



# **ASSET MANAGEMENT AND ENERGY EFFICIENCY STRATEGY**

**2024/25 – 2029/30**

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# 1 EXECUTIVE SUMMARY

Ocean's Asset Management and Energy Efficiency Strategy sets out our vision for stock investment over a 6-year period up to 2030. New regulatory Consumer Standards and legislation, tenant expectations and our Fit for the Future Review have all informed this strategy.

Our headline objectives are to:

**A. Understanding Property Condition**

1. Ensure accurate property condition and estate condition data to inform decision making and fit with residents' needs with rolling survey data

**B. Optimising Our Assets**

1. Take a pro-active and targeted approach to asset optimisation to generate £50 million by 2030 and reduce energy efficiency investment

**C. Providing Safe and Decent Homes and Neighbourhoods**

1. Invest in the stock to ensure it is hazard free and meets the revised Decent Homes Standard
2. Prioritise tenant safety through on-going investment and ensure full property health and safety and building safety compliance all year, every year
3. Create more attractive neighbourhoods with greater kerb appeal through a new long-term investment plan for communal areas and estates
4. Create more attractive neighbourhoods with greater kerb appeal through a new long-term investment and other areas of spend of up to £871k by 2030

**D. Investing in Warmer Homes**

1. Invest in the stock to ensure it is hazard free and meets the revised Decent Homes Standard with a drive to accelerate completion of the majority of the programme by March 2028
2. Secure maximum levels of external grant funding to reduce Ocean's investment requirements
3. Future proofing new build homes built to a minimum of EPC 'B'

**E. Modernising our Customer First Repair Services**

1. Work with tenants to design and deliver a more efficient 'customer-first' day-to-day repairs service maximising digital technology
2. Reduce void relet times to less than 15 days by March 2027 and less than 12 days by March 2030

Over the Strategy period, a total of £102m will be targeted into stock investment. £51m will be spent on keeping homes safe, hazard free and in a good state of repair through revenue expenditure on repairs, voids, property compliance and other cyclical maintenance.

Programmes	Number
Day to day repairs	76,500
Void repairs	1380
Heating servicing	23,873
External decoration	4,575
Electrical Safety testing	5,100

The balancing £51m will be invested in improving homes through our planned maintenance programmes for properties and our estates, and our 2030 energy efficiency programme. Tenants will benefit from our decent home programmes comprising:

Improvement measure	Number
Heating systems	935
Kitchens	1290
Bathrooms	648
Roofs	112
Windows	412

Our energy efficiency programme will target £28m at making 1291 homes warmer and more comfortable for tenants to live in. Retrofit measures include external wall insulation, new roofing and loft insulation, windows, doors, heating and hot water systems. The table below shows the trajectory of improvement towards the Energy Performance Certificate (EPC) C level, with an accelerated programme ensuring that 93% of home reach EPC by March 2028.

Year	% of stock at EPC C or above
2022-23	60.96%
2023-24	63.78%
2024-25	67.05%
2025-26	75.68%
2026-27	84.32%
2027-28	92.95%
2028-29	96.45%
2029-30	100.00%

Our Fit for the Future review focused on six key areas relating to asset management being:

- Neighbourhoods and estate kerb appeal
- Asset optimisation
- Delivery of the energy efficiency programme
- Procurement
- A customer first responsive repairs service
- An efficient voids service and standards

Key areas of improvement include:

- A survey of all open and communal spaces across every estate to ensure compliance with the new Consumer Standards and to inform a new Neighbourhood Investment Plan

- Asset optimisation through a mix of reactive and targeted sales, as set out:

Year	Reactive	Proactive	Total
2023/24	45	0	45
2024/25	60	15	75
2025/26	30	20	50
2026/27	30	20	50
2027/28	16	20	36
2028/29	16	20	36
2029/30	10	5	15
Total	207	100	307
Receipts	£26 million	£23 million	£49 million

- Delivery of procurement savings totalling £871k by 2030 from planned maintenance components, the energy efficiency programme and other areas
- Development and delivery of an accelerated three year energy efficiency programme with the exception of the highest cost 256 properties, some of which will be targeted for sale
- Introduction of a digitalised day to day repair service giving tenant greater control, real time communication and business efficiencies
- An enhanced void standard with non-slip washable flooring for kitchens and bathrooms and flooring vouchers
- Reduced void turnaround times to 12 days by March 2030 days

## 2 Supporting Our Corporate Objectives

The Asset Management and Energy Efficiency Strategy is a key strand to delivering our corporate objectives as set out in the Ocean Housing Group Corporate Strategy 2024-2030.

The Ocean Group's Corporate Strategy overarching objectives are:



# 3 STRATEGIC DRIVERS AND WIDER ENVIRONMENT

## 3.1 Regulation

On 25 July 2023, the Regulator of Social Housing (RSH) published four draft consumer standards together with a draft Code of Practice, with the final versions to replace the existing standards from April 2024.

In relation to asset management, the proposed standards will:

- protect tenants by strengthening the safety requirements that all social landlords need to meet
- require landlords to know more about the condition of their tenants' homes and the individual needs of the people living in them
- landlords will need to use this evidence to provide safe and decent homes with good-quality landlord services
- make sure landlords listen to tenants' complaints and respond quickly when they need to put things right
- Increase requirements on the standard and safety of communal areas and open spaces including shared areas

A self-assessment against the draft standards was approved by Ocean Housing Board in November 2023, evidencing areas of existing compliance, and risk rating aspects of the standards which will require action to be taken. An action plan has been developed to ensure full compliance over the next three years.

## 3.2 Modernisation of the Decent Homes Standard

A revised Decent Homes Standard is currently under development. Following early government consultation, it is anticipated that changes will include the requirement to meet EPC C standards by 2030, new building and fire safety standards, a simplified Housing Health and Safety Rating System (HHSRS), a new definition of non-decent damp and mould standards and potentially flooring requirements.

The proposed Decent Homes Standard also outlines changes to disrepair criteria with less emphasis on the age of components and more on its condition and risk to health and safety. When details are made available, we will need to assess the logistical and financial implications for our decent homes programmes. New components are likely to be added to the current list of building components that are included in the standard, to ensure it fully reflects reasonable expectations of a decent home as set out below.

- **Heating technology:** add modern heating technologies e.g. air source heat pumps, ground source heat pumps
- **Fire safety:** add internal doors, cavity barriers, fire alarm systems, sprinkler systems
- **Damp and causes of damp:** add damp proof course, ventilation installations, rainwater goods (all products installed on the exterior of a building to protect it from the rain)
- **Health of the resident:** add lifts, balustrades, handrails, stair-treads
- **Public realm:** add boundary walls, curtilage, pathways and steps, signage, external lighting, bin stores

Where possible this strategy takes account of these changes.

### **3.3 Building and Fire Safety**

The Building Safety Act 2022 came into force on 1 October 2023. The Building Safety Act identifies new duty holders known as 'accountable persons' (APs), for residential high-rise buildings (HRB). This can be the organisation or person who owns or has responsibility for the building. The definition of a HRB is a structure that has at least 7 floors or is at least 18 metres in height and at least 2 residential units.

Ocean owns and manages Park House flats which is 11 stories high. Ocean Housing Ltd. is the Accountable Person for Park House. The Building Safety Act names the Health and Safety Executive (HSE) as the new Building Safety Regulator. Park House was registered with the Building Safety Regulator in July 2023, with a further requirement to develop a Building Safety Case and report, including a formal tenant engagement strategy covering building safety and building information.

### **3.4 Damp, Mould and Condensation**

In addition to the revised Decent Homes Standard and Government and Housing Ombudsman guidance, Awaab's Law will require social landlords to investigate and fix reported hazards in their homes within a specified timeframe or rehouse tenants where a home cannot be made safe. There will be penalties for social landlords if they fail to comply with the new rules, which will not just be limited to damp and mould but will also cover other health hazards such as cold temperatures and excessive noise. Timescales to act upon complaints received from residents could be 14 days to investigate and a further seven days to carry out the necessary repairs. This could further increase the number of legal claims being brought by social housing tenants against their landlords for damages (for alleged breach of the landlord's repairing obligations). Ocean will review its Damp Mould and Condensation Policy to ensure compliance.

### **3.5 Climate and Sustainability**

The UK has set in law a target to bring all greenhouse gas emissions to net zero by 2050. The Social Housing White Paper also states that Social Housing must achieve EPC 'C' by 2030, to shortly be embedded in the revised Decent Homes Standard. To achieve this, housing associations will need to take a fabric first approach to insulate many of their homes and replace fossil fuel heating systems with 'clean heat' technologies such as heat pumps. Decarbonising homes is not only an essential part of tackling the climate emergency but it also combats fuel poverty, creates jobs, and creates warmer homes.

To support the proposals the Government have pledged to provide an additional £1.25bn via the Social Housing Decarbonisation Fund. This is in addition to the £179m in Wave 1 and the £778m in Wave 2.1.

The Government target of achieving 'Net Zero Carbon' by 2050, means carbon emissions from homes, transport, farming and industry will have to be avoided completely or, in the most difficult examples, offset by planting trees or removing CO<sub>2</sub> from the atmosphere some other way, similar to Cornwall Council's objectives within its 'Climate Change Plan' 2019, which followed the Government's declaration of a 'Climate Emergency' in May 2019.



## **3.6 Environmental, Social and Governance Reporting**

A new working group has been created to produce Ocean's first Environmental, Social and Governance (ESG) report. Ocean are already doing good work around ESG but this report aims to bring them together under one strategy to easily capture, record and demonstrate this data to evidence performance in these areas. The first report is due to be produced for review by Group Board in March 2024, with final publication in October 2024.

Cornwall is well known to be an area of high deprivation with fuel poverty prevalent amongst tenants. Cornwall Council issued data relating to 2021 that showed fuel poverty affects 13.1% households within England with the South West region at 11.9%, an increase from 8.4% in 2019. In Cornwall, fuel poverty affects 14% of all households. Cornwall Council's business plan seeks to reduce fuel poverty to 5% of households in the region by 2030.

## **3.7 Tenant Voice and Expectations**

The Regulator for Social Housing and the Housing Ombudsman Service both have strengthened powers to tackle failing landlord services and unsafe housing conditions. The new regulatory consumer standards inspection regime, the issuing of Housing Ombudsman determinations and fines place the tenant voice and accountability at the centre of Government reforms. Standardised Tenant Satisfaction Measures (TSMs) will enable the Regulator, Boards and tenants to compare and scrutinise the performance of individual landlords. Eleven of the twenty-two measures relate to property and repair and maintenance services. Property condition, and damp and mould are responsible for the largest proportion of Ocean's formal complaints. Ocean will report its first full year of results in May 2025.

There is increasing awareness and acceptance that landlords not only need to understand property condition, but how this relates to the individual needs of the people living in them. Ocean currently holds six pieces of Equality Diversity and Inclusion data for approximately 30% of tenants and limited vulnerability data. As part of the Fit for the Future Review we have identified plans to increase data collection and usage over the next few years. Ultimately, we plan to overlay tenant vulnerability data on property condition data to inform strategic and operational decision making.

## **3.8 Health and Housing**

It is well established that housing quality can directly impact a person's health. Ocean recognises the value of working in partnership to tackle the negative impact of poor-quality housing on its tenants. Ocean has led on the adoption of a 'Memorandum of Understanding' with partners across Cornwall.

Well insulated and energy efficient homes can offer substantial health benefits to our tenants and support the reduction of respiratory illness and improve well-being. Ocean's expertise in providing extra care light housing schemes for older persons continues with our third scheme reaching completion in September 2024 at Polgrean Place, with 16 flats built to the Housing our Ageing Population Panel for Innovation (HAPPI) standards.

## **3.9 Better Social Housing Review**

In a pro-active attempt to raise the standard of social housing, the National Housing Federation (NHF) and Chartered Institute of Housing (CIH) commissioned an independent review. The resulting Better Social Housing report contains seven recommendations including working in collaboration with housing associations, to develop a core set of common indicators linking up data collected on property condition and residents living in those homes, so that the sector can use this information to

better understand and address inequities in resident experience. Ocean will follow the work being undertaken and embed new established best practice where applicable. A further recommendation will seek to develop and apply new standards defining what an excellent maintenance and repairs process looks like. Ocean's Fit for the Future review will seek to address this area of improvement and take account of developing best practice.

### **3.10 Labour and Skills Market**

Overall, the UK continues to experience the tightest labour market since 1970's and real pay growth (wages adjusted for inflation), will continue to grow throughout 2024.

At the end of December 2023, staff turnover in Ocean Housing was 12.55% and the average time to fill vacancies was 57 days. Long-term vacancies continue to mainly affect Property Services with trade and surveying posts requiring the most rounds of recruitment. This has affected our ability to meet service standards in some areas, especially as demand has increased due to the new DMC service and high number of storms. Action is being taken to tackle service pressures and support staff, with on-going recruitment and optimising the use of existing staff resources.

Ocean's Repair and Maintenance programmes will continue to increase in volume with some planned work increasing by 50% and energy efficiency programmes tripling. A lack of staff, difficulty recruiting and a shortage of external contractors would be a risk to delivery of these programmes. The Property Services' structure has been strengthened in 2023/24 with several key new posts. Regular pay benchmarking and our attractive benefits package is strengthening our employer brand.

### **3.11 Building Inflation**

Inflationary wages and material costs continue to put some repair and maintenance budgets under pressure. Particular areas of high inflationary costs include general materials for responsive repairs and voids. The cost of an average repair job increased by 12.3% due to wages and material cost increases and for each void works by 50%. Average tender prices for roofing rose by £2,200 per roof from 2023/34 prices of £13,000. Advantage South West are expecting an average 4% increase in kitchen and bathroom materials for 2024/25 over the 23/24 programme.

## 4 WORKING IN PARTNERSHIP

At Ocean, having tenants 'at the heart of everything we do' is central to our values. Ocean Board members, Executive Directors, and senior managers work closely with tenant representatives. Regular meetings are held with the Together With Ocean panel, who have over the years been instrumental in driving investment priorities and service improvements.

We acknowledge there is more we can do to ensure the culture of Ocean Housing reflects our commitment to respect and listen to tenants' views. Our Fit for the Future Review will ensure we improve our customer first response and a range of repair and maintenance services.

Good communication is vital when providing repair and maintenance services. Tenant expectations of landlords have risen in line with other sectors who provide 24-hour service delivery via personalised digital systems and real time communication. Modernising service delivery will help to raise tenant satisfaction as well as delivering business efficiencies. Tenant information on how to use heating systems and minimize damp and condensation is important for tenants who want to take control, and responsibility for managing their property condition and bills.

Ocean Housing works in partnership with a range of local and regional organisations in relation to:

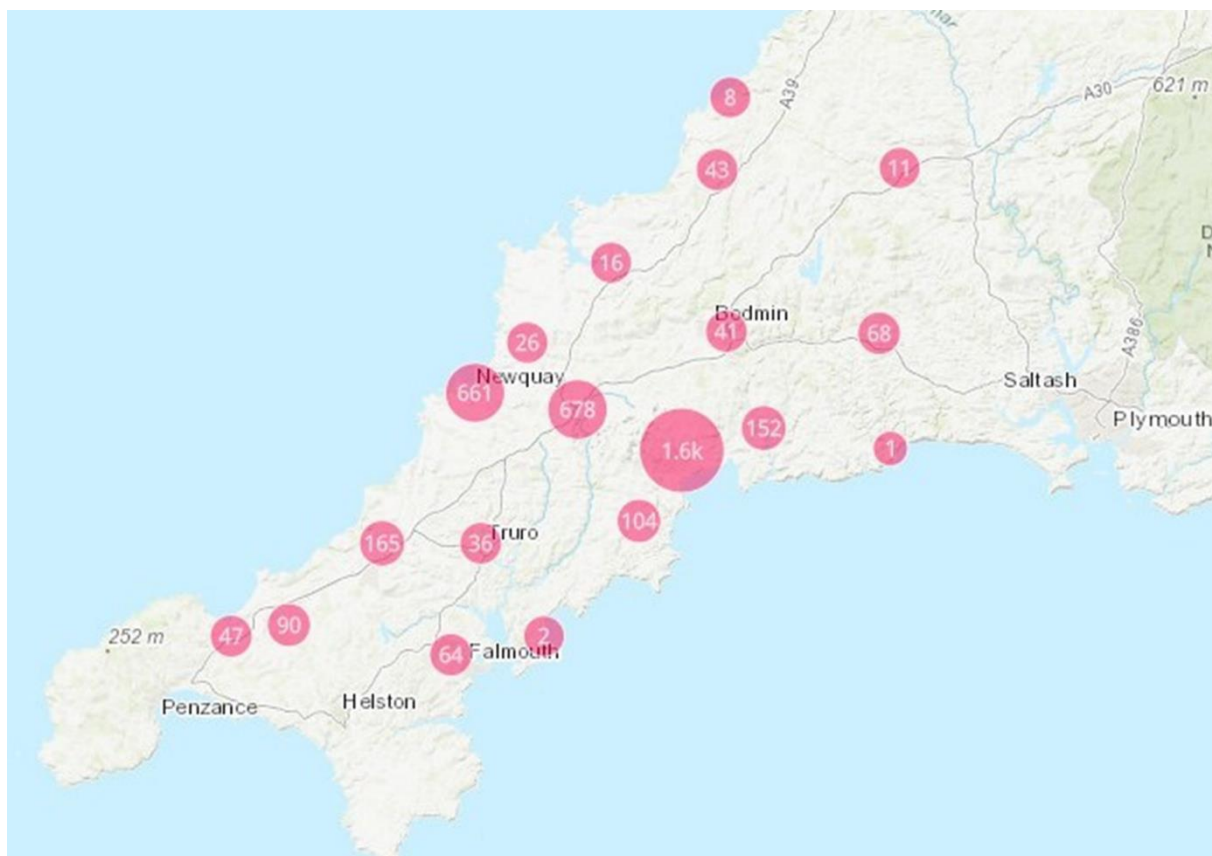
- Skills development - Cornwall College and Truro and Penwith College
- Procurement - Advantage South West and South West Procurement Alliance
- Energy efficiency grant funding - West of England Combined Authority and Cornwall Council
- Specialist technical advice - for example Shawsafe, Ventro, Property Tectonics
- External Contractors - for example Kovia, Edge to Edge, Sureflow, and Wheeler Roofing
- Local Councillors and Parish Councils – for example St Austell Town Council and Mevagissey Parish Council discussing energy efficiency plans and improvements to existing schemes

## 5 OCEAN HOUSING'S ASSET PORTFOLIO

Ocean Housing has a mixed portfolio of mainly general needs homes comprising stock transfer properties from Restormel Council and 'new build' homes developed between 2005 and 2024. Approximately 14% of our properties are designated as older persons housing, of which 43 flats are built to the best practice Housing our Ageing Population Panel for Innovation (HAPPI) standards. In December 2022, Ocean sold a large Shared Ownership portfolio of 467 homes to a for-profit registered provider, ReSI Homes Ltd. Ocean has a 20-year property management agreement and a recurring block management contract for these homes. Ocean's own shared ownership portfolio is set to grow rapidly over the next 12 to 18 months.

### Property Analysis

The map below shows the geographic spread of Ocean owned and managed portfolio as at the end of January 2024:



A breakdown of property types, age and location is shown below. The age, construction and heating type, coupled with external factors, means we have a considerable asset management challenges ahead of us.

Homes By Bedroom		Homes by Property Type		Stock Profile by Age	
Rooms	Assets	Property Type	Assets	Period	Assets
Bedsit	69	Bedsit	69	Pre-War	465
One	1051	Bungalow	507	1945-1965	1218
Two	1583	House	2296	1966-1985	1154
Three	1219	Low-rise Flat	1174	1986-2005	288
Four	77	High-rise Flat	47	Post-2005	977
Five	3	Maisonette	9		
Six	0				

By Tenure		EPC Ratings		
Tenure	Assets	RdSAP EPC Rating	Stock Percentage	
Social rented homes owned by Ocean	General Needs	2885	EPC A	0.30%
	Housing for Older People	631	EPC B	15%
	Affordable Rent	366	EPC C	48%
	Intermediate	338	EPC D	27%
	Supported*	14	EPC E	9%
<b>Total</b>	<b>4234</b>	EPC F	1%	
Home Ownership	Shared Ownership	65	EPC G	0
	Leasehold	146		
<b>Total</b>	<b>211</b>			
Owned by a third party with management by Ocean	Open Market Freehold	222		
	ReSI Shared Ownership	467		
	ReSI Leasehold	2		
<b>Total</b>	<b>691</b>			
<b>Total owned and managed</b>		<b>5136</b>		

Other Asset Types	
Type	Assets
Garages	450
Shops & Community Halls	5
Offices	1
Car Park Spaces	118
Estates	290
Play Areas	4
Sewage Treatment Plants	19

\*Ocean's supported accommodation is let on licence direct with the licensee and support is commissioned through a service level agreement direct with a third-party provider.

# 6 ASSET MANAGEMENT AND ENERGY EFFICIENCY STRATEGIC OBJECTIVES

## A. Understanding Property Condition

1. Ensure accurate property condition and estate condition data to inform decision making and fit with residents' needs with rolling survey data

## B. Optimising Our Assets

1. Take a pro-active and targeted approach to asset optimisation to generate £50 million by 2030 and reduce energy efficiency investment

## C. Providing Safe and Decent Homes and Neighbourhoods

1. Invest in the stock to ensure it is hazard free and meets the revised Decent Homes Standard
2. Prioritise tenant safety through on-going investment and ensure full property health and safety and building safety compliance all year, every year
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## D. Investing in Warmer Homes

1. Invest in the stock to ensure it is hazard free and meets the revised Decent Homes Standard with a drive to accelerate completion of the majority of the programme by March 2028
2. Secure maximum levels of external grant funding to reduce Ocean's investment requirements
3. Future proofing new build homes built to a minimum of EPC 'B'

## E. Modernising our Customer First Repair Services

1. Work with tenants to design and deliver a more efficient 'customer-first' day-to-day repairs service maximising digital technology
2. Reduce void relet times to less than 15 days by March 2027 and less than 12 days by March 2030

The following sections set out our approach in area with specific targets over the strategy period.

# A UNDERSTANDING PROPERTY CONDITION

Aim: Ensure accurate property condition and estate condition data to inform decision making and fit with residents' needs

## Property Condition Data

The quality and integrity of asset data is of critical importance to our business, as highlighted by both the Regulator for Social Housing and Housing Ombudsman. Ocean Housing's financial security lies within its housing stock. Lenders and insurers require substantial assurance that our stock is well maintained so as not to negatively impact on its value. Ocean maintains a comprehensive property database for all assets, which is regularly refreshed with data from a range of different sources.

The main data sources for our properties are stock condition surveys and energy performance certificate surveys. In line with best practice, our current approach is a 5-year rolling external stock condition survey and energy performance survey. Once complete, we will then continue with 5-year rolling stock condition surveys and move to a 10-year EPC survey programme, which is the standard period for such surveys. We are now completing year 4 of our programme. The remaining property data is based on stock survey data which is more than 5 years old. Stock surveys flag potential category 1 hazards which are responded to immediately. Consideration will be given to the need to more frequently survey certain property types in due course.

Survey information is held in Ocean Housing's IT property database (QL) and document repository (Documotive). External verification of up to 10% of the new annual survey data is undertaken by an external company. This validation check verifies the survey data is both accurate and correctly recorded. In 2020, Ocean received external consultant assurance that our stock condition surveys were robust, accurate and well managed by qualified staff.

Other subsidiary data sources including:

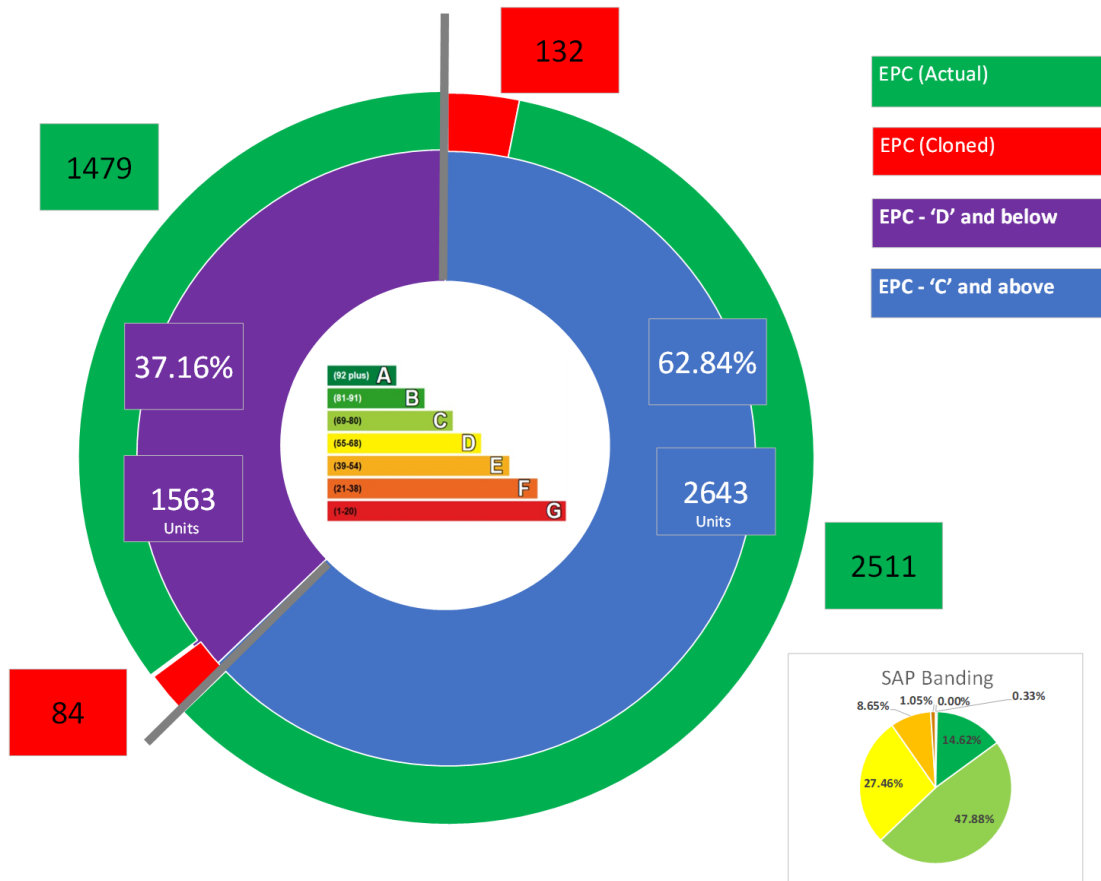
- New build component data uploaded to property database
- Planned maintenance component renewals - kitchen bathrooms roofing windows doors etc.
- Voids and day to day data - if major component renewed data base updated automatically
- Energy efficiency programme investment – external wall insulation, new heating and hot water systems etc – data base updated
- Damp Mould and Condensation, asbestos and legionella surveys
- Specialist surveys such as reinforced aerated concrete surveys (RAAC) and structural surveys on Cornish Unit

Ocean is embarking on a group wide data cleansing exercise as part of its new Data Strategy, to be launched in April 2024.

# Assessing Energy Performance

Ocean Housing have 3,990 lodged Energy Performance Certificates (EPCs), of which 3,514 are in date at less than 10 years old. The remaining 216 properties without any lodged EPCs have modelled scores which are calculated using Parity Projects' 'Carbon Reduction Options for Housing Managers' (CROHM) software. Properties without a lodged EPC, and those which are out of date, are being targeted for new surveys as part of the stock condition programme to better inform our data. The below graph illustrates the current position:

## EPC & CROHM Combined



CROHM software is also used to identify the required retrofit measures to achieve EPC (C) by 2030 and net zero by 2050. The data is collated from this software along with the refreshed EPCs and is then assessed via a bespoke decision-making model. This efficient modelling tool, shown below, allows properties to be grouped by archetype, location, required investment and EPC outcomes. Properties are also displayed using the integrated Esri mapping software from ArcGIS. This modelling tool assists in formulating the targeted energy investment programmes.



## Calculating Decent Homes Compliance

Stock surveys and Energy Performance Certificate (EPC) surveys are regularly uploaded to the property database, which calculates decent homes standard compliance. Our database, as at the end of February 2024, showed 99.72% of properties met the Decent Homes Standard, with 0.28% failing due to 12 tenant refusals which are allowable. Refusals are mainly due to older tenants not wanting the disruption of work. To ensure tenant safety in these cases, we periodically re-offer decent homes work or when a property becomes void, backed up by annual compliance visits.

## Other Data Usages

Refreshed data is re-run annually in the 40-year R&M programme which feeds into the Business Plan and Regulatory Financial Forecast Return. The data provided by these currently show that component lifecycles align with our business plan assumptions and provides strong assurance that there are enough financial provisions allocated to cater for the decent homes replacement programmes and other statutory and regulatory requirements moving forward.

Ocean has also developed a stock financial appraisal model which includes Net Present Value (NPV) data and other information to allow us to grade all stock. We also utilise a CROHM energy model which is refreshed with EPC data monthly and checked against government EPC portal to ensure accuracy. The model outputs are re-run quarterly. This model data is then used to develop our 2030 and 2050 energy efficiency programmes and support grant applications.

## Communal Areas and Open Space Condition Data

Ocean own 290 estates, many of which were built over 60 years ago, which lack the landscape design and amenities demanded by newer customers. Whilst well maintained by our Property Services and Environmental Service Team, some estates look inherently 'tired'. Local community events routinely highlight tenant feedback priorities for increased parking, improved communal storage and drying facilities. Some open spaces within our estates, including grassed areas and pathways, are owned and managed by Cornwall Council or local parish councils. Tenant satisfaction feedback often highlights dissatisfaction with the lower maintenance standards of such areas.

Ocean's ambition, as part of the Fit for the Future Review, is to enhance the appeal of our neighbourhoods through a planned investment approach. The creation of attractive communal spaces that offer better amenity will drive tenant satisfaction levels upwards and enhance the reputation of Ocean Housing as a provider of good quality homes and neighbourhoods.

Underpinning this ambition is the need for a new estate condition survey. In 2023/24, a new Geographic Information Software (GIS) system was established allowing us to map all our assets including estate features. A 5-year external estate condition survey is being commissioned to start in 2024/25, and new data will be uploaded to our database and GIS system. As this data builds a picture, it will be used to inform a new Neighbourhood Investment Plan for our communal and open spaces to enhance the kerb appeal of our estates and build community pride in neighbourhoods. This will be implemented from 2025/26 onwards and a budget provision of £100k per annum has been made.

For 2024/25 the annual estate improvement budget of £40k will be retained, proposed to allow priority areas to have targeted investment in raising the standard of neighbourhoods.

On occasion, unplanned construction issues such as mining shaft incidents require immediate attention. In such situations, mining surveys will be commissioned to investigate any necessary remedial action. If tenant safety is a concern, tenants will be relocated as soon as practicable.

Expanding our knowledge of our open spaces could prevent unforeseen risks and enhance tenant safety.

The following will ensure that we strengthen our investment decisions:

Targets	Year
Each property to have a stock condition and energy survey once every five years to ensure up to date property data, which is to be accurately stored to support investment decisions	Each year
Undertake a survey of all open and communal spaces across every estate to ensure compliance with the new Consumer Standards and to inform a new Neighbourhood Investment Plan	March 2027
Amend the stock condition survey specification to reflect the revised Decent Homes Standard, loft fire stopping for new build properties, aerated concrete for transfer stock, and major adaptations	March 2025
Use GIS mapping tool to overlay property condition information and individual tenant household data to inform decision making.	March 2027
Analyse stock with highest repair and maintenance spend, complaints, damp and mould, void turnover, and/or those that may require more frequent stock survey inspection.	March 2027

## B OPTIMISING OUR ASSETS

Aim: Take a pro-active and targeted approach to asset optimisation to generate £50 million by 2030 and reduce energy efficiency investment

### Asset Optimisation

Increasing financial pressures on our sector resulting from continued rent controls and the 4-year rent freeze, lower new build grant funding levels, rising regulatory and other legal standards, and higher than expected levels of inflation have all heightened the need for Boards to make difficult decisions about investment priorities across their business, including its approach and appetite for asset optimisation.

Asset optimisation is a key principle of any good asset management strategy and has been implemented by Ocean Housing for many years. Our asset optimisation objective is to retain a 'core stock' of good quality, design and construction, which have reasonable short, medium and long term investment and management costs, and sustainable housing demand.

Given the age and nature of the stock transferred from Restormel Council, some assets are inevitably expensive to maintain, have poor energy efficiency, and offer less attractive living conditions, particularly our flatted and older persons' schemes and non-traditional stock. Asset disposal, demolition and/ or regeneration may be a viable solution for these properties.

At the core of our approach to asset optimisation is a commitment in the overall business plan that:

'For every 1 old and poorly performing property we sell, we will be creating 2 additional new quality homes for local people with the overall aim of transforming and improving all our existing property into comfortable, safe and warm homes that tenants are proud to live in'

Part of the Fit for the Future Review explored how we could ensure appropriate assets are sold and aligned with a proposed revised energy works programme to optimise asset management, maximise opportunity of receiving grant, improve cash flow and, ultimately, the 2030 interest cover. A number of proposals have been developed which set a clear strategic approach and targets, as set out below.

**Target for Reactive Disposal Plan** - Ocean will sell 207 properties from 2023 to 2030 through application of agreed criteria on properties becoming empty to include the poorer performing and higher cost burden properties to create the necessary reduction in energy costs.

**Target for Proactive Disposal Plan** - In addition 100 units are to be sold from 2024 to 2030 through a pool of targeted property becoming vacant following an agreed voluntary decant of existing tenants. Those tenants known to have a willingness to move for whatever reason, will be approached first. Up to £10,000 would be available as a decant fund to facilitate each tenant move. The Council will be asked to permit internal transfers and ability to nominate to new build homes to support delivery of this approach.

The profile of sales is set out below:

Year	Reactive	Proactive	Total
2023/24	45	0	45
2024/25	60	15	75
2025/26	30	20	50
2026/27	30	20	50
2027/28	16	20	36
2028/29	16	20	36
2029/30	10	5	15
Total	207	100	307
Receipts	£26 million	£23 million	£49 million

The Reactive Plan sales criteria will be properties becoming vacant that:

- have an EPC rating D or below
- have an EPC rating of C, but with a NPV, including net zero costs below £30,000, with exceptions applying to:
  - property defined as an 'older persons' unit and in receipt of the intensive housing management service
  - property currently in the approved energy efficiency work programme
  - property where the Head of Neighbourhood Services wishes to withhold from sale in 'exceptional housing need' circumstances

For clarity, no property rated EPC A or B will be sold.

The Net Present Value (NPV) upon which disposal decision will be made will be:

- 40-year net discounted inflow, rents less expected costs
- Plus, cost of EPC C works at current price base, if applicable
- Plus, cost of Net Zero works at current price base

The Proactive Plan sales criteria will be to target occupied properties for disposal where the cost of EPC C works is greater than £15,000.

## Regeneration

To date, Ocean has successfully regenerated three schemes comprising 103 homes replacing outdated stock with high quality affordable housing, which has also been designed to have a wider positive impact on the community. These schemes are:

- Prince Charles House - 31 units of older persons HAPPI accommodation built to Building Research Establishment Environmental Assessment Method (BREAM) outstanding level
- Windmill House - 12 units of older persons HAPPI accommodation with meeting space for the wider community
- Polgrean Place - 44 flats and houses for rent and shared ownership sale and 16 units of older persons HAPPI accommodation, 2 commercial units and community facility

Given the cost of regeneration, we have no current ambition to undertake any further projects up to 2030. It is therefore necessary for us to continue to dispose of assets that are a financial liability to Ocean via our Land and Property Disposal Policy, where possible.

However, it is prudent to consider the longer-term implications given the high Net Zero obligations and signs of falling demand in some of our units, ie bedsits. We therefore plan to identify and develop options appraisals to inform long terms plans for the schemes that are in least demand, poorest condition and bedsit provision, such as Fifield House, Poltair Court, Tregonissey Close. Implementation of estate improvement and regeneration/redevelopment opportunities of the poor performing schemes could be potentially funded from ongoing reactive asset sales post 2030.

## Asset Optimisation Targets

Targets	Year
Sell 207 properties through application of agreed criteria on properties becoming empty to include the poorer performing and higher cost burden properties	March 2030
Sell 100 units through a pool of targeted property becoming vacant following an agreed voluntary decant of existing tenants	March 2030
Develop long term estate improvement and regeneration/redevelopment plans for the worst three poor performing schemes that are in least demand and in the poorest condition	March 2026

## C PROVIDING SAFE AND DECENT HOMES AND NEIGHBOURHOODS

### Aims:

Invest in the stock to ensure it is hazard free and meets the revised Decent Homes Standard

Prioritise tenant safety through on-going investment and ensure full property health and safety and building safety compliance all year, every year

Create more attractive neighbourhoods with greater kerb appeal through a new long-term investment plan

### Decent Homes - Planned Maintenance

The main premise behind our planned and cyclical maintenance programmes are to ensure that key components relating to property compliance are regularly inspected and replaced in line with the appropriate legislative and regulatory standards and their life-cycle expectation.

This ensures that the Decent Homes Standard is maintained, we meet our obligation to ensure our tenants are safe, and that the stock does not fall into disrepair. Similarly, planned, preventative maintenance reduces demand for reactive repairs, maximises value for money, whilst minimising disruption and improves tenant satisfaction.

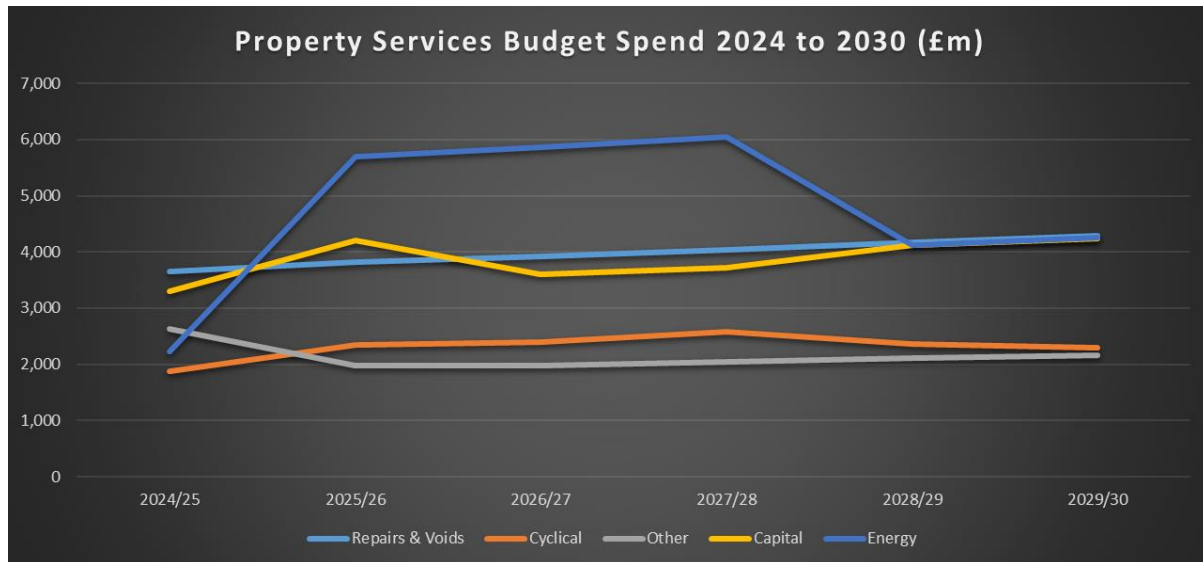
Annual investment plans are drawn together utilising the information we hold against each property, which enables us to inform our 40-year investment plan. Whilst the investment plan indicates the number of properties requiring investment each year, an on-site survey prior to installation of any major component is undertaken to confirm this. Adhoc additional investment projects are undertaken from time to time to enhance health and safety property compliance or improve the energy efficiency of our homes, such as the sprinkler system at Park House flats.

The component lifecycles used are shown below.

Component	Lifecycle
External Wall Insulation	20 years
Roof	50 years
Windows and Doors	30 years
Heating System	15 years
Kitchen	20 years
Bathroom	30 years
Other Major Works	Between 10 and 60 years

Effective planning, based on detailed stock condition surveys and understanding of assets, potentially allows housing providers to reduce spend on responsive repairs in favour of planned maintenance. There is an assumption that planned work is the more cost-effective way of maintaining properties. Ocean has improved its performance in this area through the commissioning of external stock condition surveys and by increasing its planned maintenance programmes, particularly around energy efficiency.

As projected, Ocean’s Decent Homes Programme for kitchens, bathrooms, windows, doors and roofing are all ramping up considerably to the end of the decade, with business plan provision for such costs. This reflects the natural pattern of component replacements following a major ‘Promises Programme’ post stock transfer in 2000 and age profile of the stock. The four-year rent cut between 2016 to 2020, and pandemic resulted in the suspension of key planned maintenance programmes, adding to replacement numbers now required up to 2030. The table below shows output and expenditure trends.



The majority of the window, doors, and roofing programmes will be delivered as part of a package of measures via the energy efficiency programme, as set out in section D. Ocean current strategy is to replace gas boilers like for like in existing stock. Heating programmes will be delivered by a mix of in-house and external contractors.

The proposed revised Decent Homes Standard will potentially mean changes to our programmes up to 2030, which will need to be worked through.

## Procurement

Material inflation and tendering costs continue to drive increased expenditure in this area, despite our close involvement with the Advantage South West procurement club and several long standing contracting arrangements.

In the short term, a hybrid approach will be taken to the kitchen and bathroom replacement programmes. We have recently increased productivity of the planned maintenance in-house teams, which will enable us to increase outputs from 130 to 150 kitchens and 108 bathrooms in 2024/25. In addition, we will need to procure external contractors to deliver much of the programme uplift. We plan to move to long-term partnering arrangements to secure significant savings in this area, as part of the Fit for Future Procurement review, to support delivery of the Resilience Plan targets.

Property Services is expected to deliver procurement savings totalling £871k by 2030 from planned maintenance components, the energy efficiency programme and other areas.

## Contract Management

Ocean maintain a central contracts register to ensure oversight of all external contracts. Improvements are needed to ensure Ocean exercises a strong client role with regular review meetings where contractors are challenged and held to account to meet KPI performance targets. Clear reporting and regular credit checks also need to be evidenced for all major contracts.

## Cyclical Maintenance - External Decoration

The exterior of all properties are repaired and decorated every ten years, with a repair and wash-down every five years. This programme has a positive impact on the kerb appeal of estates. This work is tendered and delivered by external contractors.

## Hazard Free Homes - Damp, Mould and Condensation

Our Damp, Mould and Condensation Service ([DMC Policy Update January 2024.pdf](#)), meets government and other best practice guidance. Our service aims to engage and support our tenants to deliver a triage approach to the prevention, treatment, and remediation of instances of damp, mould and condensation, as well as proactively identifying properties that may suffer from damp, mould and condensation. We encourage and make it as easy as possible for tenants to report repairs and issues with damp mould and condensation through traditional and digital channels. We will not apportion blame or use language inferring blame on the resident i.e. 'lifestyle'. Ocean will take responsibility and work in partnership with them to resolve any actions identified.

Target	Year
Review Decent Homes programmes in light of revised Decent Homes Standard	Date to be confirmed when published
Maintain 100% Decent Homes Compliance with the exception of tenant refusals	Each year
Provide a high quality Damp, Mould and Condensation Service in line with service timescales and Awaab's Law when published	March 2025
Deliver procurement savings of £606k in three years and £871K in total	March 2027 by March 2030

## Health and Safety Property Compliance

Ocean Housing has a robust Property Compliance Framework in place based on best practice and a zero tolerance approach in terms of gaining access. This framework has been supported by significant financial investment of C£300k per annum to strengthen our approach with new staff resources, moving from 10 to 5 year electrical testing, more external assurance checks, new fire safety door checks, the use of injunctions and £250k on a sprinkler system at Park House.

Post Grenfell, Building and Fire Safety legislation has been tracked as part of Ocean's Social Housing White Paper Action Plan and implemented as required.



## Summary of Framework

Area	Resourcing	Target/Position
Gas	In-house team	Carbon monoxide detectors fitted to all fossil fuel properties  100% continuous compliance (S)
Electric	In-house and external contractors used	100% complaint for statutory 10 year testing (S)  Moving to 5 year testing (NS)
Fire safety Communal fire alarms and emergency lighting Sprinkler systems	In-house risk assessments  Specialist contractor servicing and checks	100% continuous compliance (S)
Fire Safety Household Property Compliance inspections	In-house team	Second smoke detectors in two storey property completed ahead of legislation.  Fire blankets and heat detectors supplied to all new kitchens  Enhanced fire safety information within tenants literature  Annual check of smoke and CO detectors, ensure tenants have not installed gas / electric systems without OHL being made aware, check the heating type is in line with data held, firestopping on doors, DMC and general tenant welfare Cause for Concern checks. (NS)  100% continuous compliance
Legionella	Management Plan in place. Specialist contractor for high risk. In-house for low risk.	High risk properties reduced to 42 (S).  Target to complete risk assessments for all low risk properties over 5 years (NS)
Asbestos	Specialist contractor completed surveys.	Hold asbestos register and asbestos management plan. Asbestos policies and procedures in place  100% by year end 2024/25
Lifts	Inspected by external contractors.  The lifts are checked by our insurers.	4 communal lifts 7 communal stairlifts  6 monthly servicing contracts and inspection regime in place.  100% lift safety

Radon	Work with Health Protection Agency (HPA), National Health Service (NHS) and Cornwall Council (CC).	104 higher risk homes tested and remediated. 47 medium risk properties remediated.  No further testing planned.
High Rise Building	On site caretaker  In-house staff range of duties  External contractors for specialist work  Cornwall Fire and Rescue Service	Park House measures:  <ul style="list-style-type: none"> <li>• Sprinkler system installed (NS)</li> <li>• Fire box containing essential information and plans for Fire Service</li> <li>• Weekly checks to dry riser, weekly lift checks sprinkler system, communal fire doors, fire alarm and fire extinguishers</li> <li>• Fire risk assessments</li> <li>• Signage</li> <li>• Evacuation procedure and fire safety booklet</li> <li>• New flat fire door replacements completed 2023.</li> <li>• New communal area fire door replacement programme to be completed by March 2026</li> <li>• New 3 monthly communal fire door checks and annual flat fire door checks</li> <li>• Park House Lifts Replacement</li> <li>• Building registered with the Building Safety Regulator</li> <li>• Cornwall Fire and Rescue Service and Cornwall Council Tall Buildings inspection - no issues</li> <li>• Preparing Building Safety Case and Report</li> </ul>
Reinforced Autoclaved Aerated Concrete (RAAC)	Specialist surveyors	Potentially RAAC at 8 schemes containing 174 properties with flat roof structures. Of these, we know that 91 have timber roofs. Of the remaining 83 properties:  <ul style="list-style-type: none"> <li>• 67 are at Park House flats – tested – no RAAC</li> <li>• 14 are at Hawkins Road flats –timber roof with no RAAC</li> <li>• Plus underground car parking at 3 schemes (Grenville Court - tested no RAAC, and Carvath House and Church St)</li> </ul>

## Risk Controls

Given the importance of this area of activity, Ocean Housing has a strong risk control framework in place as set out below.

### First and second line of defense - Internal controls

- Head of Property Services carries out monthly checks
- Second line of defense checks carried out by Head of Health and Safety (H&S), Environment and Risk
- Monthly Executive Group (EG) reporting of H&S and second line of defense checks
- Monthly stock reconciliation checks to ensure data integrity
- Software run weekly to ensure data integrity of all compliance certification
- Process to ensure evidence of building compliance from management companies where Ocean do not own the freehold
- Annual training matrix for relevant staff

### External Assurance

- Registered with Gas Safe and recertified annually
- Corgi carry out 5% check on gas operatives work and paperwork every month
- Electrical Safety is assessed by the National Inspection Council for Electrical Installation Contracting (NICEIC) registration body annually
- Communal Fire safety - All our fire equipment except stand-alone detectors inspected by external contractors who are regulated by British Approvals for Fire Equipment (BAFE) Fire Safety Register or the Fire Protection Association

### Board Assurance

- Property Compliance reporting on 14 KPIS in OHL Performance Bulletin and 3 KPIS in Group Performance Bulletin
- Separate reporting on White River Place at each OHL Board meeting - Board proactive approach to managing third party risk taking legal action to force compliance when appropriate
- OHL Managing Director's report regular updates on Building Safety, White River Place and other compliance issues as relevant
- Property Compliance on OHL Divisional Risk
- White River Place on Strategic Risk Register
- Oversight by Group Audit Risk and Assurance Committee of Property Compliance and White River Place
- Internal Audits

## High Risk Buildings - Park House Flats

As previously stated, Ocean owns and manages Park House flats which is 11 storeys high. Our approach to ensuring compliance is set out in the table above. In addition to compiling a Building Safety Case and report, Ocean will be upgrading the communal area doors to new fire safety standards over the course of the next two years at a cost of over £250k.

## White River Place Scheme

White River Place (WRP), at its highest, is seven storeys and over 18m. It is constructed of a supporting cast reinforced concrete frame, floors and underground car parking area. The two blocks are finished in a range of materials, some of which have been found to be combustible, as is some

of the insulating material beneath them. A number of other issues impacting on the fire safety of the block have also been identified.

Ocean own 10 rented, 9 shared ownership and 1 leasehold flat. The two blocks are owned by Abacus and managed by third party organisations – THPP (Management Company) and Plymouth Block Management (Managing Agent). Ocean Housing are closely monitoring the work of Plymouth Block Management (PBM) in dealing with the issues the block presents. A Building Safety Fund application has been approved to carry out remedial work with tendering underway. The status of this scheme is routinely reported to OHL board and features on the Risk Register.

## Property Compliance Targets

Targets	Year
Maintain full property compliance for all statutory areas	100% all year, every year
Complete year 1 of communal fire door replacements at Park House	December 2024
Complete Year 2 communal fire door replacements at Park House	March 2026
Prepare Building Safety Case and Report	End of June 2024
Continue to pro-actively monitor and challenge progress with the Building Safety Fund works to Whit River Place	Monthly review meetings with management agent

## D INVESTING IN WARMER HOMES

**Aim:**

Invest in an energy efficiency programme to ensure all stock achieves an EPC ‘C’ or above rating by 2030, with a drive to accelerate completion of the programme ahead of time

Secure maximum levels of external grant funding to reduce Ocean’s investment requirements

Future proofing new build homes built to a minimum of EPC B

### Energy Efficiency Strategic Framework

At the end of March 2024, Ocean will have 1291 properties that are below EPC C requiring further investment to meet the 2030 energy standard target. Properties requiring retrofit energy measures to achieve EPC (C) have been categorised into four key groups taking a fabric first approach. The level of retrofit required includes the following definitions as detailed within the table below:

	Category	Definition of works
1.	Cornish Units Whole-House (including Type 1*, Type 2** and Mansard***)	External wall insulation plus a mix of full or partial roof replacement, windows, doors, heating, hot water and loft insulation upgrades
2.	Light touch	Heating, hot water, loft, lights only
3.	Medium	Windows, doors, heating, hot water, loft, lights only
4.	Traditional build Whole -House	Mix of any of the above plus external wall insulation with either a full or partial roof replacement

Following the Fit for the Future Review, the programme will be accelerated with 1,035, of the 1291 properties, to be improved over a condensed three-year period. The majority of tenants affected by this programme will benefit from earlier investment. 256 high investment cost properties (over £20,000), have been programmed for improvement in the final two years of the programme. These properties will be targeted for asset optimisation in the interim, as set out earlier in the strategy. Any properties not disposed of will be brought up to EPC C by the March 2030 deadline.

*\*Type 1 – Cornish Unit properties with system-built ground floor and mansard roof first floor.*

*\*\*Type 2 – Cornish Unit properties with system-built ground and first floors with a traditional pitched roof.*

*\*\*\*Mansard – Cornish Unit properties with ‘bricked up’ traditional cavity walls to ground floor and mansard roof first floor.*

Energy Programme	Budget Years						Total
	2024/25*	2025/26	2026/27	2027/28	2028/29	2029/30	
Cornish Units – Whole-house	0	35	35	35	28**	29**	162
Light Touch Retrofit	112	133	133	132	0	0	398
Medium Retrofit	11	71	71	71	0	0	213
Whole-house Retrofit	12	106	106	107	100*	99*	518
Total per Year	135	345	345	345	128	128	
Total Properties to Retrofit							1291

*\*Part funded by Social Housing Decarbonisation Funding Wave 2*

*\*\* Properties proposed for asset disposal will be completed if unsold in 2028/29 and 2029/30*

The table below shows the estimated trajectory of EPC C compliance.

Year	% of stock at EPC C or above
2022-23	60.96%
2023-24	63.78%
2024-25	67.05%
2025-26	75.68%
2026-27	84.32%
2027-28	92.95%
2028-29	96.45%
2029-30	100.00%

## **In-fill Programme Commitment**

Properties that are already at an EPC (C) that have dated inefficient costly heating systems i.e traditional night storage heaters, will be upgraded alongside the energy programme. The infill programme is designed to not only ensure inefficient heating is upgrading, but also to overcome the fact that neighbouring properties of seemingly the same construction and heating type can have differing energy efficiency ratings. This can result in one property having new heating installed and an adjacent property not benefiting from this improvement measure. From our experience this can cause confusion and dissatisfaction amongst tenants. For this reason, Board committed to upgrading these heating systems through the Infill Programme to ensure that all properties with dated electric heating systems within a scheme are upgraded together, either through the Energy or Infill Programmes. This is to help reduce fuel poverty amongst tenants.

## External Funding

Ocean has a strong track record for securing grant funding to support energy efficiency programmes. Between 2018/19 – 2021/22 we attracted £0.93m from Energy Company Obligation 3, Warm Homes Fund, Eden and the Green Homes Grant programme.

The Social Housing Decarbonisation Fund (SHDF) was introduced in October 2021. For Wave 1, a total of £160million was allocated and Ocean was successful in our bid submitted via the West of England Consortium (WECA). The bid allowed improvement works to 58 properties at a total cost of £1.1million with a contribution of £750,000 from the SHDF. A further £115,000 of funding was made available within the consortium which Ocean were able to obtain to deliver an additional 24 properties at the higher funding rate in Wave 1.

Ocean have also been successful in obtaining SHDF wave 2.1 funding which runs from April 2023 to March 2025. This scheme will deliver retrofit measures to 270 homes at a cost of £3.5million, with a grant funding contribution of £1.75million.

The programme to 2030 is being developed to enable Ocean to bid for any future rounds of funding as they become available. It is anticipated that full details of the SHDF Wave 3 fund will be released in mid 2024 which will be considered. Ocean will use its experience and track record to seek to secure the maximum amount of grant available.

## Resources and Skills

A key learning of the energy programmes delivered to date has been the complexity of the revised standards of Publicly Available Standards (PAS) 2030 and PAS 2035, introduced to improve the quality and success of retrofit measures.

Part of this standard requires contractors and installers to be PAS 2030 accredited. There are a limited number of accredited contractors in Cornwall, however, Ocean have built strong relationships with several local contractors through current and previous schemes. It is proposed to develop these existing relationships with longer term contracts to deliver the upcoming works to 2030 and beyond.

Ocean have also created an in-house retrofit team with PAS 2030 and PAS 2035 accredited staff, able to deliver Retrofit Assessments and Coordination activities in addition to trade staff undertaking heating and hot water replacements.

Ocean have delivered all previous schemes on target and within budget, which is key in building a reputation as a trusted delivery partner for future funding opportunities and contractors.

## Tenant Information and Knowledge

Ocean offers an energy advice service to support tenants in utilising their heating and electricity use to maximise efficiencies. As part of the PAS2035 retrofit standards, all new retrofit measures require a detailed handover to the tenant. Ocean provide this service in person for each property within the energy programme and leave tailored written handover instructions for each measure that has been fitted. A follow up call between 3-6 months is also undertaken to ensure that the tenants are using the systems in the most efficient way.

## Future Homes and Building Standard

The Government is still pursuing the target of net zero greenhouse gas emissions by 2050, and the Future Homes Standard is the method by which they will ensure that all new homes are carbon neutral. The revised standards are being introduced in two phases. The first was implemented in 2022 with further changes to be implemented during 2025. The new proposals include the use of PV panels on all new homes below 15 storeys, wastewater heat recovery and continuous ventilation systems. No carbon fuel sources of heating will be able to be installed, which will include hydrogen and biofuels, as well as gas. Ocean Housing are undergoing the final stages of a review of the technical specification used for new homes which will ensure that all required legislation changes to standards are included, whilst also reviewing materials and products in an effort to reduce both up front capital and ongoing maintenance costs of our homes. Ocean Housing already have a policy in place for all new homes, with rare exceptions, to be EPC B or above, and with no connection to the gas network which remains unchanged.

## Net Zero Carbon 2030 – 2050

Ocean’s indicative net zero carbon programme from 2030 – 2050, has been modelled using the CROHM software. Retrofit measures are proposed to continue with a fabric first approach, in addition to renewable systems such as Solar Photovoltaics (PV). The retrofit works have been costed and are estimated to total circa £37m, allowed for in the business plan to 2050.

By 2050, none of Ocean’s homes will reach Net Zero Carbon. The target for these properties is therefore EPC A and any remaining carbon will need to be delivered through a carbon offsetting scheme.

In summary, it is currently estimated that by 2050:

- 1,808 properties will meet EPC A
- 2,096 properties will achieve EPC B
- 290 properties will have retrofit measures completed but will remain at EPC C
- The average carbon emissions will be 0.62 tonnes per year by 2050
- Annual carbon off setting costs could be approximately £93,600 per year

More detailed work will be carried out on this programme to correlate high investment properties and high carbon emitting properties.

## Investing in Warmer Homes Targets

Targets	Year
Develop an accelerated three year energy efficiency programme with the exception of the highest cost 256 properties, some of which will be targeted for sale	August 2024
Bid for Social Housing Decarbonisation Funding Wave 3	December 2024
Tender for long term contractor for roofing, external insulation and window and door replacement work	January 2025
Deliver an accelerated three-year energy efficiency programme with the exception of the highest cost 256 properties some of which will be targeted for sale	March 2028



# E MODERNISING OUR CUSTOMER FIRST REPAIRS SERVICE

## Responsive Repairs Service

Tenant perception of Ocean Housing is predominately driven by their experience of their last repair. In 2023/24, Ocean Housing invested £2.4m and delivered c.12,000 repairs to its housing stock. We aim to deliver a repairs service ([Day to Day Policy Repairs Policy - November 2022.pdf](#)) that:

- ensures the housing stock is maintained to a safe, secure and habitable standard
- complies with all relevant statutory and regulatory standards
- ensures repairs are undertaken to agreed timescales, to an agreed standard of workmanship and at a cost which represents value for money for tenants that ensures the service is accessible and responsive to tenants' needs and that repairs are undertaken at times which are convenient to them
- we do the job right first time and, where problems arise, ensure that these are rectified as soon as possible
- achieves a high level of tenant satisfaction with all aspects of the service including the standard of the completed repair

Our current service standards\* are:

- Emergencies - 24 hours
- Urgent - 5 working days
- Standard - 20 working days
- Non standard - as reasonably required by the job

*\*See policy for more details.*

## Digitalisation

Following our Fit for the Future Review, we believe modernising our repairs service through digitalisation is a priority. Digitalisation of our repairs service would deliver multiple benefits as set out below.

**Empower our tenants** – our tenants will have the ability to:

- Make repair appointments 365 days a year via an online portal
- Choose what repair is needed or request a trade to diagnose and repair on that day
- Receive seamless confirmation of appointment and change/edit appointment to suit their needs (subject to time)
- Track where the trade operative is in relation to the appointment time slot
- Complete a satisfaction survey via their online portal

**Operational resource benefits** – these will be gained from:

- Reducing wastage from no access/follow-on works and travel time, increasing productivity
- Improving trade staff satisfaction
- Reducing staff front-end interaction saving resource
- Improving real time tenant communication
- Improving tenant satisfaction lowering complaint volumes
- Improving culture and behaviours amongst our workforce

**Business benefits** – these will be gained from:

- Extending our operating hours to provide a flexible appointment system to meet the needs of all tenants

- Utilising modern technology to enable seamless transactions moving into other business streams confirmation and repair delivery

Tenants who are unable to use technology would be able to report repairs via other more traditional methods and receive a high quality of service.

## Empty Properties

Ocean aims to maximise the occupation of its stock and its rental income through the efficient management of empty properties with minimal void periods (see policy for more details [Empty Property Management Policy.pdf](#) ).

Ocean’s empty property letting standard ensures that when relet, homes are safe and all relevant legislative and regulatory standards are met before letting. This includes providing the incoming tenant with a copy of the Energy Performance Certificate. Our letting standard identifies the standards, security, safety, cleanliness, heating and facilities to be offered on relet. As a result of the Fit for the Future Review our lettings standard, from April 2024 will include non-slip washable flooring for kitchens and bathrooms. From 2025/26, tenants moving into an empty property or new build home will be offered a £200 flooring voucher towards their floor covering of choice, a welcome bag of groceries and a £10 energy voucher.

## Aids and Adaptations

We undertake ad hoc minor aids and adaptations to improve the mobility and/or standard of independent living to meet residents’ needs, with an annual budget provision. We work with Cornwall Council and where applicable, grant permission for Disabled Facilities Grant Adaptations in a timely way. We will increase our data on adaptations as part of our rolling stock condition survey process.

## Modernising our Customer First Repairs Service Targets

Targets	Year
Undertake preparatory work to enable the introduction of a digitalised repair service	March 2026
Refresh the schedule of rates and van stock to support the new service delivery model	March 2026
Carry out staff consultations on revised terms and conditions to enable the new service delivery model	March 2026
Pilot and launch new digitalised repairs	March 2027
Introduce washable flooring for kitchens and bathrooms.	April 2024
Offer a £200 flooring voucher, a welcome bag of groceries and a £10 energy voucher to new tenants moving into an empty property or new build home.	April 2025
Reduce void turnaround times to: < 15 days	March 2027
<12 days	March 2030