

YMCA LONDON CITY AND NORTH

Estate Asset Management Plan

LandAid House | Monarch Court | Crouch End Housing

2026-2031

Combined estate version based on records reviewed to 24 September 2026

Document control

Field	Detail
Document owner	Hema Patel, Head of Estates
Estate scope	LandAid House (LAH), Monarch Court (MC) and Crouch End Housing (CEH)
Operational leads	Head of Estates; Buildings and Maintenance Manager; Estates Compliance Lead; relevant Site Leads
Governance	Board of Trustees and relevant Board or Property Development Committee reporting
Plan period	October 2026 to September 2031
Review cycle	Annual, and sooner following a material safety, structural, fire, service, lease or regulatory change
Status	Combined estate version for internal review and STAIRs publication preparation

Executive summary

This plan provides one framework for the management of YLCAN's three principal housing assets while recognising their different conditions, tenure and strategic direction.

Site	Tenure / scale	Condition	Strategic direction
LandAid House	Freehold; 146-bed project with gym and commercial spaces	Good	Maintain as flagship asset and strengthen lifecycle planning.
Monarch Court	Leased; 87-bed project	Fair to Good	Maintain compliance and align investment with lease strategy.
Crouch End Housing	Freehold; 155-bed project with communal and office space	Poor to Fair	Maintain safe operation

Strategic outcomes

- Residents are safe, informed and able to report concerns.
- Compliance and maintenance are managed consistently across all sites.
- Asset and lifecycle information is accurate and reviewed annually.
- Investment reflects condition, tenure, resident impact and strategic direction.
- Information supports governance, assurance and STAIRs publication.

1. Estate profile and current position

1.1 LandAid House

LAH at 10 Errol Street is YLCAN's flagship housing and office building. It is a registered higher-risk building and is generally good and serviceable, subject to the planned structural survey update.

1.2 Monarch Court

MC at 30-50 Cadogan Terrace is an 87-bed leased housing project assessed as Fair to Good.

1.3 Crouch End Housing

CEH at 184 Tottenham Lane is a 155-bed freehold housing project assessed as Poor to Fair. Until redevelopment, priorities are safe operation, compliance and proportionate essential investment.

Element	LAH	MC	CEH
Overall condition	Good	Fair to Good	Poor to Fair
Building fabric	Generally good; survey update required	Operational; routine lifecycle investment	Ageing; substantial intervention required for retention
Internal accommodation	Modern and serviceable	Serviceable with rolling refurbishment	Shared facilities and institutional layout below modern expectations
Strategic constraint	Higher-risk building duties	Lease obligations	Redevelopment

2. Asset management principles

- Safety first: Statutory and resident-safety risks take priority.
- Resident impact: consider dignity, service availability, accessibility and disruption.
- Whole-life value: comparing maintenance, replacement, lease obligations and redevelopment.
- Proportionate investment: tailor decisions to each site's strategic position.
- Evidence and audit trail: align Inform, registers, certificates, surveys and expenditure.

3. Compliance and building safety

Area	Estate control	Site application
Fire safety	Maintain FRAs, action trackers, tests and servicing.	LAH includes higher-risk building controls; maintain site arrangements at MC and CEH.
Electrical safety	Maintain fixed-wiring and PAT programmes.	Use certificate recommendations to set programmes.
Water hygiene	Maintain risk assessments, written schemes and records.	Address low-use outlets, communal systems and vacant rooms.
Lifts	Maintain service and statutory inspection schedules.	Review lifecycle needs and costs by site.
Resident evacuation	Maintain resident-specific arrangements and communications.	Apply current arrangements at each qualifying building.
Resident engagement	Publish planned safety works and reporting routes.	Tailor communications to access and disruption.

4. Maintenance strategy

Each site should operate from one estate-wide PPM framework with local schedules, named owners and linked evidence. Reactive repairs should be logged in Inform, prioritised by safety and resident impact, and reported by initial response and final resolution.

Frequency	Core activities
Weekly	Fire alarm, operational, escape-route and housekeeping checks.
Monthly	Emergency lighting, water controls, site walk-around and LAH high-rise systems.
Quarterly	Specialist fire-alarm, lift and other servicing where required.
Six-monthly	Fire drills and scheduled fire-safety activity where required.
Annual	FRA, relevant boiler, ventilation, access-control, water-hygiene and fire-safety servicing.
Five-yearly	Fixed-wiring inspection and test, subject to certificate recommendations.

5. Five-year investment priorities

Site / period	Priorities	Approach
Estate-wide: 0-12 months	Create common asset and compliance registers; refresh condition and costs	Validate before capital approval.
LAH: 0-12 months	Complete structural survey	Long-term asset preservation.
LAH: Years 2-5	Cyclical decoration; roof/envelope maintenance; phased M&E, lift and access control	Rolling capital programme.
MC: 0-12 months	Complete lease-strategy review and appraise ageing systems before material commitments.	Prioritise compliance and continuity; test responsibilities.
MC: Years 2-5	Commit only where justified by the lease decision, statutory duty, safety or continuity.	Lease-aligned programme.
CEH: 0-12 months	Maintain essential systems and coordinate short-term works with redevelopment.	Proportionate works only.
CEH: Years 2-5	Continue safe operation until redevelopment milestones.	Coordinate maintenance and ReGEN.

6. Site-specific priorities

LandAid House

- Maintain the building-safety case, MOR arrangements and resident engagement.
- Complete the structural survey and update lifecycle assumptions.
- Maintain specialist servicing and develop a long-term renewal programme.

Monarch Court

- Condition-review ageing systems and continue justified rolling refurbishment.
- Separate landlord, YLCAN and discretionary responsibilities.

Crouch End Housing

- Keep essential systems and resident facilities safe and operational.
- Align works with development milestones and avoid abortive discretionary investment.
- Maintain condition and service evidence supporting redevelopment.

7. Sustainability and efficiency

- Prioritise controls optimisation, LED lighting, ventilation maintenance and water-loss reduction.
- Ensure MC payback periods reflect the lease strategy.
- Integrate CEH sustainability decisions with the
- development.

8. Information management and STAIRs

Dataset	Minimum fields
Asset register	Site, asset ID, location, system, model, installation date and condition
Compliance register	Requirement, site, frequency, due dates, certificate link, action, owner and status.
Planned works programme	Site, scope, reason, priority, year and budget
Tenure and responsibility	Freehold/lease, lease date, landlord/YLCAN responsibility and approval route.
Performance dashboard	SLA performance & data including voids and occupancy, actions and complaint

9. Governance and responsibilities

Role	Core responsibility
Document owner: Hema Patel, Head of Estates	Own the plan; lead compliance, building safety, risk and annual review.
Board of Trustees / PAP	Strategic assurance, risk appetite and capital approvals.
Deputy Chief Executive	Executive estate oversight and escalation support.
Buildings and Maintenance Manager	Cost PPM; manage contractors, repairs, inspections and budgets.
Site Leads	Deliver local PPM, log repairs and maintain evidence.
Estates Compliance Lead	Maintain compliance records, due dates and reporting.
Housing teams	Resident liaison, access and communication.
Finance / Procurement	Budget control, contracts, value for money and capital planning.
ReGEN project team	Coordinate CEH interim maintenance with redevelopment milestones.

10. Performance measures

Measure	Control
Statutory compliance	100% completed by due date, with exceptions escalated immediately.
Safety actions	No overdue critical or high-risk action without documented interim control.
PPM completion	Monthly site and estate reporting against schedule.
Reactive SLA	Report by priority, initial response and final resolution.
Resident communication	Advance notice and feedback record for material works.
Data quality	Annual sample audit of assets, certificates and links.
Budget	Monthly actual, commitment and forecast reporting.
Strategic alignment	MC works checked against lease strategy; CEH works against ReGEN.

11. First-year action plan

No.	Action	Lead	Priority	Target
1	Adopt one estate asset and compliance register.	Estates Compliance Lead	Critical	Q1 2027
2	Complete LAH structural survey and update rating.	Head of Estates / DCEO	Critical	Q4 2026
3	Prepare annual maintenance plans	DCEO / Estates / Finance	High	Budget cycle

12. Key risks

Risk	Control
Incomplete lifecycle information	Refresh surveys, registers and costs before confirming programmes.
Reactive spend crowds out renewal	Ring-fence capital planning and review repeat repairs.
MC expenditure conflicts with lease position	Review responsibilities before major commitment.
CEH investment becomes abortive	Coordinate non-essential works with ReGEN milestones.
Safety actions fragmented	Use one evidence-linked compliance tracker.
Resident disruption	Plan communications, access support and alternatives.
Regulatory change	Annual policy and building-safety review.

13. Review

The plan should be reviewed by Estates Team annually alongside stock condition, lifecycle, compliance, resident feedback and budget information.