40%
1960 - 1969	1%
1970 - 1979	2.60%
1980 - 1989	4.40%
1990 - 1999	10.90%
2000 - 2009	60.10%
2000 or newer	15.50%

While this age profile is relatively young it nonetheless will mean that many costly components such as boilers, storage heaters and kitchens will be due for replacement in the next five to ten years.

4. Components of the Asset Management Strategy

Our principal areas of focus in this strategy are:

- Response maintenance (including voids)
- Service contracts
- Planned maintenance
- Investment in our properties to maintain and enhance their long term value
- Energy and sustainability
- Tenant feedback

5. Response Maintenance and Voids

In the four years from 2018 to 2021 HAIL has spent a little over €2 million on maintenance and upkeep of our properties:

	2018	2019	2020	2021	Draft LTFP Budget 2022
Day to Day	€132,777	€152,933	€121,700	€168,000	€196,452
Cyclical	€49,508	€44,730	€58,562	€60,000	€105,000
Void	€19,493	€56,859	€89,327	€75,000	€117,000
Planned	€284,491	€285,104	€157,379	€248,752	€551,990
	€486,269	€539,626	€426,968	€551,752	€970,442

The draft budget in the LTFP for 2022, in particular for planned maintenance, has been significantly increased due to the Asset Management Strategy moving towards main component replacements and the validation of works required and will aim to decrease response repairs spend throughout the lifetime of the plan.

The Long Term Financial Plan (LTFP) has been reviewed and the planned expenditure over the next five and 30 years is set out below:

	Next 5 years (2021 - 2025)	Next 30 years (2021 - 2050)
Day to day	€ 1,072,831	€10,040,044
Cyclical	€ 525,546	€ 4,702,170
Void	€ 593,751	€5,247,704
Planned	€ 2,181,175	€17,040,784
	€ 4,373,302	€36,838,582

The above figures are subject to change and pending Board approval and are excl. inflation.

5.1 Response Maintenance

HAIL's approach to property maintenance is covered in our Maintenance Policy and Manual. We currently engage one contractor for both office hours and out of hours maintenance in the greater Dublin area and one in the midlands area and are currently setting up the procured contractor for Limerick and the West.

HAIL intends to continue to use the procured contractors as per the first half of the strategy and are currently setting up a third, as the tender was in geographical areas.

In terms of the status of each contract:

Greater Dublin area - contract being renewed for a further 2 x years

Midlands - contract on the first year

West/Limerick - contract on first year

The above contracts are on a two-year cycle, with the option by HAIL to extend this by a further two years and one further year; in total for five years. HAIL intend to assess the value of the contract at each cycle. There will also be a focus on utilising the Schedule of Rates as per the tendering process within HAIL and a training programme will be rolled out in relation to same.

One of the key objectives of the strategy is to reduce the need for responsive repairs to a minimum by increasing our focus on planned and preventive maintenance and this is outlined further in Section 7. In addition to savings on repair costs it is anticipated that there will be a reduction in administration time by HAIL staff as considerable time and resources are required in responsive maintenance to handle repair requests, diagnose the repair, allocate a contractor, and make an appointment for access.

We will review and monitor repair costs and will consider the application of many of the following:

- Engaging positively with contractors to improve efficiencies and thereby reduce costs
- Monitoring effectively and actioning rechargeable repairs
- Publishing performance against KPI's on our website of our repairs service to improve visibility and improve performance
- Consultation with tenants / tenant feedback via Tenant Satisfaction Surveys
- Staff training
- Reviewing services standards and clarity for our tenants on our obligations
- Increasing the ratio of planned to response expenditure
- Analysing the proportion of emergency repairs to identify trends and set targets to reduce this type of work
- Identifying repair hotspots and developing strategies to address individual and collective issues
- Completing home 'NCTs' in the form of property inspections to carry out minor repairs at high repair locations and to inform tenants of their responsibilities
- Working with the support team by receiving a quarterly report on supported tenants in the form of an Acceptable Standard Form; highlighting essential work at an early stage and actioning of same
- Deferring non-safety related response repairs if there is future planned maintenance or component replacement
- Ensuring at the start of a tenancy that the home has no repairs outstanding (unless included in a planned or component replacement programme) and that the condition at letting is recorded
- Providing information and advice to tenants to enable them to undertake household management tasks that are their responsibility
- Evaluating and creating incentives for tenants to keep their homes in good condition and reduce the demand for responsive repairs
- Ensuring staff who visit homes are competent and empowered to give tenants advice on looking after their homes

The objectives are:

- To achieve a target of 90% of repairs to be completed at the first visit
- To achieve at least 96% of all categories of repairs with their agreed timescales:
 - Emergency repairs: 24 hours
 - Urgent repairs: 7 days
 - Routine repairs: 30 days

5.2 Empty Properties (Voids)

We will monitor and minimise void loss by:

- Promptly turning around vacant stock in line with our KPI's*
- Presenting properties at a very minimum in accordance with HAIL's agreed lettable standards
- Ensuring statutory and regulatory checks are undertaken
- Reducing void repair average times
- Arranging viewings at an early stage in the void process pre-termination, to enable us to make earlier decisions and taken action on the works required.
- Carrying out major works while the property is empty
- Reviewing tenant termination reasons to identify any asset management reasons.
- Carrying out void inspections within 48 hours of vacancy.
- Following set policies and procedures around void monitoring.

* While our KPI's specify 13 weeks as the targeted turnaround time for properties becoming void and 10 weeks for newly-acquired properties, in our experience the allocations process has taken longer for shared dwellings and allocations for our specific client group can take longer than for the sector in general. We are also cognisant of the impact Covid has had on the time it has taken to receive allocations to our void and new properties for 2021 which has caused significant delays. As part of our improvement planning in this area we will be discussing this at a senior level with relevant Local Authorities and arranging ongoing meetings to discuss allocations and raising HAIL's profile.

We will nonetheless still strive to achieve these overall KPI targets and will review results monthly.

6. Service Contracts

Our cyclical servicing is intended to protect the value of our assets by ensuring the homes have a long life and unplanned deterioration in the stock is minimised, while at the same time ensuring they meet the needs of our tenants and meet all statutory requirements.

We have retained contractors for 2021 for the following services to ensure all fire and safety obligations are met:

- Boilers: serviced annually and Declaration of Conformance retained on file.
- Carbon Monoxide detectors: serviced annually and Certificates of compliance retained on file.
- Smoke detectors: inspected annually and replaced where required

- Fire blankets: inspected annually and replaced where required
- Communal fire alarms: inspected quarterly and replaced where required
- Emergency lighting: inspected quarterly and replaced where required
- Communal fire extinguishers: inspected annually and replaced where required

Additional contractors have been used for specialised servicing, as set out below:

- Solar panel servicing
- Fall Arrest System
- Drains
- Office Alarms

These contracts will be reviewed in 2022 and contracts awarded accordingly and tendered if necessary.

Further cyclical maintenance in 2022 will include:

- A Fire Evacuation Plan Programme
- Possible Heat Pump Servicing

Our newly-appointed day-to-day maintenance contractors are required to carry out fixed wire testing every five years as part of their brief, this first cycle was completed in 2020/2021.

As is evident the above cyclical maintenance has increased in the overall budget in 2022, however this is a once off payment to ensure HAIL are compliant with all Health & Safety regulations.

In terms of any BER requirements, HAIL have taken the stance that should a certificate be required our procured contractors will provide same on an ad hoc basis.

In addition to servicing obligations we provide for cleaning of common areas and grass cutting in HAIL owned or managed multi-unit developments. We consolidated our contractors in these areas in 2019, now using only registered contractors, supplemented by our in-house Maintenance Operative and now the possibility of a groundsman via the CE Scheme in Q4 2021. These services will be subject to a value for money review in 2022 which will also ensure KPI's are set for all our contractors. This is completed in conjunction with our rent and service charge review.

7. Planned Asset Investment

For the term of this Strategy, our approach will be to undertake planned preventive maintenance to our existing stock on an individual building component replacement, based on the projected life-cycle expectancy of that building component, and verification of its condition, to maintain and enhance the long term value of our assets

7.1 Stock Surveys

To this end we are in the process of undertaking Stock Condition Surveys ('SCS') of our entire portfolio which was completed early 2020. We will have resumed the surveys in 2021 and will conduct Stock Condition Surveys in a five year cycle, surveying 20% of our stock every year.

This will enable us to ensure accuracy of data for setting annual work programmes and for the development of a rolling five year plan which we have initiated based on the first batch surveys already completed which a total of 91% of our stock was surveyed. This plan will enable HAIL to provide tenants with realistic timescales for planned work to their homes and will reduce the level of responsive maintenance and consequently the maintenance costs.

We hold the information on Choice Northern Ireland's IT system which will be updated as work is carried out and updated information on components becomes available. This is incorporated annually into the 30-year stock investment plan and Long Term Financial Plan. The overall investment for the 30 years is currently calculated at €36.8 million.

To enable us to plan our maintenance programme and to budget for the costs of this programme we have taken the following approach with the information gathered in the Stock Condition Surveys:

- i. HAIL will tender for a surveyor to complete the SCS on the basis that they utilise the Active H agile app while on site (ie. inputting live data)
- ii. All raw SCS collated into one spreadsheet - with £ costs excluding VAT
- iii. Items not HAIL's responsibility or cost have been removed
- iv. Costs indicated are in Euro, including VAT and are validated for the major components and spend items (78.5% of all costs)
- v. For the remaining items we have applied a 15% uplift plus VAT at 13.5% to the Choice Northern Ireland (sterling) prices.
- vi. Other planned items not included in the SCS's have been included: eg fixed wire testing
- vii. Ancillary costs have been added: design/project management, survey costs
- viii. Validation of items scheduled for replacement in the SCS's is ongoing via property inspections
- ix. Works have been prioritised for 2021 on the basis of Health and Safety requirements and also items that will cause minimal disruption to people in their homes due to the high likelihood of the Covid 19 pandemic still being ongoing.
- x. In 2022; this will move to major components focusing on bathrooms, kitchens and door replacements.
- xi. Items have been identified to be carried out by the newly-procured day-to-day contractors as per the prices quoted in the joint tender process.
- xii. Other items will be procured as per the HAIL Procurement Policy (using the Office of Government Procurement guidelines)
- xiii. Costs are updated on the IT system (Choice NI system: Active8) as quotes and actual prices are available.
- xiv. Professionals (architect or QS) will also be procured in line with regulations and will be engaged to produce specifications for works where required.

- xv. The IT system recording the SCS information (Choice NI system: Active8) is updated as planned maintenance works are carried out.
- xvi. Spends are reviewed vs budgets and adjusted if required.
- xvii. The LTFP is updated

7.2 Planned Maintenance Programme

The resulting planned, preventive maintenance programme will reduce the demand for responsive repairs thus maximising value for money, minimising disruption and improving tenant satisfaction.

The purpose of this programme is:

1. To replace building components as they reach the end of their life cycle.
2. To reduce future response and cyclical maintenance requirements.
3. To protect our assets' value and appeal.
4. To provide homes that remain fit for purpose, have a long life, and meet statutory requirements and tenants' expectations both now and in the future.
5. To remain mindful of our clients' specific needs and the importance to them of their home environment.

The planned programme covers a wide variety of works including elemental property upgrades and cyclical works. The main focus is on the following:

Item	Expected life
• Boilers	15 years
• Storage heaters	18 years
• Kitchens	18 years
• Electrical refurbishments (rewiring)	30 years
• Bathrooms	30 years
• Window replacement	40 years
• Door replacements	30 years
• External painting and decoration	6 years
• External lighting	20 years
• Fascias, soffits and bargeboards	20-25 years
• Rainwater goods	25 years

7.3 BER Ratings/Deep Retrofits of HAIL's Properties

We are currently reviewing the energy performance rating (BER rating) of all of our properties and to replace old components with newer, more energy-efficient versions. The benefit of this for our tenants is reduced energy consumption and home heating costs.

It is our obligation to issue BER Certificates to our tenants at change of tenancy and to conduct BER surveys every 10 years. It is our aim to improve the energy rating of each property over the course of the planned maintenance programme.

An additional retrofit budget for bringing all properties up to a 'B2' BER rating has yet to be included in the draft LTFP. HAIL has initial costings supplied by our contractor to the amount of €5.5m (not inclusive of any grants).

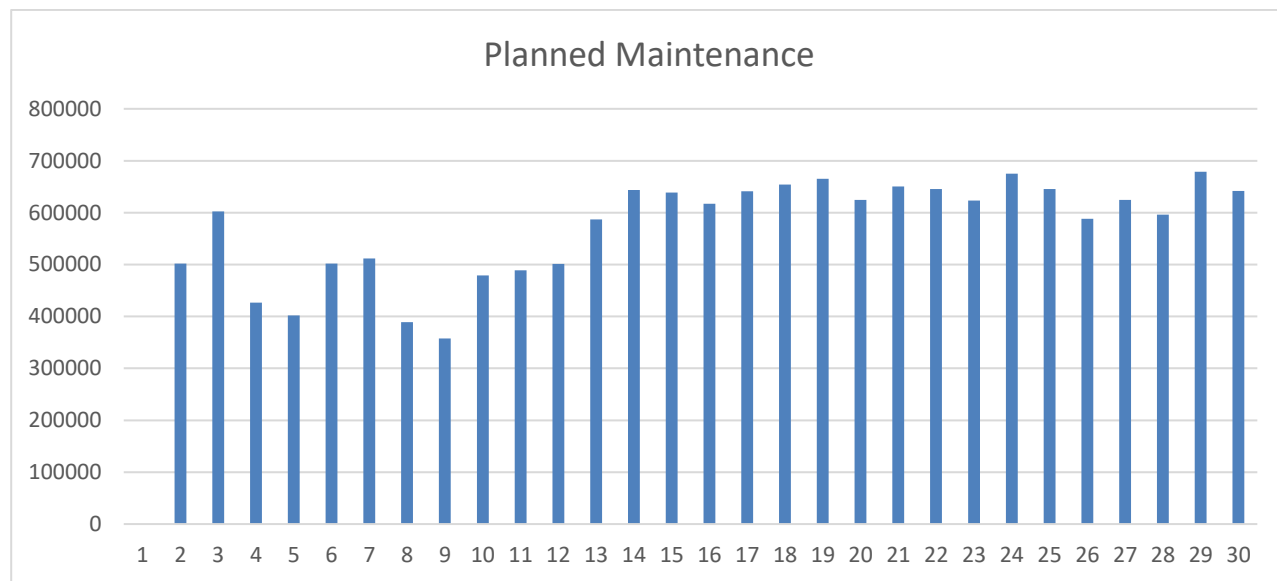
This amount has been calculated at using our best efforts at estimating potential costs of getting the housing stock to a B2. This has been discussed with our procured contractor, Bayview and is a very approximate average and is based upon Bayview's extensive experience of completing Deep Retrofit of houses (to date, across the industry, apartments have proven more difficult to complete for a number of factors e.g. location of heat pump units, single ownership within a larger complex, etc).

We will continue discussions with the SEAI to ensure a full analysis is completed of HAIL's stock in terms of upgrading the BER status to a B2 standard as per current Government commitments in the new Housing plan; 'Housing For All' as well as ensuring full utilisation of government grants via the SEAI.

7.4 Investment

The planned maintenance investment levels arising from the Stock Condition Surveys were unevenly spread over the 30 years of the programme.

We have taken the view that the spend on this programme should be spread as evenly as possible over the course of the 30 years to eliminate large peaks and troughs in our investment.



The total recommended 30-year spend when adjustments have been made as in 7.1 above is €16.7 million, or an average spend of €579k pa (excluding year 1).

The spend has been built up from the items in the Stock Condition Surveys for the 30-year term 2021 to 2050.

Validation of the Stock Condition Surveys has also been undertaken, hence the increased spend in year 2 and 3 of the plan. Fixed wire testing, while not an item identified in the surveys, has been included, as have survey fees and project management fees, and a small allowance has been made for contingencies.

It should be noted that inflation will be allowed for in the Long-Term Financial Plan on the planned investment for the first 3 years only due to increase costs of labour and materials; to the value of 10%.

The next five year planned maintenance programme is set out in the table below:

(€ incl VAT)	2021	2022	2023	2024	2025	Total
Main components						
Bathrooms		€50,000		€50,000	€50,000	€150,000
Central Heating Boilers			€123,000		€60,000	€183,000
Kitchens		€150,000	€150,000	€270,000		€570,000
Storage Heaters			€9,000	€10,000	€10,000	€29,000
Doors		€128,800	€57,400		€133,000	€319,200
Windows			€165,000			€165,000
Roof Covering Type		€28,790			€30,000	€58,790
Health & Safety						
Fire Alarm	€37,000	€37,000	€37,000			€111,000
Fixed wire test incl works resulting/electrical rewiring					€50,000	€50,000
Emergency/external Lighting	€25,195				€15,000	€40,195
Floor Covering (Communal Areas)	€17,000			€17,000		€34,000
Smoke & Heat Detector	€35,000	€10,000	€10,000			€55,000
Warden Call/Door Entry System			€16,892			€16,892
Hard Surfaces	€15,511			€20,000		€35,511
Other general items						
Decs/fencing/external	€34,046	€35,283		€25,394	€20,000	€114,723
Other works						
Mulgrave Rd & Beechlawn Manor	€50,000					€50,000
Fire Risk Assessment Works at Kilcronan		€27,864				€27,864
	€213,752	€467,737	€568,292	€392,394	€368,000	€2,010,175
Management						
Stock Condition Surveys	€19,000	€19,000	€19,000	€19,000	€19,000	€95,000
Design/Project Management	€6,000	€5,000	€5,000	€5,000	€5,000	€26,000
Contingency or consultancy assistance	€10,000	€10,000	€10,000	€10,000	€10,000	€50,000
Total	€248,752	€501,737	€602,292	€426,394	€402,000	€2,181,175

** figures in LTFP will include usual inflation uplifts plus 10% inflation uplift for the first 3 years of the plan.*

It should also be noted that the figures above are based on our portfolio of 357 properties as at December 2019 and has not considered new property additions to the portfolio since 2020. It is our assumption that new acquisitions will be brought up to a standard on acquisition whereby any component nearing the end of its life cycle will be replaced on acquisition and it is not therefore anticipated that new properties will require any planned maintenance in the first five years.

The information in the SCS database held by Choice NI on our behalf will be updated to include all works done and projected works required on all new properties and this will allow us to update the planned maintenance budgets on an annual rolling basis. HAIL is also currently working with Choice to ensure a SLA due to Choice holding HAIL's asset information.

In terms of spends, it is anticipated that they will be subject to variation as the schedule is reviewed and validated in-house annually. There will be incidences where our in-house validation will identify homes where components have already been replaced and will therefore not be required for replacement again until the end of their life cycle. In such cases every effort will be made to substitute other properties identified in the SCS as requiring component replacement and to maintain the actual spends in line with budgets.

Likewise, due to the age of some of our properties HAIL will endeavour to carry out option appraisals to ascertain the viability of a building; which in turn will determine if HAIL will invest further in the building through its Planned Maintenance, or look at alternative uses or in some cases dispose of the property, depending on the outcome of the analysis and to ensure the best long term use of HAIL's assets. The results of these analysis will be brought to the Property Committee and subsequently to the Board for final decision on same.

7.5 Sample Survey of HAIL's properties

HAIL will complete valuations of 10% of it's housing stock in 2022. These valuations will allow a snapshot of HAIL's sample properties before any major planned preventative programmes as well as any further Deep Retrofit works are carried out.

This will allow HAIL to complete a comparative piece of research in the future.

8. Procurement

As an element of the planned maintenance work was included in the contract for the day to day contractors. However, HAIL has the option at each year as part of the project planning for delivering the works for that year on the procurement process. This will depend on the work type and likely costs .

HAIL procures all contractors and consultants based on the recommended guidelines published in 2017 by the Office of Government Procurement (OGP) for public contracts.

8.1 Planned Maintenance Procurement

2021 to 2025

As per the OGP guidelines incorporated into HAIL's Procurement Procedure, procurement is being managed as follows:

a. eTenders

Any works exceeding €25,000 will be procured via eTenders. These include the boilers, bathroom and kitchen replacements.

b. New Day to Day Contractors

Specific items in our planned maintenance programme were included in as items to be quoted for in the joint procurement tender process for day to day contractors, with the option by HAIL to include or exclude these items from the contract. The items to be carried out in this instance include replacement of lighting and windows, and carrying out fixed wire testing.

c. Quotes

Three quotes are being sought for all other works below €25,000 and these quotes are assessed based on pre-determined criteria, the 'most economically advantageous tender' selected, and all tendering parties informed of the outcome in writing.

d. Cyclical

Replacement of smoke alarms were a recommended item in the SCS's and HAIL will continue to carry out this work as part of our cyclical maintenance programme. As these were also included as items in the day to day tenders we have the option to award this work to the new day to day contractors.

8.2 Day-to-Day / Responsive Maintenance Procurement

Following a procurement exercise, we had initially selected two contractors for our day to day maintenance for office hours and out of hours and these contractors are operational since September 2019 on a two-year contract, with the option by HAIL to extend this by a further two years and one further year; in total for five years. As stated in section 5.1 above, HAIL has recommended extending the Greater Dublin area contractor by a further 2 x years, while the contractor for the midlands and the West/Limerick has only been initiated in 2021.

Our boiler servicing and other cyclical maintenance (fire safety checks, fire alarms etc...) will remain with our current contractors with a review after twelve months and will be assessed annually going forward. We have the option to include boiler servicing in the jointly-procured contracts if necessary.

8.3 Cyclical Maintenance

2021

We currently engage specialist contractors for cyclical maintenance items in the following categories:

- Boiler maintenance - annual service
- Carbon Monoxide detectors - annual inspection
- Smoke/Heat detectors - annual inspection
- Fire blankets - annual inspection
- Communal fire alarms - quarterly inspection
- Communal fire extinguishers - annual inspection
- Emergency lighting - quarterly inspection

In 2022, there will be further elements added into HAIL's cyclical maintenance programme:

- Solar Panel Servicing - annual inspection
- Fire Evacuation Plan Programme - once off programme
- Heat Pump Servicing - annual inspection

These contractors will be reviewed annually going forward on performance and value for money and an annual contract awarded accordingly.

9. Fire Safety

In addition to service contracts for regular checking and maintenance of fire protection systems we recognise that attaining an appropriate level of fire safety requires a mix of physical controls and user behaviour.

HAIL engaged an independent specialist fire consultant in 2019 to review our oldest multi-unit dwellings (Belvedere Road, Belvedere Place, Seville Place and South Circular Road) and recommendations have been implemented. Subsequently in 2021, Kilcronan apartment complex has also been reviewed; recommendations will be actioned once received.

HAIL will complete an annual assessment of higher risk properties in terms of future fire risk assessments.

HAIL has now employed a Technical Officer, who will be completing Risk Assessments on a bi-annual basis for our multi-tenant dwellings (Belvedere Road, Arden View and Dun Mhuire, Campbell's Lane, Ard na Casa, Druids Glen) and for the multi-unit dwellings that HAIL manages and has responsibility for (Kilcronan, Avondale Court, Edenmore/Tonleagee, South Circular Road, Celbridge, and the internal common areas in Russell Court in Tallaght).

10. Energy Efficiency and Sustainability

HAIL believes that all tenants have a right to affordable warmth and that heating costs should be reduced by the utilisation of energy-efficient materials and technologies.

We will improve the energy efficiency of our homes by:

- Replacing boilers and storage heaters with modern energy-efficient versions as the planned maintenance programme is rolled out.
- Replacing windows with heat-retaining double glazed units where possible as the planned maintenance programme is rolled out
- Specifying a high level of insulation in addition to the energy-efficient heating systems when refurbishing existing or newly-acquired properties where possible
- Specifying highly energy efficient materials and technologies where we have an input in new build specifications
- Completing a full analysis and subsequent cost implications to bring HAIL's housing stock up to a B2 standard as per the 'Housing For All' commitments. Initial costings have been included in our 2021 - 2050 LTFP, showing a €5.5 million investment. Further work is required with the SEAI to ensure HAIL avails of the Deep Retrofit Programme which is currently being rolled out throughout the sector. By the end of 2021; HAIL will have completed its first deep retrofit to a typical property owned by HAIL.
- We will also assess the feasibility of upgrading the energy efficiency of properties becoming empty during the redecoration and refurbishment of those properties in preparation for new tenancies and to this end we are planning to engage with the SEAI through their Better Energy and Sustainable Energy Communities with the objective of achieving grant aid for these replacements. HAIL will also ensure that this process is followed for components which are at end of life; if and when required.
- Ensuring that HAIL is availing of any grants for any upgrade works to our properties via the SEAI.

11. Tenant Feedback

We place the needs of our tenants at the centre of all of our activities and we will continually seek feedback from our tenants on their level of satisfaction with their homes and with the service provided by HAIL.

HAIL carried out a specific repairs feedback survey with our tenant's mid-year and post Covid, the aim of the survey was to:

- To measure overall tenant satisfaction with HAIL's repair service
- To measure the tenant's overall satisfaction of our contractors as well as looking at the workmanship, time keep capabilities etc. as HAIL are mid contract
- To measure the tenant's perception of HAIL staff when reporting a repair, to follow the process of the repair and to get to a satisfactory result

The overall feedback of the survey was positive as 81% of tenants were satisfied or very satisfied with the way HAIL initially dealt with their repair.

- 95% of tenants were satisfied or very satisfied with the contractors conduct and tidiness.
- 92% were satisfied or very satisfied with the work carried out by the contractor.

What was evident from the survey was the effect which Covid and the staff turnover has had on the repair and maintenance service as:

- 67% of tenants said a HO pre inspected the repair
- 55% of tenants said a HO post inspected the repair.
- 67% were satisfied or very satisfied with how long the job took to complete
- 70% of tenants said that the contractor arranged a date for the repair to be completed

We have reviewed our maintenance process with a focus on the areas where our tenants indicate that there is greatest room for improvement, namely the need for pre and post inspection of repairs, the need for clear communication from our contractors on access arrangements and the need to complete the repair first time.

We plan to carry out a full tenant's satisfaction survey within HAIL late 2021 and this will feed into our review of this strategy in 2022.

12. Staff Development

HAIL will endeavor to ensure that the property team is fully trained in the areas which they are being asked to manage. To that affect HAIL has employed it's first Technical Officer in 2021; SCSi registered.

HAIL will ensure that any CPD programs are attended and organised throughout the year as necessary to ensure that HAIL is in a strong position within the sector and in line with the new Performance Standards.

13. Risks

There are risks associated with this strategy and HAIL is including these and the potential impact and the recommended actions in our Corporate Risk Register.

The main risks identified and linked to the Risk Register are:

- *Risk 1.1 - Organisational Poor Performance.*
Delivering the planned maintenance programme on time & within budget. We are ensuring this risk is mitigated via our organisational KPI's, monthly management account analysis and bi annual programmes issued.

- *Risk 1.4 - Poor performance of contractors or external contractors providing a service to HAIL.*
This is also in relation to the rise of costs of materials and labour and contractors possibly not being able to commit to the current contract. Likewise, when entering into a new contract with a new contractor; they may not be able to commit to the previous SOR which were tendered for. We are ensuring ongoing monthly meetings with our procured and cyclical contractors to manage any subsequent cost implications and ensuring that our contractors use the SOR's as stipulated in their contract.
- *Risk 1.5 - Non-compliance with relevant laws, regulations or Health and Safety Regulations.*
This risk is managed via our cyclical maintenance; however due to Covid it can be difficult to manage, more so to gain access to properties. However, KPI's have been set for all cyclical maintenance throughout the year and this is continually monitored via monthly meetings with contractors.
- *Risk 4.1 - Insufficient capacity and resources to deliver on the strategic plan*
Additional external resources required and associated costs to same may be a risk, however a contingency and design/project management amount has been added to both our planned maintenance budget.
- *Risk 4.9 - Risk of Staff Burnout Stress*
Staff 'burnout' as a result of additional responsibilities and workload; additional staff with expertise in the area has not been employed by HAIL.
- *Risk 4.10 - Increase in running costs of the organisation not matched by income stream leading to an unsustainable deficit, insufficient cash flow.*
Costs of works higher than anticipated if out to tender due to the increase of both labour and materials; HAIL will endeavour to utilise the SOR's as per the procured contract to counteract inflated prices.

Cost of works higher than anticipated for void works as the cost of works have increased due to properties not being maintained by outgoing tenants and can be difficult to manage due to unknown numbers year on year. Average costs and volume of voids are now being calculated and benchmarked as well as further checks to ensure the property is left in a reasonable condition.

Ageing tenant base and possible future costs that may not be covered by grants; as per the Business Plan, HAIL intends to assess the changing needs of our tenants in 2022.

Cost of deep retrofits not matched with 100% funding by government grant aid, resulting in HAIL using reserves to bring properties up to a B2 standard as per 'Housing For All' requisites. HAIL will complete a further analysis of its housing stock; including the SEAI to ensure firstly a clearer picture in terms of costings and furthermore to ensure a close working relationship to maximise grant funding.

It is also worth noting that HAIL can only address any major capital programs to the extent of what is in their reserves. While HAIL will seek the addition of the SEAI grants it is also dependent of these grants being awarded to HAIL.

14. Monitoring and Review

HAIL will carry out periodic reviews of this Asset Management Strategy to ensure that it remains aligned to our Strategic and Business Plans.

This review process will enable HAIL to assess how well we have delivered against the priorities and targets and identify areas for improvement.

It will also enable us to use the feedback received from our tenants and latest best practice developments to ensure that our Asset Management Strategy remains effective and up to date.

It is also worth noting that the new Performance Management Framework will be released by AHBRA late 2021, HAIL will ensure that the Asset Management Performance Standard is reviewed and this strategy is in line with same, should any amendments be required it will be brought to the February Property Committee 2022.