



Berneslai Homes

Asset Management Strategy 2021-26

This strategy sets out how Berneslai Homes, the Council's managing agent, will seek to manage the Council's 18,645 homes and assets across Barnsley during the period 2021-26. Berneslai Homes will work in partnership with the Council (and other agencies) across the Borough to make the very best use of stock; maximising all opportunities to meet the strategic objectives of the Barnsley 2030 Vision.

Embracing our role as an anchor institution in Barnsley, we are working with the Council and partners to bring the vision of Barnsley 2030 to life – making Barnsley a **Place of Possibilities**. As this vision is developed, we will align our asset management services and ensure that we have a pivotal role in meeting the challenges

and opportunities the new vision will bring. We will ensure that we align our service delivery to the four key outcomes of Barnsley 2030.

Berneslai Homes is committed to providing the best customer service to tenants and is proud of the management and repairs functions that we deliver.

- Equality, diversity and inclusion are at the heart of this Asset Management Strategy.
- The profile of the assets is shown on Page 2 and our roadmap to deliver this Asset Management Strategy is in Appendix 1 and our investment plan is in Appendix 2.

**Healthy
Barnsley**

**Learning
Barnsley**

**Growing
Barnsley**

**Sustainable
Barnsley**

OUR AIMS

We have six strategic aims for asset management that will help us achieve our vision.

1. Homes will be safe, secure, warm, and well maintained to enhance the lives of our customers.
2. We will provide homes in the right areas to meet customer needs.
3. Communal and open spaces will be attractive and well managed.
4. Asset management and maintenance services will be efficient and effective achieving high levels of customer satisfaction.
5. We will be innovative and utilise sustainable solutions wherever possible, working hand in hand with the Council.
6. Forging strong partnerships with our suppliers, we will use social value and community investment to deliver training and employment across our neighbourhoods and for our communities.

Stock Profile: Our assets/our homes.



Total Homes



18,600 homes in management

- Council Stock (18,264)
- 58% are houses (10,787)
- 70% are 3 x beds (7,451)
- 29% are 2 x beds (3,023)
- Leaseholders (336)



Bungalows



25% of homes are bungalows (4,664)
mainly 1 & 2 beds



Flats



16% of homes are flats (3,054)
mainly 1 & 2 beds



Designation



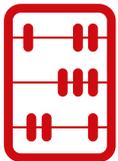
68% of homes are general needs (12,472)
32% with restrictions (5,796)
11 Independent Living Schemes with 360
flats for over 60's



Age of stock



70% of homes were built before 1965



Attributes



743 blocks to maintain
46 Community Facilities
2595 garages or garage sites
32 shop in management

89% of our homes are mains gas

Strategic Aim 1: Homes will be safe, secure and well maintained to enhance the lives of our customers.

WHY?

In line with our strategic priority to deliver **EXCELLENT CUSTOMER SERVICES**, we understand that we have a key role to play in supporting our customers to feel safe in their homes.

In addition, our homes will be warm, well maintained, and have modern facilities.

ACTION TAKEN & WHEN?

The **Barnsley Homes Standard** investment programme is in progress and it is transforming homes. Through Construction Services (the Council's in-house contractor) and Wates (the Council's private contractor partner), it will deliver improvements to **1,300 homes this year and 6500 homes throughout the life of this strategy**. We will work with customers to keep developing the Barnsley Homes Standard.

The current investment plan shows an average investment per property by Barnsley Council of £27.4k over the life of the 30-year business

plan - this is in line with benchmark housing organisations.

We will develop a strategy with the Council to ensure all homes achieve an **Energy Performance Certificate [EPC] rating of C** as a minimum by 2030 and seek to invest in low carbon and renewable energies that benefit customers.

We will continue to deliver **high performing building safety programmes** across all assets and communal areas.

To continue our fire safety programme, we are installing additional sprinkler systems to four independent living schemes and three high-rise blocks of flats.

Our **electrical inspection programme** is in progress to bring 6,917 properties in line with our five-year programme. This is best practice.

A **standalone IT system** is being evaluated to ensure we are robust in managing and controlling building safety compliance.

HOW?

To achieve this, we will maintain all our homes to the **Barnsley Homes Standard – 100% Decent Homes Standard**.

We will continue to invest in our homes and build on the significant improvements made in our approach to **health, safety, and compliance**.

We will meet statutory and regulatory standards as well as meet the challenges set in the **Building Safety Bill and Charter for Social Housing Residents** to "raise the standard of social housing and meet the aspirations of residents...today and in the future."

IMPACT

All homes will meet decency standards - over the next five years investment of c. £100m in delivering the Barnsley Homes Standard and elemental improvement programmes. This will comprise over 6500 homes.

This year, investment of almost £4m will go into Building Safety works.

In the next two years, investment of £1.2m will be made to deliver the five-year electrical inspection programme.

SUCCESS MEASURES



100% Decent Homes.



100% compliance.

Strategic Aim 2: We will provide homes in the right areas to meet customer needs.

WHY?

Berneslai Homes has a strategic priority to create **SUSTAINABLE COMMUNITIES** aligned to the Barnsley 2030 vision.

To achieve this, we need to make the best use of the Council's social housing assets and this means **having the right blend of homes in the right areas to meet housing need** including assisting the Council to meet the needs of those affected by homelessness.

It is important we get the most from our 18,645 homes in management as Berneslai Homes provide 80% of the affordable housing in Barnsley. **Our offer is critical, and we set a high bar providing great quality affordable and healthy housing.**

ACTION TAKEN & WHEN?

Area profile reports are prepared for our neighbourhoods identifying performance and issues that **drive investment planning**. These will be further developed over the next

6 months; and will include ways in which we can work with partners to address wider issues of health and wellbeing.

We have strengthened our **performance management of empty properties**. **Property option appraisals** are being completed for our most 'difficult to let' homes and enhanced letting standards are in development.

Independent Living Schemes, shops and other facilities will be reviewed over the next 12 months to identify improvements/options.

For equipment and adaptations, we partner with **South West Yorkshire Partnership NHS Foundation Trust [SWYPFT]** and we have appointed an **Occupational Therapist** to help match customers with disability needs with the right homes.

We will work with the Council to identify sites for redevelopment via the Council Build Programme to meet development targets and drive forward regeneration initiatives.

HOW?

We will use **real time data and insight** to monitor demand for our homes. From this we will identify where there is a housing need and where potentially we have an over-supply of property.

Where there is specific demand for a property type, adaptation or an oversupply, we will identify if we can better utilise our existing stock through **property option appraisal and neighbourhood planning**.

We will proactively manage our empty properties and be flexible in deploying

enhanced standards to let our homes and sustain tenancies.

We will work with the Council to identify **development opportunities across garage sites and land** and ensure the supply of new homes are of the right type and in the right areas.

IMPACT

The Council will invest c. £38m during 2021/22 on repairing, maintaining and improving homes and neighbourhoods.

We will support the Council in their goal of increasing the provision of affordable homes in the borough.

SUCCESS MEASURES



Top quartile empty homes performance.



100% minor adaptations within timescale.



100% Completion of major adaptations within timescale.

Strategic Aim 3: Communal and open spaces will be attractive and well managed.

WHY?

Under the Council's strategic priority of **SUSTAINABLE COMMUNITIES**, we know that a home is more than just bricks and mortar. For individuals, families, and communities to thrive, it is vital that **neighbourhoods are positive, uplifting and inclusive**. This will provide a strong foundation to help customers achieve their ambitions and aspirations.

From the STAR survey, '**customer satisfaction with their neighbourhoods as a place to live**' scores highly. We will continue to make this a priority and work closely with the Council's Stronger Communities Team.

ACTION TAKEN & WHEN?

The assets team is working with the Council to review the **garage sites** to identify their potential as sites for new homes or areas for improvement.

We are collaborating with the Council, in their **Tiny Forests** initiative to plant 10,000 trees. Wates, our construction partner has pledged to plant 500 trees.

Housing and asset teams are working collaboratively to undertake **patch/estate inspections** with a particular focus on our most challenging areas. **Neighbourhood action plans** will be co-produced with customers to improve these areas and meet aspirations.

Working in liaison with customers, develop a prioritised action plan to improve communal living areas.

We recognise that the decoration and fit-out of a number of our independent living schemes need to be appraised to ensure they continue to meet the needs of customers.

HOW?

We will continue to work with the Council, and customers, to ensure we maintain high standards in the management of our **green spaces and grass cutting**.

We will continue to develop and utilise our **Area Profile reports** for neighbourhoods to identify issues and we will use this intelligence to **drive our investment planning** with the Council.

Partnering with the Council, we will identify suitable sites for **tree planting**.

Working with our customers, we will ensure our **communal areas** are well-kept and in good decoration.

IMPACT

The planting of trees, and maintenance of greenspaces, will contribute to a cleaner, lower carbon environment across our urban areas.

Well kept neighbourhoods, with clean, safe and usable open spaces help individuals, families and communities to stay healthy and happy.

A neighbourhood approach to planning and investment, to improve communal and open spaces will help to deliver sustainable communities across Barnsley.

SUCCESS MEASURES



Top quartile performance for customer satisfaction in neighbourhoods.



Trees planted - 1000 by 2025.

Strategic Aim 4: Asset management and maintenance services will be efficient and effective, achieving high levels of customer satisfaction.

WHY?

This aim meets the **Council's priority and objectives** to develop a baseline insight into the condition and efficiency of stock, which will allow analysis, supporting robust business and investment planning.

We want to deliver a great customer experience and put customers at the heart of all we do.

ACTION TAKEN & WHEN?

Work is in progress to update information in our **asset management system** which will enable us to analyse our stock baseline and support and enable Council colleagues to carry out strong business planning. We will ensure regular updates and accurate data analysis to inform stock investment.

Asset surveys that support our Decent Homes investment programme have been developed and are being implemented through our teams.

EPC information for homes has been updated in our asset management system which will help to inform investment strategies to make homes more energy efficient and we will work with the Council to identify **funding opportunities** to meet the decarbonisation agenda. We will increase the number of EPC surveys that we undertake; doing them as part of all stock surveys and on the completion of BHS works.

Berneslai Homes went live with the **Property Repairs and Improvement Partnership [PRIP] contract** in April 2020 and strong contract management is in place to support the delivery of **high performing asset investment services**. This will continue to drive up customer satisfaction with the quality of their home.

HOW?

We commit to producing an annual **Asset Management Condition Report** for the Council which will show the baseline position of stock in terms of decency/energy efficiency, the impact of investments over the previous 12 months, proposals for future retrofit/replacement programmes and wider investment initiatives.

We will target **20% stock condition and EPC surveys** per year to further enhance the intelligence that we hold on stock.

Our approach to achieving and maintaining decent homes will be flexible working in partnership with our customers.

We want to improve our **'right first time'** approach and reduce reactive repairs in

favour of planned repairs. This will deliver a better customer experience and improve our efficiency, budget management and VFM.

IMPACT

Our approach to Asset Management will support business planning to ensure our homes meet future demands and inform longer term investment decisions.

Delivering consistently high performing asset investment services will improve customer satisfaction with the quality of their home – this is a STAR survey priority.

Increasing planned investment and decreasing the proportion of revenue spend improves effectiveness and business planning.

SUCCESS MEASURES



Customer satisfaction - top quartile.



Repairs and maintenance satisfaction 98%.



Investment satisfaction 97.5%.



20% stock condition annually.



EPC 2400 annually.

Strategic Aim 5: We will be innovative and utilise sustainable solutions wherever possible, working hand in hand with the council.

WHY?

We understand that climate change has become one of the most pressing issues. In September 2019, the Council declared a **Climate Emergency** and set a target to be net zero carbon in its operations by 2040 and for the borough to be net zero carbon by 2045.

Under the priority of **SUSTAINABLE COMMUNITIES**, we will work alongside the Council to ensure that **Berneslai Homes is proactive in reducing fuel poverty**, tackling health inequalities, improving the efficiency of homes and reducing carbon emission across the whole business.

ACTION TAKEN & WHEN?

We have improved the **energy performance information** in our asset system. This will help us prioritise poor performing [EPC] homes and improve the speed that we can react to funding opportunities.

We are **increasing EPC surveys** that we will complete annually – with 1000 EPC surveys to be completed in 2021/22.

We are working **with Age UK (Barnsley)** to retrofit 75 batteries to enhance solar PV systems for our customers.

We are **partnering with the Council and Energise Barnsley** to install 1000 solar PV systems.

HOW?

We will identify those who are considered **'fuel poor' homes** from Berneslai Homes Customers. These will be our priority.

We will **positively engage** with our fuel poor customers to identify and implement solutions to ensure that they are able to keep their homes warm - and this is both affordable and sustainable. Linking with the Council's delivery themes, we will implement the most appropriate measures:

- **Energy Efficiency [retrofitting]**
- **Renewable Energy [biomass, solar]**
- **Resource Efficiency [minimise waste]**
- **Decentralised Heating [heat networks]**

We will ensure we achieve the fuel poverty target whereby **all households in fuel poverty have a home which achieves EPC Band C as a minimum by 2030.**

Partnering with the Council, we will identify suitable sites for **tree planting**.

As an organisation we will commit to meeting the Council's **zero 40** targets.

IMPACT

We are investing to improve EPC survey information.

We are positively contributing to the zero carbon agenda.

We are investing to improve the lives of our customers so that they can affordably warm their homes and improve their health and wellbeing.

SUCCESS MEASURES



Zero carbon strategy by 2022.



Energy efficient homes – EPC level C by 2030.



Renewable Technology – 1000 Solar PVs.



75 batteries.



100 air sourced heat pumps by 2023.

Strategic Aim 6: Forging strong partnerships with our suppliers, we will use social value and community investment to deliver training and employment across our neighbourhoods and for our communities.

WHY?

PARTNERSHIP WORKING is a strategic priority. Our procurement activity will **support the vision for Barnsley as a place of possibilities** and will contribute to social value, keeping spend local to support the community will strengthen the Barnsley pound.

As an anchor institution for the Council in Barnsley, our long-term sustainability will contribute to the well-being of customers and communities.

We will work in partnership with customers to develop and prioritise how we **increase economic, social, and environmental well-being**; in particular, training, apprenticeships, and employment opportunities.

ACTION TAKEN & WHEN?

Barneslai Homes is **committed to working with the Council** to deliver a performance and evidence-based approach to Social Value.

Through the **PRIP contract**, our main contracting partners, Construction Services and Wates have committed **£150k per year to deliver training, employment, and local community initiatives**.

All our contracts will deliver **substantial social benefit outputs to deliver more jobs, better training and improved business** and links to the Council's Employment and Skills Strategy: 'More and Better Jobs'.

HOW?

In keeping with our equality, diversity and inclusion principles, we will require our **partners and suppliers** to make a strong commitment to delivering **social value and community investment** through all tendering activity; reducing health inequalities and improving environmental sustainability.

We will monitor performance of our partners and suppliers to ensure that commitments are delivered, and we will report outputs monthly in our contract meetings.

Utilising well tested **procurement frameworks** that deliver strong social value, we will leverage our contracting to deliver training and positive employment outcomes.

IMPACT

The **PRIP contract** will annually deliver a minimum:

- 75 school visits / workshops
- 120 support activities for local Voluntary Organisations
- 66 work experience placements
- 21 apprenticeships
- 30 sponsor opportunities for local Social Enterprises
- 75% target for local spend.

There is a direct contribution of £150K per year towards our social value aims.

SUCCESS MEASURES



75% local spend.



Employment, training – 21 apprenticeships.



75 school visits.



66 work experience placements.



Social Value - £100,000 per annum to support social value initiatives.

APPENDIX 1: Strategy roadmap.

ACTIONS	TARGET DATE
Strategic Aim 1. - Homes will be safe, secure, warm, and well maintained to enhance the lives of our customers	
Deliver Barnsley Home Standard investment programme [decent homes]	Mar-22: then annually
Review the Barnsley Homes Standard with Tenants Voice	Sep-22
Deliver high performing building safety programmes across all our assets and communal areas	Ongoing
Install sprinkler systems [7 installations]	Mar-23
Ensure all properties are on a 5 year electrical inspection programme	Mar-23
Evaluate and implement compliance software	Mar-23
Evaluate the requirements for Draft Building Safety Bill and Charter for Social Housing Residents and implement improvements across the business	Mar-23
Strategic Aim 2. - We will provide homes in the right areas to meet customer needs	
Develop Area Profile Reports: to underpin our stock and investment planning	Nov-22: then annually
Complete property option appraisals for our most difficult to let empty properties [10 No.]	Mar-22: then annually
Complete enhanced standards for empty properties	Mar-22
Independent living schemes will be reviewed to identify improvements	May-22: then annually
Shops and other Facilities will be reviewed to identify improvements	May-22: then annually
Review Major adaptations and waiting lists with OD and SWYPFT	Quarterly
Meet with BMBC to review new homes provision and opportunities for BH	Quarterly
Strategic Aim 3. - Communal and open spaces will be attractive and well managed	
Develop Area Profile Reports into Neighbourhood action plans for investment planning	Mar-22
Undertake quarterly joint patch / patch inspections to develop Neighbourhood action plans	Ongoing
Review garage sites for potential for new homes or areas that require improvement	Sept-22: then annually
Co-ordinate with BMBC in their 'Tiny Forests' initiative	Ongoing
Liaise with Wates to plant 500 trees	Mar-25
Develop a prioritised action plan to improve communal areas for blocks and Independent Living Schemes	Mar 22: then annually

ACTIONS	TARGET DATE
Strategic Aim 4. - Asset management and maintenance services will be efficient and effective achieving high levels of customer satisfaction	
Collate and upload all data into PIMSS [our asset management system] for Council/BH business planning	Aug-21
Implement new stock condition surveys to support our Decent Homes investment programme	Sep-21
Commence programme to complete 20% stock condition surveys per year	Apr-22
Implement quarterly meetings with BMBC to identify carbon reduction funding opportunities	Sep-21
Through the PRIP contract meetings - implement a 'right first time' approach to maintenance and reduce reactive repairs in favour of planned maintenance [target by Mar 2023 - 40:60]	Sep-21: then annually
Continuous improvement in STAR survey results for 'customer satisfaction with the quality of their home'	Mar-22
Strategic Aim 5. - We will be innovative and utilise sustainable solutions wherever possible working hand in hand with the Council	
Develop EPC plan for all 'fuel poor' homes and identify investment options	Mar-23
Analyse all E, F, G, EPC surveys completed, update the system and evaluate the poorest performing homes	Mar-22
Commence programme to complete 20% EPC surveys per year	Apr-22
Complete 1000 EPC's to improve stock information	Mar-22
Deliver 'battery' project with Age UK	Mar-23
Commence the project to install 1000 solar PV systems	Sep-22
Strategic Aim 6. - Forging strong partnerships with our suppliers, we will use social value and community investment to deliver training and employment across our neighbourhoods and for our communities	
Ensure Construction Services and Wates deliver £150k towards training, employment, and local community initiatives through the PRIP programme	Mar-22: then ongoing
Evaluate and utilise procurement frameworks the maximise social value	Apr-22: then ongoing
Ensure Construction Services and Wates deliver specific outputs [listed in the PRIP contract] per year	Mar-22: then ongoing
- 75 school visits / workshops	
- 120 support activities for local VO's	
- 66 work experience placements	
- 21 apprenticeships	
- 30 sponsor opportunities for local SE's	
- 72% of contract spend [£30m per year] in Barnsley.	
Prepare an action plan [and deliver] that maximises our social value, delivers the Barnsley Pound and contributes to a vibrant Barnsley. This will be achieved through our wider contracting and including the PRIP contract.	Apr-22: then ongoing

CURRENT INVESTMENT PLAN: APPENDIX 2

Capital Plan												
BASE UNIT COSTS		1	2	3	4	5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	Total
Component		2021/22	2022/23	2023/24	2024/25	2025/26	To 2031/32	To 2035/36	To 2040/41	To 2045/46	to 2050/51	Capital Plan
		£	£	£	£	£	£	£	£	£	£	£
PLANNED MAINTAINING THE BARNSELEY HOMES STANDARD												
Roof cover replacement	Unit Cost	4,754	4,754	4,754	4,754	4,754	23,770	23,770	23,770	23,770	23,770	142,620
	No of Units	15	14	954	24	445	2,650	3,774	2,508	2,592	88	13,064
	Total Cost	71,310	66,556	4,535,316	114,096	2,115,530	12,598,100	17,941,596	11,923,032	12,322,368	418,352	62,106,256
Roof infrastructure replacement	Unit Cost	600	600	600	600	600	3,000	3,000	3,000	3,000	3,000	18,000
	No of Units	231	106	355	141	225	2,299	1,883	1,451	1,405	102	8,198
	Total Cost	138,600	63,600	213,000	84,600	135,000	1,379,400	1,129,800	870,600	843,000	61,200	4,918,800
Chimney replacement	Unit Cost	893	893	893	893	893	4,465	4,465	4,465	4,465	4,465	26,789
	No of Units	12	10	678	5	133	1,689	3,448	2,524	3,040	80	11,619
	Total Cost	10,715	8,930	605,423	4,465	118,763	1,508,199	3,078,905	2,253,815	2,714,580	71,436	10,375,230
Rainwater goods	Unit Cost	892	892	892	892	892	4,461	4,461	4,461	4,461	4,461	26,767
	No of Units	83	1,267	30	72	572	941	165	15,011	2,024	941	21,106
	Total Cost	74,056	1,130,471	26,767	64,241	510,363	839,600	147,220	13,393,455	1,805,899	839,600	18,831,674
Pointing	Unit Cost	2,777	2,777	2,777	2,777	2,777	13,885	13,885	13,885	13,885	13,885	83,309
	No of Units	146	221	337	240	328	1,570	935	1,118	274	105	5,274
	Total Cost	405,438	613,711	935,841	666,474	910,848	4,359,851	2,596,472	3,104,658	760,891	291,582	14,645,766
External wall finish	Unit Cost	2,374	2,374	2,374	2,374	2,374	11,870	11,870	11,870	11,870	11,870	71,220
	No of Units	16	1	2	3	18	142	1,241	399	275	58	2,155
	Total Cost	37,984	2,374	4,748	7,122	42,732	337,108	2,946,134	947,226	652,850	137,692	5,115,970
Window replacement	Unit Cost	2,139	2,139	2,139	2,139	2,139	10,695	10,695	10,695	10,695	10,695	64,170
	No of Units	18	29	89	44	303	1,249	931	665	5,368	4,933	13,629
	Total Cost	38,502	62,031	190,372	94,117	648,122	2,671,631	1,991,424	1,422,446	11,482,237	10,551,765	29,152,647
External door replacement	Unit Cost	1,198	1,198	1,198	1,198	1,198	5,991	5,991	5,991	5,991	5,991	35,945
	No of Units	-	-	-	-	632	1,020	1,785	864	4,948	3,952	13,201
	Total Cost	-	-	-	-	757,238	1,222,125	2,138,719	1,035,212	5,928,504	4,735,135	15,816,934
Full electrical rewire	Unit Cost	2,806	2,806	2,806	2,806	2,806	14,030	14,030	14,030	14,030	14,030	84,181
	No of Units	23	11	19	11	16	94	440	774	656	691	2,735
	Total Cost	65,661	31,147	53,034	29,463	44,195	264,329	1,235,778	2,171,030	1,841,461	1,937,849	7,673,948
Electrical upgrade	Unit Cost	1,820	1,820	1,820	1,820	1,820	9,100	9,100	9,100	9,100	9,100	54,600
	No of Units	133	63	107	60	89	534	2,496	4,384	3,719	3,913	15,497
	Total Cost	241,332	114,478	194,922	108,290	162,435	971,516	4,541,992	7,979,426	6,768,125	7,122,388	28,204,904
Heating distribution replacement	Unit Cost	1,218	1,218	1,218	1,218	1,218	6,090	6,090	6,090	6,090	6,090	36,538
	No of Units	301	82	228	368	193	2,862	1,728	2,016	1,329	2,686	11,793
	Total Cost	366,595	99,870	277,686	448,195	235,059	3,485,693	2,104,569	2,455,331	1,618,618	3,271,339	14,362,955
Heating boiler replacement	Unit Cost	3,056	3,056	3,056	3,056	3,056	15,280	15,280	15,280	15,280	15,280	91,682
	No of Units	2,197	902	1,082	1,675	1,034	3,898	7,554	6,890	3,898	7,554	36,684
	Total Cost	6,714,213	2,756,586	3,306,681	5,118,938	3,159,989	11,912,608	23,085,645	21,056,406	11,912,608	23,085,645	112,109,319
Kitchen replacement	Unit Cost	4,452	4,452	4,452	4,452	4,452	22,258	22,258	22,258	22,258	22,258	133,546
	No of Units	14	66	14	211	4,265	5,312	3,741	4,522	4,570	5,312	28,027
	Total Cost	62,322	293,802	62,322	939,275	18,985,828	23,646,593	16,653,220	20,129,874	20,343,548	23,646,593	124,763,377
Bathroom replacement	Unit Cost	2,416	2,416	2,416	2,416	2,416	12,082	12,082	12,082	12,082	12,082	72,490
	No of Units	2	3	1,110	-	54	2,684	2,570	5,673	2,609	3,478	18,183
	Total Cost	4,833	7,249	2,682,147	-	130,483	6,485,479	6,210,015	13,707,944	6,304,253	8,404,060	43,936,463
Cavity wall insulation	Unit Cost	482	482	482	482	482	2,411	2,411	2,411	2,411	2,411	14,467
NON PIMSS	No of Units	20	20	20	20	20	100	100	100	100	100	600
	Total Cost	9,645	9,645	9,645	9,645	9,645	48,225	48,225	48,225	48,225	48,225	289,347
Loft insulation	Unit Cost	482	482	482	482	482	2,411	2,411	2,411	2,411	2,411	14,467
	No of Units	483	1,087	574	540	1,019	1,552	1,185	11,715	3,703	1,552	23,410
	Total Cost	232,925	524,201	276,809	260,413	491,408	748,445	571,461	5,649,508	1,785,756	748,445	11,289,371
Damp proof course	Unit Cost	2,569	2,569	2,569	2,569	2,569	12,845	12,845	12,845	12,845	12,845	77,070
NON PIMSS	No of Units	50	50	50	50	50	250	250	250	250	250	1,500
	Total Cost	128,450	128,450	128,450	128,450	128,450	642,250	642,250	642,250	642,250	642,250	3,853,500
TOTAL PIMMS REQUIREMENT		8,602,580	5,913,101	13,503,162	8,077,784	28,586,088	73,121,152	87,063,424	108,790,438	87,775,174	86,013,556	507,446,461
AVERAGE INVESTMENT PER PROPERTY	£	27,430										